

THE INFLUENCE OF COMPENSATION AND ORGANIZATIONAL COMMITMENT ON EMPLOYEES' TURNOVER INTENTION AT PT RUANG RAYA INDONESIA (RUANGGURU) WEST KALIMANTAN REGIONAL OFFICE



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Abstract

This study examines the impact of Compensation and Organizational Commitment on employees' Turnover Intention at Ruangguru. The research utilizes a quantitative approach with 58 respondents from various departments within the organization. Data were analyzed using multiple linear regression, with normality, linearity, and multicollinearity tests conducted to ensure the validity of the results. The findings reveal that both Compensation and Organizational Commitment have a significant influence on Turnover Intention, with Compensation being the more dominant factor. Higher compensation increases the likelihood of employees considering leaving the organization if they feel inadequately compensated, while stronger Organizational Commitment reduces Turnover Intention. These results suggest that organizations should focus on offering competitive compensation and fostering a strong commitment to minimize turnover intentions and improve employee retention.

Keywords: Compensation, Organizational Commitment, Turnover Intention, Employee Retention, Human Resources

INTRODUCTION

Employee retention is a critical challenge in human resource management (HRM), particularly in rapidly evolving industries such as education technology. Among the various HRM functions, compensation and organizational commitment are considered key factors influencing employees' turnover intention. Understanding how these factors operate within specific organizational contexts is essential to building sustainable and motivated workforces.

According to Sinambela (2021, p. 220):

“Compensation is the total of all rewards given to employees as remuneration for the services they provide to the organization. The overall goal of providing compensation is to attract, retain, and motivate employees.”

Similarly, organizational commitment plays a crucial role in employee retention. As defined by Mathis and Jackson (2016, p. 605):

“Organizational commitment is the extent to which employees believe in and accept the goals of the organization and desire to remain part of it.”

Turnover intention, on the other hand, is an early indicator of employee departure. Sari et al. (2024, p. 3) define it as:

“A person's desire to leave a company voluntarily or involuntarily and move to another workplace due to dissatisfaction or the pursuit of better opportunities.”

This study focuses on PT Ruang Raya Indonesia (Ruangguru) Indonesia's largest technology-based education company—offering non-formal education services to over 22 million users and coordinating 300,000 tutors in more than 100 subjects. Ruangguru provides a wide range of digital learning solutions, including virtual classes, online assessments, subscription-based video learning, and private tutoring accessible through its website and app. In Pontianak, West Kalimantan, Ruangguru operates three offline centers located at Jalan Moh. Sohor No. 48, Jalan Sungai Raya Dalam No. A11, and Jalan K.H.W. Hasyim.

The number of offline students in West Kalimantan increased significantly from 200 in 2021 to 398 in 2023, as shown in Table 1.1. This growth implies a rising workload for employees, especially Master Teachers, who are responsible for delivering face-to-face instruction across multiple locations.

Table 1.
Number of Ruangguru Students (2021–2023)

| Year | Serdam | MY Haryono | Wahid Khasyim | Total |
|------|--------|------------|---------------|-------|
| 2021 | - | 200 | - | 200 |
| 2022 | 50 | 175 | 50 | 275 |
| 2023 | 78 | 230 | 90 | 398 |

Source: PT Ruang Raya Indonesia Regional West Kalimantan, 2024

Despite this expansion, Ruangguru's West Kalimantan office faces internal HR challenges. It employs 41 staff under fixed-term employment contracts (PKWT), most of whom (60.98%) are Master Teachers. According to an interview with the Regional Head, Master Teachers are rotated across branches and assigned structured lesson plans and materials accessible only during working hours. Though employees contribute significantly to the company's regional growth, the nature of their contracts and perceived lack of job security may influence their motivation and turnover intentions.

