

The Effect of Compensation, Motivation, Organizational Commitment on Turnover Intention

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Abstract: Cooperative are the backbone of the Indonesian economy. Cooperative play positive role in the implementation of national development in Indonesia.. The success of an organization is determined by the quality of human resources who play a role in planning, implementing and controlling the organization concerned. The study was conducted at the Cooperative Pasar Srinadi in Klungkung. The research sample were 135 employees, data collected using the questionnaire method.. Multiple linear regression was used. Compensation, motivation, and organizational commitment significantly positive effect on turnover intention. The determinant coefficient test shows the changes that occur in turnover intention can be explained by compensation, motivation, and organizational commitment of 80.7%, while the rest is explained by other factors not tested in this study.

Keywords: Compensation, Motivation, Organizational Commitment, Turnover Intention.

I. INTRODUCTION

Cooperatives are the backbone of the Indonesian economy. Cooperatives play a positive role in the implementation of national development in Indonesia, both directly and indirectly. The success of an organization is not only determined by the available natural resources, but also much is determined by the quality of human resources who play a role in planning, implementing and controlling the organization concerned. HR is an invaluable asset for one company so it must be maintained and avoided turnover. Yulianue et al (2018) suggested that individuals who intend to leave the organization usually pay less attention to their work and lack of responsibility to get things done. This also causes difficulties for organizations to recruit skilled and committed employees which is very important for organizations to gain competitive advantage. Kulachai (2017) argues that management must place importance on how to make the organization more attractive to employees because it will result in lower turnover and improve the organization to get better performance and competitive advantage. Wong (2017) argues that when an employee views the employer as a poor person in his support, the employee will be more likely to find work elsewhere. Chandra (2017) points out the many consequences of turnover intention on employees, one of which is the lack of comfortable working conditions and support from supervisors and coworkers. Turnover phenomenon becomes a problem for companies when high-achieving employees leave the company. according to Robbins in Hidayat (2017), the perceived negative impact caused by the turnover on the company is on the quality and ability to replace employees who leave the company, so it takes time and new costs in recruiting new employees. In addition to impacting the organization, turnover also has an impact on surviving employees. The number of coworkers who leave the company voluntarily (voluntary turnover), makes employees who still survive to re-evaluate their work and then determine whether he will go out in the footsteps of his colleagues or stay in the company.

The turnover intention factors include job satisfaction factors, organizational commitment, organizational trust, job insecurity, role conflict, role ambiguity, locus of control, and organizational change. But in this study raised 3 factors, namely compensation, motivation, and organizational commitment.

Compensation is one of the main needs needed by an employee as a human being to fulfill his daily needs. The compensation must be given fairly and evenly so as to create a conducive and productive work environment for the company. Compensation can be interpreted as a total remuneration received by employees for carrying out their work, and

then the company gives in the form of money, benefits or awards that aim to motivate employees to participate in the company's growth and development activities and also build employee commitment. Handoko in Putrianti (2014) explains a way the personnel department to improve work performance, motivation and job satisfaction is through compensation. Meanwhile, according to Simamora in Putrianti (2014) states when performance is associated with rewards, people with high productivity will be more motivated to work .

Motivation is employee morale for the company arising from a desire to meet individual needs. Providing the right motivation can improve employee performance so that company goals can be achieved while meeting the individual needs of the employees themselves. Robbins in Putrianti (2014) said motivation as a process that explains the intensity, direction, and perseverance of an individual to achieve a goal. Motivation is a psychological factor that shows an individual's interest in work, feeling satisfied and taking responsibility for all activities or work he does. All activities or work carried out by a person are basically due to a factor that needs to be met, both conscious needs and unconscious needs, material or non-material, and physical and spiritual needs. Besides that, by handling the right resources in the field of motivation can make the company more dynamic and develop rapidly so as to minimize employee desires to exit or suppression of turnover intention levels.

Organizational commitment is one of the keys that will determine the success of an organization to achieve its goals. Employees who are committed to the organization tend to show a work attitude that is passionate about the tasks assigned and has responsibilities and is very loyal to the company. Putra and Utama (2018) explained that high organizational commitment makes an employee try to maintain their status in a company. Status as an employee will not be lost if the employee has good work performance, the company will maintain the existence of employees who have good quality work because it is one thing that is needed by the company. So, between companies and employees there must be a reciprocal relationship. Organizational commitment is needed as one of the causes of turnover intention, employees with high commitment can be expected to reduce the occurrence of turnover intention in the company.

