

The Effect of Compensation and Workload on Turnover Intention at PT Musindo Laksana Guna

Priska Tobing¹, Yupiter Yancik², Dwi Rachmawati³

^{1,2,3}Department of Management, Universitas Global Jakarta (JGU), Jakarta, Indonesia

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Corresponding Author:

Priska Tobing, Department of Management, Depok City, Indonesia.

Email:

priskatob17@mail.com

ABSTRACT

This study aims to determine impact of compensation and workload on turnover intention among employees of PT Musindo Laksana Guna. A quantitative methodology was applied in this study, employing questionnaires to collect information from 30 actively working employees using saturated sampling techniques. Statistical analyses, such as t-tests, f-tests, and R^2 . Data analysis was performed using multiple linear regression using SPSS version 27. The results showed that H1: "Compensation partially negatively affects turnover intention at PT Musindo Laksana Guna"; H2: "Workload partially positively affects turnover intention at PT Musindo Laksana Guna"; and H3: "Compensation and workload simultaneously affect turnover intention at PT Musindo Laksana Guna". With an Adjusted R^2 value of 0.603, the model explains 60.3% of the changes in turnover intention through compensation and workload, leaving 39.7% influenced by factors outside the present analysis.

Keywords: Compensation, Workload, Turnover Intention

1. INTRODUCTION

Human Resource Management (HR) plays a crucial role, as HR is the key to achieving all organizational goals [1]. According to Yuliani, HR Management also encompasses the recruitment, selection, development, maintenance, and utilization of human resources that are managed optimally and productively to achieve organizational goals [2]. Employees must be managed in a productive and optimal manner [3]. Turnover intention management is an important factor in HR management, which is influenced by compensation policies [4].

According to Septiani et al., efficient compensation can encourage spirit and sense of satisfaction within employee work, impact employee efficiency and influence the achievement of organizational goals [4]. Competitive compensation is also able to reduce employee turnover [5]. This compensation can be in the form of direct compensation such as money, or indirect compensation such as a form of recognition given by a business organization to employees for their cooperation while in the company [6]. Employees who leave the company are individuals who have skills, superior work performance, and significant experience [7]. Compensation is a form provided by the financial form or awards [8]. Compensation is related to the form of rewards salary received by employees each company in funds and assets [9]. Awards can be received by every employee, in all forms of rewards or financial benefits as an employee work relationship, namely because of the employee's contribution to the company to get awards [10].

According to Susilo. & Satrya, turnover intention reflects how loyal an employee is to the company [11]. According to Esa, detrimental turnover occurs employee who resign are individuals who have skills, superior work performance, and significant experience [12].

According to Gunawan. & Andani, turnover intention is the employee's turnover intention the quit for better career opportunities [13]. Based on Sugianto et al., turnover intention is still at the stage of desire or intention without a final decision to change jobs [14].

PT Musindo Laksana Guna is experiencing issues related to employee turnover. This company operates in the market development sector with the goal of creating harmony that benefits both traders and buyers. Based on information obtained by the author from the Director of PT Musindo Laksana Guna, the company records employee rotation, As depicted in Table 1.1.

Table 1.1 Number of Employees Entering and Leaving PT Musindo Laksana Guna

Year	Number of employees	Number of Employees Leaving	Number of Incoming Employees	Percentage %
2020	34	3	-	8,82%
2021	31	4	2	12,90%
2022	29	2	3	6,90%
2023	30	5	4	16,67%
2024	29	3	4	10,34%
Total Employees in 2024		30		

Source: Director of PT Musindo Laksana Guna, 2024

Table 1.1 shows employee turnover data Musindo Laksana Guna in the last 5 years. In 2020, the turnover rate was recorded at 8.82%. In 2021, it became 12.90%. In 2022, it became 6.90%. Although decreasing, this figure is still above the normal turnover limit which is usually around 5%-10% according to Prabawa & Suwandana in (Alyaputri et al., 2024) [13]. In 2023, it became 16.67%. In 2024, although there was a decrease to 10.34%.

There has been a significant fluctuation employee turnover rate in the company Musindo Laksana Guna in the last five years. This may indicate that the company must periodically assess the company's strategic decisions and internal conditions that can affect the turnover rate to create stability and reduce the employee turnover rate. The problem that occurs at PT Musindo Laksana Guna (PT MLG) which operates in the field of HR management to create transactions that run harmoniously, namely the average employee salary is still below the Regional Minimum Wage (UMR), experienced by employees.