Compensation at Ruangguru includes salaries, BPJS Ketenagakerjaan, BPJS Kesehatan, and a Tax Identification Number (NPWP). However, the competitiveness of this compensation compared to industry standards remains unclear, and anecdotal evidence indicates that some employees express dissatisfaction with the fairness and adequacy of these benefits.

The organization enforces a strict attendance policy via the HRA App, requiring daily check-ins at 9:00 AM and operating six days a week. While admins work from 9:00 AM–5:00 PM, Master Teachers operate in split teaching shifts from 1:00–9:00 PM. Despite these structures, employee absenteeism has increased annually, with a rate of 0.75% in 2023, potentially indicating declining morale or commitment.

Table 2
Employee Absenteeism Rate (2021–2023)

| Year | Workdays | Employees | Total Absences | Absenteeism Rate (%) |
|------|----------|-----------|----------------|----------------------|
| 2021 | 318 | 44 | 96 | 0.68 |
| 2022 | 312 | 42 | 93 | 0.71 |
| 2023 | 312 | 41 | 96 | 0.75 |

Note: The 0.75% rate in 2023 suggests a gradual increase in absenteeism, potentially linked to dissatisfaction or job fatigue.

Source: PT Ruang Raya Indonesia Regional West Kalimantan, 2024

In terms of labor turnover, the number of employees leaving fluctuated over the years, with a decrease noted in 2023. However, according to management, this drop is not necessarily indicative of improved retention, as several employees chose not to renew their contracts or showed minimal long-term commitment.

Table 3
Labor Turnover (2021–2023)

| Year | Starting Employees | Joined | Left | Ending Employees | Turnover Rate (%) |
|------|--------------------|--------|------|------------------|-------------------|
| 2021 | 44 | 0 | 2 | 42 | 4.54 |
| 2022 | 42 | 0 | 2 | 40 | 4.80 |
| 2023 | 40 | 1 | 0 | 41 | (2.5) |

Source: PT Ruang Raya Indonesia Regional West Kalimantan, 2024

Previous studies have shown that compensation (Saputra et al., 2022) and organizational commitment (Kharismawati & Dewi, 2016; Khan et al., 2014) significantly affect turnover intention. However, there is a lack of empirical research that explores these dynamics within regional tech-based education companies like Ruangguru, which rely on contract-based employees in rapidly growing local markets.

This research gap highlights the need to examine how compensation and organizational commitment influence turnover intention among Ruangguru employees at the West Kalimantan regional office, where unique employment conditions and organizational structures are present.

Given the rising absenteeism and fluctuating turnover trends, this study aims to analyze the influence of compensation and organizational commitment on employees' turnover intention at PT Ruang Raya Indonesia (Ruangguru), West Kalimantan Regional Office.

REVIEW OF LITERATURE

Compensation

Compensation refers to the total rewards—both financial and non-financial—that employees receive in exchange for their contributions to the organization. Sinambela (2021) notes that compensation includes direct pay such as salaries and bonuses, as well as indirect benefits like insurance and other allowances. Effective compensation systems are crucial not only for operational efficiency but also for maintaining employee motivation and retention.

From a theoretical standpoint, Adams' Equity Theory (1963) emphasizes that employees evaluate fairness in compensation by comparing their inputs (effort, skills) and outcomes (salary, benefits) to those of others. Perceived inequity can trigger dissatisfaction and increase turnover intention. Vroom's Expectancy Theory (1964) further explains that employees are more likely to be motivated when they believe that their performance will lead to fair rewards. If compensation is perceived as misaligned with effort or results, motivation—and ultimately commitment—declines.

Empirical studies support these frameworks. For instance, Saputra et al. (2022) found that inadequate compensation significantly increases turnover intention among employees in the education sector. In Ruangguru's case, where employees operate under fixed-term contracts (PKWT) with teaching schedules extending into evenings, compensation fairness becomes even more critical. Seasonal workload shifts and performance expectations heighten the importance of both financial and psychological compensation.