This human resource factor is an element that companies must pay attention to, especially given that the era of free trade will begin soon, where the climate of competition faced will be very different. Human resource management is also needed by cooperatives as financial institutions in achieving the goals to be achieved. Arifin (2011) said that cooperatives have a role in Indonesia, namely as an instrument of economic struggle to enhance the welfare of the people, as a means of democratizing the national economy, as one of the arteries of the nation's economy. Cooperatives are demanded to have a competitive advantage and are expected to be able to improve their performance to obtain Remaining Business Results (SHU). In order to achieve its goals, cooperative management must be carried out efficiently in order to become a cooperative that is able to compete with other forms of business entities. Cooperatives will be more competitive if cooperatives are able to form business networks, because through strong networks, cooperatives will be able to take part in the global market through improving service quality (Kanaidi, 2015). Although the cooperative business is not solely profit-oriented, in carrying out its business activities the cooperative management must continue to strive so that its operations are profitable or obtain Remaining Business Results (SHU). Efforts to foster SHU are important so that what are determined goals and targets can be realized.

Cooperatives have two asset groups namely economic resources and human resources. Human resources have a role to manage the economic resources they have. As a consequence, organizations need human resources who have sufficient competence to be able to compete. The company's competitive ability through HR means putting the role of people to always improve quality and innovation both processes, systems and products. In this way, cooperatives are expected to maintain, increase market share, or expand the market compared to the strength of competitors in the industry (Alwi, 2018: 34).

The Head of Cooperative and Small and Medium Enterprise Office in Bali Patra stated that out of 4,989 cooperatives in the island of Gods, as many as 10% were rated as inactive or sick. But even though as many as 10% of cooperatives are considered inactive, the dissolution of these cooperatives has not yet been carried out and is still operating at the same time. These cooperatives are still given the opportunity to conduct an Annual Member Meeting (RAT) so that they can operate again. The number of cooperatives in Klungkung Regency in 2017 was recorded at 136 cooperatives, with 28 inactive cooperatives.

Pasar Srinadi Cooperative Klungkung is one of the cooperatives whose development is very fast. The selection of the right location, strategic and support from management and employees makes the cooperative able to contribute to the economic growth based on the people's economy in Klungkung Regency. In 2016 the cooperative had 12,292 members.

At present, Pasar Srinadi Klungkung Cooperative is the largest cooperative in Klungkung Regency and the largest in Bali. The cooperative has also performed well at the district, provincial and national levels, by developing 11 business units, namely the Savings and Loans, Wholesale, P3KCK (Community Income Improvement Project and the Candak Kulak Credit Development Project), Mini Supermarkets, Revolving Funds, Printing and Convection, Supermarkets Rama Gedung, Core Supermarket, Tirta Srinadi Tourism, Srinadi Workshop, and Radio Srinadi 99.7 FM. The development of the business unit is expected to be able to touch the needs of members and the Klungkung community and will also affect the welfare of members and the Klungkung community in accordance with the objectives of the cooperative. The main problem that causes turnover intention in the Pasar Srinadi Klungkung Cooperative is compensation under the UMR, because in Pasar Srinadi Klungkung Cooperative the greater the compensation or wages that will be received. Plus most of the employees complained about the lack of benefits provided by the company.

Based on the results of interviews conducted at the Pasar Srinadi Cooperative on several problems, one of which was that some employees had a desire to leave. The results of interviews with several employees, the desire to leave can be seen from the behavior of employees who do not adhere to the rules of the company (for example: late entering the office, some employees who are busy asking for work information elsewhere, to colleagues and some employees also find ways to get out of company) if it is not resolved properly these problems will affect the performance of the company, because in companies that provide service facilities are needed the role of good human resources.

The factor that is suspected to influence turnover intention is compensation. Each organization or company will provide compensation in accordance with the capabilities of the organization. Putri et al (2018) suggested that if the compensation system provided by the company was in accordance with the wants and needs of employees, it would indicate a high level of commitment. Taufiqurrohman et al (2018) suggested that compensation is something that is received by employees as compensation for their work. Ayuningtyas et al (2018) said compensation is one of the main needs needed by workers as humans to meet the needs

his life. Sartono (2018) argues that because employees feel valued by their needs that can be met, conversely the low compensation received, turnover intention will be higher so that compensation will be very useful if given with the sacrifice that employees give to the company.