Table. 1.2 Number of employees by job title/position

No.	Position & Division	As much
1	Director	1
2	Head of market	1
3	General affair	5
4	Finance	5
5	<i>Security</i>	10
6	<i>Cleaning</i>	8
Amount		30

Source: Director of PT Musindo Laksana Guna 2024

Table 1.2 shown total quantity employees is 30, divided into several positions and divisions. The highest leadership position is held by one director and one market manager responsible for market operations. The General Affairs & GA and Finance divisions each have five employees responsible for the company's administrative and financial functions. Meanwhile, operational divisions, such as Security and Cleaning, have a larger number of employees, with 10 and 8 employees, respectively. This reflects the company's strong commitment to on safety and cleanliness in the work environment. This structure reflects a fairly proportional division of

duties between managerial, administrative, and operational functions within the company. The following data on salaries per position and per division, along with daily meal allowances received by employees from the company, can be seen in Table 1.3.

Table 1.3 Salary Per Position & Per Division of Employees

No	Position & Division	Monthly Salary	Daily meal allowance
1	Director	3.000.000	100.000
2	Market Manager	5.000.000	100.000
3	General Affairs	2.000.000	50.000
4	Finance	2.000.000	50.000
5	Security	1.500.000	40.000
6	Cleaning	1.500.000	40.000

Source: Director of PT Musindo Laksana Guna, 2024

Table 1.3 discusses the salaries earned by PT Musindo Laksana Guna employees, which can be seen from the position and division held by each employee, as stated in table 1.2. Director position, 1 person has a salary of 3,000,000 and a meal allowance of 100,000/day, market head position, 1 person has a salary of 5,000,000 and a meal allowance of 100,000/day, general division & GA, 5 people have a salary of 2,000,000 and a meal allowance of 50,000/day, finance division, 5 people have a salary of 2,000,000 and a meal allowance of 50,000/day, security, 10 people have a salary of 1,500,000 and a meal allowance of 40,000/day, cleaning division, 8 people have a salary of 1,500,000 and a meal allowance of 40,000/day. If these employees have work outside of working hours, they will get an overtime salary of 40,000/hour. What will be discussed next is the average monthly employee salary which includes daily meal allowance, and the Depok UMR which can be seen in table 1.4.

Table 1.4 Average Employee Salary & Meal Allowance, and Depok Minimum Wage

Year	Average Employee Salary (Including Meal Allowance)	Depok regional minimum wage
2020	3.336.290	4.202.105
2021	3.336.290	4.339.514
2022	3.336.290	4.377.231
2023	3.336.290	4.694.493
2024	3.404.166	4.878.612
2025	4.383.333	5.195.720

Source: Director of PT Musindo Laksana Guna, 2024

Table 1.4 shows the salary increase received by PT Musindo Laksana Guna employees, from 2020 to 2024. In the period from 2020 to 2023, the salary received by employees was recorded at 3,336,290 per month, and in 2024 the employee salary was 3,404,166. In 2025, there was an increase to 4,383,333 per month. The company is trying to adjust the salary increase for employees, but compared to the Regional Minimum Wage (UMR) of Depok City, the average salary received by PT Musindo Laksana Guna employees is still much smaller. UMR government salary standards ensure the welfare of workers in a region. If the salary of PT Musindo Laksana Guna employees is lower than the UMR, this can be one aspect that affects the level of employee satisfaction, and can even contribute to turnover. The company needs to reconsider its salary policy to increase employee attraction and retention.

Table 1.4 Employee Workload

No	Division	Activities	Targets	Over-time	Realization	Description
1	General Affair	Maintenance of facilities and infrastructure	Carry out repairs to facilities and infrastructure during 8 working hours	3 hours 30 minutes	Carrying out repairs to facilities and infrastructure, up to 11 hours and 30 minutes of work	Employees need 3 hours and 30 minutes of overtime to complete maintenance of facilities and infrastructure.
2	Finance	Bookkeeping of all daily transactions	Carry out bookkeeping of all daily transactions during 8 working hours	1 hours	Keeping records of all daily transactions, up to 9 working hours	Employees need 1 hour overtime to complete transaction bookkeeping.
3	Administration	Recording of daily, weekly and monthly periodic reports	Perform daily, weekly and monthly periodic report recording for 8 working hours	1 hour	Perform daily, weekly and monthly periodic reporting, up to 9 working hours	Employees need 1 hour overtime to complete periodic, daily, weekly, monthly reports.
4	Security	Maintain security and order	Maintain security and order during 8 working hours	4 hour	Maintain security and order, up to 12 working hours	Employees need 4 hours overtime to maintain security and order.
5	Cleaning	Cleaning the market environment, kiosks and stalls from rubbish	Cleaning the market environment, kiosks and stalls from rubbish for 8 hours	6 hour	Cleaning the market environment, kiosks and stalls from rubbish for 14 working hours	Employees need 6 hours of overtime to clean the market environment, kiosks and stalls from rubbish.