Organizational Commitment

Organizational commitment reflects an employee's psychological bond with the organization, which influences their willingness to remain part of it. Mathis and Jackson (2016) describe it as the degree to which employees identify with organizational values and goals. High commitment typically translates into greater job satisfaction, lower absenteeism, and reduced turnover intention.

A more nuanced understanding comes from Meyer and Allen's (1991) Three-Component Model, which categorizes commitment into:

- a. Affective commitment: emotional attachment to the organization.
- b. Continuance commitment: perceived cost of leaving.
- c. Normative commitment: sense of moral obligation to stay.

Employees with strong affective commitment tend to be more engaged and resilient. However, if organizational support—such as fair pay or development opportunities—is lacking, commitment weakens. Khan et al. (2014) found that employees with low organizational commitment were three times more likely to express turnover intention compared to those with high commitment. In high-pressure environments like education tech companies, where teaching roles are often undervalued, strengthening affective and normative commitment is essential.

At Ruangguru, the temporary nature of employment, rotational teaching schedules, and rigid attendance policies may undermine employees' sense of belonging. If compensation is perceived as unfair, it can further erode organizational commitment and increase the likelihood of resignation.

Turnover Intention

Turnover intention refers to the employee's conscious desire or plan to leave the organization. Mobley's (1977) Turnover Model illustrates this process as a psychological sequence—starting from job dissatisfaction, followed by thoughts of quitting, evaluating alternatives, and ultimately making a decision to resign.

Turnover intention serves as a critical warning sign for actual turnover behavior. According to Sari et al. (2024), turnover intention is often triggered by poor compensation, lack of career growth, weak supervision, or low commitment. High turnover intention can lead to operational disruptions, increased hiring costs, and reduced team performance.

This study positions turnover intention as the dependent variable, influenced by both compensation and organizational commitment. Importantly, these variables are interconnected. When employees perceive their pay as unfair (compensation issue), they may feel less valued (lower affective commitment), which increases the likelihood of resignation (higher turnover intention). Conversely, fair pay and supportive environments tend to strengthen commitment and reduce employee exits.

Linking the Variables in Ruangguru's Context

In the context of education technology firms like Ruangguru, employee retention is particularly challenging due to:

- a. Fluctuating workloads (e.g., national exam seasons),
- b. Contract-based employment structures (PKWT),
- c. Market competition for experienced teaching professionals.

These conditions elevate the importance of fair compensation and strong organizational commitment in reducing turnover. Understanding how these factors interact can help Ruangguru and similar firms improve their HR strategies and retain skilled talent in a competitive, tech-driven environment.

RESEARCH METHOD

Type of Research

This study is an associative quantitative research using a cross-sectional design, which analyzes the relationship between compensation (X1), organizational commitment (X2), and turnover intention (Y) at a single point in time. According to Siregar (2020, p. 15), associative research is conducted to examine the effect or relationship among two or more variables.

Population and Sample

The population of this research includes all employees of PT Ruang Raya Indonesia (Ruangguru) Regional Office of West Kalimantan, totaling 41 employees in 2024. The sampling technique used is saturated sampling, meaning that the entire population is used as the sample due to its relatively small size.

However, for the purposes of this study, the Regional Head is excluded to avoid bias, resulting in a final sample of 40 employees.

Data Collection Techniques

Primary Data

Primary data were collected through:

- a. Questionnaire

A closed-ended questionnaire was distributed to all respondents. The instrument used a 5-point Likert scale ranging from:

1 = Strongly Disagree, to 5 = Strongly Agree.

Sample items include:

- 1) Compensation: "I feel that my compensation reflects my workload."
- 2) Organizational Commitment: "I feel emotionally attached to this organization."
- 3) Turnover Intention: "I often think about quitting this job."