The factor that is suspected to influence turnover intention besides compensation is the lack of motivation. Lack of employee motivation due to lack of employee career development facilities such as educational activities or counseling. employees with high motivation will have a desire to move smaller jobs conversely employees who have low motivation will have a desire to move more. Siagian (2014) said motivation is the driving force that results in a person or organization willing and willing to mobilize their abilities in the form of expertise or skills, energy, and time to carry out various activities for which they are responsible and fulfill their obligations in order to achieve the goals and objectives of the organization predetermined. Hidayati (2018) said that motivation arises from oneself to meet their individual needs and can also be due to the encouragement of others. However, the best motivation is from oneself because it is done without coercion and each individual has a different motivation to achieve his goals. According to Berberoglu (2018), organizational commitment has various classifications of employees' attitudes and attachments to their organization such as loyalty, devotion and commitment in extant literature. Fitri (2018) said that employees who have a high level of organizational commitment will have a low level of turnover intention. Organizational commitment can be seen from 3 indicators, namely affective commitment, continuance commitment, and normative commitment. Affective commitment related to employee psychology. Employees who feel comfortable and happy with their work will have a low intention to quit. Employees can have a low level of affective commitment and generate a desire to quit a high job. Continuance commitment or ongoing commitment associated with the commitment of employees to continue working in their current place of work with consideration of the investment that has been given and the availability of other alternatives.

When employees feel they do not provide investment into the company, employees will tend to easily think out (thinking of resign) because they do not feel disadvantaged to leave the company where he works at this time. Employees with low ongoing commitment will also tend to look for other job alternatives (intention to search for alternatives). Normative

commitment arises because of the experience of individual employees which gives rise to a sense of staying in the current workplace. Employees who have a high normative commitment will feel a necessity to continue working in the same company. If the normative commitment is low, people will tend to have the thought of quitting their job (thinking of quitting) because they feel they do not have to continue working at the current work place. The results of this study indicate that organizational commitment has a negative and significant influence on turnover intention.

II. CONCEPTUAL MODEL AND HYPOTESIS DEVELOPMENT

The Effect of Compensation on Turnover intention

This research was conducted by Putrianti and Dewi (2014). Based on the results of the analysis for compensation variables, this shows that compensation has a large contribution in reducing turnover intention. Putrianti trial results, Arin Dewi proved that compensation has a significant effect on turnover intention. Yulianti, Riadi, and Heksarini (2019) trial results show that compensation has a significant effect on turnover intention. The study is in line with those conducted by Widayati, Catur and Yunia, Yolanda (2016) and Sitania, Hidayati, and Saida (2018) found that compensation has a significant effect on turnover intention, this shows that the greater the compensation received, the intention to leave work will be reduced. Because employees feel valued with their needs that can be met, conversely the low compensation received, turnover intention will be higher so that compensation will be very useful if given with the sacrifice that employees give to the company. The results of trials obtained from Widayati, Catur and Yunia, Yolanda (2016) that compensation has a significant effect on turnover intention. Based on the above statement, the hypothesis can be formulated as follows:

H₁: Compensation has a significant negative effect on turnover intention.

The Effect of Motivation on Turnover Intention

This study was conducted by Putrianti, Arin Dewi (2014) that motivation has an influence on turnover intention. This means that employees with high motivation will have a desire to switch jobs smaller. Putrianti trial results, Arin Dewi proved that motivation has a significant effect on turnover intention. The study is in line with research by Sajjad, Asif, Ghazanfar, Hassan and Dr. M Ramzan (2013) and Hussain, Saeed, Ibrahim, and Iqbal (2018) found that motivation has a significant effect on turnover intention. This shows that increasing a unit in this variable will increase motivation can reduce the value of turnover intention. Sajjad, Asif, Ghazanfar, Hassan and Dr. trial results M Ramzan (2013) that motivation has a significant effect on turnover intention. Based on the above statement, the hypothesis can be formulated as follows:

H₂: Motivation has a significant negative effect on turnover intention.

The Effect of Organizational Commitment on Turnover Intention

This research conducted by Alfresia, Vidya Prisca (2016) shows that organizational commitment to turnover intention has a negative and significant effect. Yulianti, Riadi and Heksarini trial results (2019) shows that organizational commitment to turnover intention has a negative and significant effect The results of the Hayat, Hasnat, Umair, Bilal, and Zubair (2016) and Chalim (2018) trials show that the organizational commitment to turnover intention has a negative and significant effect. The study is in line with the research in do by Kharismawati et al (2016) found that organizational commitment has a negative and significant effect. Towards turnover intention. Dodi Prasada (2019) the higher organizational commitment will affect the decrease in turnover, and vice versa if the organizational commitment is lower, it will have a negative impact on the company so that the higher the level of turnover intention. Based on the statement above, the hypothesis can be formulated as follows:

H₃: Organizational commitment has a negative and significant effect on turnover intention.