Source: Director of PT Musindo Laksana Guna, 2024

Based on Table 1.4 above, the workload issues experienced by each division are as follows: For example, the General Affairs, Finance & Administration, and Security divisions have the most overtime hours, so they are divided into two shifts, each consisting of one squad leader and four personnel, for a total of five security personnel per shift. Cleaning requires overtime to complete its work properly. This overtime is necessary to complete reports and maintain market cleanliness and order outside of operating hours.

2. LITERATURE REVIEW

2.1 Compensation

Based on Zunaidah, compensation is a form reward employees, either compensation includes all financial imbalances, such as salary, bonuses, allowances, and facilities, given to employees as a reward for the contributions that employees have made to readers employee's

contribution to the company[5]. According to Zunaidah, determination indicators are grouped into [5]

- a. Wages: Employees' rights received in the form of money as a form of appreciation from the company for work or services rendered, in accordance with applicable agreements or regulations.
- b. Incentives: A form of recognition or reward given to each employee, in recognition of work performance achieved by the employee that is equivalent to the work goals set by the company.
- c. Allowances: These benefits are designed to improve employee well-being and satisfaction beyond the base salary.
- d. Facilities: Facilities provided by the company to support employee work and create a comfortable work environment.

2.2 Workload

According to Sisca, workload is the process of determining the amount of time needed to complete a job, which helps organizations determine human resource needs and appropriate responsibilities for each individual[15]. This workload is a work target provided by the company which is in line with the tasks of the workforce and there is a time target in achieving the task[16]. According to Budiansa, workload indicators are divided into 4[17]:

- a. Targets to be achieved: An assessment of the time available to complete a task, as well as expectations regarding the work results to be achieved within the deadline.
- b. Work conditions: An individual's assessment of the level of difficulty of the task to be completed, including how high or challenging the target is perceived to be.
- c. Use of work time: Time utilization refers to how effectively work time is used.
- d. Work standards: Employee assessment of quantity their work, which must be completed in a specific deadline.

2.3 Turnover Intention

Based on N. C. Sari et al., turnover intention based on employees the tendency or intention of an employee to leave his job, which can be caused by a personal desire to find a better job or due to other factors that trigger an employee to leave the company is often triggered disagreement with their job and a desire to seek better opportunities. [18] According to Desi & Dosari, workload indicators are divided into three [19]:

- a. Thinking about leaving: The desire to leave the job.
- b. Seeking alternative employment: Employees begin looking for opportunities elsewhere.
- c. Intention to leave: The intention to resign arises when a better offer is available, and employees begin to weigh their options.

3. RESEARCH METHODS

This research employed quantitative method with PT Musindo Laksana Guna. All 30 company employees served as the study population. Sampling was conducted using a non-probability technique, specifically using saturated sampling, the entire population of the company's environment were sampled. Therefore, the sample size was the same as the population, namely 30 employees.

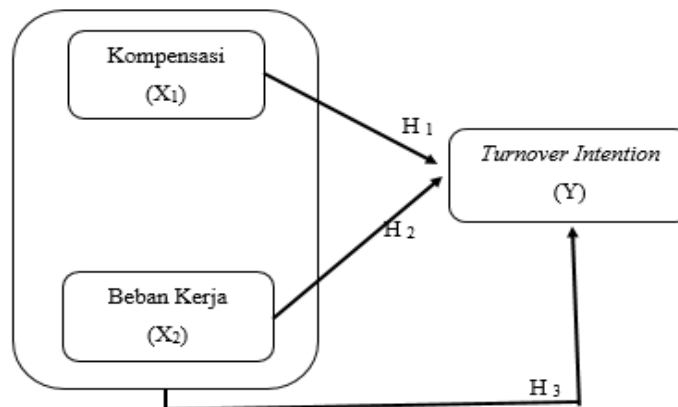
Questionnaires were used as the primary tool to collect data in this research accompanied by an interview. Researchers will process questionnaires as because were distributed to 30 employees to obtain the necessary data for this research at PT Musindo Laksana Guna. Interviews are used in collecting employee personal data the Director of PT Musindo Laksana Guna. Data analysis techniques are a systematic process for processing and interpreting data that has been collected from respondents or other sources, so that it can produce meaningful and objective information. This data processing process covers validity and reliability tests. Classical