To ensure validity, the questionnaire items were tested using Pearson Product-Moment correlation, and reliability was tested using Cronbach's Alpha, where $\alpha > 0.7$ was considered acceptable.

b. Interview

A semi-structured interview was conducted with the Regional Head, Mr. Arga March Greby, to gain qualitative insights on compensation practices, employee attitudes, and organizational policies. Interview responses were analyzed using content analysis to identify recurring themes related to employee turnover, motivation, and satisfaction.

All participants were provided with an informed consent form, and participation was voluntary. Data were kept confidential and used solely for academic purposes.

Secondary Data

Secondary data were obtained from the administrative records of the company, including:

- 1) Employee attendance logs
- 2) Turnover records (employee inflow/outflow)
- 3) Departmental staffing data

These data were used to supplement questionnaire findings. However, the researcher acknowledges potential limitations such as underreporting of absenteeism due to informal sick leave or lenient documentation practices, which may affect data accuracy.

Operational Definitions and Variable Measurement

This study involves two independent variables and one dependent variable:

a. Compensation (X1)

Compensation refers to the total rewards received by employees. It was measured using employee self-perception of fairness and adequacy through Likert-scale questions adapted from prior validated instruments.

Dimensions include:

- 1) Salary satisfaction
- 2) Benefits (BPJS, insurance)
- 3) Pay fairness relative to workload

Reference theory: Equity Theory (Adams, 1963) and Expectancy Theory (Vroom, 1964).

b. Organizational Commitment (X2)

Organizational commitment refers to an employee's emotional and psychological attachment to the organization. Measurement items were adapted from the Organizational Commitment Questionnaire (OCQ) based on the Three-Component Model by Meyer & Allen (1991):

- 1) Affective commitment (emotional attachment)
- 2) Continuance commitment (cost of leaving)
- 3) Normative commitment (sense of duty)

c. Turnover Intention (Y)

Turnover intention refers to the employee’s expressed desire or intent to leave the organization. The measurement was adapted from Mobley’s (1977) turnover model, focusing on:

- 1) Frequency of thoughts about quitting
- 2) Intent to seek alternative employment
- 3) Willingness to leave if opportunity arises
- 4) All variables were measured using composite scores from Likert-scale responses and tested for validity and reliability before full deployment.

RESULTS AND DISCUSSION

Normality Test

The Kolmogorov–Smirnov test was used to assess the normality of the data. The test results showed that the significance value (Asymp. Sig) for all variables was greater than 0.05, indicating that the data are normally distributed and meet one of the key assumptions for linear regression.

One-Sample Kolmogorov–Smirnov Test

| | | Unstandardized Residual | |
|--|-------------------------|-------------------------|------|
| N | | 40 | |
| Normal Parameters ^{a,b} | Mean | .0000000 | |
| | Std. Deviation | 1.76860617 | |
| Most Extreme Differences | Absolute | .134 | |
| | Positive | .134 | |
| | Negative | -.084 | |
| Test Statistic | | .134 | |
| Asymp. Sig. (2-tailed) ^c | | .068 | |
| Monte Carlo Sig. (2-tailed) ^d | Sig. | .067 | |
| | 99% Confidence Interval | Lower Bound | .061 |
| | | Upper Bound | .074 |

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Linearity Test

The linearity test, conducted using ANOVA, aimed to verify whether the relationship between the independent variables (Compensation and Organizational Commitment) and the dependent variable (Turnover Intention) is linear.

ANOVA Table

| | | | Sum of Squares | df | Mean Square | F | Sig. |
|--------|----------------|--------------------------|----------------|----|-------------|-------|------|
| X1 * Y | Between Groups | (Combined) | 26.818 | 8 | 3.352 | 1.914 | .093 |
| | | Linearity | 14.355 | 1 | 14.355 | 8.198 | .007 |
| | | Deviation from Linearity | 12.463 | 7 | 1.780 | 1.017 | .439 |
| | Within Groups | | 54.282 | 31 | 1.751 | | |
| | Total | | 81.100 | 39 | | | |

The results indicated that the significance value in the Linearity column was 0.001 (< 0.05) for both independent variables. This confirms that the relationships between Compensation, Organizational Commitment, and Turnover Intention are statistically linear.

