



THE EFFECT OF COMPENSATION AND JOB SATISFACTION ON TURNOVER INTENTION EMPLOYEES AT HOTEL LABERSA

Afriady Effendy¹, Nafiri Falah Agung², Hendri Herman³

^{1,2,3}FEB Universitas Ibnu Sina Batam

E-mail: 1afriadyeffendy@gmail.com, 2nfagung2013@gmail.com,
Coresspondent Author: hendrihermanbatam@gmail.com

Abstract

The purpose of this research is to Influence Compensation and Job Satisfaction Against Turnover Intention Employees at Hotel Labersa. The population in this study were all employees at the Labersa Hotel as many as 115 respondents. The number of samples used in this study were 115 respondents. The research method used in this research is descriptive quantitative method.

Based on the research that has been done at the Labersa Hotel, the following conclusions are obtained: VCompensation has a significant effect on turnover intention employees at Hotel Labersa with t count $>$ t table ($4.975 > 1.663$) and a significant value of $0.000 < 0.05$; Job satisfaction has a significant effect on turnover intention employees at the Labersa Hotel with a t count $>$ t table ($3,500 > 1,663$) with a significant value of $0,001 < 0,05$; Compensation and job satisfaction have a significant effect on turnover intention employees at Hotel Labersa with F count ($3,100$) $>$ F table ($2,386$); Compensation and job satisfaction variables can explain the dependent variable, namely Turnover Intention 71.1 percent while the remaining 28.9 percent is explained by other variables not observed in this study

Keywords : *Compensation, Job Satisfaction, Turnover Intention*

1. INTRODUCTION

The development of the business world in Indonesia is currently increasingly demanding every company to compete strictly in order to be able to maintain business. To maintain business, companies can utilize available resources and are able to optimize performance optimally. Performance improvement can be done by companies using a good strategy in running the business. The company's success in running a business cannot be separated from the human resources (HR) factor. According to Sutrisno (2017: 6) states that, human resource management is a planning activity. Procurement, development, maintenance, and use of human resources to achieve goals both individually and organizationally.

Employees are one of the important elements in the company because the resulting performance will have an impact on the company's operations. If the performance produced by the employee is low, it can become an obstacle for the company in achieving its goals. For the sake of achieving goals, companies need to pay attention to every employee in order to make a good contribution to the company.

Turnover intention is an employee leaving a company/organization and moving to another company/organization for certain reasons. *Turnover intention* in a company is a natural thing, but this can be a problem for the company if the employee turnover rate is too high. According to Robbins and Judge (in Nurafni 2019:54) said that *turnover intention* is the tendency or level at which an employee has the possibility to leave the company either voluntarily or involuntarily due to the lack of interest in the current job and the availability of alternative jobs. That *turnover* will have an impact on the company, and will incur costs that must be

issued by the company due to recruiting, selecting, and retraining if the employee really needs to be replaced. If the turnover rate is high, it means that the hotel needs to pay for recruitment and even training. In addition, high turnover will also have an impact on the comfort of other employees,

because vacancies during the employee turnover period may make them need to do more work. Happening *turnover* begins with the emergence of a desire to change jobs *Turnover intention* by employees. *Turnover intention* is the level or intensity of the desire to leave the company. The desire to leave arises when employees are still working at the company and it is influenced by many factors. Factors that can influence the desire to move *Turnover intention* one of them is compensation.

Compensation is something workers receive as a reward for their work. According to Marwansyah (2016: 269) Compensation is a reward or reward directly or indirectly, financially or non-financially, that is fair and proper to employees, in return or contribution/service to achieving company goals. The function of the compensation provided is expected to attract employees, retain employees, motivate performance, and encourage increased employee knowledge and skills. Compensation can be in the form of salaries, wages, incentives, benefits, and facilities.

One of the causes of someone not doing a good job is that employees feel dissatisfied with the compensation they receive, compensation for employees is one of the important driving factors in work which ultimately affects morale to improve employee performance.

