The impact of workload, work discipline and compensation on employee turnover intention at The Aerospace Air Chief Marshal Suryadarma University

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Abstract; Every organization wants its employees to have high work discipline skills and maintain them. A high turnover rate will have a negative impact on the organization, this creates instability and uncertainty regarding the conditions of the workforce, the organization also loses experienced employees who have received a lot of training and eventually needs to retrain new employees. This research aims to test and analyze the influence of workload and work discipline on turnover intentions. The sampling method uses saturated samples. Data was collected directly using a questionnaire with 120 permanent employees interviewed at Marshal Suryadarma Dirgantara University (UNSURYA). The analytical method used in this research is multiple linear regression processed using SPSS. Workload, work discipline and compensation together influence turnover intentions by 56.2%, while 43.8% is explained by other factors. Research findings show that workload and work discipline together have a significant effect on turnover intentions. This means that the turnover intention variable (Y) can be explained by the three independent variables workload (X_1), work discipline (X_2) and compensation (X_3). As a result of the analysis, it was found that workload and work discipline had a positive and significant effect on turnover intentions. The workload variable was the variable that had the greatest influence on turnover intentions. Increased workload also contributed to increased turnover intentions.

Keywords: workload; discipline; compensation; turnover intention

INTRODUCTION

Employees as human resources are the core of an organization that must be developed by following the dynamics of technological, information and communication (ICT) developments. The goal is that these employees are qualified and able to achieve competitive advantage. Management and development of human resources is an investment for the company and determines success in a company or business unit [1]. In managing resources, one thing that needs to be considered is employee behavior. A phenomenon that often occurs is the desire to move (turnover intention) which leads to the employee's decision to leave their job [2].

Workload is the average number of activities for each job within a certain period of time [3]. According to [4], "workload is higher due to additional responsibilities that include receiving merchandise from vendors talking physical inventory and training new recruits". The high workload that a person receives results in the responsibilities that he or she will bear are also very high. When a teacher has a very large responsibility and receives a number of additional tasks, the workload he shoulders will be even greater. A school must be able to analyze and determine appropriate tasks and workload. Excessive workload has a physiological or psychological impact on a teacher. Where physiological impacts include excessive headaches, frequent physical fatigue, and physical disorders. Meanwhile, psychological impacts include the desire to move and look for another job.

Turnover is often perceived negatively as a result of working as a stepping stone and then moving to another, more promising company as if it were a normal phenomenon. The issue of employees who stop working at a company and then work for a competing company is not something new. This is what has contributed to the increase in employee turnover at Dirgantara Marshal Suryadarma University. From year to year, the number of employees leaving tends to increase, so it is feared that this could disrupt the company's productivity and performance. The average turnover rate at UNSURYA over five years of 14.14% is considered too high. The high turnover rate is caused by employees' perception of workload. Employees who accept work beyond their capabilities are perceived as having an excessive workload. On the other hand, employees are not fully aware of and comply with organizational regulations. Meanwhile, the workload received is not commensurate with the rewards (compensation) that employees receive at the company. The high perception of workload, lack of work discipline and mismatch in receiving compensation have implications for high levels of turnover intention among employees.

Compensation has an influence on turnover intention. Compensation is very important in every job, including honorary teachers. As we know, the compensation given to honorary teachers is not in accordance with what they do. There are even those who serve in remote areas and in remote areas for years and receive an uncertain salary every month. [5], the goals of a company can certainly be achieved with the cooperation of all employees, this success deserves direct or indirect compensation, and in the form of financial or non-financial. Compensation for employees should be fair and appropriate as compensation for excellent contributions to the company. Research according to [6] can be concluded that compensation has a significant negative effect on turnover intention. There is an influence of compensation on turnover intention.

Needs and desires are natural things that many people dream of realizing, but when someone starts to get tired because they work too intensely, are dedicated, have a strong commitment, and devote more time to work, this will cause burnout. A person's boredom at work is caused by work that is carried out continuously and carried out over many years. A person's level of well-being at work is measured in providing compensation that is appropriate to what they do. Pines and Aronsol (1993) explain that burnout is fatigue that is triggered by being involved in situations full of the same demands over the long term. This fatigue can be physical, emotional and mental. According to research [7] states that negative compensation is not only related to welfare and can even cause burnout because employees assess that the salary they receive does not meet expectations which makes employees feel tired when working.

