

The Influence of Compensation, Work Environment, and Workload on Turnover Intention Phenomena at Royal Orchid Garden Hotel

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ABSTRACT

Turnover intention refers to the employee's voluntary or involuntary intention to leave the job. There are several variables that influence the level of intention to leave: compensation, work environment, and workload. The purpose of this study is to determine how compensation, work environment, and workload influence retirement intentions at the Royal Orchid Garden Hotel. The population and sample for this study are employees of the Royal Orchid Garden Hotel, and the sampling method used is nonprobability sampling. The number of study samples is 38, and data are collected by distributing questionnaires. A data analysis technique using multiple regression. As a result, it was found that compensation, work environment, and workload all affected turnover intention. Work environment has a positive and significant impact on turnover intentions, whereas compensation and workload have a negative impact on turnover intentions.

INTRODUCTION

A company is an institution that aims for the purpose of earning a profit. Service-based companies are those that make money by providing non-physical things in the form of services. Human resource is one of the most significant components in the service industry. Human resource is company assets that can provide value or contribute to the company's growth. Human resource is an aspect of a business that must be managed correctly and effectively to be able to minimize expenses. Employees or workers are one of the functions of human resource in a company.

According to Khomariah et al., (2020), one of the problems related to employees is the high turnover rate. Turnover or the phenomenon of employees leaving a company is a concrete manifestation of turnover intention. This can be a serious problem for the company, especially if the person leaving has special talents, skills, or holds an important position within the company. High turnover intention has various negative consequences for a firm, including more expense on recruiting and training new employees, a decline in the quantity of skilled workers, and diminished stability and consistency of services provided by the company itself (Pranata and Utama, 2019).

Employees quit companies for a variety of reasons, one of which being the work environment. The work environment plays an essential role in developing a positive atmosphere at work. Aside from the work environment, another factor that affects turnover intention is workload (Mobley, 2011). Workload is a factor that affects employee stress levels in a company. Workload is frequently underestimated by companies, despite the fact that workload can have an impact on turnover intention. Workloads that are excessively heavy and not matched by balanced compensation will lead employees to seek out more profitable alternative jobs.

Providing compensation is one way to improve employee welfare. A company must take consideration for compensation in accordance with each worker's duties. Compensation based on each employee's task is also effective in improving their work performance. There are several forms of compensation provided by the company, including salaries, wages, allowances, incentives, promotions, and many others.

Royal Orchid Garden Hotel is a hotel and resort service provider in Batu City, East Java Province, Indonesia. The hotel has been in operation for around 31 years and has been granted a four-star rating. Royal Orchid Garden Hotel employs roughly 87 people, including 48 permanent staff and 39 casual employees split among seven departments (Human Resource Management, Sales and Marketing, Front Office, Engineering, Food and Beverage, Accounting, and Housekeeping). Human resources are the most important aspect that must be preserved and improved in a company that provides services. However, according to data provided by Royal Orchid Garden Hotel, the company noticed a rather high turnover rate of 11.29% within one year. The following data relates to the turnover intention rate of Royal Orchid Garden Hotel:

Table 1. Turnover Intention Rate

Month	Year	Number of Employees	In	Out	Turnover Rate (%)
April	2022	35	0	0	0%
May	2022	34	0	1	2,94%
June	2022	36	2	0	0%
July	2022	36	0	0	0%
Agugust	2022	35	0	1	2,86%
September	2022	36	1	0	0%
October	2022	36	0	0	0%
November	2022	35	0	1	2,86%
Desember	2022	38	3	0	0%
January	2023	39	1	0	0%
February	2023	38	0	1	2,63%
March	2023	38	0	0	0%
Total		Avg: 36	7	4	11,29%

Source: Company Data (2023)

According to Pranata and Utama (2019), turnover intention is said to be normal if it has a percentage between 5%-10% in one year. If the percentage amount is over 10%, the turnover intention is said to be high. According to the calculations in the table above, the turnover intention rate of Royal Orchid Garden Hotel employees is high at 11.29%. The researcher chose the Royal Orchid Garden Hotel as the target of study since it is one of the ancient hotels that still exists and competes with new modern hotels. Furthermore, the researcher observed the high turnover intention of employees in this company for around two months during the internship. As a result, the researcher choose the research title "The Influence of Compensation, Work Environment, and Workload on Turnover Intention Phenomena at Royal Orchid Garden Hotel." The purpose of this study is to analyze the effects of compensation, work environment, and workload on turnover intentions at the Royal Orchid Garden Hotel.

