

## THE EFFECT OF JOB SATISFACTION AND COMPENSATION ON EMPLOYEE TURNOVER INTENTION IN COMPANIES PT HADJI KALLA BRANCH URIP SUMOHARJO

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### Abstract

*The purpose of this study was to determine the effect of Job Satisfaction and Compensation on Turnover Intention at PT Hadji Kalla Urip Sumoharjo Branch, Panakkukang District, Makassar City, the subjects in this study were 51 employees working at PT Hadji Kalla Urip Sumoharjo Branch. This research is included in quantitative research and quantitative analysis to test the research hypothesis using the IMB SPSS version 25 software. The results of this study indicate that job satisfaction has a negative and significant effect on turnover intention. This is evidenced by the  $t$  value of  $-3.055$  where  $< t$  table ( $2.00958$ ) and a significance value of  $0.004 < 0.05$ . The results of the study show that compensation has no significant effect on turnover intention. This is evidenced by the  $t$  value of  $0.615 < t$  table ( $2.00958$ ) and a significance value of  $0.541 > 0.05$ . The results of the study show that job satisfaction and compensation have a simultaneous effect on turnover intention. This is evidenced by the calculated  $F$  value of  $11.859 > 3.19$  and a significance value of  $0.001 < 0.05$ .*

**Keywords: Job satisfaction, Compensation, Turnover Intention**

### 1. INTRODUCTION

Human Resources is an important role in organizational activities, both in government and private organizations, where humans as planners, change and control other resources in an organization. Companies that oversee Human Resources are required to assist, provide direction, and consistently encourage their employees to achieve individual and organizational goals.

Employees have an important role not only as living beings but also as social beings who have thoughts, desires and feelings in influencing attitudes towards work so that the goals of an organization can be realized. Employees must be able to get satisfaction at work in order to improve work performance and company goals can be realized. Companies must pay attention to their employees so that they can contribute properly to the company because employees who do not get attention from the company and their needs are not satisfied will choose to leave their jobs or what is commonly called turnover.

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turnovers is the desire of employees to voluntarily leave the company or move from one place to another. Rivai (2009: 238) in the business world turnover is a natural thing because competition is very tight in the current era, but this can be a problem for a company if the high turnover of employees has a big impact because they have to pay a lot of money. high in conducting recruitment, selection and training of new employees. This will affect the company's financial performance because it will incur high cost.

Job satisfaction is a positive or negative attitude that individuals have towards their work. Greenberg and Baron (2016). Job satisfaction is an employee's emotional attitude towards his job, job satisfaction can be interpreted as a feeling of pleasure or displeasure from an employee in the work they do, these feelings can affect the way he works, this attitude reflects discipline in work and the achievements he achieves while working.

With regard to job satisfaction, employees need to be compensated so that they can remain productive and profitable for employees. Compensation is a company's remuneration for employees so that employee performance is in accordance with the company's wishes, low compensation can reduce employee productivity, so high compensation should increase employee productivity so that compensation becomes one of the main needs needed by an employee as a human being to fulfill his life needs.

The company puts forward a policy to maintain employee job satisfaction and employee compensation in order to be able to control the interest of employees to switch jobs to other companies. The company as much as possible to meet the needs of employees in order to achieve employee satisfaction.

## **2. RESEARCH METHOD**

This research uses quantitative research which aims to test the hypothesis from the data that has been collected in accordance with previous theories and concepts. The research was conducted at the company PT. Hadji Kalla Toyota, Urip Sumoharjo branch, which is located at JL. Urip Sumoharjo No. 227. The time of this research was conducted in 2023 for 2 months, namely March to May.

This research is a *quantitative research*, namely research that uses data in the form of questionnaires which are analyzed using statistical analysis. This study aims to determine whether or not there is an effect of job satisfaction and compensation on employee turnover intention at PT. Hadji Kalla Urip Sumoharjo Branch. The population referred to in this study were 51 sales employees of PT. Hadji Kalla Urip Sumoharjo Branch. The sample used in this study was 51 employees of PT Hadji Kalla Urip Sumoharjo Branch. The variables in this study are the independent and dependent variables. The data collection technique used in this research is a questionnaire/questionnaire. The variables used in this research are independent variables and dependent variables. Based on the research title taken, namely the effect of job satisfaction and compensation on employee turnover intention at the company

PT Hadji Kalla Urip Sumoharjo Branch. Each variable is defined and its operationalization is made.

