

The Influence of Workload and Compensation on Turnover Intention of Hikmah Food Employees PT. Hikmah Sejahtera Surabaya



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ABSTRACT: Turnover intention is a significant problem for companies because it will have a negative impact on company performance and stability. Some of the factors driving the increase in turnover intention are workload and compensation. This study aims to observe the effect of workload and compensation on turnover intention of Hikmah Food employees of PT Hikmah Sejahtera Surabaya with a sample of 48 production and service division employees determined through probability sampling method. A Likert scale of 1-5 was used to measure respondents' responses to statements in a research questionnaire distributed online. This study uses primary data obtained from employees and processed using Smart Partial Least Squares 4 software. The results showed that workload has a positive effect on turnover intention with work conditions as the strongest workload shaper. Compensation negatively affects turnover intention with the biggest compensation shaper, namely facilities.

KEYWORDS: Compensation, Turnover Intention, Workload

I. INTRODUCTION

Human resources are the most valuable asset in a company, every company tries to find new strategies with the aim of maintaining and developing its human resources. High quality human resources will support the realization of organizational goals and success because organizational functions can be carried out properly. Human resource management plays an important role in the company to manage its human resources appropriately. In human resource management, activities are carried out to attract, develop and retain the company's human resources.

Turnover intention or labor *turnover* is the intention or desire of an individual to leave the company where he works with the aim of getting a job opportunity in another company with various factors that support this desire. (Aburumman et al., 2020). This is one of the serious problems faced by the company and will interfere with the effectiveness of the company. Many factors can affect the *turnover* rate of a company, including the payment of salary / wages or compensation and the workload provided by the company. (Sutikno, 2020).

PT Hikmah Sejahtera is part of YLPI Al Hikmah in the form of a *corporate* with several business unit strategies implemented. One of the business units that already has an image in the market is Hikmah Food which is engaged in the catering industry, café, school canteen, bread source, and hikmah fresh (refill drinking water). As a business unit engaged in many business fields, Hikmah Food should have adequate human resources to be able to maximize the quality of each business, but it was found that there were indications of high *turnover* rates in PT Hikmah Sejahtera Hikmah Food business unit.

Based on the data that has been obtained, including employee turnover data for four years with a period from 2018 to 2021, it shows that there is an increase, with an average of 15.4% each year. The employee turnover rate in a company is said to be normal if it ranges from 5% to 10% per year, and if it exceeds 10% per year, the turnover rate is high (Dewi & Sriathi, 2019). Thus, it can be concluded that the employee turnover rate in the object of research is high because the data shows that each year the employee turnover rate in the company increases.

Based on previous research which states that workload and compensation have an influence on the level of turnover intention, further data collection is carried out to the company. Workload is related to the amount of work given by the company to an employee. It was found that employees from several divisions have more workload than other divisions, including the service division and the production division which includes the kitchen. Employees from these divisions work

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beyond the predetermined working hours due to additional events outside the main job whose preparation takes longer, requiring employees to work longer.

Compensation is an important aspect in the sustainability of human resource management in the company. Compensation provided by the company to employees can be in the form of financial and non-financial. The size of the compensation provided will affect the level of employee turnover, because basically employees expect adequate compensation as a fulfillment of their needs and as a reward for the *output they* have given to the company.

Through the approach taken, it was found that the compensation in the form of basic salary given by the company to employees, one of which is the production and service division employees, is still below the Surabaya City Minimum Wage in 2023. The amount of salary received allows employees to feel that the compensation provided is not equal and less appreciated for their work. In addition to salaries, compensation provided by the company includes BPJS Kesehatan, transportation allowances, and attendance allowances given to all employees.

II. LITERATURE REVIEW

A. Turnover Intention

Turnover intention is the intention and desire of an employee to leave the company and move to another company (Zeffane & Bani Melhem, 2017). This means that turnover intention is still a desire and has not yet reached the stage of realization to change workplaces (Aburumman et al., 2020). Some things that can be the background of an employee's desire to leave the company include workload, working time, work environment, and compensation (Marhamah et al., 2022).

