

# Effect of Compensation, Work Motivation and Organizational Commitments to Turnover Intention (Case Study : Zainuttaqwa Medical Rehabilitation Special Hospital in Bekasi, Indonesia)

Subhan Zaenal Abidin

Master of Management Student, Mercubuana University, Jakarta, Indonesia

Dr. M. Ali Iqbal, M.Sc

Senior Lecturer in Master of Management Program, Mercubuana University, Jakarta, Indonesia

## Abstract

This study aims to analyze the effect of compensation, work motivation and organizational commitment on turnover intention on employees at the Zainuttaqwa Medical Rehabilitation Hospital in Bekasi, Indonesia. Respondents in this study were employees of the Zainuttaqwa Medical Rehabilitation Hospital in Bekasi, Indonesia with a sample of 62 people. The purpose of this study was to analyze the effect of compensation, motivation and commitment to turn over intention. This research method uses quantitative methods using Statistical Product and Service Solutions (SPSS). The results of this study indicate that compensation has a negative and significant effect on turnover intention, work motivation has a negative and significant effect on turnover intention, organizational commitment has a negative and significant effect on turnover intention, and compensation, work motivation and organizational commitment simultaneous have negatif effect and significant to turnover intention.

**Keywords:** compensation, work motivation, organizational commitment and turnover intention

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## I. INTRODUCTION

### 1.1. Research Background

The hospital is a health institution that organizes individual health services in a comprehensive manner that provides inpatient, outpatient and emergency services. Plenary health services are health services that include promotive, preventive, curative, and rehabilitative (Giyana, 2012). The success of the company in carrying out its business cannot be separated from human resource factors especially for a company that offers services such as hospitals. Cascio (2013) emphasizes that humans are a very important resource in industry and organization, therefore resource management includes the provision of quality labor, maintaining quality and controlling labor costs, therefore human resources are an invaluable asset for one company so that employee turnover must be avoided. Turnover leads to the final reality faced by organizations in the form of turnover intention, referring to the results of individual evaluations regarding the continuation of relationships with organizations and not yet manifested in definite actions, namely leaving the organization. Voluntary turnover is an employee's decision to leave the organization voluntarily due to the factors of how attractive the current job is, and the availability of other alternative jobs (Sari, 2014).

Medical Rehabilitation Hospital is one type of hospital that specifically provides medical rehabilitation services. Medical rehabilitation services are health services for physical disorders and functions caused by conditions of illness or injury through a combination of medical interventions, physical and / or rehabilitative practices to achieve optimal functional abilities (Decree of the Minister of Health 378, 2008). One of the hospitals included in this Special Hospital is Zainuttaqwa Medical Rehabilitation Hospital in Bekasi, Indonesia. This hospital not only provides medical rehabilitation services, but also provides inpatient, outpatient and emergency services as well as basic services and other services such as services provided by public hospitals. At present Zainuttaqwa Medical Rehabilitation Special Hospital has 62 employees. The Zainuttaqwa Medical Rehabilitation Special Hospital in Bekasi felt a problem with the employee turnover rate that had continued to increase in the last 3 years. This can be seen in the employee turnover data table for the Zainuttaqwa Medical Rehabilitation Special Hospital in Bekasi, Indonesia in 2015-2017.

Table 1.1. Employee Turnover in Zainuttaqwa Medical Rehabilitation Special Hospital Bekasi, Indonesia 2015 - 2017

Year	Number of Employees			Ex	Turnover (%)
	Early Year	Year of entry	end of year		
2015	75	5	73	7	2,7
2016	73	3	70	6	4,2
2017	70	2	62	10	9,1

Source: Data of the Human Resources Department of the Special Hospital of Bekasi Zainuttqwa Medical Rehabilitation in 2018.

Based on the above background, it is deemed necessary to conduct a study of determinants of turnover intention on employees of specialized hospitals in medical rehabilitation zainuttaqwa bekasi

### 1.1 Research Objective and Questions

The objective of this research is to develop a model to measure the turnover intention related to compensation, work motivation and organizational commitment. This study includes the following theoretical objectives:

1. To introduce a model to measure turnover intention.
2. To find the relationships between compensation, work motivation and organizational commitment to turnover intention.