The effect of compensation on burnout. Heavy workloads on employees have an impact on burnout. Of course, this does not meet the expectations of employees because it is not in sync with the provisions and systems that have been determined. Physical roles (work attitudes), mental tasks, employee work time and rest time, delegation of duties and authority, somatic factors (health conditions), these need to be studied and paid attention to so that workers become stressed at work. Isnia, 2015 results show that there is a significant influence of workload variables on burnout. There is an influence of workload on burnout. states that there is a relationship between compensation and turnover intention, meaning that compensation is an organization's way of controlling turnover problems. Therefore, this problem is a complex problem and requires special attention. If not handled properly, it will certainly increase turnover intention. This is in line with studies [8] which prove that compensation has a significant negative effect on turnover intention. Pines and Aronsol (1993) explain that burnout is physical, emotional and mental fatigue caused by being involved in working for long hours. This research is in line with [9] who states that burnout has a significant effect on turnover intention. H6: There is an influence of compensation on turnover intention through burnout. There is a relationship between excessive workload and turnover intention, for example, physical tasks (work attitude), mental, employee work time and rest time, delegation of duties and authority, somatic factors, Psychological factors (motivation, perception, beliefs and desires) which will result in boredom at work and will have an impact on a person's desire to leave his job. This is confirmed by research [10], proving that workload has a significant effect on turnover intention. While it is normal for many people to dream of a need or desire in order to realize it, when someone starts to get tired because of working too intensely, being dedicated, having a strong commitment, and putting in more time at work, this will cause burnout.

The Aerospace Air Chief Marshal Suryadarma University (UNSURYA) is a private university under the leadership of the Indonesian Air Force which is organized by the Adi Usaha Foundation (YASAU). UNSURYA was founded on June 24 1999 and was inaugurated as a higher education institution on April 14 2016 with SK number 147/LPT/I/2016. UNSURYA is located in the Halim Perdanakusuma Airport Complex, Jl Protocol Halim PK – Jakarta, East Jakarta. UNSURYA has an organizational structure which can be described as follows:
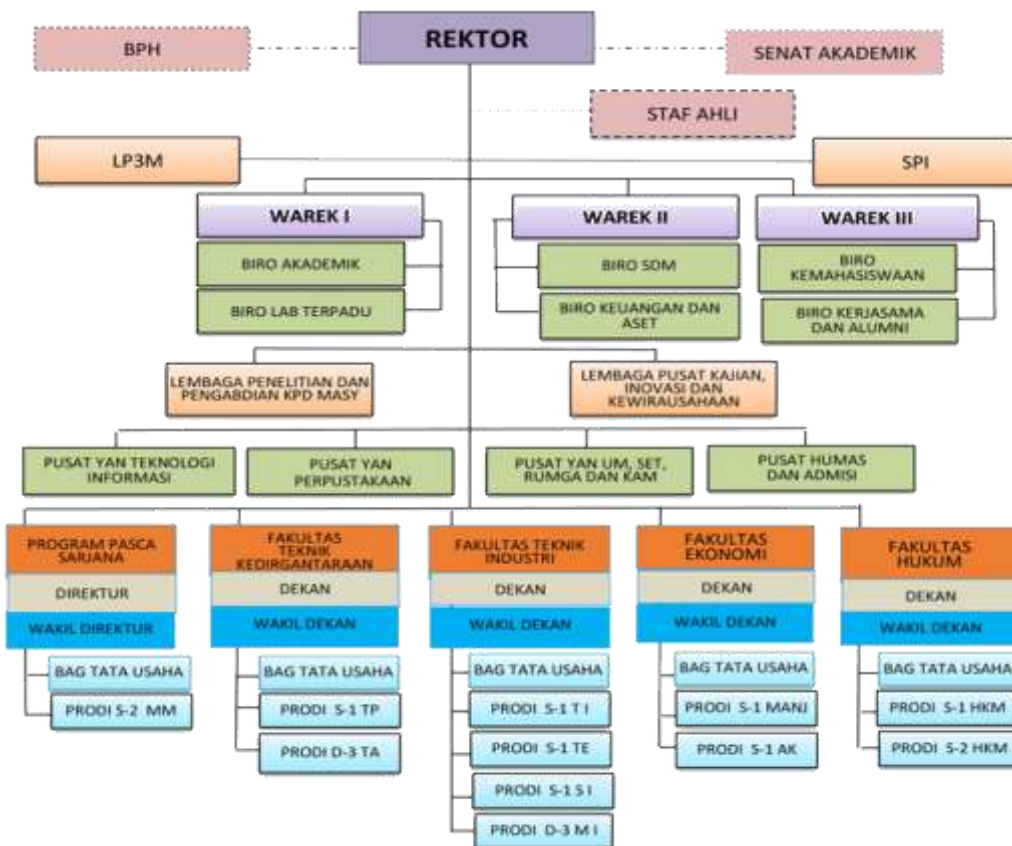
Figure 1. Organization Structure

