THE ROLE MEDIATION OF WORK SATISFACTION AND PERCEIVED ORGANIZATION SUPPORT ON THE INFLUENCE OF COMPENSATION AND WORKLOAD IN EMPLOYEES TURNOVER INTENTION

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Info Article	Abstract
	Abstract: The purpose of the study is to analyze the influence of compensation and workload mediated by work satisfaction and perceived organizational support on employee turnover intention. This study used a survey which 400 employees. Data analysis used the partial least squares structural equation modeling (PLS-SEM) technique. The result of the study is compensation has a positive and significant influence on the turnover intention workload has a positive and significant influent on the turnover intention. Work satisfaction has a mediation effect on compensation in Turnover Intention. Work satisfaction has a mediation effect on workload in Turnover Intention. Perceived Organizational Support has a mediation effect on the influence of compensation on Turnover Intention. Perceived Organizational Support has a mediation effect on workload in Turnover Intention. Therefore, this study gives input to a firm to know turnover intention by increasing their compensation support through work satisfaction and perceived organizational support. Furthermore, a firm can keep their turnover intention at a low level and keep their opportunity to increase employees' income.

PERAN MEDIASI KEPUASAN KERJA DAN PERCEIVED DUKUNGAN ORGANISASI TERHADAP PENGARUH KOMPENSASI DAN BEBAN KERJA TERHADAP INTENSI TURNOVER KARYAWAN

Abstrak

Abstrak: Tujuan penelitian adalah untuk menganalisis pengaruh kompensasi dan beban kerja yang dimediasi oleh kepuasan kerja dan persepsi dukungan organisasi terhadap niat berpindah karyawan. Penelitian ini menggunakan survei terhadap 400 karyawan. Analisis data menggunakan teknik Partial Least Squares Structural Equation Modeling (PLS-SEM). Hasil penelitian adalah kompensasi mempunyai pengaruh positif dan signifikan terhadap keinginan berpindah beban kerja mempunyai pengaruh positif dan signifikan terhadap keinginan berpindah. Kepuasan kerja mempunyai pengaruh mediasi terhadap kompensasi pada Turnover Intention. Kepuasan kerja mempunyai pengaruh mediasi terhadap beban kerja pada Turnover Intention. Perceived Organizational Support mempunyai efek mediasi terhadap pengaruh kompensasi terhadap Turnover Intention. Perceived Organizational Support mempunyai efek mediasi terhadap beban kerja pada Turnover Intention. Oleh karena itu, penelitian ini memberikan masukan kepada perusahaan untuk mengetahui niat

berpindah dengan meningkatkan dukungan kompensasi melalui kepuasan kerja dan dukungan organisasi yang dirasakan. Selain itu, perusahaan dapat menjaga niat turnover pada tingkat yang rendah dan menjaga peluang untuk meningkatkan pendapatan karyawan.

INTRODUCTION

Technology advances in the digital era has developed especially in the business sector through many ways such as advertising techniques that using stratgy digital media (Kusumaningrum & Tany, 2019). All entrepreneurs take advantage the internet to sell off their products and services digitally. An advertising agency is a service business to help the producer to sell their product and service through many media such as via the internet. Development of the economy since having many contributions to support the quality of advertising firms in Indonesia. Presenting foreign capital and foreign product bring global market activities which have effect advertiser skill at the international market level. (Verhoef et al., 2021).

The development of international advertising needs presented a positive trend from year to year (Yuliana, Lisa, Nancy, Chandra, & Aigan, 2019). Total advertising needs in 2017 increased by 8% value of Rp 145 trillion. Increasing values is effected by increasing cost of advertising gross rate in each media. Portion advertising needs in 2017 was dominated by television media by 80%, which is a present increase of 12%. While advertising needs in print media present decreasing along with decreasing print media firms. Globally, the main market in the business target of advertising agent is developed countries cause the main client focus on the activities in those countries. The importance of the role human resources development department is to a success and effective factor to achieve the organization goal (Paat, G., Tewalm, & Jan, 2017).

The advertising industry has a higher turnover level compared with other industries (Ulfa, Thoyib, & Ratnawati, 2021). Based on a corporate survey of digital advertising agencies in Jakarta have average ratio employee turnover in 2016 is 20% and 16% in 2017. Higher turnover level give effect on the firm, according to Paat, G. et al., (2017) one of them is cost-related employee turnover such as recruitment costs and employee training.

There are many problems of *turnover*, the research takes place at PT XYZ. PT XYZ is a service firm in the digital agency sector largest in the world exactly, in South Jakarta, and cooperating with many large firms in Indonesia to build relationships and connect interactive communication through digital marketing, digital public relation and digital media.