assumption tests involved assessments of normality, heteroscedasticity, and multicollinearity. The study also conducted descriptive analyses, while hypothesis evaluation utilized t-tests, f-tests, the coefficient of determination, and multiple linear regression.

Table 4. 1 Distribution of Statements Based on Variables

No	Variable	Jumlah
1	Compensation (X1)	10
2	Workload (X2)	12
3	<i>Turnover Intention</i> (Y)	7
Total Pernyataan		29

Source: Developed by researchers, 2025



Source: Developed by researchers, 2024

Variable Description: 1. Independent Variable: Compensation and Workload
2. Dependent Variable: Turnover Intention.

4. RESULTS AND ANALYSIS

4.1 Validity Test

Data retrieval instrument the data collection techniques in research uses questionnaire instrument. Validity is achieved when each responses item can accurately measure what is being researched, usually indicated by a correlation value or calculated r that is grater than the table r each question appropriately reflects the variable to be taken into account. To conduct instrument validity testing, the researcher involved 30 respondents and set significance value 5%. The validity testing process was carried out using SPSS statistical software. Validity of an item is established when the observed correlation (r count) surpasses the critical r value from the table, determined using the degrees of freedom ($df = n - 2$), so with quantity of respondents 30-2, the degrees of freedom used are 28. At level meaning 0.05, the applicable r table value is 0.361. Therefore, items with the calculated r value is higher than 0.361 are considered valid and can be used in this study.

Table 4. 2 Validity Test Analysis Results

Compensation Validity Test Results (X1)			
Item	r count	r table	Result
X1.1	0,684	0,361	Valid
X1.2	0,568	0,361	Valid
X1.3	0,539	0,361	Valid
X1.4	0,777	0,361	Valid
X1.5	0,863	0,361	Valid
X1.6	0,777	0,361	Valid
X1.7	0,707	0,361	Valid
X1.8	0,825	0,361	Valid

X1.9	0,638	0,361	Valid
X1.10	0,461	0,361	Valid
X1.11	0,825	0,361	Valid

Workload Validity Test Results (X2)			
Item	r count	r tabel	Result
X2.1	0,523	0,361	Valid
X2.2	0,514	0,361	Valid
X2.3	0,630	0,361	Valid
X2.4	0,464	0,361	Valid
X2.5	0,564	0,361	Valid
X2.6	0,523	0,361	Valid
X2.7	0,680	0,361	Valid
X2.8	0,456	0,361	Valid
X2.9	0,564	0,361	Valid
X2.10	0,564	0,361	Valid
X2.11	0,680	0,361	Valid
X2.12	0,523	0,361	Valid

Turnover Intention Validity Test Results (Y)			
Item	r count	r tabel	Result
Y.1	0,860	0,361	Valid
Y.2	0,889	0,361	Valid
Y.3	0,828	0,361	Valid
Y.4	0,851	0,361	Valid
Y.5	0,926	0,361	Valid
Y.6	0,918	0,361	Valid
Y.7	0,907	0,361	Valid

Source: processed by SPSS, 2025

Based on the calculation the results, is there 29 statements referring to X1, X2, and Y. The study results confirm the validity of all statements because correlation figures of the calculated results (r count) is greater than reference correlation value (r table) ($r \text{ count} > r \text{ table}$).

4.2 Reliability Test

This test aims to ensure that measurement results remain stable when repeated. Reliability is typically assessed using Cronbach's Alpha, and an instrument taken as consideration sufficiently consistent if the CA value reaches or $>$ minimum standard, namely a significance level of 0.6.

Tabel 4. 3 Reliability Test Result

Reability Test Result				
No.	Variabel	Cronbach's Alpha	Sig.	Result
1	Compensation (X1)	0,896	> 0.6	Reliabel
2	Workload (X2)	0,802	> 0.6	Reliabel
3	<i>Turnover Intention</i> (Y)	0,951	> 0.6	Reliabel

Source: processed by SPSS, 2025

The analysis of the test outcomes led to the conclusion that all that are the focus of the study show an adequate level of reliability. The CA value recorded for the compensation (X1) is

0.885, then the workload (X2) is 0.804, and the turnover intention (Y) is 0.951. These results indicate that these variables are reliable as consistent measures in the measurement process carried out, because they achieved a significant value that was higher than the minimum limit.