The high and low level of turnover intention will have an impact on employees and companies, including an increase in the workload of other employees, the cost of attracting new employees, training costs, loss of production during the employee turnover period, waste due to the entry of new employees, and triggering employee stress (Arta & Surya, 2017). Some indicators that can be used as a measurement of turnover intention include thoughts of leaving, searching for alternative jobs, and intentions to leave work (Arta & Surya, 2017; Jariyah & Swasti, 2022).

B. Workload

Workload is a number of activities and tasks that must be completed by employees within a certain time limit. It is further explained that workload is the amount of work imposed on employees which can be in the form of physical and mental responsibilities (Fitriantini et al., 2019). Every job is a burden for those who carry it out and each individual has their own capacity to handle the workload they bear (Jamil et al., 2022). Excessive workload will lead to burnout which will encourage stress in employees, this can be caused by too much work volume, high work demands, and so on (Muhammad et al., 2021).

It is explained that workload is divided into three aspects, namely physical workload, mental workload, and time utilization (Diana, 2019). Workload can be influenced by very complex factors including external factors that come from outside a person's body and internal factors that come from within the body arising from external workload reactions (Lukito & Alriani, 2018). Indicators that can be used to measure workload such as targets that must be achieved, working conditions, and the use of working time (Paparang et al., 2020).

C. Compensation

Compensation is all income received by employees in the form of money, direct or indirect goods, as a form of appreciation and reward by the company to employees (Wijaya & Andreani, 2015). This is the right of employees after giving their energy, thoughts and time to the company, and is given by the company based on policies that can affect further performance (Dwianto et al., 2019).

It is further explained that if the company can manage compensation properly, it will have a positive impact in helping the company achieve its goals and obtain, maintain and maintain good employees (Zaki & Marzolina, 2016). Work compensation has two components, namely direct financial payments in the form of wages, incentives, commissions and bonuses, and indirect payments in the form of financial benefits such as insurance (Indrawati & Prasetyo, 2020).

The objectives of providing compensation include obtaining reliable and competent employees, ensuring the achievement of justice for companies and employees, retaining employees who are already owned, complying with applicable labor laws and regulations, rewarding employee work, building mutual trust between companies and employees, creating efficiency in the company's administrative system. There are four indicators that are used as measurements of compensation variables including salaries, incentives, allowances and facilities (Heryati, 2016; David & Solichin, 2021).

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D. Relationship between Workload and Turnover Intention

The work capacity given by the company must be adjusted to the number of employees it has, so that the workload received by each employee is in accordance with his abilities which include physical, cognitive or limited abilities (Indrawati & Prasetyo, 2020). excessive workload has a positive effect on turnover intention, which means that the more workload received by employees, the greater the desire to leave the company (Riani & Putra, 2017). Based on the description above, the following hypothesis can be drawn:

H1 : It is suspected that workload has a positive influence on the turnover intention of employees of Hikmah Food PT. Hikmah Sejahtera Surabaya.

E. Relationship between Compensation and Turnover Intention

Compensation is an important reason for someone to work because their main goal is to work in a company by using their knowledge, energy, time and commitment not only to serve the company, but to expect compensation as a sign of reward for the work and productivity they provide (Pertiwi & Oka Suryadinata Gorda, 2019). Providing inappropriate compensation will make employees feel less appreciated for their contribution by the company, so that employee thoughts arise to leave the company (Sutikno, 2020). It is further explained that higher compensation is believed to be one of the factors that can prevent high employee turnover rates (Marhamah et al., 2022). From this description, the following hypothesis is obtained:

H2 : It is suspected that compensation has a negative influence on the turnover intention of employees of Hikmah Food PT. Hikmah Sejahtera Surabaya.