Related to this phenomenon at PT XYZ about high turnover level, this problem can be seen in the table below :

Table 1.1 Turnover level data of employees at PT XYZ

Year	Total employee beginning of the year	Total employees resign	Total employee end of the year	Presentation
2016	151	77	140	52.92%
2017	140	84	168	54.50%
2018	168	67	157	41.20%
2019	157	68	138	46.10%
2020	138	56	119	43.57%

Source: Turnover level data of employees in 2016 – 2020 at PT XYZ

Based on Table 1.1 the result of the data from *the Human Resource Department* at PT XYZ can be seen *turnover* level at PT XYZ fluctuation occur the last five years. In 2016, the presentation of the turnover level at PT XYZ 52,92%. The highest presentation turnover level in 2017 is 54,50%. Decreasing 2018 is 13,30% to become 41,20%. Then 2018 increasing 4,90% is 46,10%. Back to decrease in 2020 is 2,53% becoming 43,57%. Those numbers beyond average turnover ration in a corporate survey, the 2018 turnover level at PT XYZ include high. The rising problem of turnover is a direct cost and indirect cost certified by firms. An example of direct cost is looking for resigning employees substitute (especially wok in the main sector) and cost for new employees training.

The result of the exit interview at PT XYZ with 165 respondents explains that the salary and paid time off in the second of four scales that this result include low or bad. Salary and paid time off are an example of direct compensation expected by employees at PT XYZ. However, the salary and paid time off at PT XYZ is far from their expectation. Based on the result of an interview with Mrs. DS as Chief People Officer at PT XYZ, explain that PT XYZ has applied a direct compensation system such as increasing employee salary in a short time. However, it is no longer valid by the firm. It is a consideration for employees to resign. It is supported by previous studies by Parashakti, Nashar, & Usliawati, (2017) explain that compensation has a significant relationship with turnover intention. There are many factors can decreasing influence turnover intention work way firm flexibility. Work way flexibility can decrease the risk of employees resigning. Based on research by Tongchaiprasit & Ariyabuddhiphongs, (2016) present that management applies flexible work settings that can decrease turnover intention levels in their firm.

Perceived Organizational Support is assess the employee as social-emotional need which gives an overview firm to the appreciation of work increasing and shows firm tend to be available for assistance when employee needs efficiency (Eisenberger, Huntington, Hutchison, & Sowa, 1986). Gibson, Ivancevich, Donelly, & Konopaske, (1997) workload is employees' compulsion to do many duties and limited time to finish their duty. A high workload can trigger stress such as unhealthy body condition, less motivation, less productivity, and uncomfortable at work (Tulangow,

Saerang, & Rumokoy, 2018). Mrs. DS is Chief People Officer at PT XYZ, explained that the short deadline of duty is a reason many employees resign besides their salary. PT XYZ has a high workload, which can effect raising the number of employees resigning. Other previous studies explain that workload has a positive and significant influence on turnover intention in Xiaoming (2014).

Yamazakia & Petchdee (2015) explain that employees has satisfaction considered good performance compare with employees unsatisfaction. Saeed & Rizwan, (2014) There are correlations between work satisfaction with turnover intention. A previous study of turnover intention involve job satisfaction as a mediator variable. However, it does not involve the Perceived Organizational Support variable as an antecedent, like Tnay, Othman, Siong, & Lim (2013), Li, Huang, & Chen (2020), Inegbedion, Inegbedion, Peter, & Harry (2020). Therefore, all studies are different from the previous study, and the researcher is interested in continuous study.

Based on the problem above can conclude that PT XYZ occurs high turnover, and unusual, this study did know high influence of compensation, workload, and work satisfaction on turnover intention that is need deep analysis through the study with the title "The role of mediation of work satisfaction and perceived organizational support on the influence of compensation and workload on turnover intention in employees at PT XYZ".

METHOD

The research method is a scientific way to get data to aim and use for certain functions. Based on the research method, there are four keys: scientific ways, data, purpose, and function. The result of the data is an empirical study (observed) has valid certain criteria. Valid is decree accurancy between real object data with data collection (Haryanti, 2019). An associative hypothesis is a temporary answer to the associative focus of the problem, which is a relationship question between both variables or more. Data cross-sectional is data collection to research a certain phenomenon at a certain time.

The various of the study is used associative problems. An associative research problem is a research problem that has characteristic relationship questions with both variables or more (Creswell, 2018). To decide character of relationship used to cause and effect, the researcher use casual relationships.

The analysis unit is focused on individual means employees at PT XYZ indo with questionnaire data collection method fulfill suitable with each employee opinion. Based on the dimension of the research time, this study is one times cross-sectional information, which is the simple alternative but cannot capture a process and social change (Neuman, 2014).

This study is done use survay. According to (Creswell, 2018) Survey is a method used to get the data naturally and in a certain place. However, the researcher uses questionnaires, tests, and interviews in the data collection method. The purpose of the survey is to give a detail drawing of the background and characteristics of the general case.

Data collecting technique is a strategic way to research because the main purpose of the research is to get data

(Sugiyono, 2017). The data used to study must be correct data because, if the mistake data will produce mistaken information. Therefore, this study is use library, questionnaire, and observation in data collecting techniques.

A population is a group of people, events, or interesting things to study (Sekaran & Bougie, 2020). Population means employees at PT XYZ total of 620 respondents. To decide the sample of the study used a sampling technique. The sampling technique is a technique to use to get a sample. This study used probability sampling with simple random sampling. Probability sampling is getting sampling technique that give the same opportunity in each population to selecting as a member of sample (Sugiyono, 2017). Simple random sampling is a method for selecting the size of the sample in each population which has the same opportunity to be selected as a subject (Sekaran & Bougie, 2020). To decide the number of samples in this study, the researcher used the Slovin technique with a size sample formula are 399.35 samples and a rounded is 400 samples.