Employees at UNSURYA are divided into 2, namely lecturers and education staff. The number of lecturers who teach at Unsurya is 354 people, with details of 120 permanent lecturers and 234 non-permanent lecturers, while there are 90 educational staff with professions as librarians, laboratory assistants, technicians, operators, programmers, administrators, cleaners, security officers. . UNSURYA has a program to increase employee competency which is carried out through formal and non-formal education. Increasing formal education includes allowing them to continue their education to Bachelor's or Master's level. Non-formal education for UNSURYA education staff is carried out through several activities such as training in English, computers, finance, libraries, excellent service. This is one of the facilities provided to UNSURYA employees. Apart from that, there are bonuses and allowances given to employees who excel. However, in recent years there has been a decrease in the number of employees by 13.1%. This figure is a high figure caused by the perception of workload by employees. Employees who accept work beyond their capabilities are perceived as having an excessive workload. On the other hand, employees are not fully aware of and comply with organizational regulations. Meanwhile, the workload received is not commensurate with the rewards (compensation) that employees receive at the company. The high perception of workload, lack of work discipline and mismatch in receiving compensation have implications for high levels of turnover intention among employees.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Turnover Intention

Turnover intention (desire to change jobs) is an individual's tendency or intensity to leave an organization for various reasons, including the desire to get a better job [11]. Synthesized, turnover intention is a person's desire to leave his place of work and has plans to leave the company or the level at which a person has the possibility to resign from his job which is influenced by dissatisfaction with the company and the individual's desire to move from one workplace to another. which is reflected in the dimensions of stopping work; leaving work; and does not have a good future with indicators of task effectiveness; thoughts of going out; intention to leave; Desire to find another job; increased absenteeism; Lazy to work; Violation of work and Desire to leave work. Turnover intention is the desire or intention to leave an organization voluntarily based on the intention to stop working or move to another place of work.

Workload

Workload is a work task given to employees to be completed within a certain period of time using the skills and potential of the workforce [12]. Workload is defined as a difference between the capacity or ability of workers and the job demands that must be faced [13]. Workload is measured using three dimensions, namely: physical load, mental load and time load [14]. Workload is a group or number of activities that must be completed by an organizational unit or position holder for a certain period of time [15], under normal circumstances [16]. The positives and negatives of workload are a matter of perception [7], [17]. Workload can also occur when there are many tasks with insufficient time to complete these tasks, as a demand for tasks or work completed by a person or group of people during a certain period in the organization. Synthesized, workload is a form of work or work demands given by an organization or company that are physical and mental in nature that must be carried out and completed by an employee within a certain period of time.

Work Discipline

Discipline can be defined as a person's awareness and willingness to obey all company regulations and applicable social norms [18]. The meaning of awareness is the attitude of a person who voluntarily obeys all regulations and is aware of his duties and responsibilities. Discipline is defined as a person's willingness and willingness to obey and adhere to the regulatory norms that apply around him [19]. Work discipline is defined as an attitude, behavior and actions that comply with the regulations of the organization in written or unwritten form. Therefore, in practice, if an organization has implemented most of the regulations that are obeyed by the majority of employees, then discipline can be enforced . Synthesized, work discipline is the attitude, awareness, willingness and willingness of an employee to comply with the regulations that apply in the company, both written and unwritten, to achieve the results desired by the

company. Employee discipline is a person's behavior according to existing regulations, work procedures or discipline is attitudes, behavior and actions that are in accordance with the organization's regulations, both written and unwritten.