This study measured three variables at the same time, which are compensation, work environment, and workload. The aspect of uniqueness in this research is statistical tests leading to results that contradict previous research. Both previous studies show that workload has positive and significant impact on turnover intention. On the other hand, in this study, workload has a negative and significant impact on turnover intention. Therefore, this study is expected to contribute further to research on turnover intention.

LITERATURE REVIEW

Compensation

According to Waskito and Putri (2022), compensation is a reward given to employees for their contributions, whether in the form of energy, thoughts, or other performance. There are two broad categories of compensation indicators: financial compensation and non-financial compensation. Wages, salaries, allowances, and incentives are all examples of financial compensation supplied

by companies to their employees (Andreani et al., 2020). Meanwhile, non-financial compensation refers to non-monetary compensation received by employees, such as job training, promotion, and so on.

The amount of compensation can be affected by a variety of things. First, consider the level of education. The greater one's education, the greater one's level of professionalism. Second, work experience. The more work experience someone has, the more proficient she or he will become in the field she or he works in. Third, company's position. The higher person's position, the more income they receive.

Nugroho and Darmawati (2018) conducted a previous study at Circle K Indonesia Utama Company, Yogyakarta Branch to discover the impact of compensation on turnover intention. They found that compensation had negative and significant impact on turnover intention. Another study conducted by Rukhviyanti and Susanti (2020), aimed to determine the effect of compensation on turnover intention at Kwanduk Worldwide Company located in Cikalong Wetan. Their research found that compensation had negative and significant impact on turnover intention. Based on previous research results, we can form a hypothesis in the following sentence:

H1: Compensation has a negative impact on turnover intention.

Work Environment

The working environment includes all factors that directly or indirectly affect a company and can affect employee performance and satisfaction. Sihaloho and Siregar (2019) classify work environments into two types: The first is physical work environment. The physical work environment includes all the physical conditions of an company that can affect employee performance, such as: buildings, work equipment, transportation equipment, and others. The physical work environment has several indicators: lighting, temperature and airflow, quietness, cleanliness, facilities, infrastructure, workplace conditions, etc. The second is non-physical work environment. Non-physical work environment includes all invisible work environment within an company that can affect employee performancesuch as: workplace atmosphere and employee relationships. There are several indicators of the non-physical work environment, including: relationships between coworkers, relationships with superiors, the responsibilities each employee has, workflow, and so on.

Syauqi et al. (2020) conducted a previous study to assess the impact of work environment on turnover intentions at Putra Mustika Prima, Bandung City. Their study found that work environment had positive and significant impact on turnover intention. Khomariah et al. (2020) also conducted a study assess the impact of work environment on turnover intention for Efrata Retailindo Company. Their study found that work environment had positive and significant impact on turnover intention.

H2: Work environment has a positive impact on turnover intention.

Workload

Workload is a work capacity that individuals must perform within a specific time frame and utilizing their talents and potential. Workload is

divided into two categories by Juhnisa and Fitria (2020), physical workload and mental workload. Physical workload is defined as the amount of work that can be assessed by a person's physical strength when they are doing their job. Mental workload is a workload that cannot be measured by physical strength, because it involves cognitive (thoughts, actions, and feelings) and emotional. According to Wahyuningsih et al. (2021) found factors that affect workload include: internal factors (age, gender, weight, health condition) and external factors (work environment, work conditions, difficulty of work, working hours, break times, and responsibilities).

There are several indicators used to measure workload consisting of physical demand (a measure of the capacity of physical activity required by employees in doing their jobs), mental demand (the ability of individuals to realize their surroundings through the five senses), temporal demand (a measure of the quantity of pressure related to time and felt by employees while doing their jobs), effort (the effort made by employees, both physically and mentally with the aim of achieving employee performance levels), frustration level (a measure used to measure the level of security, satisfaction, and comfort felt by employees), and performance (a measure of employee success in doing their jobs well and satisfactorily).

Previous research by Ernawati et al. (2018) intend to find out the impact of workload on turnover intention at Mirota Batik Company, Yogyakarta. They discovered that workload had a positive and significant effect on turnover intention in their study. Another study being undertaken by Fitriantini et al. (2020) intend to find out the impact of workload on turnover intention at Mataram Regional Hospital. They discovered that workload has a positive and significant impact on turnover intention in their study.