The analysis method used in this study is the Partial Least Square method with uses smartPLS 3.0. program and Outer Model which is a measurement model to assess construct validity and instrument.

A research model which cannot test rational relationships and causality before passing measurement model (Sarstedt, Ringle, & Hair, 2017). This study did a validity test and reliability on determinant research instruments about tax evasion ethics, which variable defined and receded measurement technique. The inner model is a test used to assess constructed relationships. (Abdillah & Hartono, 2015) explain that the structural model will evaluate the use of R2 to the dependent construct. R2 is used to measure the change independent variable level (compensation and workload) on the dependent variable (turnover intention). Higher R2 means a better prediction model field.

RESULT AND DISCUSSION
Data Analysis and hypothesis test
Three measurement criteria used for data analysis technique is SmartPLS to assess the model. Three measures are Convergent validity, reliability test (Composite reliability and Cronbach Alpha), and Discriminant validity.
Convergent Validity Test
The indicator said valid if Factor loading is 0.5 (original Sample value) and probability (P values) under 0.05. Output second test of SmartPLS, the result first test is invalid deleted:

Table 4.2 Outer Loadings

Variable	Indicator	Outer Loading	Note
Compensation	X1.1	0.737	Valid Konvergen
	X1.2	0.748	Valid Konvergen
	X1.3	0.774	Valid Konvergen
	X1.4	0.733	Valid Konvergen
	X1.5	0.766	Valid Konvergen
	X1.6	0.769	Valid Konvergen
	X1.7	0.754	Valid Konvergen
Workload	X2.1	0.736	Valid Konvergen

	X2.2	0.746	Valid Konvergen
	X2.3	0.774	Valid Konvergen
	X2.4	0.754	Valid Konvergen
	X2.5	0.797	Valid Konvergen
	X2.6	0.743	Valid Konvergen
	X2.7	0.759	Valid Konvergen
	X2.8	0.736	Valid Konvergen
	X2.9	0.746	Valid Konvergen
Work satisfaction	Z1.1	0.751	Valid Konvergen
	Z1.2	0.735	Valid Konvergen
	Z1.3	0.758	Valid Konvergen
	Z1.4	0.716	Valid Konvergen
	Z1.5	0.702	Valid Konvergen
	Z1.6	0.719	
	Z1.7	0.782	Valid Konvergen
	Z1.8	0.749	Valid Konvergen
	Z1.9	0.748	Valid Konvergen
Perceived Organizational Support	Z2.1	0.709	Valid Konvergen
	Z2.2	0.720	Valid Konvergen
	Z2.3	0.717	Valid Konvergen
	Z2.4	0.721	Valid Konvergen
	Z2.5	0.724	Valid Konvergen
	Z2.6	0.727	Valid Konvergen
	Z2.7	0.733	Valid Konvergen
	Z2.8	0.728	Valid Konvergen
	Z2.9	0.762	Valid Konvergen
	Z2.10	0.744	Valid Konvergen
	Z2.11	0.707	Valid Konvergen
	Z2.12	0.750	Valid Konvergen
	Z2.13	0.728	Valid Konvergen
	Z2.14	0.744	Valid Konvergen
Turnover Intention	Y1	0.758	Valid Konvergen
	Y2	0.796	Valid Konvergen
	Y3	0.736	Valid Konvergen
	Y4	0.766	Valid Konvergen
	Y5	0.760	Valid Konvergen
	Y6	0.747	Valid Konvergen

Source: Primary data processed (2022)

The table above is presented the result of the estimation calculation of the outer loading test using SmartPLS. Based on the output can know all items of loading factor in 0.5. mean those items are valid.

Reliability test (Composite Reliability and Cronbach Alpha) and Average Variance Extracted (AVE) test

a)   Reliability Test

A reliability test is a measurement instrument questionnaire as an indicator of a variable or construct. The requirement used to assess the reliability of Chronbach's Alpha and Composite Reliability must be more than 0.70 to study with characteristic confirmatory, and 0.60 – 0.70 can be received to study characteristic exploratory. The instrument said reliable, if Composite reliability ≥ 0.6 for explorative study and Cronbach alpha ≥ 0.6 for explorative study. The result of data analysis of the composite reliability test and Cronbach alpha:

Table 4.3 Composite reliability

Variabel	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Workload (X2)	0.877	0.877	0.905	0.576
Work satisfaction (Z1)	0.897	0.898	0.916	0.548
Compensation (X1)	0.874	0.874	0.902	0.569
POS (Z2)	0.933	0.934	0.942	0.536
Turnover Intention (Y)	0.854	0.855	0.892	0.579

Source: Primary data Processed (2022)

The resulting test-based output above presented the result of composite reliability, and Cronbach alpha is the satisfaction value knowing each variable has a 0.60 minimum value. It is presented the consistency and stability of the high instrument used. In other words, all constructs and variables in this study have a fit measurement instrument, and all the questions used to measure each construct has good reliability.