Based on the explanation set forth above, the research questions can be defined and formulated as follows:

1. *What is the relationship between compensation and turnover intention?*
2. *What is the relationship between work motivation and turnover intention?*
3. *What is the relationship between organizational commitment and turn over intention?*
4. *What is the relationship among compensation, work motivation and organizational commitment to turn over intention?*

## II. THEORETICAL FRAMEWORK AND HYPOTHESIS

### 2.1. Turnover Intention

Intention is the intention or desire that arises in an individual to do something. According to Lee et.al (2012) turnover intention is the possibility or tendency of employees to leave the organization where they work now, and this tendency will lead to turnover behavior. According to Sumarto (2009) turnover intention is a picture of thoughts to go out looking for work elsewhere, and the desire to leave the organization. High turnover also results in ineffective organizations due to the loss of experienced employees and the need to retrain new employees (Sudita, 2015). Andini (2016) revealed that a high level of turnover intention can cause a lack of effectiveness of an organization because of the loss of experienced individuals and positions left behind. According to Iqbal MA (2013) the effectiveness of the organization is assumed to be significantly affected by the quality of the work performance of the staff.

### 2.2. Compensation

According to Theif et al. (2015) compensation is something received by employees in lieu of their service contribution to the company. Compensation is also an implementation of the function of human resource management related to all types of individual prices. In line with this, Putrianti et al. (2014) stated in their research that compensation has a negative effect on turnover intention. In other words, if compensation increases it will be followed by a decrease in turnover intention.

Furthermore, Puspasari and Rini (2016) stated in their research that compensation has a negative influence on turnover intention. This is also in line with the research conducted by Sandi (2014) with compensation results having a negative and significant effect on turnover intention. Silaban and Tantri (2018) stated in his research that increasing compensation would reduce employee turnover intention, or conversely a low compensation rate would increase employee turnover intention.

### 2.3. Work motivation

According to Malayu S.P Hasibuan (2013: 143) work motivation is the provision of driving force that creates the enthusiasm of one's work so that they will cooperate, work effectively, and be integrated with all their efforts to achieve satisfaction. In line with this, Putrianti et al. (2014) stated in their research that work motivation has a negative effect on turnover intention. In other words, if work motivation increases it will be followed by a decrease in turnover intention. In line with this, Sartono et.al (2018) states that in his research, work motivation has a negative and significant effect on turnover intention. Sajjad et al. (2013), stated in his research, work motivation had a negative and significant effect on employee turnover meaning that the higher the level of work motivation, the lower the employee turnover intention.

## 2.4. Organization Commitment

Pawirosumarto et al. (2017), stated in the results of his research that affective commitment and Continuance commitment had a significant effect on turnover intention with a negative sign, meaning an inverse relationship between the independent variable and the dependent variable.

Kadek and I Wayan (2016), stated that organizational commitment has a negative influence on employee turnover intention. Budiyo (2016), stated in his research that organizational commitment had a negative and significant effect on turnover intention. Fadzilah and S. Martono (2016), stated in his research, from the calculation obtained the value of t count of minus 4,356 at the level of sig 0,000, this means that there is a negative influence and a significant organizational commitment on turnover intention.

Bhatti et al. (2016), stated in the study that there is a substantial relationship between organizational commitment and turnover intention. The results of this study support the basic assumption, where employees are committed to the organization and satisfied from their jobs, their desires to leave the organization will decrease. In line with this, Saluy and Novawiguna (2017) empirically in the results of their research state that employee commitment has a significant influence on turnover intention. High commitment shows the willingness of employees to work hard for the company, the existence of strong beliefs and acceptance of goals and values of the company and the desire for employees to maintain membership in the company (Miftahun and Sugiyanto, 2010).

