THE INFLUENCE OF COMPENSATION AND WORKLOAD ON TURNOVER INTENTION AT PT CITRAMAS MAJUTAMA

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Abstract: Employees with high potential are needed to carry out activities in the company so that company goals can be achieved properly. Loss of qualified employees will cost the organization more time and money in recruiting and training replacements. For this reason, HR management is needed to retain existing individuals. Good HR management helps maintain existing talent in the organization by providing good compensation that can be a deterrent for employees to leave the company. Then, an unbalanced division of labor can result in an excessive workload for employees and potentially increase an employee's intention to turnover. This research uses a quantitative approach. This study aims to measure the significant influence of compensation and workload on turnover intention at PT Citramas Majutama. The results of hypothesis testing and multiple linear analysis show that compensation and workload have a significant influence on turnover intention at PT Citramas Majutama. The coefficient of determination (Adj R^2) is 0.532, which indicates that the contribution of the independent variables compensation and workload to the dependent variable turnover intention is 53.2%. In comparison, the remaining 46.8% is influenced by other variables that have not been studied or are not included in the regression in this study.

Keywords : Compensation; Workload; Turnover Intention

I.   INTRODUCTION

Human Resources (HR) plays a crucial role in driving organizational activities, from implementation to system design. HR functions as implementers, maintainers, and designers of every system within a company or organization [1]. According to Maula and Sasana, productive and high-quality human resource individuals are considered important assets for the company's success [2]. Therefore, a company's success depends on the quality of its employees [3]. Losing high-quality human resources will result in greater time and cost for the organization in recruiting and training replacements. Therefore, human resource management is needed to manage and retain existing human resource individuals [1].

According to Saranya & Saravana, human resource management involves the management of an organization's workforce [4]. This includes responsibilities such as hiring, motivating, and retaining employees. Additionally, Mathis & Jackson argue that high-capacity and potential employees are needed to achieve the company's vision and mission [5]. They also stress that good human resource management helps in identifying, developing, and retaining talent. Without good human resource management, organizations can face various problems such as low productivity, employee dissatisfaction, and high turnover rates.

According to Mahfouz, the performance of an organization or company is the result and amount of labor [6]. Performance can be in the form of results achieved by a team, organization, company, or process. Thus, managing turnover intention effectively is very important to ensure that the negative impact on organizational performance can be minimized. Problems faced by companies, such as high levels of turnover intention (which means the employee's intention to leave the company), show the importance of effective human resource management. Wijayanti & Anisa explain that human resource management must be able to motivate employees and create a supportive work environment so that they remain loyal and contribute optimally to the company [7]. According to Kadarisman, whether we like it or not, money is one form of compensation that is a crucial factor in life and can increase employee motivation. Providing good compensation can be a deterrent for employees to leave the company [8].

In addition, according to Rai, by organizing the scope of work by employee capacity, companies can assess the performance of their employees and how to provide workload to achieve the best results, the amount of workload depends on the complexity of the tasks carried out by employees, and an unbalanced division of labor can result in excessive workload for employees and potentially increase an employee's intention to change jobs (turnover intention) [9]. According to Issa, the intention to leave the company voluntarily, known as turnover intention, has a significant impact on the status of the company and directly affects employee productivity [10]. Meanwhile, according to Muslim, the turnover intention is an employee's desire or intention to leave their job voluntarily or switch from one workplace to another according to the employee's own choice, even though it has not yet been realized in real action. The desire to leave work is a serious problem in the scope of the company [11]. According to Purwati & Maricy, fewer employees will have a negative impact on the company due to an imbalance in the quality of work. Although the company has good facilities, without the support of reliable and skilled human resources, the company will not be able to develop. This is a significant challenge for the company if not handled properly [12].

The issue of high turnover intention among employees is also experienced by PT Citramas Majutama. The company is involved in the sale and supply of welding machine robots and spare parts for metal-related industrial plants. This includes supplying to two-wheeled and four-wheeled vehicle factories, as well as heavy industry. According to data provided by the HR department of PT Citramas Majutama during initial research, several phenomena occur within the company. These include frequent employee turnover, which is often caused by employee's inability to meet targets and the resulting perception of a heavy workload.