b) Average Variance Extracted (AVE) Test

AVE can draw the higher various manifest variable that can produce latent construct. Ideal AVE is 0.5 means good convergent validity, which latent variable can explain an average of more than half of the variance indicator. The criteria AVE for a valid variable must be more than 0.50. It is The result of SmartPLS output :

Table 4.4 Average Variance Extracted (AVE)

Variabel	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Workload (X2)	0.877	0.877	0.905	0.576
Work Satisfaction (Z1)	0.897	0.898	0.916	0.548
Compensation (X1)	0.874	0.874	0.902	0.569
POS (Z2)	0.933	0.934	0.942	0.536
Turnover Intention (Y)	0.854	0.855	0.892	0.579

Source: Primary data Prosessed (2022)

Based on the output can be seen all variables have AVE of more than 0.5, so the variable have good validity.

c) Discriminant Validity Test

Discriminant Validity is presented to predict latent construct better than

others with see construct correlation of cross-loadings. Many ways to view discriminant validity through:

(1)   Cross loading value

Discriminant validity can measure with a view Cross loading value. If all indicators have a coefficient correlation more than each construct, it can conclude that each indicator in a clock is a construct arrangement in that column. It is the result of SmartPLS output:

Table 4.5 Cross loading value

Indicators	Workload (X2)	Work satisfaction (Z1)	Compensation (X1)	POS (Z2)	Turnover Intention (Y)
X11	0.635	0.638	0.737	0.661	0.627
X12	0.658	0.657	0.748	0.661	0.651
X13	0.688	0.661	0.774	0.697	0.654
X14	0.645	0.639	0.733	0.678	0.636
X15	0.646	0.668	0.766	0.692	0.678
X16	0.659	0.670	0.769	0.693	0.664
X17	0.673	0.666	0.754	0.675	0.669
X21	0.736	0.656	0.657	0.673	0.665
X22	0.746	0.663	0.640	0.674	0.652
X23	0.774	0.675	0.659	0.693	0.643
X24	0.754	0.674	0.668	0.693	0.682
X25	0.797	0.703	0.692	0.715	0.685
X26	0.743	0.646	0.675	0.686	0.649
X29	0.759	0.680	0.637	0.697	0.639
Y1	0.640	0.652	0.642	0.670	0.758
Y2	0.660	0.668	0.679	0.685	0.796
Y3	0.651	0.648	0.649	0.651	0.736
Y4	0.676	0.700	0.676	0.696	0.766
Y5	0.683	0.696	0.667	0.687	0.760
Y6	0.655	0.669	0.643	0.662	0.747
Z10	0.671	0.751	0.688	0.684	0.676
Z11	0.655	0.735	0.636	0.669	0.638
Z12	0.687	0.758	0.679	0.702	0.688
Z13	0.641	0.716	0.617	0.658	0.615
Z14	0.601	0.702	0.605	0.630	0.593
Z15	0.625	0.719	0.619	0.640	0.676
Z16	0.689	0.782	0.662	0.702	0.693
Z17	0.669	0.749	0.630	0.706	0.646
Z19	0.650	0.748	0.663	0.666	0.660
Z21	0.649	0.652	0.652	0.709	0.633
Z210	0.714	0.689	0.696	0.778	0.673
Z211	0.655	0.672	0.663	0.744	0.641
Z212	0.630	0.627	0.636	0.707	0.635
Z213	0.668	0.675	0.656	0.750	0.649

Z214	0.641	0.653	0.646	0.728	0.636
Z22	0.660	0.654	0.662	0.720	0.651
Z23	0.663	0.682	0.653	0.717	0.663
Z24	0.658	0.676	0.666	0.721	0.646
Z25	0.662	0.653	0.653	0.724	0.626
Z26	0.676	0.677	0.647	0.727	0.663
Z27	0.691	0.679	0.666	0.733	0.644
Z28	0.670	0.637	0.654	0.728	0.657
Z29	0.686	0.695	0.682	0.762	0.680

Source: Primary data processed (2022)

Based on the output above can be seen all the indicators have a coefficient correlation more than each variable, it can conclude that each indicator in a block is a variable or construct arrangement.

(2) Compare root value of AVE

Discriminant Validity was measured to compare the root value of AVE in each construct in the model. If the square root value AVE in each construct is more than the correlation between the construct in a model, it has good discriminant validity. The result of SmartPLS output:

Table 4.6 Discriminant Validity Fornell-Larcker Criterion

	Workload (X2)	Work satisfaction (Z1)	Compensation (X1)	POS (Z2)	Turnover Intention (Y)
Workload (X2)	0.759				
Work satisfaction (Z1)	0.885	0.740			
Compensation (X1)	0.872	0.871	0.755		
POS (Z2)	0.910	0.910	0.901	0.732	
Turnover Intention (Y)	0.869	0.884	0.867	0.888	0.761

Source: Primary Data Processed (2022)

Know root value AVE and construct correlation with other construct:

Workload: the root value of AVE is 0.759

A correlation value of workload with other variables: 0.885, 0.872, 0.910, 0.869.

Work Satisfaction: The root value of AVE is 0.740

A correlation value of work satisfaction with other variables: 0.885, 0.871, 0.910, 0.884.

