

The Effect of Compensation, Organizational Commitment, and Job Satisfaction on Turnover Intention at Bank XYZ

^{1}Alvian Guntur Perdana Kusuma, ²Rima Febrina*

Center for Development of Human Resources for Transportation Apparatus

Email : [^{1}alvianguntur0@gmail.com](mailto:^{1*}alvianguntur0@gmail.com), ²rimafebrina@gmail.com*

(Accepted: January 2023; Revised: February 2023; Published: May 2023)

ABSTRACT

This study aims to determine and examine the effect of Compensation, Organizational Commitment, and Job Satisfaction on Turnover Intention at BANK XYZ. Sampling in this study was carried out by census or saturated samples. The number of samples taken in this study were 67 employees of BANK XYZ. The data were obtained from the results of distributing questionnaires and the analytical method used was multiple regression with the help of the SPSS version 23 program. The results showed that the variable job satisfaction partially did not affect employee job satisfaction, but organizational commitment and compensation had an effect on employee turnover intention. However, overall the independent variables together have a significant influence on turnover intention at BANK XYZ.

Keywords: *Compensation, Organizational Commitment, Job Satisfaction, Turnover Intention*

INTRODUCTION

Human resources in an organization is a crucial aspect that determines the effectiveness of an organization. Organizations need to continuously invest in recruiting, selecting and retaining human resources. On the other hand, an organization needs to maintain potential resources so as not to impact turnover intention. The intention to leave the organization and look for work in another organization is caused, among other things, by dissatisfaction with the salary received through unfair treatment of salary by the company. Fair according to the theory of justice does not mean that the salary between one employee and another must be the same, but depends on the ratio between the results and input of an employee compared to the ratio between the results and input of other employees. Inputs include: productivity, years of service, rank and level of education, while results consist of salary and other income, promotion and status. BANK XYZ in achieving its organizational goals requires a very solid team strength in order to help the success of its business development. The success and success of a company is largely determined by

how the company manages its resources, this is what makes employers aware of the investment value of employees as one of the company's important assets. Turnover leads to the final reality faced by an organization in the form of the number of employees who leave the organization in a certain period,

Furthermore, to find out more deeply whether the theory of compensation satisfaction, organizational commitment, and job satisfaction has a positive and significant effect on turnover intention and is effectively carried out at BANK XYZ. The author will test the effect of compensation, organizational commitment, and job satisfaction on turnover intention at BANK XYZ.

Based on the observations of the above matters, the authors temporarily conclude that a system is needed to achieve good compensation satisfaction between companies and employees by creating comfortable organizational commitment to increase job satisfaction. To strengthen the suspicion of these problems, the authors created a pre-research questionnaire conducted on 28 respondents which can be seen from Tables 1, 2, 3, and 4.

Table 1 Compensation Pre Research Questionnaire

No	Description of Compensation	Agree	Don't agree
1	I am satisfied with the policy in providing salary levels in this company	70%	30%
2	Benefits or benefits received by employees are in accordance with job responsibilities	40%	60%
3	Compensation given by the company in accordance with the results of work.	33%	67%
Average		47.6%	52.4%

Based on Table 1, it can be seen that the overall average of 47.6% of respondents stated that they agreed

and 52.4% stated that they did not agree. As can be seen in question point 2, 60% still stated that the

benefits or benefits received by employees were not in accordance with job responsibilities.

Table 2 Organizational Commitment Pre-Research Questionnaire

No	Description of Organizational Commitment	Agree	Don't agree
1	I am proud of this company to others outside the company	70%	30%
2	Many things in my life would be disrupted if I decided I wanted to leave this company now	50%	50%
3	One of the main reasons for continuing to work for this company is that I believe loyalty is important	70%	30%
Average		63.3%	36.7%

Based on Table 2, the average respondent is 63.3% agree and 36.7% disagree. In this case, it can be seen that organizational commitment in the company has been well achieved.

Table 3 Job Satisfaction Pre-Research Questionnaire

No	Description of Job Satisfaction	Agree	Don't agree
1	I am satisfied with the benefits provided by the company to me	43%	57%
2	I am satisfied with the basis (benchmark) used for promotion in my company	40%	60%
3	The managers where I work always support me	65%	35%
Average		49.3%	50.7%

Based on Table 3, an average of 49.3% of respondents stated that they agreed and 50.7% stated that they did not agree. In this case, it can be seen that job satisfaction in the company cannot be said to be perfect, because there are still many respondents who say they do not agree with the current job satisfaction. . In this case, it can be seen that job satisfaction in the company cannot be said to be perfect, because there are still many respondents who say they do not agree with the current job satisfaction. It can be seen in the problem in point 2, which states that respondents do not agree with the basic system (benchmark) used for promotion in the company.