Additionally, inadequate compensation to workload is identified as a factor leading employees to seek other job opportunities offering better pay and higher positions. Despite good facilities and infrastructure, without the support of qualified human resources, this issue can disrupt company operations and lead to increased turnover intention among employees. Therefore, the researcher displays data on the number of PT Citramas Majutama employees who left and entered for the last 5 years from 2019 - 2023 shown in Table 1.1.

Table 1.1 Number of In and Out Employees at PT Citramas Majutama

Year	Number of Employees at the Beginning of the Year	Number of Employees Exiting	Number of New Hires	Employee Turnover Rate
2019	140	15	6	11%
2020	131	19	5	15,3%
2021	117	24	8	22%
2022	101	27	4	30,16 %
2023	78	30	7	45,11%
Total Employees in 2024	55			

Source: HR Department PT Citramas Majutama, 2024

Table 1.1 presents data on the number of employees who left PT Citramas Majutama over the past 5 years, indicating a significant increase in employee turnover. In 2019, the turnover rate was 11%; it rose to 15.3% in 2020, 22% in 2021, 30.16% in 2022, and 45.11% in 2023. According to Prawitasari, turnover rates exceeding 10% per year are considered high [13]. Hence, it can be inferred that the turnover rate at PT Citramas Majutama is indeed high.

From the results of interviews with the HRD of PT Citramas Majutama, the reasons for high turnover in average employees are caused by employees who accept offers of higher salaries in other companies with higher positions, high workloads that are not comparable to the compensation provided, and also various other factors such as the distance from the office to the house is closer. This is known from the exit interview conducted by HRD PT Citramas Majutama on its employees who resigned. Turnover intention that occurs in employees can be influenced by various factors. According to Mathis & Jackson, states that compensation is one of several factors that affect the level of turnover intention in employees [7]. According to Henry Simamora, compensation is the reward or wages and salaries received by employees in place of employee contributions to the company [14].

One of the problems that occur at PT Citramas Majutama in the compensation factor is a decrease in employee salaries. The following is data on the wages or salaries of PT Citramas Majutama employees per month for the last five years, namely 2019 - 2023, the data is shown in Table 1.2.

Table 1.2 Employee Salary and Jakarta Regional Minimum Wage

Year	Employee Salary Per Month	Jakarta Regional Minimum Wage
2019	IDR 5.142.000	IDR 3.940.973
2020	IDR 5.317.000	IDR 4.267.349
2021	IDR 5.317.000	IDR 4.416.186
2022	IDR 5.208.000	IDR 4.614.854
2023	IDR 5.192.000	IDR 4.901.798

Source: HR Department PT Citramas Majutama, Jakarta Central Statistics Agency, 2024

Based on Table 1.2, it can be seen that the salary comparison of PT Citramas Majutama employees is greater than the DKI Jakarta Regional Drinking Wage (UMR), but has decreased. Based on article 83 paragraph 1 of Government Regulation No. 36 of 2021 stipulates that companies that have provided wages higher than the minimum wage that has been determined, employers are prohibited from reducing or lowering wages.

There was a decrease in salary from 2021 to 2023. This condition causes employee's desire to turnover due to the continuous decrease in salary. Moreover, based on the explanation of several employees, employees experience a salary deduction of IDR 100.000 every time they are late for work and the deduction will be greater if the employee is absent from work, and the company does not pay attention to the reasons for absence such as illness, or other reasons. This makes employees feel less cared for by superiors. In addition, employees who make operational trips will get transportation allowance claims provided that employees can submit claims by providing proof of payment such as toll tickets, gasoline purchases, food purchases with customers, and others. However, if the proof of payment is lost, the company has no other option but to ask the employee to bear the costs themselves or deduct them from the employee's salary.

In response to the issues outlined, employees feel that the deductions from their salaries are substantial, especially considering the decreasing salaries overall. Furthermore, based on interviews with multiple employees, those who work overtime do not receive incentives, and high-performing employees do not receive rewards. This lack of recognition leads to decreased motivation among employees. Additionally, employees do not receive health insurance benefits. Although the company does provide car facilities for the marketing

department to support their daily operational tasks, such as approaching customers in industrial areas and motorcycle facilities for the warehouse or courier department. It also offers car facilities for employees in manager positions.