Compensation: the root value of AVE is 0.755

A correlation value of compensation with other variables: 0.872, 0.871, 0.901, 0.867.

POS : The root value of AVE is 0.732

A correlation value of POS with other variables: 0.910, 0.910, 0.901, 0.888.

Turnover Intention : The root value of AVE is 0.761

A correlation value of Turnover Intention with other variables: 0.869, 0.884, 0.867, 0.888.

Based on the result above, can seen root value of AVE in each variable is higher and lower than the correlation value between variables in the model. Suitable with the root AVE test, this model has no good discriminant validity. Based on the Convergent Validity test and reliability test has proper items and variables and the analysis of discriminant validity used cross loading value which has presented

good result, and the AVE value meet requirement, so the analysis of SEM PLS is proper to be continuous.

a.   Inner Model Test

Inner model test or structural model did to see R Square, f2, Q2, and GoF test.

1)   R Square Analysis

The purpose of this analysis is to know the higher percentage of endogenous construct variability that can be explained by f exogenous construct variability this analysis also to see the kind of similarity structural model. A higher R-square is presented the higher exogenous variable and can explain the endogenous variable to get better similarity of structural. The SmartPLS output can be seen in Table 4.7:

Tabel 4.7 R-square

	R-square	R-square adjusted
Work Performance(Z1)	0.824	0.823
POS (Z2)	0.876	0.875
Turnover Intention (Y)	0.839	0.837

Source: Primary data processed (2022)

Based on the output above presented R-square of work satisfaction is 0.824 means construct variability of work satisfaction can be explained by construct variability X1 and X2 is 82.4% and the residual is explained by other variables on the model. It has a strong influence. While R-square POS is 0.876 means construct variability POS can explain by construct variability X1 and X2 is 87.6%, and the residual is explained by other variables on the model. It has a high influence. The R-square of Turnover Intention is 0.839, which means construct variability of Turnover Intention can explain by construct variability Z1 and Z2 is 83.9% and the residual explained by other variables in the model. It has a high influence or moderate influence. The higher of number R-square presented higher independent variables that can explain the dependent variable and better similarity of structural.

2)   Effect size (f^2)

This formula is used to look for endogenous latent variable influenced exogenous latent variables strongly. The formula: (Ghozali, 2016).

$$f^2 \ F^2 = \frac{R^2 \ include - R^2 \ exclude}{1 - R^2 \ include}$$

if the result of f2 produces 0.02, the influence exogenous latent variable is small, 0.15 exogenous latent variable is medium, and 0.35 exogenous latent variable is large. The result of the effect size output is in the table below:

Table 4.8 the result of **Effect size (f^2)**

	Workload (X2)	Work satisfaction (Z1)	Compensation (X1)	POS (Z2)	Turnover Intention (Y)
Workload (X2)		0.371		0.521	0.031
Work Satisfaction (Z1)					0.092
Compensation (X1)		0.236		0.389	0.049
POS (Z2)					0.035

Turnover Intention (Y)						

Source: Primary data processed (2022)

Based output above, the work satisfaction variable on the Turnover Intention variable with f square is 0.092, which means large. POS variable on the Turnover Intention variable with f square is 0.035, which means large.

3) Predictive Relevance (Q²)

Known as Stone-Geisser, this test did to present a prediction capability model, if the value is 0. The formula below: (Hussein, 2015:25).

$$Q^2 = 1 - (1 - R1^2)\,(1 - R2^2)\,\ldots\,(1 - Rp^2).$$

R12, R22…Rp2 is R-square exogenous variable in similarity model.

If Q2 > 0 presents a model, it has predictive relevance, and if Q2 < 0 presents the model, it has less predictive relevance. (Ghozali and Latan, 2015:81). Test of Q2 count with Ms. Excel has a result of 0.978 because more than 0, those model has predictive relevance.

4) Goodness of Fit Index (GoF)

To evaluate the structural model and measurement comprehensively. GoF index is the single measurement used to group performance validity between the outer model and inner model. The purpose of GoF assessment is to measure good PLS model performance on stage of measurement on the inner model with a focus on the prediction of all the model performance that can count with the formula: (Tetenhaus, 2004 in Hussein, 2015:25).

$$GoF = \sqrt{\overline{AVE}\,x\,\overline{R^2}}$$

Criteria values 0.10 (GoF small), 0.25 (GoF medium), and 0.36 (GoF large) (Ghozali and Latan, 2015:83). GoF Test Count with Ms. Excel is 0.689 means large.