4.3 Descriptive Analysis

4.3.1 Normality Test

A normality test was implemented in order of obtain accurate calculation results without significant errors. It is useful for identifying whether data is normally distributed. A sig. a value > 0.05 confirms that the data exhibit a normal distribution pattern. A sig. if the significance < 0.05 mean that the data are not consistent with a normally distribution.

Table 4. 4 Kolmogorov Smirnov Normality Test Result

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			30
Normal Parameters ^{a,b}	Mean		.0000000
	Std. Deviation		4.36866386
Most Extreme Differences	Absolute		.103
	Positive		.079
	Negative		-.103
Test Statistic			.103
Asymp. Sig. (2-tailed) ^c			.200 ^d
Monte Carlo Sig. (2-tailed) ^e	Sig.		.555
	99% Confidence Interval	Lower Bound	.542
		Upper Bound	.568

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

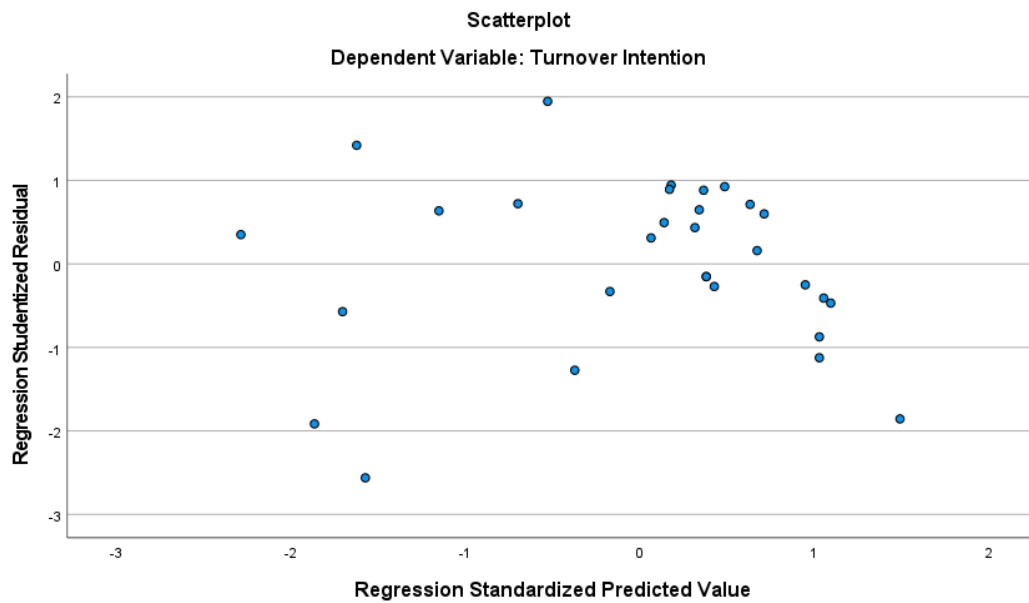
Source: processed by SPSS, 2025

According to calculation results, normality testing was performed applying the Kolmogorov-Smirnov test to residual standard deviation. Test results are revealing that the asymptotic level of significance (Asymp. Sig.) was 0.200. This value is superior to predetermined significance value of 0.05. Thus, decision criterion for the K-S test states that residuals are normal if the sig. > 0.05 . Residual normality is one of the basic assumptions in classical assumption analysis. When this assumption is met, the regression model can be considered statistically feasible for use in hypothesis testing.

4.3.2 Heteroscedasticity Test

Heteroscedasticity tests, assumptions that must be met, use pattern observations. Observing different patterns can indicate different values between residual variances. This phenomenon is called heteroscedasticity. with

Table 4. 5 Heteroscedasticity Test Results



Source: processed by SPSS, 2025

In Table 4.5, the data distribution appears random and does not exhibit any specific systematic pattern. That the data are not consistent with a normal distribution. Put differently, the variance of the residuals across different levels of the independent variable is relatively constant, thus meeting the homoscedasticity thus, it can be concluded that heteroscedasticity test results indicate that the regression formula valid and does not obtain heteroscedasticity problems.