According to Robert, heavy workload is another factor that may prompt employees to leave their workplace [15]. Cahyaniz defines workload as a series of activities or tasks that employees must complete within a set timeframe [16]. The data regarding employee workload at PT Citramas Majutama is shown in Table 1.3.

Table 1.3 Employee Workload

No.	Division	Activities	Measure	Target	Period	Realization	Achievement (%)
1	Marketing	Product sales of robot welding machine	IDR (Billion)	Target should reach IDR 2 Billion for robot welding machine sales	3 months	IDR 800 Million - 1 Billion per 3 months	50%
		Approach and entertain customers	Activities	Targets to be achieved to approach and entertain customers on weekdays	Weekdays	Approach and entertain customers outside of weekdays	60%
2	Maintenance	Handling and repairing welding robot machines	Activities	Targets to be achieved to completing repairs or fixing welding robot machines on weekdays	Weekdays	Completing repairs or fixing welding robot machines outside of weekdays	40%
3	Inventory (Delivery)	Delivering products to customers	Activities	Targets to be achieved to complete timely delivery of products to customers within 8 hours per day	8-hour shift	Completing the delivery of products to customers beyond 8-hour shift	70%
4	Admin, finance, and HR	Completing the tasks	Activities	Targets to be achieved to complete the	8-hour shift	Completing the tasks beyond 8-	60%

No.	Division	Activities	Measure	Target	Period	Realization	Achieve ment (%)
				tasks within 8 hours per day		hour shift	

Source: Developed by Researcher, 2024

Based on the issues described, employees at PT Citramas Majutama are concerned about significant salary deductions despite decreasing salaries. Additionally, employees who work overtime do not receive incentives or rewards for outstanding performance. This lack of recognition and motivation is compounded by the absence of health insurance benefits. Furthermore, employees in the marketing division face challenges in achieving sales targets for robot welding machines and do not receive commissions if they fail to meet these targets. Marketing employees also encounter difficulties in dealing with tough competition and are not compensated for working overtime to entertain and approach customers.

Based on several explanations from the marketing employees, this condition creates pressure or stress for employees and causes a desire to leave the company. The workload for maintenance technician employees involves working on Saturdays and Sundays to repair or fix the welding machine robot when the factory is not in production. In the warehouse or delivery courier section, employees often struggle to deliver goods on time due to traffic jams, leading to working beyond the regular 8-hour shift. Employees in the admin, finance, and HR departments also face heavy workloads and often work beyond 8 hours due to limited employees, without receiving overtime pay.

It can be concluded that some employees have the desire to leave the company due to reasons such as high workload and better compensation. Compensation and workload are the research variables that influence employee turnover intention. Companies should focus on these factors to ensure employees feel comfortable. Previous studies show phenomena gaps, and varying results regarding turnover intention, with different effects of compensation and workload. For example, Marhamah found that compensation has a significant negative effect on turnover intention while workload has a significant positive effect [14].

Meanwhile, different findings were presented by Ayu & Mayliza, which showed that compensation actually had a positive and significant effect on turnover intention [17]. On the other hand, the results of research by Bogar et al., show that workload has a negative and insignificant effect on turnover intention [18]. This diversity of findings creates a gap in research, signaling the complexity and need for research to understand the factors that influence turnover intention more deeply. This encourages the researcher to further explore this phenomenon in a more specific context, such as in a study entitled **"THE INFLUENCE OF COMPENSATION AND WORKLOAD ON TURNOVER INTENTION AT PT CITRAMAS MAJUTAMA".**

II. LITERATURE REVIEW
2.1. Compensation
According to Rivai, compensation refers to the reimbursement that employees receive as a reward for their contribution to the organization [8]. According to Sinambela, compensation indicators are divided into four types [19]:
1. Wages or salaries: Wages are given to workers in the production sector or daily, while salaries are regular payments for permanent employees.
2. Incentives: Additional compensation given to employees for good performance.
3. Allowances: Payments or services provided to employees by the company, such as vacation and health services.
4. Facilities: Compensation provided by employers to increase motivation and productivity, such as vehicles and housing.