Compensation is generally divided into two, namely direct and indirect compensation. The direct compensation applied by Hotel Labersa is in the form of a fixed salary that is paid once a month and the provision of service fees that are obtained based on hotel revenue every month, so the service money received depends on the amount or not of hotel income each month.

Indirect compensation provided by Hotel Labersa is in the form of health insurance, namely BPJS and holiday allowances (THR). Overtime pay at the Labersa Hotel is also not paid but is changed to additional Off for employees who work overtime. Following are details of the Labersa Hotel compensation data in Table 1

Table 1 Labersa Hotel Compensation Data

Compensation Data	Information
1. Wages and salaries	Yes, according to the UMK of Kampar Regency Rp. 3,048,000
2. Service charge	Yes, the size of the service charge depends on the number of hotel and restaurant guests and is usually around 1-2 million.
3. Holiday allowance (THR)	Yes, for one month's salary
4. Health BPJS	There is

In addition to the direct compensation provided by the Labersa Hotel, there are also some unpaid compensation at the Labersa Hotel, including overtime work for employees, incentives (bonuses), and transportation allowances, along with a description of the unpaid compensation at the Labersa Hotel in Table 2.

Table 2 Compensation data that is not paid by Hotel Labersa

Compensation data that is not hired	Information
1. Employee Overtime	There is
2. Intensive (bonus)	There is
3. Transportation allowance	There is

Job satisfaction (*Job Satisfaction*) is the emotional state of employees regarding their work. Job satisfaction can also be interpreted as an employee's pleasure or displeasure with the work they do. According to Handoko (in Sutrisno, 2017: 75) job satisfaction is a pleasant or unpleasant emotional state for employees looking at their work. Job satisfaction reflects a person's feelings towards his work. This can be seen in the positive attitude of employees towards work and everything that is encountered in the work environment. These feelings can affect how the employee works. Employees who are satisfied with their jobs will tend to improve their performance in terms of quantity and quality. Employee satisfaction with their jobs makes employees more productive and reduces the potential for employees to be fired. In addition, employees who are satisfied with their jobs tend to be more loyal to the company in the long term.

Hotel Labersa is a company engaged in services, which is one of the well-known hotels in Riau, especially Pekanbaru. As one of the famous hotels, it needs to pay attention to various aspects both internally and externally. Hotel Labersa also provides various facilities needed by guests such as a swimming pool, *Laundry*, meeting facilities, gardens, fitness facilities, *massage*, Golf course, *access internet*. In addition to the facilities above, of course, you also have to pay attention to the welfare of employees, to ensure a comfortable work environment, appropriate compensation, so as to minimize the occurrence *Turnover intention* on employees, because when *Turnover intention* occur will affect the activities and services at Hotel Labersa.

Qualified employees who will later ensure the quality and excellence of the services provided by Hotel Labersa. Because employees are an important asset for Hotel Labersa in running its business. Therefore, it is certainly something that is important to ensure appropriate compensation, and satisfactory job satisfaction.

The following is the incoming and outgoing data (*Turnover intention*) Labersa Hotel employees from 2017 to 2021.

Table 3 Data *Turnover Intention* Labers Hotel employees

Year	Amount employee beginning of the year	Amount employee enter	Amount employee come out	Amount employee end of year
2017	95	9	6	98
2018	100	10	8	102
2019	98	15	9	104
2020	103	8	16	95
2021	108	12	5	115

Source: Processed data from Hotel Labersa

The data above is data on the entry and exit of employees at the Labersa Hotel, where there was an increase in 2020 the number of employees at the beginning of the year amounted to 103 employees, and the number of employees as many as 8 people entered the Labersa Hotel, there was an employee discharge of 16 employees at the end of the year the number of employees was 95 employees. in 2017 the lowest number of employees was 95 employees, the number of employees who entered was 9 employees, and the number of employees who left was 6 employees, the number of employees at the end of the year was 98 employees. At the Labersa Hotel. The level is high *turnover* This means that the hotel needs to pay for recruitment and even training. In addition, this high turnover will have an impact on the comfort of other employees because vacancies during the employee turnover period may make them need to do more work.