Table 4. Turnover Intention Pre-Research Questionnaire

No	Description of Turnover Intention	Agree	Don't agree
1	I am looking for a more promising job in life	43%	57%
2	I will probably leave this company if there is a better opportunity	39%	61%
3	I will not leave this company if there are other companies that provide a salary that is in accordance with the responsibilities at work	30%	70%
Average		37.3%	62.7%

Based on Table 4, it can be seen that the overall average is 37.3% agreeing and 62.7% disagreeing. It can be seen in statement point 3 that 70% still state that what has been obtained so far has not been in accordance with what has been done responsibly. There may be other factors that must be considered so that the company does not lose its employees

LITERATURE REVIEW

1. Compensation

Compensation is defined as any form of appreciation given to employees as remuneration for the contributions they make to the company. For

organizations/companies compensation means appreciation to workers who have contributed in realizing their goals, through activities called work (Nawawi, 2003). Compensation, which means reward or reward, is not just in the form of giving wages or salaries as a result of being appointed as an employee of an organization or company. Rewards or rewards as compensation must be differentiated into the following types:

2. Direct Compensation

Direct compensation consists of compensation management (based on salaries and wages) and payments for performance (incentives and profit sharing). Direct compensation payments can be based on position or position such as manager, supervisor, secretary or factory employee who are paid on a time basis such as employees receiving daily wages, weekly or monthly in a fixed amount. This compensation is generally called salary or wages (Marihot TE Hariandja, 2009).

3. Indirect Compensation

There are different forms of indirect compensation, some call it indirect compensation programs, indirect compensation, complementary compensation, service programs, payments other than salary or wages, employee benefits, employee benefits and

others.

Heneman and Schwab (in Rita Andini, 2006). Dividing aspects of salary satisfaction consists of four sub- dimensions: salary level (pay level), compensation (benefits), salary increase (pay raise), salary structure or management (pay structure and administration). With the following indicators:

- a. Salary level (pay level), namely how much fairness in receiving employee wages
- b. Compensation (benefits) is how much profit or benefit received by employees.
- c. Salary increase (pay raise) that is how much increase in wages according to needs.
- d. Pay structure and administration (Pay structure and administration), namely: how to give the value of the size of the wage or salary based on the level or position in a company.

4. Organizational Commitment

Organizational commitment is defined as the degree to which employees are involved in their organization and wish to remain members, which contains an attitude of loyalty and willingness of employees to work optimally for the organization where the employee works (Greenberg and Baron, 2003, p.160). According to Daft (2003, 11) organizational commitment is an important attitude that affects performance. Meanwhile, according to Blau and Boal in Sopiah (2008: 155) mentions organizational commitment as partisanship and employee loyalty to the

organization and organizational goals. From the above statement it can be concluded that organizational commitment includes elements of loyalty to the company, involvement in work, and identification of the company's values and goals.

Zurnali (2010) defines each dimension of organizational commitment as follows:

- a. Affective commitment is a feeling of love for the organization that raises a willingness to stay and foster social relations and appreciate the value of the relationship with the organization due to being a member of the organization.
- b. Continuance commitment is a heavy feeling to leave the organization due to the need to survive with consideration of the costs of leaving the organization and the rewards related to participation in the organization.
- c. Normative commitment is a feeling that requires you to stay in an organization due to obligations and responsibilities towards the organization based on consideration of employee norms, values and beliefs.

5. Job satisfaction

Job satisfaction (job statistics) of employees must be created as well as possible so that work morale, dedication, love and discipline of employees increase. This attitude is reflected by work morale, discipline, and work performance. Job satisfaction is enjoyed in work, outside work, and in and out of work combinations.

Job satisfaction at work is job satisfaction enjoyed at work by obtaining praise for work, placement, treatment, equipment, and a good working environment. Employee job satisfaction is much influenced by the attitude of leaders in leadership. Participatory leadership provides job satisfaction for employees, because employees participate actively in giving their opinions to determine company policy. Authoritarian leadership results in employee job dissatisfaction.

Luthans (2005) shows that there are 6 important factors that influence employee job satisfaction, namely:

- a. The job itself.

The compatibility of work with the skills and abilities of employees is expected to be able to encourage employees to produce good performance.

- b. Wages.

Remuneration or compensation, employees will be able to meet their physical, social status and egoistic needs so as to obtain job satisfaction from their position.

- c. Promotion Opportunity.