Hypothesis Test (Influence between variables)

The result of processing data with the use of Smart PLS software obtained output from the construct structural model of loading factor that will explain the relationship between the construct of compensation, workload, work satisfaction, POS, and Turnover Intention in Figure 4.1:

Figure 4.1
Main Hypothesis Test of Structural Model
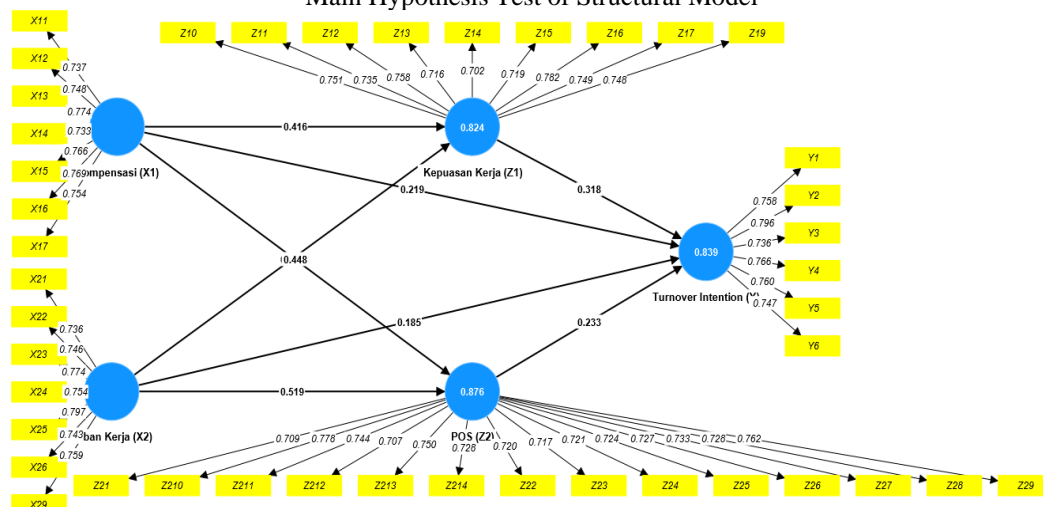
Source: Primary data processed (2022)

In hypothesis test stages, the stage to implemented the analysis is the significant influence between the independent variables and the dependent variables. Hypothesis test submitted with see path coefficients which presented parameter coefficient and t-statistic significant value.

Parameter significance estimates can give information about the relationship between variables. The limit of rejected and received hypotheses submitted use probability 0.05, like in the table below that presents the estimated output of the structural model:

Table 4.9 Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Workload (X2) -> Work Satisfaction (Z1)	0,522	0,522	0,042	12,464	0,000
Workload (X2) -> POS (Z2)	0,519	0,519	0,035	14,625	0,000
Workload (X2) -> Turnover Intention (Y)	0,185	0,185	0,057	3,259	0,001
Work Satisfaction (Z1) -> Turnover Intention (Y)	0,318	0,318	0,052	6,161	0,000
Compensation (X1) -> Work Satisfaction (Z1)	0,416	0,416	0,043	9,665	0,000
Compensation (X1) -> POS (Z2)	0,448	0,448	0,037	12,234	0,000
Compensation (X1) -> Turnover Intention (Y)	0,219	0,218	0,048	4,519	0,000
POS (Z2) -> Turnover Intention (Y)	0,233	0,233	0,062	3,733	0,000

Source: Primary data Processed (2022)

Based on the output in the table above can conclude that: 1) Compensatioan influences turnover intention. It can see from the output Path Coefficient t count > t table (4.519 > 1.96) or P values < 0.05 (0.000 < 0.05) if compensation increases, turnover intention also increases. 2) Workload influence on turnover intention. It can see in the Path Coefficient output which gets t count > t table (3.259 > 1.96) or P values < 0.05 (0.001 < 0.05) if workload increases, turnover intention also increases. 3) compensation influence on work satisfaction. It can be seen Path Coefficient output with t count< t table (9.665 > 1.96) or P values > 0.05 (0.000 < 0.05) if compensation increases, work satisfaction also increases. 4) Workload influence on work satisfaction. It can be seen Path Coefficient output with t count < t table (14.625 > 1.96) or P values > 0.05 (0.000 < 0.05) if workload increases, work satisfaction also increases. 5) compensation influence on POS. It can be seen Path Coefficient output t count < t table (12.234 > 1.96) or P values > 0.05 (0.000 < 0.05) if compensation is increasing, POS will increase. 6) Workload influence on POS. It can be seen Path Coefficient output t count < t table (14.464 > 1.96) or P values > 0.05 (0.000 < 0.05) if the workload is increasing, POS also will increase. 7) work satisfaction is an influence on turnover intention. It can be seen Path Coefficient output t count < t table (6.161 > 1.96) or P values > 0.05 (0.000 < 0.05),

if work satisfaction is increasing, turnover intention also will increase. 8) POS is an influence on turnover intention. It can be seen Path Coefficient output t count < t table (3.733 > 1.96) or P values > 0.05 (0.000 < 0.05) if think POS is increasing. Turnover intention also will increase.

An indirect effect is to test no influence compensation indirectly, the workload on the turnover intention at PT XYZ through work satisfaction. Indirect influence test compensation, the workload on the turnover intention at PT XYZ through POS. The result of test output.