## 2.5. Development of Hypotheses and Thinking Frameworks

Based on a review of the theories that have been presented before, the research hypothesis is proposed as follows:

H1: Compensation has an effect on turnover intention

H2: Work motivation has an effect on turnover intention

H3: Organizational commitment affects turnover intention

H4: Compensation, work motivation and organizational commitment simultaneously influences to turnover intention

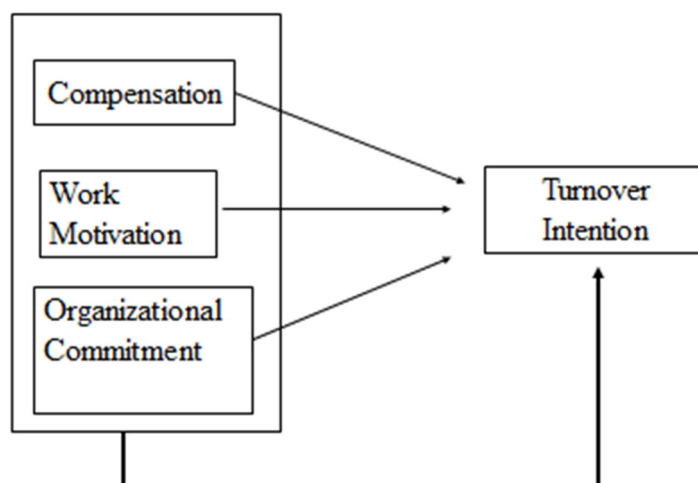


Figure 2.1. Theoretical Framework

## III. RESEARCH METHODS

The type of method used in this study is a quantitative method. Quantitative method is a method based on the philosophy of positivism, used to examine a population or a particular sample, data collection using research instruments, data analysis is quantitative in order to test the hypothesis that has been set (Sugiyono 2017: 8). Quantitative research aims to test the research model, the significance of the relationships among the variables and factors, and the hypotheses (Saunders and Lewis, 2012). This study conducted in Indonesian Hospital Rehabilitasi Medik Zainuttaqwa Bekasi, Indonesia. A quantitative method was used, which involved administering a questionnaire to selected respondents from among the Indonesian hospital. A test survey is given to 62 respondent. The data collected is analyzed using SPSS 24.

## IV. RESULTS

### 4.1 Test Validity and Reliability

Based on the results of data processing in Table 4.1, all indicators show validity which is above 0.254 (for 62 respondents). Similarly, the reliability test for the three variables is reliable because the alphanumeric croanbach value is above 0.6, namely compensation (0.864), work motivation (0.939), organizational commitment (0.903) and turnover intention (0.890).

Table. 4.1 Test for Validity and Reliability of Compensation, Work Motivation, Organizational Commitment and Turnover Intention

Variable	Indicator	Validity	Cronbach's Alpha
Compensation (C)	C11	0,579	0,864
	C12	0,712	
	C21	0,835	
	C22	0,699	
	C31	0,766	
	C32	0,741	
	C4	0,751	
	C5	0,640	
Motivation (M)	M11	0,527	0,939
	M12	0,585	
	M21	0,768	
	M22	0,756	
	M3	0,476	
	M41	0,819	
	M42	0,722	
	M51	0,788	
	M52	0,786	
	M53	0,809	
	M61	0,842	
	M62	0,769	
	M71	0,754	
	M72	0,747	
Organization Commitment (OC)	OC11	0,272	0,903
	OC12	0,674	
	OC2	0,504	
	OC31	0,678	
	OC32	0,631	
	OC41	0,660	
	OC42	0,682	
	OC51	0,568	
	OC52	0,769	
	OC61	0,733	
	OC62	0,710	
	OC71	0,741	
	OC72	0,527	
	OC8	0,684	
Turnover Intention	OC91	0,675	0,890
	OC92	0,577	
	OC93	0,518	
	TI11	0,626	
	TI12	0,641	
	TI21	0,773	
	TI22	0,621	
	TI23	0,657	
	TI31	0,733	
	TI32	0,674	
	TI41	0,783	
	TI42	0,682	
	TI51	0,673	
	TI52	0,715	
TI6	0,519		