Promotion will provide opportunities for personal growth, more responsibility and increased social status. If the promotion is made in a fair way, it is hoped that it will be able to provide satisfaction to employees.

- d. Supervision (Supervision).

The activities of employees in the company are very dependent on the

leadership style applied and the environmental situation in the company where they work. The need for direction, attention and motivation from leaders is expected to be able to spur employees to do their jobs well. The leadership style basically aims to encourage work passion, job satisfaction, and high employee work productivity, in order to achieve maximum organizational goals.

e. Work colleague.

Good relationships between co-workers are very significant if the work series requires high teamwork. The level of closeness of the relationship has an influence on the quality and intensity of interactions that occur within a group.

f. working conditions.

If the conditions are good then there will be no problem with job satisfaction, otherwise if the conditions are bad then the impact on job satisfaction will also be bad.

6. Turnover Intention

Turnover Intention can be interpreted as the movement of labor out of the organization. Turnover leads to the final reality faced by the organization in the form of the number of employees who leave the organization in a certain period. According to Harnoto (2002: 2): "Turnover intention is marked by various things related to employee behavior, including: increased absenteeism, starting to be lazy to work, increased courage to violate work rules, courage to oppose or

protest to superiors, as well as seriousness to complete all employee responsibilities that are very different from usual." These indications can be used as a reference for predicting employee turnover intention in a company.

a. Increased absenteeism

Employees who wish to change jobs are usually marked by increasing absenteeism. The level of responsibility of employees in this phase is very less compared to before.

b. Be lazy to work

Employees who wish to change jobs will be more lazy to work because the orientation of these employees is to work elsewhere which is seen as more capable of fulfilling all the wishes of the employee concerned.

c. Increase in violation of work rules

Various violations of the rules in the work environment are often committed by employees who are about to make a turnover. Employees more often leave the workplace during working hours, as well as various other forms of violations.

d. Increased protests against superiors

Employees who wish to change jobs, often protest against company policies to their superiors. The emphasized protest material is usually related to remuneration or rules that do not agree with the wishes of employees.

e. Very different positive behavior than usual

Usually this applies to employees who have positive characteristics. This employee has a high responsibility for the assigned task, and if this employee's positive behavior increases far and is different from usual it indicates that this employee will make a turnover.

The five diastase dimensions are used by researchers to measure

turnover intention and have a significant influence on employee turnover intention. In this study the authors present a theoretical framework to make it easier to understand the problems being studied. The estimated theoretical framework is presented in the form of a schematic or description that shows the relationship of each variable, namely as follows:

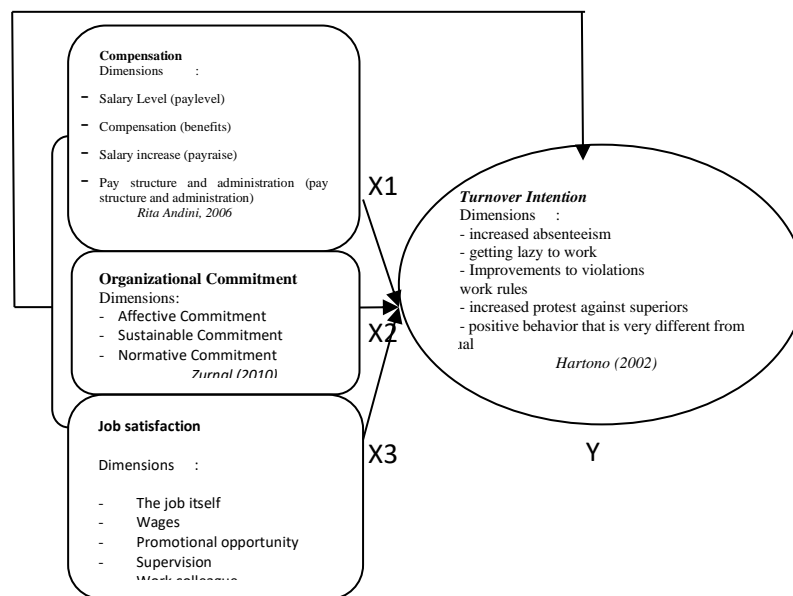


Figure 1 Thinking Framework

Based on the theoretical framework above, the research hypothesis proposed in this study is as follows:

1. Compensation affects Turnover Intention at BANK XYZ.
2. Organizational Commitment influences Turnover Intention at BANK XYZ.
3. Job Satisfaction affects Turnover Intention at BANK XYZ.

Compensation Satisfaction, Organizational Commitment, and Job Satisfaction affect Turnover Intention at BANK XYZ.