4.3.3 Multicollinearity Test

The presence of this correlation can cause difficulties in identifying the influence of variables. VIF (Variance Inflation Factor), multicollinearity is considered absent if the VIF < 10 and the tolerance level > 0.1. Conversely, a VIF above 10 with a tolerance < 0.1 confirms the presence of multicollinearity in the dataset.

Table 4. 6 Multikollinearity Test Result

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
Model						
1	(Constant)	29.641	5.340		5.551	.000
	kompensasi	-.590	.098	-.704	-6.001	.000
	beban kerja	.557	.158	.412	3.516	.002

Coefficients ^a		
		Collinearity Statistics
Model		VIF
1	(Constant)	
	kompensasi	1.004
	beban kerja	1.004

a. Dependent Variable: turnover intention

Source: processed by SPSS, 2025

Refers to calculation results above, VIF coefficient for compensation variable (X1) and workload (X2) was $1.004 < 10$, and tolerance value was $0.996 > 0.1$. Thus, so it can be stated that there is no indication of multicollinearity in this data. Therefore the regression framework applied study meets provisions of being free from multicollinearity, and can be concluded that the regression analysis provides valid evidence for exploring the associations between independent and dependent.

4.4 Hypothesis Test

4.4.1 Partial Test (t-test)

If the p-value < 0.05 , the H_0 is rejected in favor of the H_a , demonstrating that the independent exerts a significantly impact on the dependent. When the p-value > 0.05 , H_0 is accepted and H_a rejected, indicating no significant impact

Table 4. 7 Partial test (t-test) Result

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	29.641	5.340		5.551	.000
	Kompensasi	-.590	.098	-.704	-6.001	.000
	Beban Kerja	.557	.158	.412	3.516	.002

a. Dependent Variable: Turnover Intention

Source: processed by SPSS, 2025

H1: “Compensation has a partial negative and significant effect on turnover intention at PT Musindo Laksana Guna” (H1: $\beta_1 \neq 0$)

The p-value of $0.000 < 0.05$, and the t-table value was calculated using $df = n - k - 1 = 30 - 2 - 1 = 27$, resulting in a critical t-value of 1.703. Then calculated t it is obtained from the coeff. table is $-|6.001| > t \text{ table } -1.703$. In conclusion, H_{01} is not accepted, and H_{a1} is accepted because compensation (X1) shows a significant partial impact influence on turnover intention (Y). Furthermore, according to test results results, compensation has a regression coeff. of -0.629 and a sig. level < 0.05 (0.000), indicating a significantly negative relationship with turnover intention at PT Musindo Laksana Guna. This means employees with lower compensation tend to have higher turnover intentions, consistent with prior research results [20], [21], [22], [23], [24], [25], and [26] which showed that compensation had a negative impact turnover intention. Meanwhile, there were findings from research [27] and [28] which indicates a positive influence of compensation on turnover intention.

H2: “Workload has a partial positive and significant effect on turnover intention at PT Musindo Laksana Guna” (H2: $\beta_2 \neq 0$)

Sig. value $0.000 < 0.05$, and the t table uses the formula $df = N - K - 1 = 30 - 2 - 1 = 27$ The t-table value is shown below 1.703. The following teble shown that calculated t the coefficient the following table shows $3.516 > t \text{ table } 1.703$. Therefore, H_{02} is rejected and H_{a2} accepted, suggesting that workload exerts a significant partial influence on turnover intention. The regression coefficient for workload is 0.557 with a sig. of 0.001 lower than sig. level of 0.05, so the workload variable contributes positively and significantly impact on turnover intention at PT Musindo Laksana Guna. The positive impact indicates that an increase in workload is followed by an increase in turnover intention in the workforce. This is consistent with the research result [28], [20], [21], [22], [29], [30], [24], [25], and [26] which shows that workload a positive impact on turnover intention.

H2: “Workload has a significant positive effect on turnover intention at PT Musindo Laksana Guna” (H2: $\beta_2 \neq 0$)

4.4.2 Simultaneous Test (f Test)

This is done with certain criteria. When the observed p-value is > 0.05 , the data support H_0 and provide no sufficient evidence for H_a . If the p-value < 0.05 , the H_0 is no longer supported, and H_a is considered valid.