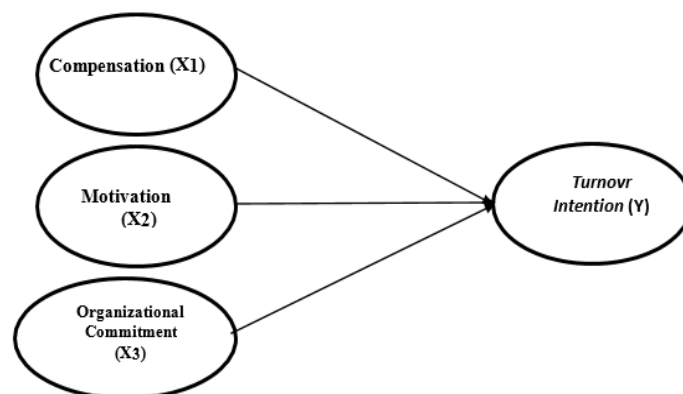


Figure 1: Conceptual Model

III. RESEARCH METHODOLOGY

The research design used is quantitative descriptive which emphasizes theory testing through measurement of variables with numbers and analyzes data using statistical procedures with the help of the SPSS program. The location of this research was conducted in a business unit in the Pasar Srinadi Cooperative in Klungkung, Klungkung Regency. The subjects in this study were employees in each business unit in the Srinadi Klungkung Market Cooperative, Klungkung Regency. Population is a collection of individuals or research objects that have the quality of the characteristics of the population determined by this research poulasi are all employees in the business unit in the Market Cooperative Srinadi Klungkung, Klungkung Regency as many as 135 people. The respondents used as samples were 135 employees of the Pasar Srinadi Klungkung Cooperative, Klungkung Regency. The sampling method used in this study is a non probability sampling method with a purposive sampling technique. Purposive sampling or sampling is done by taking samples from the population based on a certain criteria (Jogiyanto, 2004: 143). The purposive sampling technique used is saturated sampling. Saturated sampling (census) is a sampling technique when all members of the population are used as samples (Sugiyono, 2017: 83). So the sample in this study amounted to 135 people. The data collection method used in this study was a questionnaire. The data analysis technique in this research is multiple linear analysis.

IV. RESEARCH FINDING AND DISCUSSION

The characteristics of the respondents in this study were profiles of 135 respondents who participated in filling out the questionnaire. The profile of the respondents contained in the questionnaire consisted three aspects, namely: gender, age, and education,. The description of the characteristics of respondents can be seen in Table 1:

TABLE 1: CHARACTERISTICS OF RESPONDENT

Characteristic	Classification	Respondent	(%)
Gender	Male	62	46
	Female	73	54
	Total	135	100
Age	< 20 years	-	0
	20 – 29 years	60	44
	30 – 39 years	44	33
	40– 49 years	31	23
	>50 years	-	0
	Total	135	100
Education	High School	13	10
	Diploma III	31	22
	Bachelor	59	44
	Magister	32	24
	Total	135	100

Source: Primary data processed, 2019

In Table 1 shows Characteristics of respondents by sex in the Pasar Srinadi Klungkung Cooperative were dominated by female respondents. Where is the gender of women who were respondents in this study as many as 73 employees or 54%. While the remaining 46% or 62 employees are male. This shows that, more female employees work at the Pasar Srinadi Cooperative in Klungkung. Characteristics of respondents based on age at Srinadi Klungkung Market Cooperative are dominated by respondents with an age range of 20 years - 29 years. Where the age of 20 years - 29 years as many as 60 people or 44%, age 30 years - 39 years 44 people or 33%, and the remaining 23% or 31 people are aged 40 years - 49 years, and there are no employees under the age of 20 years and those aged 50 years and over. The high percentage of employees whose age range is 20 years - 40 years proves that at that age, employees tend to be more productive at work. Characteristics of respondents based on their last education at the Pasar Srinadi Klungkung Cooperative were domiciled by employees with a bachelor's degree. That is 44% or 59 employees. While the rest with the last high school / vocational education by 13% or by 10 employees, employees with the last education Diploma III by 22% or by 31 employees, and employees with the last education of S2 by 24% or 32 employees. This proves that in the Pasar Srinadi Cooperative Klungkung more looking for employees with the latest education S1. The results of the validity test show that all

instruments of this study are valid and appropriate to be used as research instruments. Reliability test results show that all research instruments have Cronbach's Alpha coefficients of more than 0.60. So it can be stated that all variables have met the requirements of reliability or reliability so that they can be used to conduct research.