RESEARCH METHODS

Based on its purpose, this research method is a type of research that uses a descriptive method approach with a quantitative approach. Descriptive statistical methods are used to explain the phenomena that occur regarding research data. Researchers are trying to provide an explanation of the impact caused by the relationship and influence that occurs between variables to determine the relationship between compensation, organizational commitment and job satisfaction on turnover intention at BANK XYZ (Case Study on Gen Y).

While the quantitative method is used to explain the relationship between research variables. In this study the variables used are :

1. The independent variables are Compensation (X.1), Organizational Commitment (X.2), and Job Satisfaction (X.3).
2. The dependent variable is Turnover Intention (Y)

The population in this study were all employees at XYZ BANK, totaling 67 employees. In this study no sampling technique was used because the sample studied was the entire population or called a census. Considering that the total population is only 67 employees, it is feasible to take all of them as a sample without having to take a certain number of samples. Thus the sample of this study is all employees of each section of BANK XYZ.

RESEARCH RESULT

The research was conducted on 67 respondents, namely employees of PT. XYZ BANK. Questionnaires were distributed to respondents randomly and the characteristics of the respondents in this study were described through five questions, namely: gender, age, education, position and years of service. The characteristics of the respondents can be seen in the following table.

Table 5 Characteristics of Respondents

No	Variable	Answer	Amount	percent age
1	Gender	Man	22	32.8 %
		Woman	45	67.2 %
		Total	67	100%
2	Age	21-30 Years	28	41.7%
		31-40 Years	24	36.0%
		>41 Years	15	22.3%
		Total	67	100%
3		DIII	16	24.0%

	Last education	Bachelor degree)	48	71.6%
		Postgraduate (S2)	3	4.4%
		Total	67	100%
4	Length of work	1-5 Years	33	49.2%
		6-15 Years	5	7.4%
		16-25 Years	17	25.4
		>25 Years	12	18.0%
		Total	67	100%
5	Position	Staff	46	68.6%
		Supervisors	14	21.0%
		manager	7	10.4%
		Total	67	100%

Validity and Reliability

Instrument validity test is carried out to see how far the precision and accuracy of the measuring instrument in carrying out its measuring function. The validity test process can be done with SPSS with the Pearson Product Moment Correlation Test. An item is said to be valid if it has $r_{count} > r_{table}$, and the r_{count} is positive. The value of r_{table} in sample 67 with a standard error of 0.05.

First, the validity test based on the Compensation variable (X1) is stated to be valid with all indicators, meaning that it can be used as a measurement variable. Second, the validity test based on the Organizational Commitment variable (X2) is also declared valid with all indicators, can be used as a measurement variable. Third, the validity test based on the Job Satisfaction variable (X3) is also valid with all indicators, it can also be used as a measurement variable. And finally, the validity test for the Turnover Intention variable is declared valid and can also be used for measurement variables.

The reliability test in this study was used to show the level of internal consistency reliability by measuring

the Cronbach's Alpha coefficient. A question can be categorized as reliable if the alpha value is greater than 0.60. The following are the results of the reliability test of the respondent's sample.

Table 6. Reliability Test

Variable	Cronbach's Alpha
Compensation (X1)	0.97
Organizational Commitment (X2)	0.953
Job Satisfaction (X3)	0.964
Turnover Intention(Y)	0.936

Test Classic Assumption

To find out the significance of the relationship between the independent variable and the dependent variable so that the results

of the analysis can be interpreted more accurately, efficiently and limited from the weaknesses that occur because there are still symptoms of classic assumptions. The classic assumption test consists of: Normality Test, Multicollinearity Test, Heteroscedasticity Test. To test whether in a regression model, the dependent and independent variables both have a normal distribution relationship or not. A good regression model is having a normal or close to normal distribution. The normality test tool is called One Sample Kolmogorov – Smirnov (KS), which is available in the SPSS program.

Table 7 One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		67
Normal Parameters ^{a,b}	Means	0
	std. Deviation	0.52665354
	absolute	0.065
Most Extreme Differences	Positive	0.045
	Negative	-0.065
Test Statistics		0.065
asyp. Sig. (2-tailed)		.200 ^{CD}

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

The table above describes the normality test using the Kolmogorov-Smirnov test, from the table above it can be seen that the resulting significance value is 0.200. The significance value is greater than alpha (0.05) so that it gives a decision to fail to reject H0 which concludes that the residuals are normally distributed.