Table 4.10 Specific indirect effects

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Workload (X2) -> POS (Z2) -> Turnover Intention (Y)	0.121	0.121	0.034	3.606	0.000
Workload (X2) -> work satisfaction (Z1) -> Turnover Intention (Y)	0.166	0.166	0.031	5.442	0.000
compensation (X1) -> POS (Z2) -> Turnover Intention (Y)	0.104	0.105	0.029	3.559	0.000
Compensation (X1) -> work satisfaction (Z1) -> Turnover Intention (Y)	0.133	0.132	0.025	5.218	0.000

Source: Primary data processed (2022)

Based on the output result above present:

a. Work satisfaction has influenced the mediation effect of compensation on Turnover Intention at PT XYZ. It can see Path Coefficient output t count > t table (5.218 > 1.96) or P values < 0.05 (0.000 < 0.05), so Ho rejected. The coefficient value (original sample column) is positive 0.133 means positive influence.

b. Work satisfaction has influenced the mediation effect of workload on Turnover Intention at PT XYZ. It can see Path Coefficient output t count > t table (5.442 > 1.96) or P values < 0.05 (0.000 < 0.05), so Ho rejected. The coefficient value (sample original column) positive 0.166 means positive influence.

c. POS has influenced the mediation effect of compensation on Turnover

Intention at PT XYZ. It can see Path Coefficient output t count > t table (3.559 > 1.96) or P values < 0.05 (0.000 < 0.05), so Ho rejected. The coefficient value (original sample column) positive 0.104 means positive influence.

d. POS has influenced the mediation effect of workload on Turnover Intention at PT XYZ. It can see Path Coefficient output t count > t table (3.606 > 1.96) or P values < 0.05 (0.000 < 0.05), so Ho rejected. The coefficient value (original sample column) positive 0.121 means positive influence.

Discussion

Compensation is influence on turnover intention of employees at PT XYZ INDO
The result of the study is presented compensation influence on Turnover

Intention at PT XYZ. It can see Path Coefficient output t count > t table (6.161 > 1.96) or P values < 0.05 (0.000 < 0.05), so Ho rejected. The coefficient value (original sample column) positive 0.318 means positive influence if compensation is increasing, Turnover Intention also will increase.

The result of this study similarity with Fajar Setiawan & Setyanti Kusumaputri, (2017) compensation is the total reward given by employees as a reward of their service. According to (Milkovich, Newman, & Gerhart. B., 2013) Compensation refer to all the rewards of finance or real service and received benafit by employees as part of a working relationship. The result of the research is presented more increasing compensation Turnover Intention also will increase.

This study is support by previous study such as (Parashakti et al., 2017) Compensation has a significant relationship with turnover intention. The higher turnover level will give an effect on firm, according to (Parashakti et al., 2017). One of the constraints of compensation is financial-related employee *turnover,* such as recruitment and training costs for new employees.

Workload has influence on employees turnover intention at PT XYZ INDO

Workload influences Turnover Intention at PT XYZ. It can see Path Coefficient output t count > t table (3.259 > 1.96) or P values < 0.05 (0.000 < 0.05), Ho rejected. The coefficient value (original sample column) positive 0.185 means positive influence.

The result of this study similarity with Jalil study, according to (Jalil, 2020) The workload is something raising from an interaction between demand and tasks in a work environment which is used as a workplace, skill, and work perception. (Robbins & Judge, 2013) said that turnover is employees termination with permanent characteristic, it did by the employee itself or by a firm.

The result of the study is supported by (Waspodo, Handayani, N & Paramita, 2013) study, workload has a positive influence and is significant on Turnover Intention. And study by (Islam et al., 2013) Workload has a positive influence and is significant on Turnover Intention. Therefore, this study presents that if the workload is increasing, turnover intention also will increase.

Work satisfaction has influenced mediation effect compensation on employee turnover intention at PT XYZ INDO

Work satisfaction has influenced mediation effect compensation on Turnover Intention at PT XYZ. It can see Path Coefficient output t count > t table (5.218 > 1.96) or P values < 0.05 (0.000 < 0.05), Ho rejected. The coefficient value (original sample column) is positive 0.133 means positive influence.

The result of the study suitable with (Sidharta & Margaretha, 2011) Turnover intention is an interest withdrawal behavior in the workplace and is their right and individual selection. The high turnover intention may have many causes, such as employee age classified into early adulthood. This category will select their work to get better, with a small workload and high salary, so the employees will searching suitable jobs for themselves and can fulfill their needs nowadays and future.

This study is supported by (Lauren, 2017) Work satisfaction (X3) has a positive and significant influence on Turnover Intention (Y). Another study (Saralita & Ardiyanti, 2020) Work satisfaction has a positive and significant influence on *Turnover Intention*.

Work satisfaction has influence mediation effect workload on employee turnover intention at PT XYZ INDO

Work satisfaction has an influence mediation effect workload on employee Turnover Intention PT XYZ. It can see Path Coefficient output t count > t table (5.442 > 1.96) or P values < 0.05 (0.000 < 0.05), so Ho rejected. The coefficient value (original sample column) is positive 0.166 means positive influence.

The result of the study suitable with (Yo & Surya, 2015) study, workload relationship with work satisfaction. Similarity with (Mahendrawan & Indrawati, 2015) The effect of workload and work satisfaction. Perdana dan Salehudin (2015) workload influences turnover intention. Saeed (2014) There is a correlation between work satisfaction with turnover intention.