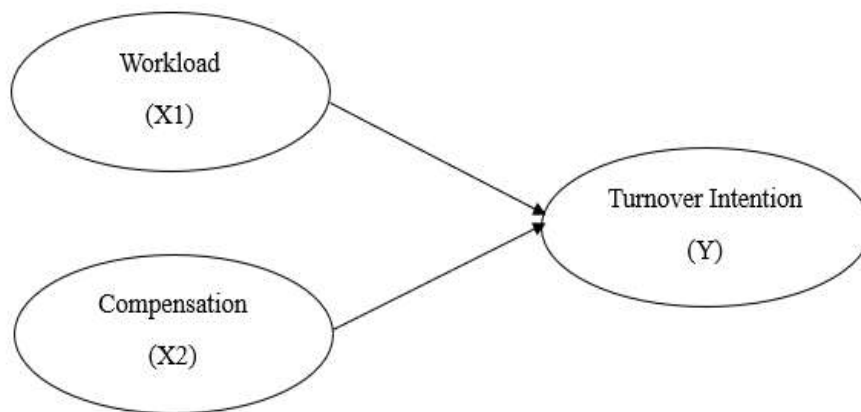


Figure 1. Conceptual Framework

III. RESEARCH METHODS

This study uses a quantitative approach with 48 employees of Hikmah Food PT. Hikmah Sejahtera Surabaya in the production and service division as the population. Determination of the sample in this study using non probability sampling method with saturated sampling technique, so that 48 employees will be used as research samples. The variable measurement scale in this study uses an ordinal scale with a scale of 1-5 which states strongly agree, agree, neutral, disagree, and strongly disagree. The data source used uses primary data, namely data taken from the original source where the research was conducted directly through a questionnaire and tested using Smart Partial Least Squares (PLS) 4 software.

IV. RESEARCH RESULT AND DISCUSSION

Respondents in this study were 48 employees of Hikmah Food PT Hikmah Sejahtera Surabaya. The questionnaire was distributed via google form, and the characteristics of the respondents were collected based on gender, work division, age and length of service. The percentage of male respondents is more than female respondents in this study, with 60.42% male respondents and 39.58% female respondents. This number is divided into production and service divisions where 35.42% of employees work in the production section and 64.58% in the service section. Male employees dominate because the work operations carried out are classified as heavy and require more energy. In addition, the respondents of this study were mostly aged 21-30 years and the least age group was more than 50 years, totaling 3 people. The data shows that most employees are at a productive age. Most research respondents have worked in the range of 1-3 years and the least in the range of more than 6 years. With this time span, respondents are considered to have an overview of their current job and plans for the future.

Outer Model

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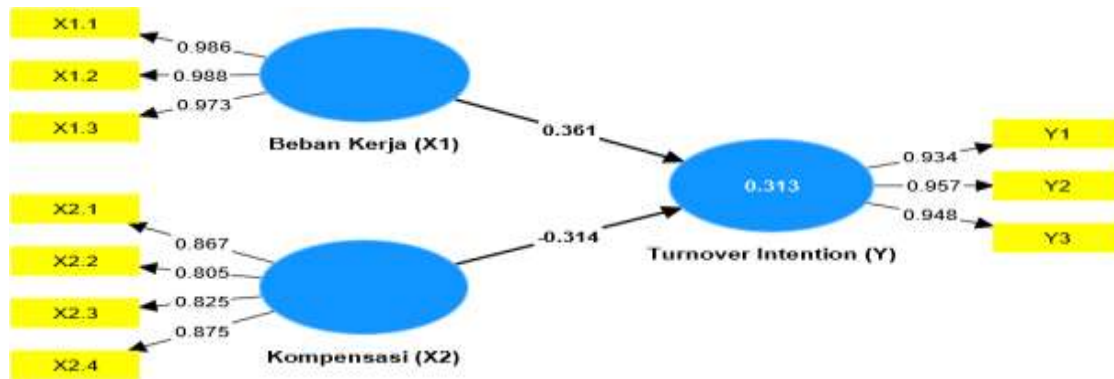


Figure 2. Outer Model with Factor loading, Path Coefficient, and R-Square

Judging from the PLS output image above, it can be seen the magnitude of the factor loading value for each indicator above the arrow between the variable and the indicator. In addition, it can also be seen that the path coefficient is located above the arrow line between exogenous variables and endogenous variables. It can also be seen that the R-Square is inside the circle of the endogenous variable (turnover intention). Based on the figure above, all indicators on the workload variable (X1), compensation (X2) and turnover intention (Y) produce a factor loading value greater than 0.50 and a T-Statistic value greater than 1.96 (Z value at $\alpha = 0.05$). This means that the estimation results of all indicators have good validity and have met convergent validity.