The multicollinearity test in this study is by looking at the Variance Inflation Factor (VIF) coefficient and the Tolerance value. The cutoff value that is commonly used to indicate the presence of multicollinearity is the VIF value <10, in other words, good

data can be seen if it has a VIF value less than 10 and if the VIF value does not comply with these provisions, the research data contains multicollinearity, which means it is not suitable for use. as research data. The following are the results of the multicollinearity test:

Table 8 Multicollinearity Test

Model	Collinearity Statistics	
	tolerance	VIF
(Constant)		
X1	0.384	2,604
X2	0.306	3,265
X3	0.646	1,548

The results of calculating the Variance Inflation Factor (VIF) value show that there is no VIF value for the

two independent variables that have a value < 10, with a VIF value for each independent variable less than 10. So the conclusion obtained is that there are no symptoms of multicollinearity in the variable independent.

Homoscedasticity can be known by making residual plots. If the scattering points do not have a specific pattern and are spread evenly around the zero point line, then it can be called a homogeneous variant for each value of X, thereby fulfilling the assumption of homoscedasticity. Conversely, if the dots form a certain

pattern, for example clustered below or above the zero center line, then heteroscedasticity is suspected.

Multiple Linear Regression Analysis

Basically, regression analysis is used to obtain the regression equation by entering the variables one by one, so that the influence from the strongest to the weakest can be identified. Based on the results of data processing using SPSS assistance, the following results are obtained:

Table 9 Regression Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.	
	B	std. Error	Betas			
(Constant)	2083	0.348		5.98	0	
1	X1	0.238	0.104	0.351	2.3	0.03
	X2	0.378	0.162	0.399	2.34	0.02
	X3	-0.083	0.101	-0.096	-0.82	0.42

Based on the table it can be seen the coefficients for the regression equation of this study, which can be arranged in a mathematical equation as follows:

$$Y = 2.083 + 0.238X1 + 0.378X2 - 0.083X3$$

1. A constant value of 2.083 states that if there is no increase in the value of the variables X1, X2 and X3 then the value of Y is 2.083.
2. The regression coefficient value of the Compensation variable is 0.238. However, when viewed from the significance value, the resulting value is greater than alpha (0.05) so that it gives the decision to fail to reject H₀ which concludes that the Compensation

- variable has no significant effect on the Turnover Intention variable.
3. The regression coefficient value of the Organizational Commitment variable is 0.378. This value is greater than alpha (0.05) so that it gives a decision to fail to reject H₀ which concludes that the Organizational Commitment variable has no significant effect on Turnover Intention.
4. The regression coefficient value of the Job Satisfaction variable is -0.083. This value is smaller than alpha (0.05) so that it gives a decision to reject H₀ which concludes that the Job Satisfaction variable has a significant effect on the Job Satisfaction variable.

Table 10 Result of Determination Coefficient (R²)

Summary model b				
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.661 ^a	0.436	0.41	0.53905

a. Predictors: (Constant), X1, X3, X2

b. Dependent Variable: Y

The test results for the coefficient of determination in the table show that $R^2 = 0.436$. Thus the magnitude of the influence of the variables X on Y is 43.6 percent. The

remaining (100% - 43.6% = 56.4%) was influenced by other factors including salary satisfaction, leadership, work environment and employee engagement.

Table 11. F Test Results

ANOVAa						
Model	Sum of Squares	df	MeanSquare	F	Sig.	
Regression	14.174	3	4,725	16.3	.000 ^b	
1 residual	18,306	63	0.291			
Total	32.48	66				

a. Dependent Variable: Y

b. Predictors: (Constant), X³, X², X¹

Based on the ANOVA table above, it can be seen that the F test value is 16,260 or a significance value of 0.00. A significance value less than alpha (0.05) decides to reject H₀ so it can be concluded that simultaneously the variables independent variables have a significant effect.

Statistical Test t (Partial Test)

The t statistical test is useful for testing the effect of each independent variable partially on the dependent variable. To find out whether there is the effect of each independent variable partially on the dependent variable can be seen at a significance level of 0.05. If the sig t value < 0.05 then H₀ is rejected, whereas if the sig t value > 0.05 then H₀ is accepted.

Based on the table above, variables X.1 (Compensation) and

X.2 (Organizational Commitment) have a significant effect on variable Y (Job Satisfaction), this can be seen from the significance value which is less than alpha (0.05). While variable X.3 (Job Satisfaction) has no significant effect on variable Y (Turnover Intention), which can be seen from the significant value which is greater than alpha (0.05).

Interdimensional Correlation Analysis

The hypothesis will be a parametric statistical test, namely the "Product Moment" correlation. To find out the results of testing this hypothesis, testing the results of the hypothesis can be carried out by comparing the significance level (pvalue) with the error.