H3: Workload has a positive impact on turnover intention.

Research Model

Misno et al. (2021) define a research model as an overarching image or representation of the variables raised and hypothesis investigated in a study. The research model seeks to simplify the study into a more understandable format. Generally, research models take the shape of diagrams or charts that describe the relationship between variables. A study model linked to the topic at hand is as follows:

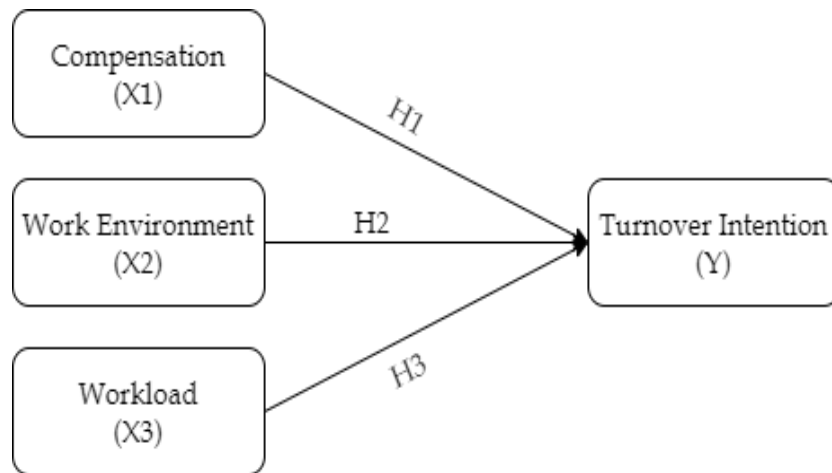


Figure 1. Research Model

The chart above shows the relationship between three independent factors, compensation (X1), work environment (X2), and workload (X3) with the dependent variable, turnover intentions (Y). Compensation (X1), work environment (X2), and workload (X3) are variables that can influence or change turnover intentions (Y).

METHODOLOGY

This study uses descriptive quantitative research with a causal approach. According to Mulyadi (2019), quantitative descriptive research is a study that can provide answers to research issues in the form of numerical data through statistical processing and is used to analyze and clarify an event or phenomena by describing the variables related to the topic under study. The causality approach is a research method that seeks to discover the relationship between one variable and another (Sekaran and Bougie, 2018).

The data sources used in this research are primary data. Rahman (2021) defines primary data as information collected directly from its source without any involvement of intermediaries. Primary data can be collected through a variety of methods, including questionnaires, interviews, polls, focus group discussions, and observations. A questionnaire will be used for data collection in this study. The survey was distributed using Google Forms. In this study, the Likert scale is used as a measurement tool and to assess an individual's or a group's opinions, perceptions, and attitudes toward a phenomenon (Suwandi et al., 2018).

Soegiyono (2019) defined a population as a generalization consisting of research subjects or subjects with specific characteristics and traits determined by researchers for the purpose of conducting research and drawing conclusions. The study population consisted of 87 employees of the Royal Orchid Garden Hotel. A sample is an element of the population under study (Arikunto, 2017). Sampling technique is required to calculate the number of samples. The sampling method used in this study is non-probability with sample size of 38 employees of Royal Orchid Garden Hotel.

RESULT

Validity Test

According to (Setyawan, 2022), a validity test is a measurement that is regarded to be valid if it can measure what is to be tested. According to Soegiyono (2019), data is declared valid if the significance is < 0.05 or has R value $> R$ table. R table in this research is 0.312. Here are the results of the validity tests performed:

Table 2. Validity Test

Variable	Item	R Value	R Table	Description
Compensation (X1)	X1.1	0.637	0.312	Valid
	X1.2	0.611	0.312	Valid
	X1.3	0.793	0.312	Valid
	X1.4	0.644	0.312	Valid
	X1.5	0.753	0.312	Valid
Work Environment (X2)	X2.1	0.829	0.312	Valid
	X2.2	0.818	0.312	Valid
	X2.3	0.661	0.312	Valid
	X2.4	0.726	0.312	Valid
Workload (X3)	X3.1	0.501	0.312	Valid
	X3.2	0.664	0.312	Valid
	X3.3	0.681	0.312	Valid
	X3.4	0.792	0.312	Valid
	X3.5	0.633	0.312	Valid
Turnover Intention (Y)	Y.1	0.819	0.312	Valid
	Y.2	0.761	0.312	Valid
	Y.3	0.882	0.312	Valid
	Y.4	0.867	0.312	Valid
	Y.5	0.801	0.312	Valid

Source: SPSS Data Processing Results (2023)

Table 2 shows that the compensation, work environment, and workload variables have computed R value $> R$ table. This indicates the research instrument's statement items met the data validity requirements.