2. LITERATURE REVIEW

a. Compensation (X1)

Compensation is everything employees receive in return for their work. Compensation programs are also important for companies, because they reflect the organization's efforts to maintain human resources. (Handoko, 2014:155). With the following indicators, (1) Wages and salaries, (2) Incentives, (3) Allowances, (4) Facilities (Hasibuan in Sinambela, 2016: 235)

b. Job Satisfaction (X2)

Job satisfaction is a pleasant or unpleasant emotional state for employees to view their work. Job satisfaction reflects a person's feelings towards his work. This can be seen in the positive attitude of employees towards work and everything that is encountered in the work environment. (Handoko in Sutrisno, 2017:75). With the following indicators, (1) Employment, (2) Wages, (3) Promotions, (4) Supervisors, (5) Colleagues

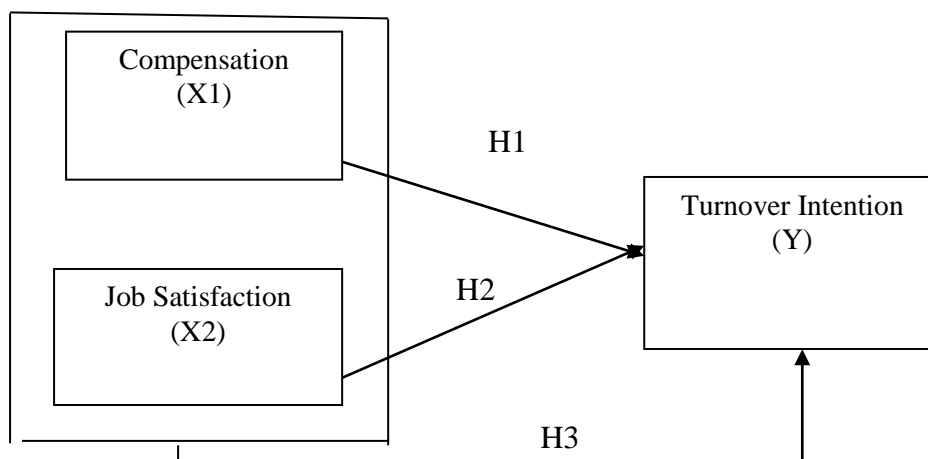
c. Turnover Intention (AND)

Turnover intention is the level or intensity of the desire to leave the company, there are many reasons that cause this turnover intention and one of them is to get a better job (Harnoto in Nugroho, 2018: 11). With the following indicators, (1) thoughts of leaving, (2) desire to look for vacancies, (3) desire to leave the organization in the coming months (Francesco 2013:4)

d. Thinking Framework

Uma Sekaran in Sugiyono (2017: 101) suggests that a framework for thinking is a conceptual model of how theory relates to various factors that have been identified as important issues. The following is the researcher's framework for thinking about the variables raised in this study:

Figure 1 Thinking Framework



Source: Habiyadi, 2018

e. Hypothesis

According to Sugiyono (2017:221) a hypothesis is a temporary answer to the formulation of a research problem, where the formulation of a research problem has been stated in the form of a question sentence, it is said to be temporary because the answer given is based on relevant theory, not based on the empirical facts obtained through data collection. From the explanation of the thinking framework and paradigm of the previous research above, the hypothesis proposed as a

temporary answer to the formulation of this research problem is as follows:

1. It is suspected that compensation has an effect on employee turnover intention at Hotel Labersa.
2. It is suspected that job satisfaction has an effect on employee turnover intention at Hotel Labersa.
3. It is suspected that compensation and job satisfaction have an effect on employee turnover intention at the Labersa Hotel.