2.2. Workload

As per Budiasa, workload refers to tasks that go beyond an employee's capacity to perform as expected, and are different from the employee's available capabilities at that time [20]. In his work, Putra identifies four key indicators for measuring workload [20]:

1. Targets that must be achieved: This refers to an employee's perspective on the work objectives assigned and the expected results within a specific timeframe.
2. Working conditions: This encompasses factors such as the ability to make quick decisions, handle unexpected situations, and perform additional tasks outside regular working hours.
3. Time utilization: This refers to the efficient use of work time for activities directly related to the production or work process.
4. Work standards: This encompasses an employee's perception of the quality of work and the workload to be completed within a set timeframe.

2.3. Turnover Intention

According to Robbins and Judge, turnover intention is the tendency of an employee to leave the company, either voluntarily or involuntarily, which can be caused by dissatisfaction with the current job or other job opportunities available [21]. According to Mobley, there are three indicators of turnover intention in employees, as follows [22]:

1. Thinking of quitting: Thinking of quitting involves having thoughts of leaving the current job or work environment. It usually begins with a feeling of dissatisfaction and the contemplation of leaving the job.
2. Intention to search for alternatives (alternative job search): Searching for alternative jobs involves an individual looking for job vacancies in other companies. If an employee already has the intention to leave their job, they will try to find a job in another better company.
3. Intention to quit: The intention to quit entails an employee seeking a better job or company, ultimately resulting in the decision to stay or leave the current company.

III. RESEARCH METHOD

This research uses quantitative methods. This research was conducted at PT Citramas Majutama. The population in this study consisted of 55 employees at PT Citramas Majutama. The researcher used non-probability sampling techniques for this study. Specifically, the researcher utilized the saturated sampling technique, which involves using all members of the population as the sample. In this case, the research population consisted of 55 employees, and the sample size used was also 55 employees.

In this study, data was collected using a questionnaire and interview. The researcher will use a questionnaire as a data collection technique by distributing it to 55 employees at PT Citramas Majutama. The interviews will be used to collect data from employees and HRD of PT Citramas Majutama. Data analysis techniques are the steps taken after collecting data from respondents or other sources. The analysis included validity and reliability testing. Classic assumption tests conducted include the normality test, multicollinearity test, and heteroskedasticity test. Additionally, descriptive analysis is performed. Hypothesis testing involves the use of t-tests and F-tests, as well as the utilization of coefficient of determination and multiple linear regression analysis in data analysis techniques.

IV. RESULTS AND DISCUSSIONS

4.1. Validity Test

Validity tests are essential for evaluating the accuracy and validity of a measurement instrument, such as a questionnaire. A questionnaire is considered valid if its statements accurately reflect the variables being measured. In this validity test process, the researcher involved the participation of 30 respondents and used a significance level of 5%. An instrument item is considered valid if the calculated correlation (r) value exceeds the specified value (r count > r table). The r table used is determined by the formula $df = n-2 = 30-2 = 28$, resulting in a value of 0.361 at the 0.05 significance level. The data will be managed and analyzed using statistical software SPSS version 22.0.

Table 4.1 Validity Test Result

Compensation Validity Test Result (X1)			
Item	**r count**	**r table**	**Result**
X1.1	0,626	0,361	Valid
X1.2	0,572	0,361	Valid
X1.3	0,736	0,361	Valid
X1.4	0,844	0,361	Valid
X1.5	0,865	0,361	Valid
X1.6	0,85	0,361	Valid
X1.7	0,766	0,361	Valid
X1.8	0,823	0,361	Valid
X1.9	0,859	0,361	Valid
X1.10	0,628	0,361	Valid
X1.11	0,837	0,361	Valid
X1.12	0,661	0,361	Valid
Workload Validity Test Result (X2)			
Item	**r count**	**r table**	**Result**
X2.1	0,716	0,361	Valid
X2.2	0,701	0,361	Valid
X2.3	0,792	0,361	Valid
X2.4	0,784	0,361	Valid
X2.5	0,762	0,361	Valid
X2.6	0,78	0,361	Valid
X2.7	0,812	0,361	Valid
X2.8	0,722	0,361	Valid
X2.9	0,686	0,361	Valid
X2.10	0,776	0,361	Valid
X2.11	0,854	0,361	Valid
X2.12	0,556	0,361	Valid
Turnover Intention Validity Test Result (Y)			
Item	**r count**	**r table**	**Result**
Y.1	0,859	0,361	Valid
Y.2	0,843	0,361	Valid

Y.3	0,451	0,361	Valid
Y.4	0,91	0,361	Valid
Y.5	0,814	0,361	Valid
Y.6	0,859	0,361	Valid
Y.7	0,787	0,361	Valid
Y.8	0,886	0,361	Valid
Y.9	0,887	0,361	Valid

Source: Data Processed with SPSS, 2024

Based on the results of the calculations, there are 33 statements related to the variables namely compensation (X1) workload (X2), and turnover intention (Y). The results indicate that all the statements in question are deemed valid as the calculated correlation value (r count) exceeds the specified correlation value (r table) (r count > r table).