Average Variance Extracted (AVE) & Composite Reliability

Table 1. Results of Variance Extracted (AVE) and Composite Reliability

Variable	AVE	Composite Reliability
Workload (X1)	0.964	0.988
Compensation (X2)	0.711	0.908
Turnover Intention (Y)	0.896	0.963

Source: Processed questionnaire data, 2023

The AVE test results for the workload variable (X1) were 0.964, the compensation variable (X2) was 0.711, and the turnover intention variable (Y) was 0.896. The three variables show values above 0.5 so that the variables in this study can be said to be good overall.

To determine Composite Reliability, if the composite reliability value $\rho_c > 0.7$, the variable can be said to have high reliability or reliability, and $\rho_c > 0.6$ is considered quite reliable. From the research results presented in table 1, it can be seen that the composite reliability value is high or reliable because it shows more than 0.7 for each variable.

Structural Model Testing Results (Inner Model)

Structural model testing can be seen through the R-squared value which is a goodness-fit model test. The inner model is tested through the R-squared value contained in the equation between latent variables. The R^2 value provides an explanation of the ability of exogenous or independent variables of a model to explain endogenous or dependent variables. The R^2 value criteria consist of three classifications, namely R^2 0.67 (Substantial), R^2 0.33 (Moderate), and R^2 0.19 (Weak).

Table 2. R-Square and Q-Square Results

	R-Square	Q-Square
Turnover Intention (Y)	0,313	0,239

Source: Processed questionnaire data, 2023

The R^2 value of 0.313 indicates that the model can explain the influence of 31.3% on the phenomenon of turnover intention influenced by dependent variables such as workload and compensation, the rest is explained by other variables outside this study such as work motivation variables, job satisfaction and organizational commitment which are likely to be other factors in the turnover intention variable. It can also be seen from the data above that the R-square value shows a medium value.

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Q-square is used to measure how well the path model can predict the original data values. The Q^2 value is greater than 0, indicating that exogenous variables have predictive relevance for endogenous variables. The classification of the Q^2 value is divided into three, namely $0.02 \leq Q^2 < 0.15$ (Small), $0.15 \leq Q^2 < 0.35$ (Medium), and $Q^2 \geq 0.35$ (Large). The data processing results in table 2 show the Q^2 value = 0.239, which means that this research model has moderate predictive relevance.

Hypothesis Testing

Hypothesis testing can be done by looking at the Estimate for Path Coefficients table. The test carried out in this hypothesis uses the bootstrapping procedure.

Table 3. Results of Estimate for Path Coefficients

Variable	Path Coefficient (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Workload (X1) -> Turnover Intention (Y)	0.361	0.354	0.070	5.187	0.000
Compensation (X2) -> Turnover Intention (Y)	-0.314	-0.346	0.119	2.643	0.008

Source: Processed questionnaire data, 2023

Based on the results in table 3, it is concluded that the hypothesis states:

Hypothesis 1: Workload variables have a positive effect on turnover intention variables can be accepted, with a P value of 0.000 < 0.05 and a path coefficient of 0.361, a T-statistic value of 5.187 > 1.96 (from the table value $Z\alpha = 0.05$) showing positive results.

Hypothesis 2: The compensation variable has a negative effect on the turnover intention variable can be accepted, with a P value of 0.008 < 0.05 and a path coefficient of -0.314, a T-statistic value of 2.643 > 1.96 (from the table value $Z\alpha = 0.05$) showing negative results.