3. RESEARCH METHODS

The variables in this study consist of two variables. The first variable is the independent variable namely Compensation and Job Satisfaction. The second variable is the dependent variable ie *Turnover Intention*. The population is a generalization area consisting of objects and subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2017: 117). The population in this study were all employees at the Labersa Hotel as many as 115 respondents. The sample is part of the number and characteristics possessed by the population (Sugiyono, 2017: 118). The determination of the number of samples used by the authors in this study is by the census method based on the provisions put forward by Sugiyono (2017: 61) which says that saturated sampling is a sampling technique when all members of the population are used as samples. Another term for a saturated sample is census. Then the number of samples used in this study were as many as 89 respondents. The research method used in this research is descriptive quantitative method. In quantitative research, the data analysis techniques used are directed at answering the problem formulation or testing the hypotheses that have been formulated (Sugiyono, 2017: 480).

4. RESULT AND DISCUSSION

a. Multiple Linear regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	34.475	3.947		8.735	.000
1 X1	.175	.035	.442	4.975	.000
X2	.110	.031	.311	3.500	.001

Source: Output SPSS, 2023

Based on Table 4, the results obtained from data processing using SPSS software, namely the following multiple linear regression equation function model:

$$Y = a + b_1X_1 + b_2X_2 + e_i$$

$$Y = 34.475 + 0.175 X_1 + 0.110 X_2 + e_i$$

Based on the results of the multiple regression equation model above, it can be explained:

1. The constant is 34,475, this shows that if the compensation variable (X1) and job satisfaction (X2) is 0 (zero), then the variable *Turnover Intention* worth 34,475;
2. The compensation coefficient (X1) is 0.175 and shows a positive influence, so if it is assumed that all other independent variables are fixed, then each addition of one unit of compensation variable will increase the variable *Turnover Intention* of 0.175 units;
3. The coefficient of job satisfaction (X2) is 0.110 and shows a positive influence, so if it is assumed that all other independent variables are fixed, then each addition of one unit of job satisfaction variable will increase the variable *Turnover Intention* Purchase of 0.110 units.

b. Uji-t

Table 5 Test Results t

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	34.475	3.947		8.735	.000
1 X1	.175	.035	.442	4.975	.000
X2	.110	.031	.311	3.500	.001

Source: Output SPSS, 2023

Based on Table 5 above, the following conclusions are obtained:

1. The compensation variable (X1) has a t count > t table ($4.975 > 1.663$) with a significant value of $0.000 < 0.05$ thus the hypothesis can be accepted, meaning that compensation (X1) has a significant effect on *Turnover Intention* (Y) employee at Hotel Labersa.
2. Job satisfaction variable (X2) has a t count > t table ($3.500 > 1.663$) with a significant value of $0.001 < 0.05$ thus the hypothesis can be accepted, meaning that job satisfaction (X2) has a significant effect on *Turnover Intention* (Y) employee at Hotel Labersa.

c. Uji - F

Table 6 F Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	340.448	2	170.224	22.387	.000 ^b
Residual	653.912	86	7.604		
Total	994.360	88			

Source: Output SPSS, 2023

Based on the results of Table 5.27 above, it can be seen that Fcount (3.100) > Ftable (2.386). it was concluded that the independent variables in this study were able to significantly influence the dependent variable simultaneously. So it can be concluded that the variables of compensation and job satisfaction will increase together *Turnover Intention* employees at Hotel Labersa.

d. The coefficient of determination (R^2)

Table 7 Test Results for the Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.889 ^a	.790	.771	1784.783

Source: Output SPSS, 2023

Based on Table 7 above, it shows that the Adjusted R Square value is 0.771 or 71.1 percent. It can be concluded that the independent variables, namely the compensation and job satisfaction variables, are able to explain the dependent variable, namely *Turnover Intention* 71.1 percent while the remaining 28.9 percent is explained by other variables not observed in this study.

Discussion

1. Effect of Compensation on *Turnover Intention*

The results of the study show that compensation has a positive and significant effect on *Turnover Intention* Employee at Hotel Labersa. Based on the results of the average score of the compensation variable, it is obtained that the wage and salary indicator has the lowest average score on the compensation variable, namely 4.00 in the good category, so based on this, the Labersa Hotel company can pay more attention to the wage and salary distribution system so that employees become more prosperous and comfortable in doing work.