Compensation

Compensation is the reward that workers receive for their services or contributions to the organization [20]. Compensation is an employee's right that must be received as a reward after completing their obligations [21]. Compensation is a complex and difficult matter, because it involves feasibility, logic, rationality, and accountability as well as emotional factors from the workforce aspect. The purpose of compensation is to provide stimulation and motivation to workers to improve work performance, as well as production efficiency and effectiveness. Synthesized, compensation is a reward for a number of sacrifices in the form of ability, knowledge, skills, energy and time of an employee which is his right after completing his obligations in achieving company goals. Providing compensation is one thing that can be done efforts related to job satisfaction. Satisfied or employee dissatisfaction with compensation accepted has an influence on work results what he did. For that, compensation becomes one part of organizational policy that must be continue to pay close attention provide appropriate and appropriate compensation so that job satisfaction is fulfilled in each individual employee. The compensation given to employees is very good influence the level of job satisfaction and work motivation, and work results

Hypothesis
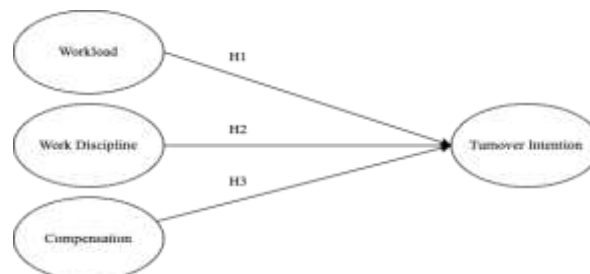
Figure 2. Hypothesis Development

H1: It is suspected that there is a positive influence between Workload and Turnover Intention in employees The Aerospace Air Chief Marshal Suryadarma University.

Workload affects turnover, it is not only individuals who bear the consequences of workload, but organizations also have to absorb the costs of absenteeism, bonuses and employee turnover associated with demands and difficult working conditions. In the long term organizations are at risk of seeing a decline in the quantity and quality of their products and services as employee workload reduction initiatives increase and creativity. Workload is based on the amount of work allocated to employees. Various studies support a positive relationship

between workload, stress and turnover [12] found that there was a significant relationship between workload and stress and stress and turnover. This research assumes that stress will play as an abitrator role between workload and turnover intentions. So the hypothesis (H1) can be drawn: workload influences turnover intentions.

H2: It is suspected that there is a negative influence between compensation and employee turnover intention at The Aerospace Air Chief Marshal Suryadarma University.

Work discipline is a situation where a person or group of people in an organization obeys and carries out company regulations, both written and unwritten, with a marked awareness of achieving a desire and reality that is expected so that employees have a high level of discipline at work so that their productivity increases. A person's awareness and willingness to comply with all company regulations and applicable social norms is a form of acceptance of the company. In carrying out work activities, employees who arrive and leave on time, do all their work well, comply with all company regulations and applicable social norms reflect employee comfort which can prevent the desire to leave the company. This is not supported by the results of research conducted by [22] which states that work discipline has an effect on turnover intentions but is not significant. Based on the inter-dimensional matrix, this could be because many of the dimensions used are weakly related. and is different from the research results of [8] which states that educating supervisors about the rules will give them the right balance between authority and acceptance which results in low turnover and high productivity for the organization. So the hypothesis (H2) can be drawn: work discipline influences turnover intentions. Working time affects an employee's workload. This working time is seen from its conformity with the working time standards issued by the Indonesian Ministry of Health (Depkes), namely the normal time per day is eight hours and five working days. And if someone works beyond that time, they can be said to be experiencing excessive workload. Additionally managers must view diverse knowledge as a way to turn employees into better workers. However, genuine recognition in the form of tokens of appreciation, such as letters of achievement, awards ceremonies, or small gifts, gives employees a sense that their contributions are cared for and noticed by supervisors and upper management. However, such workload decreases in proportion to social responsibility and various knowledge because it is good for the organization.

H3: It is suspected that there is a significant influence between compensation and employee turnover intention at The Aerospace Air Chief Marshal Suryadarma University.

The first hypothesis is the effect of compensation on turnover intention among elementary school honorary teachers in Jembrana Regency." Based on the path analysis statistical test, Ho is rejected, meaning there is a positive and significant influence on the turnover intention of honorary elementary school teachers in

Jembrana Regency. The contribution of the influence of compensation to turnover intention is -79.9 percent with a Pyx1 coefficient of -0.799 p-value 0.000 < alpha (α) 0.05. This shows that if compensation is given and taken into account properly, a person's desire to move to look for another job will be smaller. Compensation has a negative and significant effect on turnover intention. This is in line with the theory of [5] which states that it means giving compensation that is given directly or indirectly, financially or non-financially, which is fair and appropriate to employees in return for their contribution/services. This needs to be considered in the education sector when providing compensation for teachers, because it will have a negative impact in the future if the compensation given is not appropriate and appropriate to them and results in the teaching workforce wanting to leave their jobs. These results are supported by research from [21] providing evidence that compensation has a significant negative effect on turnover intention.