Source: SPSS Processing Results

## 4.2. Classical Assumption Test

### 4.2.1. Normality test

Table. 4.2 Normality test of compensation, work motivation, organizational commitment and turnover intention  
 One-Sample Kolmogorov-Smirnov Test

		X1	X2	Y1	Y2
N		62	62	62	62
Normal Parameters <sup>a,b</sup>	Mean	48,18	53,53	43,05	12.00
	Std. Deviation	7,823	6,332	4,857	1.530
Most Extreme Differences	Absolute	0,104	0,112	0,102	.188
	Positive	0,078	0,080	0,102	.188
	Negative	-0,104	-0,112	-0,085	-.188
Kolmogorov Smirnov Z		0,109	0,104	0,112	0,102
Asymp. Sig. (2-tailed)		0,065	0,094	0,053	0,181

a. Test distribution is Normal

b. Calculated from data

Source: SPSS Processing Results

From table 4.2 above it can be seen that the data is normally distributed, this is because the results of the significance (Asymp.Sig) of each variable obtained results greater than 0.05 which is compensation=0.065, work motivation=0.094, organizational commitment=0.053 and turnover intention=0.181.

### 4.2.2. Multicollinearity Test

Table 4.3 Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Compensation	0,949	1,054
Work Motivation	0,953	1,049
Organizational Commitment	0,988	1,012

a. Dependent Variable: *Turnover Intention*

Source: SPSS Processing Results

According to the results of the multicollinearity test in Table 4.3, VIF for each of the three variables is 1,054, 1,049 and 1,012, so it can be concluded that there is no multicollinearity in the regression model with a tolerance value greater than 0.1.

### 4.2.3. Heteroskedastistas Test

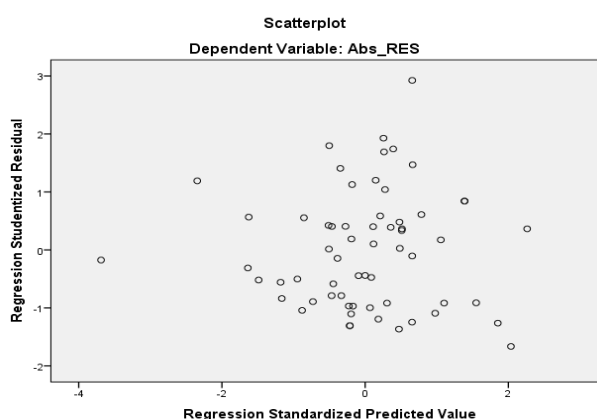


Figure 4.1 Heteroscedasticity Test Results

Source: SPSS Processing Results

From the picture above it can be seen that the points spread randomly, it can be concluded that there is no heteroscedasticity in the regression model. Then it can be concluded that the regression model meets the requirements for further analysis.

### 4.3. Hypothesis Test Results

#### 4.3.1 Multiple Linear Regression Test Results

The test results of the independent variables of compensation, work motivation, and organizational commitment to turnover intention, are shown in Table 4.4 and Table 4.5 as follows:

Table 4.4. Test Result of Effect of Compensation, Work Motivation and Organizational Commitment Against Turnover Intention.

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	70,610	6,039			11,692	0,000
X1	-0,394	0,149	-0,302		-2,650	0,010
X2	-0,182	0,071	-0,293		-2,583	0,012
X3	-0,172	0,086	-0,224		-2,009	0,049

a. Dependent Variable: Y

Source: SPSS Processing Results

Table 4.5. ANOVA Test Results (F-Test)

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	412.737	3	137.579	7.776	.000 <sup>b</sup>
	Residual	1026.118	58	17.692		
	Total	1438.855	61			

a. Dependent Variable: Y

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

Source: SPSS Processing Results

Based on Table 4.4 the coefficients of each independent variable used can be set as follows:

$$Y = 70,610 - 0,394 X1 - 0,182 X2 - 0,172 X3 + e.$$

Based on the ANOVA Test results in Table 4.5, it can be seen that the F-count value is 7.776 with a significance value of 0.000 because the significance value is smaller than the alpha value of 5%, according to the basis of decision-making in the F-test. Compensation, Work Motivation and Organizational Commitment simultaneous has a significant effect on turnover intention.