Companies should be able to provide employees with wages and salaries in accordance with the job description and responsibilities held by employees, thereby achieving aspects of fairness in work. This means that if compensation increases, employees will feel satisfied so that their desire to leave the company (*turnover intention*) will be low, whereas if the compensation is low, the employee will feel dissatisfied with the compensation provided so that the employee's desire to leave (*turnover intention*) will increase.

The results of this study are also in line with Ariyati and Mahera's research (2018: 10) which states that compensation has a significant effect on *turnover intention* employee. Then this is also in line with the results of research conducted by Putrianti (2014: 6), which states that compensation has a significant effect on employee turnover intention.

where compensation has a major contribution in reducing employee turnover intention.

2. The Influence of Job Satisfaction on *Turnover Intention*

The results showed that job satisfaction has a positive and significant effect on *Turnover Intention* Employee at Hotel Labersa. Based on the results of the average score of the job satisfaction variable, it was found that the co-worker indicator had the lowest average score on the job satisfaction variable, namely 3.93 in the good category, so based on this, the Labersa Hotel company could pay more attention to the relationship between employees so that it was more good and harmonious.

The results of the study show that the co-workers that exist between Labersa Hotel employees still have an unfavorable relationship. The existence of unfavorable co-worker relations between fellow employees and between employees and leaders, and the relationship between leaders and employees will have a negative impact on job satisfaction. So if job satisfaction decreases it will have an impact on the high level of *Turnover Intention* that occurs in the company.

These results are inversely proportional to the research of Moorhead & Griffin, (2013: 71) where the lower the level of employee job satisfaction, the higher the level *turnover intention* employee. This usually happens because if an employee is too long satisfied with his job satisfaction then this will result in boredom for the employee himself so that it can make the employee want to change the atmosphere in a more challenging direction.

3. Effect of Compensation and Job Satisfaction on *Turnover Intention*

The results of this study indicate that compensation and job satisfaction have a positive and significant effect on *Turnover Intention* employees at Hotel Labersa. Provision of good compensation by the company is considered effective in increasing employee loyalty. It will reduce the desire to change jobs (*Turnover intention*) employees who work at the company, so *Turnover* can be reduced and the cost of recruiting employees can be reduced. This cost reduction will lead to financial savings and operational performance stability which will have an impact on the financial and non-financial performance of educational institutions.

To press the level *turnover intention* also need to pay attention to other factors such as job satisfaction which is the main priority of most employees at work. Employees with high satisfaction will feel happy and happy in doing their jobs and do not try to evaluate other job alternatives. Conversely, employees who are dissatisfied with their jobs tend to have thoughts of leaving, evaluating other job alternatives and wanting to leave in the hope of finding a satisfactory job. This is also supported by research conducted by Putrianti, (2014) which shows that compensation factors can influence *turnover intention* significantly.

Conclusion

Based on the research that has been conducted at Hotel Labersa, the following conclusions are obtained:

1. Compensation has a significant effect on *turnover intention* employees at Hotel Labersa with a $t_{count} > t_{table}$ ($4.975 > 1.663$) and a significant value of $0.000 < 0.05$.
2. Job satisfaction has a significant effect on *turnover intention* employees at Hotel Labersa with $t_{count} > t_{table}$ ($3,500 > 1,663$) with a significant value of $0,001 < 0,05$.
3. Compensation and job satisfaction have a significant effect on *turnover intention* employees at Hotel Labersa with $F_{count} (3,100) > F_{table} (2,386)$.
4. Compensation and job satisfaction variables can explain the dependent variable, namely *Turnover Intention* 71.1 percent while the remaining 28.9 percent is explained by other variables not observed in this study.

Suggestion

1. Based on the compensation variable data obtained, it is hoped that the Labersa Hotel can pay more attention to the wage and salary distribution system whether it is in accordance with the workload felt by employees.
2. It is expected that the company can pay attention to the relationship between employees being woven even better so as to create a harmonious and safe work environment.
3. It is hoped that future researchers will further develop this research in order to create even better research in the future.

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