4.2. Reliability Test
In this study, Cronbach's Alpha was used to assess the reliability of an indicator or statement. The reliability is considered adequate if the Cronbach's Alpha value is at least 0.6, which is equivalent to 60%. This indicates that the instrument is reliable.

Table 4.2 Reliability Test Result

No	Variable	Cronbach's Alpha	Sig.	Result
1	Compensation (X1)	0.932	> 0.6	Reliable
2	Workload (X2)	0.926	> 0.6	Reliable
3	Turnover Intention (Y)	0.929	> 0.06	Reliable

Source: Data Processed with SPSS, 2024

Based on the test results, all variables in this study show a satisfactory level of reliability. The Cronbach's Alpha values for the compensation variable (X1), workload variable (X2), and turnover intention variable (Y) are 0.932, 0.926, and 0.926, respectively. These results indicate that these variables can be considered reliable in the context of the measurements taken since they exceed the minimum significant value of 0.6.

4.3. Classic Assumption Test
4.3.1. Normality Test
In this study, a normality test was conducted using the Kolmogorov-Smirnov Test method. A good regression model is expected to have residual values that follow a normal distribution. It can be confirmed residual normality if the asymptotic significance value (asymp. Sig.) is equal to or greater than 0.05.

Table 4.3 Kolmogorov Smirnov Normality Test Result

One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residual
N			55
Normal Parameters[a,b]		Mean	,0000000
		Std. Deviation	6,87947630
Most Extreme Differences		Absolute	,110
		Positive	,109
		Negative	-,110
Test Statistic			,110
Asymp. Sig. (2-tailed)			,092[c]
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			

Source: Data Processed with SPSS, 2024

Based on the calculation results above, the normality test using the Kolmogorov-Smirnov method reveals a value of asymptotic significance (asymp. Sig.) of 0.092, which is greater than the set significance level (0.05). According to the decision-making criteria in the Kolmogorov-Smirnov normality test, the distribution of standardized residual data is normal. The data distribution is normal.

4.3.2. Multicollinearity Test

When evaluating multicollinearity, it is essential to consider the tolerance value and Variance Inflation Factor (VIF). If the VIF value exceeds 10 and the tolerance value is less than 0.10, it can be inferred that a multicollinearity problem exists in the model. Conversely, if the VIF value is < 10 and the tolerance value is > 0.10, then there is no multicollinearity problem in the model.

Table 4.4 Multicollinearity Test Result

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	14,824	3,492		4,245	,000		
	Kompensasi	-,189	,225	-,267	-,841	,404	,127	7,878
	Beban Kerja	,600	,232	,820	2,584	,013	,127	7,878
a. Dependent Variable: Turnover Intention								

Source: Data Processed with SPSS, 2024

Based on the results of the above calculations, it can be found that the VIF value for the compensation (X1) and workload (X2) variables is 7.878 < 10, and the tolerance value is 0.127 > 0.1. Therefore, from this analysis, it can be concluded that there is no indication of a multicollinearity problem in the data.

4.3.3. Heteroskedasticity Test

This study uses the Spearman test to detect the presence of heteroscedasticity. Heteroscedasticity test results are evaluated based on the significance value (2-tailed). If the significance value (2-tailed) < 0.05, there is an indication of heteroscedasticity. Conversely, if the (2-tailed) > 0.05, there is no indication of heteroscedasticity.