Table 12 Correlation Between Variable Dimensions

Variable	Dimensions	Turn Over Intention (Y)				
		Increased absenteeism (Y1)	Be lazy to work (Y2)	Increase in violation of work rules (Y3)	Increased protests against superiors (Y4)	Positive behavior that is different from usual (Y5)
Compensation (X.1)	Salary Level (X.1.1)	0.516	0.525	0.545	0.522	0.522
	Compensation (X.1.2)	0.526	0.567	0.578	0.547	0.534
	Salary increases (X.1.3)	0.506	0.486	0.511	0.514	0.508
	Payroll structure and administration (X.1.4)	0.494	0.529	0.652	0.657	0.589
Organizational Commitment (X.2)	affective commitment (X.2.1)	0.477	0.518	0.547	0.49	0.533

	Sustainable Commitment (X.2.2)	0.51	0.573	0.586	0.536	0.606
	Normative Commitment (X.2.3)	0.43	0.5	0.566	0.53	0.593
No (X.3) sis	Wages (X.3.1)	0.173	0.244	0.238	0.299	0.312
	The job itself (X.3.2)	0.194	0.281	0.25	0.308	0.331
	Promotion Opportunity (X.3.3)	0.114	0.162	0.147	0.237	0.27
	Supervision / Supervision (X.3.4)	0.212	0.264	0.333	0.391	0.347
	Work colleague (X.3.5)	0.212	0.264	0.333	0.391	0.347
	Working conditions/environment (X.3.6)	0.169	0.133	0.177	0.228	0.179

The interpretation of Table 12 is as follows:

1. For the Compensation variable, the dimensions that have a strong influence on Turnover Intention are the dimensions of payroll structure and administration with a value of 0.657 and an increase in violation of work rules with a value of 0.652.
2. For the Organizational Commitment variable, the dimension that has a strong influence on Turnover Intention is the dimension of ongoing commitment and positive behavior which is different from usual with a value of 0.606.
3. For the variable Job Satisfaction, there are almost no variables that are strong enough to influence employee job satisfaction, because almost all dimensions have a relationship value below 0.6, which means a low relationship.

CONCLUSIONS AND RECOMMENDATIONS

1. Conclusion

Based on the results there is a positive and significant influence between Compensation on Turnover Intention. This indicates that the company is getting better at improving

administrative and payroll structures against the level of superiors' protests, because there is an important role by superiors who have an influence on increasing capability development, maintaining consistency in the company's vision and mission which is more focused so that it will increase employee job satisfaction and reduce the level of turnover intention which exists. From the results of testing the regression hypothesis, it shows that there is a significant and positive influence between organizational commitment on Turnover Intention. Where Continuance Commitment has a significant influence on positive behavior that is different from usual, means a situation where employees can meet their needs through the organization and these abilities will depend on whether the commitment of the organization can be fair, just and supportive treatment of employees, the opportunity to realize themselves, namely to become people they are able to become and influence the commitment the organization. From the results of testing the

regression hypothesis, it shows that there is a negative and significant influence between Job Satisfaction and Turnover Intention. Where is the influence of supervision or supervision and co-workers on increasing protests against superiors, therefore in increasing job satisfaction in order to be able to complete work properly and have good behavior so that it can be carried out by implementing an appropriate organizational culture towards innovation and risk taking, attention to detail, result orientation, people orientation, team orientation, aggressiveness and maturity to achieve perfection because supervision and co-workers are involved in the influence of existing turnover intention. Through the tests conducted, it can be concluded that compensation, organizational commitment and job satisfaction together have a significant effect on turnover intention. However, if we look at the direct relationship between the variables of job satisfaction and turnover intention,

2. Suggestion

- a. It can be seen that what is happening at this time is that the company can make improvements in terms of salary increases which actually causes employees to be lazy to work because they still perceive the level of salary increases to be less significant and not as wise as they are expected by each employee. In terms of
- decision making as well as technical based on this research it is known that compensation in the company has actually been going well, but emotionally employees will feel enthusiastic and enthusiastic about working if superiors can communicate well and inspire in carrying out work which is felt to still have no significant effect on reducing employee turnover. turnover intention rate.
- b. In addition to maintaining corporate value which is channeled through organizational commitment in the company, companies are expected to maintain ongoing normative commitments because it is proven that organizational commitment in companies has a positive effect. For this reason, the understanding of the values of organizational commitment needs to be improved, among other things, it is necessary to carry out training to be able to increase employee absenteeism and these employees will feel valued, cared for, needed and feel recognized for their work abilities by company management so that they will produce output. high and will enhance loyalty (loyalty) to the company.
- c. Every employee has the desire to always be better, occupy a higher position, with targets or opportunities for promotion that are fair and open between employees,

targets will be achieved, company stability will continue to be maintained in the future. Therefore, one way to achieve this is to provide balanced rewards and sanctions to employees. Rewards foster enthusiasm for employees to work more actively optimally. Then the provision of strict sanctions for employees who do not carry out their responsibilities in the company and do not carry out their attendance in accordance with their responsibilities. If everything has been carried out properly and in accordance with existing responsibilities, then the level of job satisfaction should be achieved.