METHODS

The research design used in this research is a causal and descriptive research design. A causal research design is used to measure the relationship between workload and work discipline on turnover intentions, as well as to analyze how workload and work discipline variables influence employee turnover intention variables. Meanwhile, descriptive research design is used to describe or explain the variables studied and see the relationship and dependence of variables on their sub-variables. In this research, the independent variables are the workload variable (X_1) and the work discipline variable (X_2). Apart from that, there is a dependent variable, namely the turnover intention variable (Y). The operational definition of these variables is as follows: Workload can come from how much mental activity there is; Amount of physical activity; The amount of pressure due to time; Success rate in work; The level of frustration experienced; Difficulty faced; and knowledge of job objectives. Work disciplines can include: Examples and role models from leaders; Appropriateness of remuneration and similarity of behavior; Discipline by everyone and supervision by supervisors; Sanctions if discipline is not followed; Consistency in enforcing discipline; Order in the work environment. This turnover intention includes, among others: Involuntary turnover; Voluntary turnover; Functional turnover; Dysfunctional turnover; Controllable turnover and Uncontrollable turnover. The analytical unit of this research is the individual, namely the employee. Based on data from 2019-2022, the population in this study is 120 (one hundred and twenty) people, where the population analysis for this study is all UNSURYA Parung employees. The data collection technique used in this research is through distributing questionnaires and reviewing documents related to the variables used in this research. This research questionnaire uses a closed type of questionnaire where the answers to the questionnaire are provided so that the respondent just has to choose the available alternative answers. The questionnaire used in this research uses a measurement scale based on a 1-4 Likert scale. Testing the validity of the instruments in this research was carried out using the Pearson Product Moment

correlation method. The reliability testing method is to use the Cronbach Alpha method, namely by dividing the measuring instruments by the number of items. Reliability is reliable if > 0.70 (Umar, 2013: 56), at a significance value of 0.05 for 30 respondents. This research uses the multiple linear regression test analysis method:

$$Y = a + b1X_1 + b2X_2$$

because in this study there is more than one independent (free) variable. The regression model studied must meet the classical assumptions of multiple linear regression. Therefore, the variables to be studied need to be tested to find out the following things (Umar, 2013:77):

1. Is the data normally distributed or not?
2. Does the data have multicollinearity or not?
3. Does the data have homoscedasticity or not?

1). Normality test
The normality test can be done by looking at the Normal P-P Plot of Regression Stand. If the data spreads around the diagonal line and follows the diagonal direction, the regression model meets the assumption of normality.
2). Multicollinearity Test: [23] explains that if the VIF value is between 1-10, multicollinearity does not occur.
3). Heteroscedasticity Test: according to [24] a multiple linear regression model can be called a good model if the model meets the assumptions of normality and is free from classical statistical assumptions, both multicollinearity and heteroscedasticity. Heteroskedasticity arises when the error or residual from the observed model does not have a constant variance from one observation to another (Kuncoro, 2011: 118). How to determine heteroscedasticity can be done in various ways including: Residual Plot, Graphic Method, Park Test, Glejser Test, and reasonableness.

RESULT AND DISCUSSION

The results of the validity and reliability test of the instrument are presented in

Table 1. It can be seen that all indicator items are valid and reliable:

No.	Variable	Validity	Reliability
1.	Workload	30 item valid	0,654
2.	Work Discipline	25 item valid	0,534
3.	Compensation	10 item valid	0,896
4.	Turnover Intention	25 item valid	0,643

The results of classical assumption testing show that the data distribution is normal. There was no multicollinearity or heteroscedasticity. Testing the linear regression equation can be summarized as follows:

Variable	Koefisien	Beta	T	Sig.
Konstanta	1,534			
X_1 (workload)	0,532	0,432	5,237	0,000
X_2 (work discipline)	0,421	0,367	5,129	0,000
X_3 (compensation)	0,589	0,485	5,877	0,000