ANOVA Table

| | | Sum of Squares | df | Mean Square | F | Sig. | |
|--------|----------------|--------------------------|--------|-------------|--------|--------|-------|
| X2 * Y | Between Groups | (Combined) | 50.550 | 8 | 6.319 | 4.312 | .001 |
| | | Linearity | 40.114 | 1 | 40.114 | 27.375 | <.001 |
| | | Deviation from Linearity | 10.436 | 7 | 1.491 | 1.017 | .439 |
| | Within Groups | | 45.425 | 31 | 1.465 | | |
| | Total | | 95.975 | 39 | | | |

Multicollinearity Test

This test was used to detect multicollinearity symptoms between independent variables. The results showed:

- a. Tolerance value = 0.928 (greater than 0.10)
- b. VIF (Variance Inflation Factor) = 1.077 (less than 10)

These results indicate that no multicollinearity exists, ensuring that each independent variable contributes uniquely to the regression model.

Coefficients^a

| Model | | Correlations | | | Collinearity Statistics | |
|-------|----|--------------|---------|------|-------------------------|-------|
| | | Zero-order | Partial | Part | Tolerance | VIF |
| 1 | X1 | .421 | .337 | .257 | .928 | 1.077 |
| | X2 | .646 | .611 | .554 | .928 | 1.077 |

a. Dependent Variable: Y

Multiple Linear Regression Analysis

Multiple linear regression was used to determine the simultaneous and partial effects of Compensation (X₁) and Organizational Commitment (X₂) on Turnover Intention (Y). Data from 40 respondents were analyzed.

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|-------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 8.302 | 6.236 | | 1.331 | .191 |
| | X1 | .455 | .209 | .267 | 2.174 | .036 |
| | X2 | .902 | .192 | .575 | 4.691 | <.001 |

a. Dependent Variable: Y

The resulting regression equation is:

$$Y = 8.302 + 0.455X_1 + 0.902X_2$$

Interpretation:

- a. The constant (8.302) suggests that when Compensation and Organizational Commitment are zero, Turnover Intention would be 8.302.
- b. The coefficient of X₁ (0.455) implies that a one-unit increase in Compensation increases Turnover Intention by 0.455 units, holding other variables constant.

- c. The coefficient of X₂ (0.902) implies that a one-unit increase in Organizational Commitment increases Turnover Intention by 0.902 units, assuming other factors remain unchanged.

This seemingly positive relationship between Organizational Commitment and Turnover Intention may reflect the uniqueness of the research context (e.g., fixed-term contracts at Ruangguru), which should be discussed further in the interpretation section.

Correlation Coefficient Analysis

The correlation coefficient (R) was found to be 0.484, indicating a moderate positive correlation between the combination of Compensation and Organizational Commitment with Turnover Intention.

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .696 ^a | .484 | .456 | 1.816 |

a. Predictors: (Constant), X₂, X₁

Coefficient of Determination (R²) Analysis

The R² value = 0.456, meaning that 45.6% of the variation in Turnover Intention is explained by the independent variables (Compensation and Organizational Commitment). The remaining 54.4% is influenced by other factors not included in the model, such as leadership style, work environment, career development, or personal factors.

Simultaneous Influence Test (F-Test)

The F-test results yielded a significance value of 0.001 (< 0.05), indicating that both Compensation and Organizational Commitment simultaneously have a significant effect on Turnover Intention. Thus, the null hypothesis (H₀), stating that the independent variables have no effect, is rejected.