- d. For further research, it is hoped that it can provide a better contribution with a wide variety of variables to be studied. If you want to explore this research, it is hoped that it can solve existing problems in accordance with the times. In order to make improvements in terms of Compensation, Organizational Commitment and Job Satisfaction on Turnover Intention by conducting research on the wishes of employees and conducting more accurate research. Researchers are very happy if there is an update of the discussion, both from the variables or methods used, as well as in conducting further research in different companies. It is hoped that they will be more thorough in

determining the theory and making questionnaires, and better in research results.

REFERENCES

- Andini, Rita (2010), Analysis of the effect of salary satisfaction, job satisfaction, organizational commitment on turnover intention (a case study at Roemani Muhammadiyah Hospital Semarang).
- Arikunto, Suharsimi. (2010). Research Procedures A Practice Approach. Jakarta: Rineka Cipta.
- Arslan, Muhammad, Muhammad Ramzan, Hafiz M. Kashif Zubair, Ghazanfar Ali (2014), Impact of Compensation on Employee Performance (Empirical Evidence from Banking Sector of Pakistan).
- Bernardine & Russell, (2010). Human Resource Management. Translated by: Bambang Sukoco. Bandung: PT. Armico.
- Davis, Keith & John W., Newstorm, (2006). Behavior in Organizations, Translated by Agus Dharma, Erlangga, Jakarta.
- Daft, Richard L. (in Hairiyah, 2012: 11), New Era of Management, Jakarta, Publisher: Salemba Empat.
- Daft, Richard L. (2007). Management- Management. Edition 6 Book 1. Jakarta: Salemba Empat.
- Derahman (2014), Effect of job satisfaction and work environment on employee turnover intention.
- Endang Setyaningdyah, Umar Nimran, Kertahadi, & Armanu

- Thoyib (2013), The Effects of Human Resource Competence, Organizational Commitment and Transactional Leadership on Work Discipline, Job Satisfaction and Employee's Performance.
- Gunawan, Carin and Eddy M. Sutatanto (2013), Journal of economic partners and business management Vol. 4 76-88.
- Gunawan, Carin and Eddy M. Sutatanto (2013), Job Satisfaction, Organizational Commitment and Turnover Intentions.
- Hasibuan, Malayu, SP, (2012). Human Resource Management. Revised Edition: PT. Bumi Aksara, Jakarta
- Hasibuan, Malayu SP (2009). Human Resource Management. Jakarta: PT. Script Earth.
- Jansson, Jerrorn (2010) Turnover Intention and satisfaction determinant for low skilled industrial safety employee.
- Jerome Want in Wibowo, (2011:370)., Organizational Culture: A Need to Improve Term Performance. Jakarta, Publisher: Rajawali Press.
- Luthans, Fred. (2006). Organizational behavior. Translated by Vivin Andika Yuwono et al. First Edition, Andi Publisher, Yogyakarta.
- Mangkunegara, AA Anwar Prabu. (2009). Corporate Human Resource Management. Bandung: PT. Rosdakarya youth.
- Mangkunegara, (2008). Corporate Human Resource Management. Rosdakarya Youth, Bandung.
- Mariammal, Muhammad Dr and Amirtha Gowri (2012), Factorial Dimensions of Employee Engagement in Public and Private Sector Banks.
- Marwansyah. (2010). Human Resource Management Second Edition. Bandung: Alfabeta.
- Meysam Alimohammadi & Ali Jamali Neyshabor (2013), Work Motivation and Organizational Commitment among Iranian Employees.
- Mondy, R. Wayne. (2010). Human Resource Management. 11th edition. Pearson Education. New Jersey.
- Mathis, RL, and JH Jackson, (2012), Human Resource Management: Human resource management, Salemba Empat, Jakarta.
- Miftah Thoha (2010), Leadership and Management, Higher Education Book Division, PT. Raja Grafindo Persada, Jakarta.
- Mobley, WH 2000. Employee Turnover: Causes, Effects and Control. Translation. Jakarta: PT Pustaka Binaman Press indo.
- Muhammad Jabal, Ph.D (2012), Job Stress, Job Performance, Organizational Commitment in a Multinational, Company.
- Muhammad Usman Qaisar, Muhammad Safdar Rehman, & Muhammad Sufyan (2012), The Effects of Organizational Commitment on Employee Performance: Implications for Human Resource Strategy.
- Myung Suk Koh, Nam Suk Lee, & Hyeon Cheol Jeong (2015), Comparison of the Influence of Work satisfaction and Job stress on the Turnover intention of