Reliability Test

Reliability test determines whether the measurement equipment used is reliable and remains consistent after repeated measurements. Variables are considered reliable if Cronbach's alpha > 0.6 . Below is the result of reliability test for the four variables in this study:

Table 3. Reliability Test

Variable	Cronbach's Alpha	Description
Compensation	0.709	Reliable
Work Environment	0.753	Reliable
Workload	0.648	Reliable
Turnover Intention	0.869	Reliable

Source: SPSS Data Processing Results (2023)

The reliability test result in Table 3 shows that Cronbach's Alpha for the variables compensation, work environment, and workload are greater than 0.60, it can be concluded that all variables are reliable.

Normality Test

Normality test determines whether residual variables in a regression model have normal or near-normal distribution values (Suganda and Cahyadi, 2020). By looking at Asimp. Sig. (two-tailed), the normality test can be performed using Kolmogorov-Smirnov test. Data is distributed periodically during Asymp. Sign (two-sided) > 0.05. The result of the normality test is shown in the table below:

Table 4. Normality Test
One-Sample Kolmogorov-Smirnov Test

		Compensation	Work Environment	Workload	Turnover Intention
N		38	38	38	38
Normal Parameters ^a	Mean	14.87	13.66	16.63	13.34
	Std. Deviation	2.782	2.989	2.149	3.505
Most Extreme Differences	Absolute	.118	.200	.133	.153
	Positive	.118	.100	.086	.094
	Negative	-.105	-.200	-.133	-.153
Kolmogorov-Smirnov Z		.724	1.230	.818	.946
Asymp. Sig. (2-tailed)		.670	.097	.516	.333

a. Test distribution is Normal.

Source: SPSS Data Processing Results (2023)

Based on the data shown above it can be concluded that all the data in this study have two-tailed Asymp.sig values greater than 0.05 and all the data are normally distributed.

Normal P-P Plot of Regression Standardized Residual

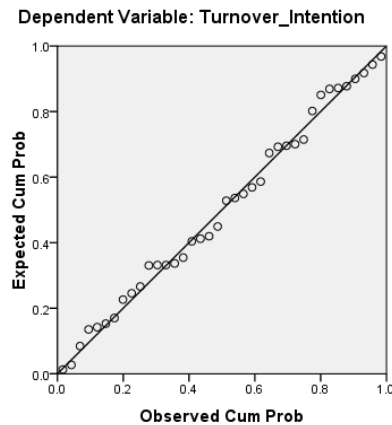


Figure 2. Normality Test with Normal Probability Plot
Source: SPSS Data Processing Results (2023)

Figure 2 shows the results of the normality test using normal probability plot technique. The test result shows that the points are scattered around the diagonal line and follow the direction of the line. This means that the data are normally distributed.

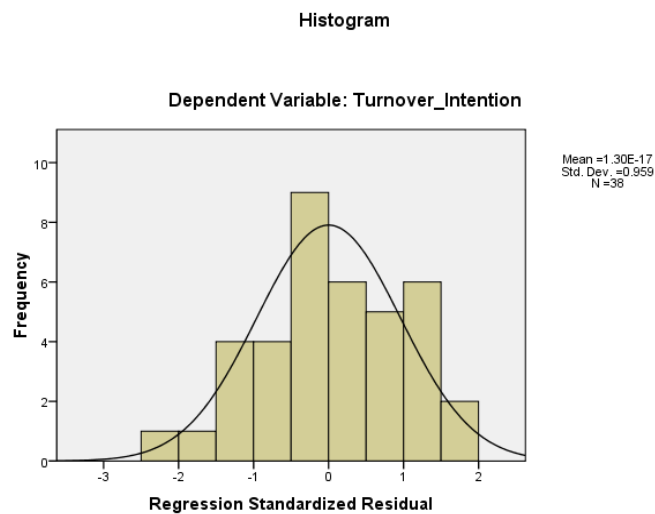


Figure 3. Histogram Normality Test
Source: SPSS Data Processing Results (2023)

The result of normality test using the histogram method is shown in Figure 3. Because the data distribution is bell-shaped, we can conclude that the data in this study is normally distributed.