Perceived Organizational Support has influence mediation effect compensation on employee turnover intention at PT XYZ INDO

Perceived Organizational Support has influenced mediation effect compensation on Turnover Intention at PT XYZ. It can see Path Coefficient output t count > t table (3.559 > 1.96) or P values < 0.05 (0.000 < 0.05), so Ho rejected. The coefficiency value (original sample column) is positive 0.104 means positive influence.

Similarity with (Chiang & Hsieh, 2012) study, Perceived Organizational Support is assessed by an employee as a social-emotional need, indicates firm readiness to respect work increasing, and presents a firm tend to aid available when their need to do effective work.

Perceived Organizational Support has influence mediation effect workload on employee turnover intention at PT XYZ INDO

Perceived Organizational Support has influenced the mediation effect of workload on Turnover Intention at PT XYZ. In can be seen Path Coefficient output t count > t table (3.606 > 1.96) or P values < 0.05 (0.000 < 0.05), Ho rejected. The coefficient value (original sample column) is positive 0.121 means positive influence.

Similarity with (Akgunduz, Alkan, & Gok, 2018) study, Perceived Organizational Support is an organization's respect for employee contributions and employee care. According to Robbin & Judge in Waileruny (2014) Employees feel their organization is supportive when the reward is considered fairly, the employee has a vote in decision making and supportive controlling. According to (Li et al., 2020), the employee has an inttention to resign when they are not found something suitable with their expectation. This arrument support by (Bhayo, 2014) the unsatisfied effect of the system which is a bad plan, discussion of the role in their work, less motivation, no promotion, performance, and their focus, and the end lay off or resignation. Supported by (Xiaoming, Ma, Chang, & Shieh, 2014) workload has a positive and significant influence on turnover intention.

CONCLUSION AND RECOMMENDATION

Based on the discussion above can conclude: Compensation influences Turnover Intention at PT XYZ. It can see in Path Coefficient output t count > t table (6.161 > 1.96) or P values < 0.05 (0.000 < 005), Ho rejected. The coefficient value (original sample column) is positive 0.318 means positive influence if compensation is increasing, Turnover Intention also will increase. Workload influence on Turnover Intention at PT XYZ. In can be seen Path Coefficient output t count > t table (3.259 > 1.96) or P values < 0.05 (0.000 < 0.05), Ho rejected. The coefficient value (Original sample column) is positive 0.185 means positive influence if the workload is increasing, Turnover Intention also will increase. Work satisfaction has influenced the mediation effect on Turnover Intention at PT XYZ. It can see in the Path Coefficient output t count > t table (5.218 > 1.96) or P values < 0.05 (0.000 < 0.05), Ho rejected. The coefficient value (original sample column) is positive 0.133 means positive influence. Work satisfaction has an influence mediation effect workload on Turnover Intention at PT XYZ. It can see Path Coefficient output t count > t table (5.442 > 1.96) or P values < 0.05 (0.000 < 0.05), Ho rejected. The coefficient value (Original sample column) is positive 0.166 means positive influence. Perceived Organizational Support has influenced mediation effect compensation on Turnover Intention at PT XYZ. It can see Path Coefficient output t count > t table (3.559 > 1.96) or P values < 0.05 (0.000 < 0.05), Ho rejected. The

coefficient value (original sample column) is positive 0.104 means positive influence. Perceived Organizational Support has influenced the mediation effect of workload on Turnover Intention at PT XYZ. It can see Path Coefficient output t count > t table (3.606 > 1.96) or P values < 0.05 (0.000 < 0.05), Ho rejected. The coefficient value (original sample column) is positive 0.121 means positive influence.

In this study the researcher has limitations, it can as be considered to find better research in the future. The limitations are:

1. This study just uses compensation, workload, and turnover intention variable mediated by work satisfaction and perceived organizational support. There are many variables researched yet as antecedents of innovative behavior.

2. The research method used in this study is the quantitative method maybe, this study is uncomprehensive. This study is incomplete it can use a qualitative approach to find the depth respondent opinion.

3. Questioners fulfill based on private assessments of employees that can raise bias.

Based on the result of this study and discussion, the researcher gives suggestion:

1. Compensation at PT XYZ has been good, proving the employee feels good level. Pay attention is basic salary, many employees feel unsuitable with their job level. Firms can replan for compensation decision system especially, basic salary. It can increasing employee welfare.

2. Work satisfaction at PT XYZ has been good, proven based on this study.

Two factors must be paid attention such as employee promotion and involves employees in decision-making. A good promotion system is look at the employee performance in recent years, working period, and education level. A firm must active in involving the employee in decision making in other that the employee can give ideas and suggestions to the firm and feel valued in their workplace.

3. The result of the study can use guidelines for the future researcher to develop their research about turnover intention with considering other variables.

Based on the result statistical test, there are many implications of the theory and practice to increasing the influence of compensation and workload mediated by work satisfaction and perceived organizational support on employee turnover intention at PT XYZ. The theoretical implication, the researcher can give a model with different tests. The researcher used the mediation test model to measure work satisfaction and perceived organizational support to influence compensation and workload on turnover intention and sharpen the phenomenon related to turnover intention.

Practical implications can add information about turnover intention with increasing compensation support with work satisfaction and perceived organizational support. Furthermore, the firm can keep the turnover intention level at a low level, such as keeping the opportunity of increasing employee income.

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