- Nurses in the General ward and the Comprehensive Nursing.
- N. Kamakshi Priya and Dr. M. Kalyana Sundaram (2016), A Study On Relationships Among Job Satisfaction, Organizational Commitment And Turnover Intention In Kolors Healthcare India Pvt Ltd, Chennai.
- Nazir Haider Shah & Dr. Nabi Bux Jumani, Relationship of Job Satisfaction and Turnover Intention of Private Secondary School Teachers.
- Negin Memari, Omid Mahdih, & Ahmad Barati Marnani (2013), The Impact of Organizational Commitment on Employees Job Performance "A Study of Meli Bank".
- Ranupandojo, H., and Suad Husnan, 2002, Personnel Management, Yogyakarta: BPFE.
- Robbins, (2010: 63), Organizational Behavior (Organizational Behavior). Jakarta, Publisher: Salemba Empat.
- Robbins, Stephen P & Coulter, Mary. (2009). Management Eighth Edition/Volume 1, Cet II. Jakarta: PT Index.
- Robbins. SP, & Judge, (2008: 256). Organizational Behavior Book, 2 Jakarta: Salemba Empat.
- Saba Iqbal, Sadia Ehsan, Muhammad Rizwan, & Mehwish Noreen (2014), The impact of organizational commitment, job satisfaction, job stress and leadership support on turnover intention in educational institutes.
- Sedarmayanti. (2009). Human Resources and Work Productivity. Bandung: CV Mandar Maju.
- Siagian, Sondang, (2005), Strategic Management, Sixth Edition, PT. Earth Script, Jakarta.
- Simamora. (2008). Human Resource Management. Yogyakarta: Adi Citra Karya Nusa
- Cinema AYDOGDU and Baris ASIKGIL (2011), An Empirical Study of the Relationship Among Job Satisfaction, Organizational Commitment and Turnover Intention.
- Sugiyono. (2009). Educational Research Methods. Bandung : Alfabet
- Sugiyono (2010), Quantitative Qualitative Research Methods and R & D, Alfabeta Bandung
- Sopiah. (2008). Organizational behavior. Yogyakarta: Andi
- Sutrisno, Edy. (2011). Human Resource Management. Jakarta: Kencana.
- Terry George R. & Leslie W. Rue (2010). Fundamentals of Management, Eleventh Printing. Earth Literacy: Jakarta
- T. Hani Handoko. (2003). Human Resource Management, Bandung: Salemba Empat
- Tjutju Yuniarsih & Suwatno. (2008). Human Resource Management. Bandung : Alfabet
- Veithzal Rivai. (2004). Human Resource Management For Companies. First Print. PT. Grafindo King. Jakarta
- Veithzal. Rivai, & Sagala, EJ (2009). Human Resource Management for. Company. Jakarta: Raja Grafindo Persada.
- Veronica Tarigan and Dorothea Wahyu Ariani (2015), Empirical Study Relations Job Satisfaction, Organizational Commitment, and Turnover

Intention

- Yaseen, Ayesha (2013), Effect of Compensation Factors on Employee Satisfaction A Study of Doctor's Dissatisfaction in Punjab.
- Yaqin, Muhammad Ainul (2013), The Effect of Job Satisfaction and Organizational Commitment on Employee Turnover Intention at Pt. Mitratama Arthabuana People's Credit Bank.
- Yukl. A. Gary, (2010), Leadership In Organizations, Seventh Edition, New Jersey, Prentice Hall.
- Widyadmono, V. Mardi (2015), The effect of job satisfaction and organizational commitment on turnover intention in a study of accounting staff in private companies in DIY.
- Widyantara, Ida Bagus Putra (2015), The effect of job satisfaction and organizational commitment on the intensity of employee turnover at Kuta hotels.
- Widyawati, Firda (2015), Effects of Compensation, Organizational Commitment, and Work Motivation on the turnover intention of employees of PT. Geogiven Visi Mandiri, Semarang.
- Winardi, J. (2004). Organizational Behavior Management. Revised Edition. Prenada Media. Jakarta.
- Wirawan, (2007: 7), Organizational Culture and Climate. Jakarta, Publisher: Salemba.