Multicollinearity Test

The multicollinearity test determines whether a regression model detects correlations between independent variables. Use to detect the presence or absence of multicollinearity in a regression model when tolerance > 0.01 or VIF value $< .10$. The result of the multicollinearity test is shown in the table below:

Table 5. Multicollinearity Test
Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF
Compensation	.852	1.173
Work Environment	.739	1.353
Workload	.779	1.284

a. Dependent Variable: Turnover_Intention

Source: SPSS Data Processing Results (2023)

According to the multicollinearity test results in Table 5, the tolerance coefficients for variables compensation, work environment, and workload > 0.01 and VIF values < 10. These result shows that the regression model does not produce symptoms of multicollinearity.

Heteroscedasticity Test

Heteroscedasticity test is used to determine if there is a difference in variance between the regression model and the residual data. Glejser's test is used to test for heteroscedasticity, and values of Sig. > 0.05 indicates that the regression does not contain heteroscedasticity. The test result is shown in the table below:

Table 6. Heteroscedasticity Test
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.181	2.255		2.298	.028
Compensation	-.143	.104	-.245	-1.381	.176
Work Environment	.097	.104	.178	.935	.356
Workload	-.128	.140	-.169	-.909	.370

a. Dependent Variable: ABS_RES

Source: SPSS Data Processing Results (2023)

The significance (hereinafter abbreviated as sig.) of the three variables above reveals that each independent variable has a value > 0.05, implying that in this regression model there are no issues related to heteroscedasticity.

Multiple Linear Regression Test

In testing research hypothesis, researchers used multiple linear regression to test the effect of independent variables, consisting of compensation, work environment, and workload, while in dependent variable section there is turnover intention. The following is multiple linear regression model in this research:

Table 7. Multiple Linear Regression Test
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.465	4.068		.114	.910
Compensation	.331	.187	.262	1.767	.086
Work Environment	.510	.187	.435	2.727	.010
Workload	.060	.253	.037	.236	.814

a. Dependent Variable: Turnover_Intention

Source: SPSS Data Processing Results (2023)

Based on the data provided in Table 7, the multiple linear regression model equation is as follows:

$$Y = 0.465 + 0.331_{X_1} + 0.510_{X_2} + 0.60_{X_3} + e \quad (1)$$

Description:

- α : Constant
- Y : Turnover Intention
- X_1 : Compensation
- X_2 : Work Environment
- X_3 : Workload
- e : Error Term

Multiple linear regression is tested at multiple stages, including the F test, coefficient of determination test, and T test.

F Test

F-test is used to simultaneously determine the influence of independent factors on the dependent variable at the same time. If F-value > F-table, or value of Sig < 0.05, the independent variable has a significant influence on the dependent variable. The result of F-test in this study is:

Table 8. F Test
ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	164.120	3	54.707	6.404	.001 ^a
Residual	290.433	34	8.542		
Total	454.553	37			

Source: SPSS Data Processing Results (2023)

Based on the data in Table 8, it can be concluded that compensation, work environment, and workload simultaneously have a significant influence on turnover intention phenomenon at Royal Orchid Garden Hotel (F-value > F-table, and Sig. < 0.05).

Determination Coefficient Test

The coefficient of determination test is used to measure the extent to which the power of the independent variable explains the variance of the dependent variable. The result of the coefficient of determination test in this study is as follows:

Table 9. Determination Coefficient Test

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.601 ^a	.361	.305	2.923

Source: SPSS Data Processing Results (2023)

Based on data from Table 9, it is known that adjusted R square value is 0.305, so it can be interpreted that the independent variables consisting of compensation, work environment, and workload are able to influence the dependent variable of turnover intention by 30.5%. The remaining 69.5% is impacted by other variables.

T Test

T-test is used to determine the significance level of each independent variable relative to the dependent variable. If the computed T value > T table or Sig < 0.05, then H_0 is rejected and H_a is accepted. T-test result for this study is:

Table 10. T Test

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.465	4.068		.114	.910
Compensation	.331	.187	.262	1.767	.086
Work Environment	.510	.187	.435	2.727	.010
Workload	.060	.253	.037	.236	.814

a. Dependent Variable: Turnover Intention

Source: SPSS Data Processing Results (2023)

The test results of acceptance or rejection of H_0 can be determined by comparing the significance T value (Sig.) with the determined probability level of 0.05. The test criteria to explain the influence between each variable is as follows:

- a. If the Sig value is > 0,05, then H_0 is accepted and H_a is rejected.

b. If the Sig value is < 0.05 , then H_0 is rejected and H_a is accepted.