Table 4. 8 Simultaneous test (f-test) Result

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	943.195	2	471.598	23.006	.000 ^b
	Residual	553.471	27	20.499		
	Total	1496.667	29			

a. Dependent Variable: Turnover Intention

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

Source: processed by SPSS 27

4.5 The Effect of Compensation and Workload on Turnover Intention

The F-test analysis reveals that the value calculated from the data is 29.984, substantially higher than the critical F value of 3.354 determined for 27 degrees of freedom. Since the sig. level is $0.000 < 0.05$, this demonstrates a strong overall model impact. Therefore, findings indicate that H_{03} is rejected in favor of H_{a3} . and together the compensation (X1) and workload (X2) are considered to have a significantly influence on turnover intention (Y) at PT Musindo Laksana Guna. This finding is in line with This is in line with [20], [21], [22], [23], [24], [25], [26]. shows that the compensation and workload variables together have a significantly influence on employee turnover intention.

H3: “Compensation and workload have a simultaneous significant effect on turnover intention at PT Musindo Laksana Guna” (H3: $\beta_1 \neq \beta_2 \neq 0$)

4.5.1 Test of Coefficient of Determination

The coefficient of determination (R^2) is a statistical measure used in regression analysis to show the extent to which (X collectively explain the variation in Y. Interpretation of this (R^2) value must be supported by a model significance test to ensure that the independent simultaneously have a significantly impact on the dependent.

Table 4. 9 Results of the Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.794 ^a	.630	.603	4.52758

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

Source: processed by SPSS, 2025

The table indicates an Adjusted R^2 of 0.603, suggesting that compensation and workload jointly account for 60.3% of the variation in turnover intention. The remaining portion, 39.7%, is impacted by other variables outside the scope of this study.

4.5.2 Multiple Linear Regression Test

Multiple linear regression approach according to Sugiyono, (2024) is a forecasting process that will be carried out and implemented this study aims to determine condition of each dependent variable and the independent variables that cause the fluctuations in their values.

Tabel 4. 10 Multiple Linear Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	29.641	5.340		5.551	.000
	Kompensasi	-.590	.098	-.704	-6.001	.000
	Beban Kerja	.557	.158	.412	3.516	.002

a. Dependent Variable: Turnover Intention

Source: processed by SPSS, 2025

Table 4.10 shows multiple regression analysis results show :

$$Y = 29.641 - 0.590 X_1 + 0.557 X_2 + e$$

Based on this formulation, it can be concluded that:

1. The study's multiple regression results show a constant value of 29.641, indicating that compensation and workload serve as fixed elements in the model. This means that compensation and workload variables contribute to turnover intention.
2. Compensation has a regression coefficient of -0.590, indicating an inverse association with turnover intention. This suggests that a decrease of one unit in X_1 results in a 0.590 rise in Y , provided that other variables are held constant.
3. With a coefficient of 0.557, workload is positively correlated with turnover intention. In practical terms, an increase of one unit in workload (X_2) leads to a 0.557 rise in turnover intention (Y), provided other variables do not change.

5. CONCLUSION

Referring to research conclusions obtained is:

- a. Compensation has a significant effect on turnover intention at PT Musindo Laksana Guna.
- b. Workload has a significant effect on turnover intention at PT Musindo Laksana Guna.
- c. Concurrently, compensation and workload have a significant effect on turnover intention at PT Musindo Laksana Guna.

According to research findings related to influence comfort and workload on turnover, there are several points to consider for further research:

- a. It is recommended that future research involve participants from different companies or other industrial sectors. The goal is to obtain a larger and more diverse sample so that the research results are capable more easily generalized.
- b. Because the results of this study indicate that emptiness and workload together explain 60.3% of the turnover instruction variable, there is still room to explore other potentially influential factors. Therefore, it is recommended that in future research, other variables such as the work environment be added and employee performance in studying the turnover instruction phenomenon.

Managerial Implications :

Based on the research results findings regarding the impact workload on turnover, several managerial implications emerge :

- a. Management is advised to evaluate and improve the compensation system, including base salary, allowances, bonuses, and other incentives, to align with employee contributions and responsibilities, thereby increasing employee satisfaction and loyalty.
- b. Management should routinely assess workloads to ensure they remain realistic and proportionate to individual abilities, and avoid excessive overtime without additional compensation to maintain synchronization between work and personal life, which can ultimately reduce turnover.
- c. Designing more effective employee turnover strategies, such as wellness programs and creating a psychologically supportive work environment, and utilizing research data allows management to implement HR policies, thereby increasing the efficiency and effectiveness of human resource decision-making.

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