Table 4.5 Heteroskedasticity Test Result

Correlations			X1	X2	Unstandardized Residual
Spearman's rho	Kompensasi	Correlation Coefficient	1,000	,909**	,257
		Sig. (2-tailed)	.	,000	,058
		N	55	55	55
	Beban Kerja	Correlation Coefficient	,909**	1,000	,197
		Sig. (2-tailed)	,000	.	,150
		N	55	55	55
	Unstandardized Residual	Correlation Coefficient	,257	,197	1,000
		Sig. (2-tailed)	,058	,150	.
		N	55	55	55

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Data Processed with SPSS, 2024

Based on the results of the heteroskedasticity test, the significance value for the compensation variable is 0.58, which is higher than the significance level of 0.05 (0.58 > 0.05). Similarly, the significance value for the workload variable is 0.150, which is also higher than the significance level of 0.05 (0.150 > 0.05). Therefore, it can be concluded that there is no significant evidence of heteroscedasticity in the compensation and workload variables.

4.4. Hypothesis Test
4.4.1. Partial Test (t-Test)

A partial test or t-test is conducted to test whether each independent variable has a significant partial effect on the dependent variable in this study. If the significance value > 0.05 then H0 is accepted and Ha is rejected. Conversely, if the significance value < 0.05 then H0 is rejected and Ha is accepted.

Table 4.6 Partial Test (t-Test) Result

Coefficientsa						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	7,490	2,233		3,355	,001

Kompensasi	-,723	,118	-1,025	-6,109	,000
Beban Kerja	1,248	,126	1,664	9,924	,000

a. Dependent Variable: Turnover Intention

Source: Data Processed with SPSS, 2024

H$_1$: There is a partially significant and negative influence of compensation on turnover intention at PT Citramas Majutama.
Sig value. 0.000 < 0.05, and the t table using the formula df = (n-k) = (55-2) = 53, which means the t table value is 1.674. Furthermore, the t count obtained from the coefficient table is -6.109 > t table -1.674. It can be concluded that H01 is rejected and Ha1 is accepted (H1: β1 ≠ 0) because the compensation variable (X1) partially has a significant effect on turnover intention (Y). Then, based on the above test the compensation variable has a regression coefficient of -0.723 and a sig. value of 0.000 which is smaller than the sig level. 0.05, then the compensation variable has a negative and significant effect on the turnover intention at PT Citramas Majutama. Negative influence, this means that the more compensation decreases, the more turnover intention will increase. This is consistent with previous research from Marhamah, David & Solichin, and Prihatin & Wahyuningsih which shows that compensation has a negative influence on turnover intention. Meanwhile, there are significant differences between this study from the findings of research Ayu & Mayliza state that compensation has a positive and significant effect on turnover intention [17]. Then, the findings of the research of Hak et al. state that compensation has no effect on turnover intention [23].

H$_2$: There is a partially significant and positive influence of workload on turnover intention at PT Citramas Majutama.
Sig value. 0.00 < 0.05, and the t table uses the formula df = (n-k) = 55-2 = 53 which means the T table value is 1.674. Furthermore, the T count obtained from the coefficient table is 9.924 > t table 1.674. It can be concluded that H02 is rejected and Ha2 is accepted (H2: β2 ≠ 0) because workload partially has a significant influence on turnover intention. As for the test above, the workload variable has a regression coefficient of 1.248 and a sig value. 0.000 which is smaller than the sig level. 0.05, then the workload variable has a positive and significant effect on the turnover intention at PT Citramas Majutama. Positive influence means that the higher the workload, the higher the turnover intention of employees. This is in line with previous research by Marhamah, Vindi, and Meliyanti which states that workload has a positive effect on turnover intention [14] [24] [25]. Meanwhile, there are significant differences in this study from the findings of research Bogar et al., that workload has a negative and insignificant effect on turnover intention [18].

4.4.2 Simultaneous Test (F-Test)
The significance level used in this test is 0.05 or 5%. If the significance value of Sig. is less than 0.05, it can be concluded that there is a simultaneous influence between the independent variable and the dependent variable. If the significance value > 0.05 then H0 is accepted and Ha is rejected. Conversely, if the significance value < 0.05 then H0 is rejected and Ha is accepted.