### 3. RESULTS AND DISCUSSION

#### Descriptive research subject

##### a. characteristics of respondents based on gender

PT. Hadji kalla employees of the Urip Sumoharjo branch who were respondents in the study consisted of men and women, the following are the characteristics of respondents based on gender

| Gender       | Amount    | Percentage (%) |
|--------------|-----------|----------------|
| Man          | 32        | 62.7%          |
| Woman        | 19        | 37.3%          |
| <b>total</b> | <b>51</b> | <b>100%</b>    |

Source: Processed data, 2023

##### b. characteristics of respondents based on age

In this study employees of PT. Hadji Kalla of the Urip Sumoharjo Branch who were the respondents had different ages, the following are the characteristics of the respondents based on age.

| Age          | Amount    | Percentage (%) |
|--------------|-----------|----------------|
| 21-25 years  | 20        | 39%            |
| 26-30 years  | 17        | 33%            |
| 31-35 years  | 13        | 26%            |
| 36-40 years  | 1         | 2%             |
| <b>Total</b> | <b>51</b> | <b>100%</b>    |

Source: Processed data, 2023

##### c. characteristics of respondents based on length of work

In this study employees of PT. Hadji Kalla of the Urip Sumoharjo Branch who was the respondent had different lengths of service. The following are the characteristics of the respondents based on length of service.

| Length of work | Amount           | Percentage (%) |
|----------------|------------------|----------------|
| < 1 year       | 21 people        | 42%            |
| >1 year        | 30 people        | 58%            |
| <b>Total</b>   | <b>51 people</b> | <b>100%</b>    |

Source: Processed data, 2023

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## Descriptive research data

### a. Data normality

#### One-Sample Kolmogorov-Smirnov Test

|                                          |                         |             | Unstandardized Residual |
|------------------------------------------|-------------------------|-------------|-------------------------|
| N                                        |                         |             | 51                      |
| Normal Parameters <sup>a,b</sup>         | Mean                    |             | ,0000000                |
|                                          | Std. Deviation          |             | 3,84872254              |
| Most Extreme Differences                 | Absolute                |             | ,096                    |
|                                          | Positive                |             | ,096                    |
|                                          | Negative                |             | -,088                   |
| Test Statistic                           |                         |             | ,096                    |
| Asymp. Sig. (2-tailed) <sup>c</sup>      |                         |             | ,200 <sup>d</sup>       |
| Monte Carlo Sig. (2-tailed) <sup>e</sup> | Sig.                    |             | ,269                    |
|                                          | 99% Confidence Interval | Lower Bound | ,257                    |
|                                          |                         | Upper Bound | ,280                    |

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

**Source:** Processed data, 2023

Based on the spss output table, it is known that the significant value of Asymp. Sig (2 Tailed) of 0.200 is greater than 0.05 so that the data used is normally distributed. Thus, the data is feasible to use and can be continued with further analysis.

### b. Multiple linear regression

| Coefficients <sup>a</sup> |                |                             |            |                           |        |
|---------------------------|----------------|-----------------------------|------------|---------------------------|--------|
|                           |                | Unstandardized Coefficients |            | Standardized Coefficients |        |
| Model                     |                | B                           | Std. Error | Beta                      | t      |
| 1                         | (Constant)     | 30,007                      | 3,208      |                           | 9,354  |
|                           | Kepuasan kerja | -,811                       | ,265       | -,689                     | -3,055 |
|                           | Kompensasi     | ,143                        | ,232       | ,139                      | ,616   |

a. Dependent Variable: Turnover

**Source:** Processed data, 2023

Based on the table above, it can be explained that this equation is known to have a constants value of 30.007 mathematically. this constant value states that the value of the Turnover variable is consistent.

**c. T test**

**Coefficients<sup>a</sup>**

| Model | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig.  |
|-------|-----------------------------|------------|---------------------------|-------|-------|
|       | B                           | Std. Error | Beta                      |       |       |
| 1     |                             |            |                           |       |       |
|       | (Constant)                  | 30,007     |                           | 9,354 | <,001 |
|       | KepuasanKerj                | -,811      | ,265                      | -,689 | -,004 |
|       | a                           |            |                           |       |       |
|       | Kompensasi                  | ,143       | ,232                      | ,139  | ,541  |

a. Dependent Variable: Turnover

**Source:** *Processed data, 2023*

The significant test results for the correlation coefficient value for job satisfaction (x1) show a coefficient value of 0.004 which is positive and the probability value > 0.005 means that the independent variable X1 (job satisfaction) has a significant effect on turnover.

from the significant test results on the correlation coefficient value for compensation (x2) shows a coefficient value of 0.541 which is negative and the probability value > 0.005 means that the compensation independent variable (x2) has no significant effect on Turnover.