From the result above, it can be concluded as follows: First, compensation calculation shows that T value $<$ T table and Sig. > 0.05 , it can be concluded that the compensation variable has negative and significant effect on turnover intention. Second, work environment calculation shows that T value $>$ T table and Sig. < 0.05 , it can be concluded that work environment variable has positive and significant effect on turnover intention. Third, workload calculation shows that T value $<$ T table and Sig. > 0.05 , it can be concluded that workload variable has negative and significant effect on turnover intention.

DISCUSSION

Compensation Impact on Turnover Intention

From the description of the materials and the result of statistical test, it is clear that compensation has negative and significant effect on the phenomenon of turnover intention. According to observations and interviews conducted, it is known that the company has not maximized compensation regularly and thoroughly. This decreases staff motivation and has an impact on the increase in turnover intention at Royal Orchid Garden Hotel.

Work Environment Impact on Turnover Intention

The work environment has positive and significant effect on the phenomenon of turnover intention. Based on on-site observation, work environment at the Royal Orchid Garden Hotel is slightly messy and damp. This makes employees feel uncomfortable doing their job. At the Royal Orchid Garden Hotel, the higher number of inconveniences in the work environment, the higher turnover intention rate.

Workload Impact on Turnover Intention

Workload has negative and significant impact on turnover intention. Based on the research and observation conducted, it is known that the workload at Royal Orchid Garden Hotel is still in a reasonable and normal level. Employees are assigned duties based on their ability. Workload is balanced with work facilities, making employees feel comfortable.

CONCLUSIONS

Based on the results of this research, we can draw the following conclusions:

1. From the distribution result of the questionnaire, 65.79% of the respondents are male, 36.84% are 20 to 25 years old, 50% have working period less than 5 years, and 68.42% have high school or vocational school degree.
2. Based on the result of regression model's F-test, we can conclude that compensation, work environment, and workload all have significant impact on turnover intention phenomenon at the Royal Orchid Garden Hotel (Sig. 0.001 $<$ 0.05).

3. Based on T-test result of regression model, compensation has negative and significant effect on turnover intention phenomenon at Royal Orchid Garden Hotel. The higher the compensation of Royal Orchid Garden Hotel employees, the lower number of turnover intention phenomena (T-value $1.767 < T \text{ table } 2.032$ and Sig. $0.086 > 0.05$).
4. 2. Work environment has positive and significant impact on turnover phenomenon at Royal Orchid Garden Hotel. The higher number of unfavorable working conditions at Royal Orchid Garden Hotel, the higher turnover intention number (T-value $2.727 > T\text{-table } 2.032$ and Sig. $0.010 < 0.05$).
5. Workload has negative and significant impact on turnover intention phenomenon at Royal Orchid Garden Hotel. It also indicates that no matter how much workload employees have, if it is balanced with appropriate compensation, facilities, or other positive elements, it will not increase the intention rate of turnover (T value $0.236 < T \text{ table}$ and Sig. $0.814 > 0.05$).

Based on the analysis results and conclusion, here are some suggestions for relevant parties:

1. For further research, it is hoped that other variables that have not been used in this study can be added, such as job stress, competitors, age, job satisfaction, company policies, corporate culture, and so on. Not only that, but future researchers can search for research objects with more samples than this study, so that the research result can explain overall condition of the entire population, especially employees in a company.
2. For the company, this study is expected to be a major concern for the hospitality company Royal Orchid Garden Hotel to pay more attention to the well-being of its employees and reduce the company's high turnover rate. Employee well-being is a central aspect of a company's success.

ADVANCED RESEARCH

There are several limitations of this study which will be explained below:

1. The independent variables compensation, work environment, and workload can explain only 30.5% of the dependent variable (turnover intention), with the remaining 69.5% influenced by other variables and factors. Additional factors or variables that may influence turnover intention are job stress, competitors, age, job satisfaction, business policy, company culture, and so on.
2. A small number of respondents. Because the number of permanent employees at the Royal Orchid Garden Hotel are just 38, the researcher decided to use a sample approach called non-probability sampling with saturation sampling to gather accurate data.

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