Table 4.7 Simultaneous Test (F-Test) Result

ANOVA[a]					
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2111,987	2	1055,993	31,725	,000[b]
	Residual	1730,850	52	33,286		
	Total	3842,836	54			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Kompensasi, Beban Kerja

Source: Data Processed with SPSS, 2024

H$_3$: There is a simultaneously significant influence between compensation and workload on turnover intention at PT Citramas Majutama.
The calculated F value is 31.725, while the F table from the value using the formula of df = (N-2-1) = 55-2-1 = 52, so the F table value is 3.175. Since the significance value is 0.000 < 0.05, it can be concluded that the F value 31.725 is greater than the F table value 3.175. Therefore, H03 is rejected and Ha3 is accepted, indicating that both compensation (X1) and workload (X2) significantly influence turnover intention (Y) at PT Citramas Majutama. This finding aligns with previous research by Marhamah, Agustina, and Haliza, who state that compensation and workload have a simultaneous influence on turnover intention [14] [26] [27].

4.5. Determination Coefficient R^2 Test

The coefficient of determination test is carried out to evaluate the extent to which endogenous variables can explain exogenous variables together. The higher the R^2 value, the better the ability of the prediction model of the study the research. The coefficient of determination (R^2) is used to determine and predict how much contribution is given simultaneously by independent variables to the dependent variable in this study.

Table 4.8 Determination Coefficient R^2 Test Result

				Model Summary
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,741^a	,550	,532	5,769

a. Predictors: (Constant), Kompensasi, Beban Kerja

Source: Data Processed with SPSS, 2024

Based on the results of the calculation of the coefficient of determination in the table above, the coefficient of determination (Adjusted R^2) is 0.532, which indicates that the contribution of the independent variables, namely compensation and workload to the dependent variable, namely turnover intention, is 53.2% while the remaining 46.8% is influenced by other variables that have not been studied or not included in the regression in this study.

4.6. Multiple Linear Regression Test

Regression analysis is used to assess how much influence the independent variable has on the dependent variable. The results of the multiple regression analysis can be seen in Table 4.9.

Table 4.9 Multiple Linear Regression Test Result

				Coefficients^a		
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	7,490	2,233		3,355	,001
	Kompensasi	-,723	,118	-1,025	-6,109	,000
	Beban Kerja	1,248	,126	1,664	9,924	,000

a. Dependent Variable: Turnover Intention

Source: Data Processed with SPSS, 2024

From Table 4.9., the results of the multiple linear regression test in this study are as follows:

$$Y = 7.490 - 0.723 \, X_1 + 1.248 \, X_2$$

Based on the formula above, we can interpret the results as follows:
1. Constant (a): The constant value obtained in this study is 7.490, indicating that the variables of compensation and workload are considered constant factors in the context of the study, and that they have a contribution to turnover intention.
2. The regression coefficient for the compensation variable is -0.723, indicating a negative correlation between the compensation variable and turnover intention. This means that each one-unit decrease in the compensation variable (X_1) will contribute to an increase in turnover intention (Y) of 0.723, assuming that the other variables are held constant.
3. The regression coefficient for the workload variable is 1.248, indicating a positive correlation between the workload variable and turnover intention. In other words, every one-unit increase in the workload variable (X_2) will impact an increase in turnover intention (Y) by 1.248, assuming that the other variables are constant.

V. CONCLUSION

Based on the results of this research about the influence of compensation and workload at PT Citramas Majutama, the following conclusions can be drawn:
1. Compensation has a negative and significant impact on turnover intention at PT Citramas Majutama, meaning that lower compensation levels lead to higher turnover intention among employees. It is recommended that companies prioritize providing adequate compensation that aligns with the workload given to employees.
2. Workload has a positive and significant influence on the turnover intention at PT Citramas Majutama. This means that higher workloads given to employees result in higher turnover intention. Therefore, the company should provide workloads that align with employee abilities to reduce turnover rates.
3. Compensation and workload simultaneously have a significant influence on the turnover intention at PT Citramas Majutama. This suggests that compensation and workload variables simultaneously influence turnover intention at the company.

Based on the results of research related to the effect of compensation and workload on turnover intention it is recommended that future researchers consider the following points:
1. For future research, it is recommended to expand the scope of research objects to other companies in order to obtain a larger sample.
2. The results show that compensation and workload have a significant positive effect on the turnover intention at PT Citramas Majutama. The value indicates that the contribution of the independent variable, namely compensation and workload to the dependent variable, namely turnover intention, is 53.2%, which is classified as moderate. Therefore, future research is expected to expand the scope, it is recommended to add additional variables such as work environment, organizational commitment, and other factors.

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