#### 4.3.2 Determination Coefficient Test Results (R<sup>2</sup>)

Table 4.6 Results of the Determination Coefficient (R<sup>2</sup>)

Model summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,536 <sup>a</sup>	0,287	0,250	4,206

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

Source: SPSS Processing Results

Based on Table 4.6 above shows that Compensation (X1), Work Motivation (X2) and Organizational Commitment (X3) explains Turnover Intention (Y) of 28.7%, while 71.3% is explained by other factors.

#### 4.3.3 Partial Regression Test Results (t-Test)

The results of the research hypothesis testing in Table 4.7, are described as follows:

1. H1: Based on the value of the regression analysis obtained a significance value (sig.) 0.010 < 0.05, then it can be concluded Compensation (X1) has a significant effect on turnover intention (Y) ".
2. H2: Based on the value of the regency analysis obtained a significance value (sig.) 0.012 < 0.05, it can be concluded that "Work Motivation (X2) has a significant effect on Turnover Intention (Y)".
3. H3: Based on the value of the regression analysis obtained a significance value (sig.) 0.049 < 0.05, it can be concluded that Organizational Commitment (X3) has a significant effect on Turnover Intention (Y)".

#### 4.3.4 Results of Interdimensional Correlation Analysis

Table 4.7 Summary of the Interdimensional Correlation Matrix

Independent Variable (X)	Dimension	Turnover Intention (Y)					
		Thinking of quitting (Y <sub>1.1</sub> )	Sig.	Intention to search (Y <sub>1.2</sub> )	Sig.	Intention to quit (Y <sub>1.3</sub> )	Sig.
Compensation (X <sub>1</sub> )	Direct Compensation (X <sub>1.1</sub> )	<b>-0,265</b>	<b>0,037</b>	-0,215	0,094	-0,221	0,084
	Indirect Compensation (X <sub>1.2</sub> )	-0,249	0,051	-0,209	0,102	-0,143	0,266
Work Motivation (X <sub>2</sub> )	Need for Achievement (X <sub>2.1</sub> )	0,194	0,131	-0,236	0,065	-0,183	0,155
	Need for Affiliation (X <sub>2.2</sub> )	-0,033	0,799	-0,121	0,348	-0,030	0,818
	Need for Power (X <sub>2.3</sub> )	<b>-0,255</b>	<b>0,046</b>	0,012	0,924	0,019	0,885
Organizational Commitment (X <sub>3</sub> )	Affective commitment (X <sub>3.1</sub> )	-0,158	0,220	<b>-0,363</b>	<b>0,004</b>	-0,215	0,093
	Continuance commitment (X <sub>3.2</sub> )	0,039	0,762	-0,241	0,059	-0,045	0,731
	Normative commitment (X <sub>3.3</sub> )	-0,045	0,731	0,187	0,146	0,158	0,220

Source: SPSS Processing Results

Based on the Summary of the Correlation Between Dimensions Matrix in Table 4.7 above, shows the following results:

1. Dimensions that have a large enough relationship are the direct compensation dimension (X<sub>1.1</sub>) with the thinking of quitting dimensions (Y<sub>1.1</sub>) with a correlation value of -0.265. The direction of the relationship is negative, meaning if the dimension of Direct Compensation (X<sub>1.1</sub>) rises the thinking of quitting (Y<sub>1.1</sub>) dimension will falls.
2. The dimension that have a large enough relationship is the need for power (X<sub>2.3</sub>) with the thinking of quitting dimensions (Y<sub>1.1</sub>) with a correlation value of -0.255. The direction of the relationship is negative, meaning that if the dimensions of the need for power (X<sub>2.3</sub>) rise, the thinking of quitting (Y<sub>1.1</sub>) dimension will drops.
3. The dimensions that have a large enough relationship are affective commitment (X<sub>3.1</sub>) with the dimensions of intention to search (Y<sub>1.2</sub>) with a correlation value of -0,363. The direction of the relationship is negative, meaning that if the dimensions of affective commitment (X<sub>3.1</sub>) rise, the dimension of Intention to search (Y<sub>1.2</sub>) will drops.