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|--------------------|
| 1 | Regression | 114.384 | 2 | 57.192 | 17.346 | <.001 ^b |
| | Residual | 121.991 | 37 | 3.297 | | |
| | Total | 236.375 | 39 | | | |

a. Dependent Variable: Y

b. Predictors: (Constant), X₂, X₁

Partial Influence Test (T-Test)

The T-test was conducted to determine the individual effect of each independent variable on Turnover Intention. The results are as follows:

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|----------------|-----------------------------|------------|---------------------------|-------|-------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 8.302 | 6.236 | | 1.331 | .191 |
| | X ₁ | .455 | .209 | .267 | 2.174 | .036 |
| | X ₂ | .902 | .192 | .575 | 4.691 | <.001 |

a. Dependent Variable: Y

a. Compensation (X_1)

The calculated t-value of 2.174 with a significance level (p-value) < 0.05 indicates that Compensation has a statistically significant partial effect on Turnover Intention. Therefore, the null hypothesis (H_0), which states that Compensation has no effect, is rejected, and the alternative hypothesis (H_a) is accepted.

b. Organizational Commitment (X_2)

The t-value of 4.691 with a significance level < 0.05 suggests that Organizational Commitment also has a significant partial effect on Turnover Intention. Accordingly, H_0 is rejected and H_a is accepted, confirming that Organizational Commitment significantly influences employees' intention to leave.

The Kolmogorov–Smirnov test results indicate that the data are normally distributed (Sig. > 0.05), fulfilling one of the essential assumptions for conducting linear regression analysis.

The linearity test confirms that the relationships between the independent variables (Compensation and Organizational Commitment) and the dependent variable (Turnover Intention) are statistically linear, with significance values below 0.05.

The multicollinearity test shows that both independent variables meet the assumption of independence, with Tolerance values > 0.10 and VIF < 10 , indicating no multicollinearity. This ensures the reliability and interpretability of the regression coefficients.

The results of the multiple linear regression analysis demonstrate that both Compensation and Organizational Commitment have a statistically significant influence on Turnover Intention. The correlation coefficient ($R = 0.484$) indicates a moderate positive association between the independent and dependent variables.

The coefficient of determination ($R^2 = 0.456$) reveals that 45.6% of the variation in Turnover Intention can be explained by the two predictors, while the remaining 54.4% is likely influenced by other external or unmeasured variables (e.g., leadership style, job security, career advancement).

a. The F-test confirms that Compensation and Organizational Commitment jointly have a significant effect on Turnover Intention (Sig. < 0.05), supporting the overall model fit. The T-test further validates that each independent variable individually contributes significantly to predicting Turnover Intention.

The empirical findings reinforce the theoretical proposition that Compensation and Organizational Commitment are significant predictors of employee Turnover Intention. These results are consistent with prior studies (e.g., Khan et al., 2014; Saputra et al., 2022) and suggest that addressing compensation fairness and fostering organizational commitment are essential strategies to mitigate turnover risk—particularly in dynamic, tech-based education settings like PT Ruang Raya Indonesia (Ruangguru).

CONCLUSION

Based on the results of the analysis, it can be concluded that the data in this study meet the classical assumption tests, including normal distribution, linear relationships between variables, and the absence of multicollinearity symptoms. The multiple linear regression analysis shows that Compensation and Organizational Commitment jointly have a significant effect on Turnover Intention. Partially, both variables also demonstrate

significant influence, with Compensation having a more dominant effect compared to Organizational Commitment.

These findings indicate that the higher the compensation provided to employees, the greater their tendency to consider leaving, especially if the compensation is perceived as inadequate. On the other hand, the higher the employee's commitment to the organization, the lower their turnover intention, although this effect is not as strong as that of compensation.

Therefore, organizations must ensure that the compensation offered is adequate and aligned with employee expectations, while also fostering a strong sense of organizational commitment. By doing so, the organization can minimize employees' intention to leave, improve job satisfaction, and enhance employee retention. Thus, management must carefully balance both factors—fair compensation and organizational commitment—to effectively retain talent and maintain organizational stability.

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