TABLE 2: THE RESULT OF MULTIPLE LINEAR REGRESSION ANALYSIS

Model		Unstandardized Coefficients		Standardized Coefficients	T	sig.
		B	Std. Error	Beta		
1	(Constan)	1,626	1,973		0,824	0,411
	Compensation	-0,083	0,111	0,105	-1,749	0,046
	Motivation	0,135	0,097	0,209	1,988	0,017
	Organizational Commitment	-0,316	0,065	0,410	-4,888	0,000

Source: Primary data processed, 2019

- 1) The beta coefficient value of the compensation variable is negative, which means that the lower the compensation, the higher the turnover intention.
- 2) The beta coefficient value of the motivation variable is positive, which means that the higher the motivation, the higher the turnover intention.
- 3) The beta coefficient value of the variable organizational commitment is negative, which means that the lower the organizational commitment, the higher the turnover intention.
- 4) A constant value of 1.626 indicates that the variable compensation, motivation, and organizational commitment causes employee turnover intention to increase by a constant.
- 5) Organizational commitment variable has the highest standardized beta coefficient which is 0.410, while the motivation variable is 0.209 and the smallest is compensation by 0.105. This shows that the organizational commitment variable is the variable that has a dominant influence on turnover intention.

The analysis shows the Adjusted R Square value of 0.807 in table 2. This means that changes that occur in turnover intention can be explained by compensation, motivation, and organizational commitment of 80.7 percent, while the rest is explained by other factors not tested in this study. The model feasibility test aims to test whether the model used in this study is suitable for use or not (Ghozali, 2016: 98). Based on Table 4.7, the significance value F or p-value of 0,000 is smaller than the value of $\alpha = 0.05$. This shows that this regression is appropriate to be used as an analytical tool to test the effect of independent variables on the dependent variable.

The Effect of Compensation on Turnover Intention

The test results show that the compensation variable has a negative and significant effect on employee turnover intention, meaning the first hypothesis (H1) is accepted. This indicates that the higher the compensation, the lower the turnover intention. These results are consistent with respondents' answers, where most respondents gave positive responses to each statement that showed indicators of compensation measurement. This shows that compensation at Pasar Srinadi Klungkung Cooperative is able to influence employee turnover intention. The results of this study are supported by research conducted by Yulianti et al. (2019) and Widayati, et al. (2016) which says that the compensation variable negative and significant effect on employee turnover intention.

The Effect of Motivation on Turnover Intention

The test results show that motivation variables have a negative and significant effect on employee turnover intention, meaning the hypothesis hypothesis (H2) is not accepted. This indicates that the higher the motivation, the higher the turnover intention. These results are less consistent with the respondents' answers, where most respondents gave negative responses to each statement that showed indicators of motivation measurement. This shows that motivation in Pasar Srinadi Klungkung Cooperative has not been able to influence employee turnover intention. This is due to workers' motivation that is not the same from one another. The results of this study are supported by research conducted by Sajjad, et al. (2013) which said that motivation variables had a negative and significant effect on employee turnover intention.

The Effect of Organizational Commitment on Turnover Intention

The test results show that the organizational commitment variable has a negative and significant effect on employee turnover intention, meaning the third hypothesis (H3) is accepted. This indicates that the higher the organizational commitment, the lower the turnover intention. These results are consistent with respondents' answers, where most respondents gave positive responses to each statement that showed an indicator of organizational commitment. This shows that organizational commitment in the Pasar Srinadi Klungkung Cooperative is able to influence turnover intention the employee. The results of this study are supported by research conducted by Hayat, et al (2016) that organizational commitment variable has a negative and significant effect on employee turnover intention.

V. CONCLUSIONS

Based on the analysis results obtained in this study, it can be concluded that compensation has a negative and significant effect on employee turnover intention. This means that the better compensation will have an impact on decreasing turnover intention. Motivation has a positive and significant effect on employee turnover intention. This means that increasing motivation can reduce turnover intention. Organizational commitment has a negative and significant effect on employee turnover intention. This means that organizational commitment has been carried out effectively thereby reducing turnover intention.

Suggestions from this research based on the conclusions above that can be given to those who need it are that the Company pays more attention to the aspect of compensation by paying attention to operational benefits provided to be adjusted to the compensation standards set by the government. Companies pay more attention to aspects of motivation by providing employee motivation and providing benefits (health, old age, life insurance) so that employees are motivated and motivated to work better

Companies pay more attention to aspects of organizational commitment by managing human hours and workflows so workers do not feel like robots when working (such as continuous overtime), because workers also need time off, unable to carry out activities in a long duration in a sustainable manner. The results of this study can be used as a reference for future researchers and can replicate this research by adding other variables that can affect turnover intention such as competence, work environment, and work conflict.

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