**d. F test**

**ANOVA<sup>a</sup>**

| Model |            | Sum of Squares | df | MeanSquare | F      | Sig.   |
|-------|------------|----------------|----|------------|--------|--------|
| 1     | Regression | 365,955        | 2  | 182,977    | 11,859 | <.001b |
|       | residual   | 740,633        | 48 | 15,430     |        |        |
|       | Total      | 1106,588       | 50 |            |        |        |

a. Dependent Variable: Turnover

b. Predictors: (Constant), Kompensasi, KepuasanKerja

**Source:** *Processed data, 2023*

From the regression results it can be seen that job satisfaction (x1) and compensation (x2) on the dependent variable (Turnover) simultaneously have an effect as evidenced by the probability value (sig) 0.001.

**e. Coefficient of determination (R<sup>2</sup>)**

**Model Summary<sup>b</sup>**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | ,575 <sup>a</sup> | ,331     | ,303              | 3,92809                    |

a. Predictors: (Constant), Kompensasi, KepuasanKerja

b. Dependent Variable: Turnover

**Source:** *Processed data, 2023*

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Based on the table above, it shows that the value ( $R^2$ ) is 0.303, this means 30.3% which indicates that the variables of job satisfaction and compensation can affect Turnover. the remaining 69.7% is influenced by other variables that have not or have not been investigated for the continuity of the completion of this study.

#### **4. CONCLUSION**

##### **a. The Influence of Job Satisfaction (X1) on Employee Turnover Intention (Y) at PT. Hadji Kalla Company, Urip Sumoharjo Branch**

Based on the results of the t test, it was obtained that the t value was  $-3.055 > t\text{-table}$  (2.00958) and a significance of  $0.004 < 0.05$ , this indicates that the variable job satisfaction has a negative and significant effect on turnover intention. So according to the H1 hypothesis, namely job satisfaction has an influence on employee turnover intention at PT. Hadji Kalla, Urip Sumoharjo Branch, thus H1 was accepted. This is consistent with research conducted by Wulandari (2017) that job satisfaction has a negative and significant effect on turnover intention. So it can be concluded that the higher the job satisfaction in a company, the lower the level of turnover intention and vice versa the lower the job satisfaction in a company, the higher the level of turnover intention.

##### **b. The Effect of Compensation (X2) on Turnover Intention (Y) of Employees at PT. Hadji Kalla Company, Urip Sumoharjo Branch.**

Based on the results of the analysis that has been done, it can be seen that the compensation variable has no effect on turnover intention of employees working at PT. Hadji Kalla Urip Sumoharjo Branch. This is evidenced by the results of the t test which obtained a calculated t value of  $0.616 < t\text{ table}$  (2.00958) and a significant value of  $0.541 > \text{probability}$  of 0.05. These results indicate that there is no effect of compensation on turnover intention. So it is not in accordance with the H2 hypothesis, namely compensation has an influence on employee turnover intention at the company PT. Hadji Kalla Urip Sumoharjo Branch, thus H2 is rejected. The results of the coefficient of determination test also show that 30.3% of the variability in turnover intention is experienced by employees of PT. Hadji Kalla Urip Sumoharjo Branch who are respondents in the study. it can be explained that the turnover intention variable in this study is not affected by the compensation variable as much as 30.3%. Compensation also increases employee motivation for performance measures, thereby helping employees allocate employee time and effort. compensation is one of the organizational ways to improve work performance, motivation, and job satisfaction of employees (Rachmawati, 2008).

##### **c. The Effect of Job Satisfaction (X1) and Compensation (X2) on Employee Turnover Intention (Y) at PT. Hadji Kalla Urip Sumoharjo Branch**

To test the simultaneous effect of the variables job satisfaction and compensation on turnover intention, namely based on the results of simultaneous tests, the F-count value is  $11.859 > 3.19$  and the significance is  $0.001 < 0.05$ , so job satisfaction and compensation have a positive and significant effect on turnover intention PT employees Hadji Kalla Urip Sumoharjo Branch.

## 5. CONCLUSION

- a. Job satisfaction has a negative and significant effect on employee turnover intention, as evidenced by the results of the study showing that the average employee of PT. Hadji Kalla Urip Sumoharjo Branch has high job satisfaction and the variable turnover intention has a low average. This indicates that the higher the job satisfaction of employees, the lower the turnover intention or desire to leave the company. And vice versa, that the lower the job satisfaction of employees, the higher the turnover intention or desire to leave the company.
- b. compensation does not have a significant effect on employee turnover intention which is evidenced by the results of the study showing that the average employee of PT. Hadji Kalla Urip Sumoharjo Branch has a high compensation and turnover intention variable has a low average. This shows that the higher the compensation given to employees, the lower the turnover intention of employees or wanting to leave the company. And vice versa, that the lower the compensation given to employees, the higher the employee's turnover intention or wanting to leave the company
- c. Job satisfaction and compensation have an influence jointly or simultaneously on turnover intention at the company PT. Hadji Kalla Urip Sumoharjo Branch.

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