## 5. CONCLUSION

### 5.1 Practical implications

Compensation, work motivation and organizational commitment have a negatif significant effect on turnover intention. For this reason, in order to reduce the turnover rate, it is necessary to pay attention to the policy of maintaining direct compensation, the need for power and affective commitment because the three dimensions are the biggest contributors so that they can reduce turnover over intention.

### 5.2. Theoretical Contribution

Based on the results of the study it can be concluded that compensation, work motivation and organizational commitment together or simultaneously affect turnover intention, so it can be concluded that compensation, work motivation and organizational commitment are variables that greatly influence turnover intention in Zainuttaqwa Medical Rehabilitation in Bekasi, Indonesia. In line with this, Sartono, et.al (2018), in his research that the results of multiple linear regression analysis showed that the variable compensation, work motivation and organizational commitment had a significant effect on turnover intention of employees of PT. Unipower Food Indonesia.

The results show that compensation has a negative and significant effect on turnover Intention. In line with

this, Putrianti et al. (2014) stated in her research that compensation has a negative effect on turnover intention. In other words, if compensation increases it will be followed by a decrease in turnover intention. Furthermore Puspasari and Rini (2016), stated in their research that compensation variables have a negative influence on turnover intention. This is in line with the research conducted by Sandi (2014), with compensation results negative and significant effect on turnover intention.

The results showed that work motivation had a negative and significant effect on turnover intention. In line with this, Putrianti et al. (2014) stated in her research that work motivation has a negative effect on turnover intention. In other words, if work motivation increases it will be followed by a decrease in turnover intention. In line with this, Sartono, et al (2018), stated in his research, work motivation has a negative and significant effect on turnover intention. Sajjad et al. (2013), stated in his research, work motivation had a negative and significant effect on employee turnover meaning that the higher the level of work motivation, the lower the employee turnover intention.

The results of the study show that organizational commitment has a negative and significant effect on turnover intention. In line with this, Kadek and I Wayan (2016), stated that organizational commitment has a negative influence on employee turnover intention. Budiyo (2016), stated in his research that organizational commitment had a negative and significant effect on turnover intention. Fadzilah and S. Martono (2016), stated in his research there was a negative influence and a significant variable of organizational commitment on the variable turnover intention. This indicates that the high level of employee organizational commitment will reduce the level of desire of employees to leave the organization. In line with this, Saluy and Novawiguna (2017), empirically in the results of their research state that employee commitment has a significant influence on turnover intention. High commitment shows the willingness of employees to work hard for the company, the existence of strong beliefs and acceptance of goals and values of the company and the desire for employees to maintain membership in the company (Miftahun and Sugiyanto, 2010).

### 5.3. Research Limitations

This research was conducted only one hospital and therefore cannot be generalized to the organization of hospital in Indonesia.. This study focused only on the variables of compensation, work motivation and organizational commitment to turnover intention and did not explore other variables that also affect turnover intention such as work load, leadership style and organizational culture. This study only examined the effect of an independent variable (compensation, work motivation and organizational commitment). The dependent variable in this case is the turnover intention; the mediating variable was not examined. However, there are other mediating variables such as job satisfaction that is also influenced by all three independent variables; these affect the turnover intention variables.

### 5.4 Future Research

Further research can explore other independent variables that have not been studied in this study such as leadership style, organizational culture, career development, training, work stress, and workload that can affect turnover intention. Furthermore additional research should expand the object of research to more than one hospital such that the results can be generalized to hospital in Indonesia

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