The calculated t value for the workload variable is 5,855 while the t table value is 1,980 so tcount > ttable. Meanwhile, the significance value is 0.000, which means < α value (0.05). Thus it is concluded that the workload variable influences the turnover intention variable of UNSURYA employees. In accordance with research conducted by Qureshi (2013) and supported by Makela (2014) who concluded that workload has an effect on intensive employee turnover. The calculated t value for the work discipline variable is 5.106 with a positive value while the t table value is 1.980 so tcount > ttable. Meanwhile, the significance value is 0.000, which means < α value (0.05). Thus, it is concluded that work discipline influences UNSURYA employee turnover intentions. In accordance with research results from Gormley (2011), Kademi et al., (2012) and Bukchin et., al., (2013), the work discipline variable has a significant effect on increasing the turnover intention variable. This is different from the research results of Wisantyo (2015) which concluded that work discipline had a positive but not significant effect on turnover intentions. Of the two independent variables above, the workload variable has the most influence on the turnover intention variable because the beta value of the workload variable is the largest among the beta values of the other variables, namely 0.448, followed by the work discipline variable of 0.390. In this study, an Anova test was carried out which compared the mean square of the regression and the mean square of the residual to obtain a result called Fcount. If Fcount > Ftable and if the significance level is smaller than α (0.05), then it can be concluded that the independent variables jointly influence the dependent variable. The value of Fcount = 75.045, while Ftable is 3.07 with the provisions of degrees of freedom or df1 (numerator) = k-1; 3-1 = 2 and df2 (denominator)=n-k; 120-3 = 117, so that the value Fcount > Ftable is obtained so Ho is rejected. The significance value (sig) in the table above is 0.000, where this value means the significance value (sig) < α (0.05) so H0 is rejected. The results of the F test show that Fcount (75.045) > Ftable (3.07) and the significance value (0.000) < α (0.05), so it can be concluded that X_1 (work load) and X_2 (work discipline) together influence Y (turnover intention). The workload and disciplinary emphasis received by UNSURYA employees encourage employees to prefer not to spend their working careers at UNSURYA, so this increases employee turnover intentions faced by the personnel department. The coefficient of determination (r2) is 0.562. This value shows that workload (X_1) and work discipline (X_2) jointly influence the turnover intention variable (Y) by 56.2%, while 43.8% is explained by other independent variables not examined in this research, including leadership style. , organizational culture, compensation, work stress based on previous research which influence turnover intentions. The estimation

equation for the multiple linear regression model for UNSURYA employee turnover intentions is: Turnover Intention = 1.231 + 0.565*X1 + 0.475*X_2 The constant regression coefficient (a) of 1.231 indicates that in the absence of coefficient values for the workload and work discipline variables, the value of the intention variable UNSURYA's turnover is 1,231, and this figure means that the turnover intention at UNSURYA is quite high. The desire to leave UNSURYA is not only based on the pressure felt or an employee's willingness to obey all organizational regulations. It is necessary to pay attention to ensuring the sustainability of an organization because this is related to employees' sense of comfort at work. For this reason, deeper information is needed to find out what factors need to be improved in order to reduce UNSURYA employee turnover intentions, especially workload variables and work discipline variables. The regression coefficient for the workload variable (b1) = 0.565 with a significance value of 0.000. This means that if the workload variable increases by one unit, then the turnover intention variable increases by 0.565, where 0.565 is significantly different from 0, not the same as 0. This increase shows that The workload variable has a significant effect on the UNSURYA employee turnover intention variable. The regression coefficient for the work discipline variable (b2) = 0.475 with a significance value of 0.000. This means that if the work discipline variable increases by one unit, then the turnover intention variable increases by 0.475, where 0.475 is significantly different from 0, not the same as 0. This increase shows that the variable Work discipline has a significant effect on the turnover intention variable of UNSURYA employees.

CONCLUSIONS

The calculated t value for the workload variable is 5,855 while the t table value is 1,980 so tcount > ttable. Meanwhile, the significance value is 0.000, which means < α value (0.05). Thus it is concluded that the workload variable influences the turnover intention variable of UNSURYA employees. In accordance with research conducted by Qureshi (2013) and supported by Makela (2014) who concluded that workload has an effect on intensive employee turnover. The calculated t value for the work discipline variable is 5.106 with a positive value while the t table value is 1.980 so tcount > ttable. Meanwhile, the significance value is 0.000, which means < α value (0.05). Thus, it is concluded that work discipline influences UNSURYA employee turnover intentions. In accordance with research results from Gormley (2011), Kademi et al., (2012) and Bukchin et., al., (2013), the work discipline variable has a significant effect on increasing the turnover intention variable. This is different from the research results of Wisantyo (2015) which concluded that work discipline had a positive but not significant effect on turnover intentions. Of the two independent variables above, the workload variable has the most influence on the turnover intention variable because the beta value of the workload variable is the largest among the beta values of the other variables, namely 0.448, followed by the work discipline variable of 0.390. In this study, an Anova test was carried out which compared the mean square of the regression and the mean square of the residual to obtain a result called

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