Effect of Workload on Turnover Intention

Based on the results of the tests that have been carried out, the results show that the influence between workload on employee turnover intention of Hikmah Food PT. Hikmah Sejahtera Surabaya. Based on the results of this study, it is concluded that too much workload will increase employee turnover intention. The desire of employees to leave their current workplace is motivated by many factors, one of which is the work they are responsible for. As the most powerful measure of workload, work conditions must be a concern for the company. Working conditions are the employee's view of the work given to him whether it is in accordance with his abilities. Work that is not in accordance with the ability both skillfully and physically will encourage employees to resign from the company, because of the pressure and cause discomfort.

Work that exceeds the ability and must be completed in a limited time will also have an impact on the decline in the physical condition of employees due to the onset of stress and fatigue, which in turn will increase the tendency to look for other jobs that feel better (Marhamah et al., 2022). Feelings of not being able to meet company targets will in turn increase the tendency to look for other jobs according to their limits. The limitations of human abilities make the workload they have must be balanced with their abilities, so that there is harmony and the achievement of the workload.

The findings in this study are in line with the findings in previous research conducted on Inti Pangan Kuningan employees in 2020 which found that workload has a positive effect on turnover intention, due to differences in physical and intellectual abilities, employees with difficulties in completing their work tend to feel more stressed and easily bored so that they are encouraged to leave the company (Fitriani & Yusiana, 2020). It was found in another study of employees of PT Delta Dunia Sandang Tekstil in 2020 that employees will try to find jobs with reasonable working hours and workloads that match their abilities (Sutikno, 2020). However, this research contradicts research conducted at PT Sumatera Inti Seluler Pekanbaru which shows that there is no influence between workload and employee intention to leave the company, because workload is not the most influential factor in turnover intention (Purwati et al., 2020).

Effect of Compensation on Turnover Intention

The results in this study indicate that compensation affects the turnover intention of employees of Hikmah Food PT. Hikmah Sejahtera Surabaya. Based on the results of this study, it is concluded that the amount of compensation provided by the company will affect the employee's intention to leave the company. The amount of compensation that is felt to be in accordance with employee expectations will encourage employee morale, along with this will arise employee motivation to stay

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longer in the company. Compensation provided by the company in the form of decent and appropriate salaries, incentives, allowances and facilities encourages employees to make the company a career place because by providing proper compensation, employees feel that the organization can meet the needs of employees for the work they do (Sutikno, 2020).

Facilities as the strongest compensation shaping factor in this study indicate that Hikmah Food employees assess adequate facilities provided to employees as the most important compensation measurement. Facilities here can be in the form of facilities and infrastructure that can support the smooth running of the work. Adequate facilities offered by the company will provide a safe and comfortable place for employees to carry out their work. This environment will increase productivity and provide comfort for employees to work in the company.

Previous research on the effect of compensation also found that compensation has an important role in the high and low level of turnover intention, as has been explained because compensation is the main purpose of a person working, therefore the amount of compensation will affect employees' intention to stay or leave a company (Sutikno, 2020). It is further explained that the close relationship between compensation and turnover intention can be seen from the higher compensation is believed to be one of the factors that can prevent the high level of employee turnover intention (Marhamah et al., 2022).

CONCLUSIONS

The high and low turnover intention of employees is influenced by workload and compensation. The high workload given to employees will increase employee turnover intention. In addition, the higher the compensation received by employees can reduce the level of employee turnover intention. Researchers provide suggestions that may be input for the company, among others, it is hoped that the company will pay more attention to the work that will be assigned to its employees so that it is balanced with their abilities. If it is felt that the work given to employees cannot be reduced due to concerns about decreasing work efficiency, the company should look for additional human resources so that employee work is in accordance with their abilities. Providing compensation beyond salary is also one of the factors that can make employees feel appreciated, such as providing attractive allowances, incentives and bonuses. In addition, another way that companies might consider is by implementing career paths, with employee development programs so that employees feel they can grow even if they stay in one company for a long time.

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