

COMPENSATION, PERFORMANCE AND EFFECT ON TURNOVER INTENTION HOME DELIVERY PERSONNEL

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Abstract Human Resources (HR) is the important asset especially for an organization performance. Considering about the biggest benefit of HR company, it will be better if a company give attention to all HR aspects. One of the aspect is compensation. The aim in giving compensation is to increase working performance and to minimize employee's resignation or tunover intention. The purpose of this research is to know the compensation effect to the performance and tunover intention in Maternity Hospital. Analysis simple regression is used as a method on the research, and 54 employees are used as the population. Partially the result of this research shows that compensation is affected positif and sgnificant to work performance. Compensation affected negatif and significant to tunover intention.

Keywords: compensation; performance; turnover intention.

1. INTRODUCTION

Human resources (HR) quality is needed by organizations to achieve shared goals properly and correctly. HR is the basic capital that determines the activities of a company. Mind and human resources are needed starting from planning activities, production implementation, and evaluation. Attention to HR is very important, so as to make a maximum contribution to the organization.

The success of an organization managing HR can affect the performance of its employees. Employee performance is the result of work provided by an employee that is directly related to his responsibilities to the company (Mangkunegara & Prabu, 2009). With good performance, it is expected that a company is able to compete with other companies. Employee performance can be improved through the provision of compensation. Compensation is any form of appreciation given by the company to employees in return for their work, (Muhammad, 2014). Forms of compensation can be in the form of wages / salaries, incentives, benefits, and service programs. Effective compensation can be used by a company encouraging the achievement of a goal, motivating, and maintaining employees properly. Inadequate compensation, it is very possible the occurrence of work dissatisfaction, and leads to a high level of turnover intention .

Turnover intention is something that arises as a result of the employee's desire to decide to leave the company which has a negative impact on the organization, including creating organizational instability, decreasing service quality and an uncomfortable working atmosphere (Harnoto, 2012).

The phenomenon of low compensation, declining employee performance and increasing rates are turnover faced by a maternity hospital in Bogor City (RBA). Government Regulation No. 78 of 2015 Article 5 explains that the percentage derived from a basic salary of at least 75% is obtained from the total base salary plus a fixed employee benefit. The salary received by the employee at the above maternity hospital is Rp. 1,400,000-2,000,000 for the coordinator, midwife, nurse, cashier, laboratory, *security* and *office boy*, while for the manager is Rp. 3,700,000. So that can be interpreted as very low compensation.

Besides the incentives received by employees every month are not in accordance with the initial agreement. In the agreement the employee will be given an incentive of Rp. 150,000 for the number of patients less than 700 while Rp. 250,000 for the number of patients more than or equal to 700. While in the realization of employees often get a nominal below the initial agreement. Another problem with compensation is the frequent delay in payment of salaries. In 2017 the late payment of this salary occurred in January, February, April, May, June, July and August.

The low compensation is also thought to have an impact on declining employee performance and not achieving revenue targets, such as: a decrease in service quality, and a decrease in the level of customer satisfaction with the services provided, so that it is thought to affect the income received by the company, as can be seen in Table 1 below:

Table 1

Year	Revenue Target (Rp)	Total Revenue (Rp)	Achievement (%)
2015	4,228,999,840	4,019,500,250	95%
2016	4,465,336,915	3,654,871,074	82%
2017	4,465,366,915	3,569,565,874	80%
Average	4,386,557,890	3,747,979,066 expectations	85%

Table 1, RBA revenue did not meet. Achievement of the revenue target over the past three years, on average only reached 85%. Income is a benchmark for the performance of the Maternity Hospital, so it must be considered properly. Good HR performance can generate high income for the company, and vice versa, poor HR performance can produce low income for the company.

Besides the lack of employee performance, a phenomenon that also occurs is the high level of turnover employee. Table 2, is data on rates turnover employee for Nuraida Maternity Homes in 2015 - 2017:

Tabel 2
Data Turnover Karyawan pada Rumah Bersalin Nuraida Tahun 2015-2017

Tahun (1)	Jumlah Karyawan Awal Tahun (2)	Jumlah karyawan keluar (3)	jumlah karyawan masuk (4)	Jumlah karyawan akhir tahun (5)	Turnover rate (%) (6) = $\frac{(4)-(3)}{\frac{1}{2}((2)+(5))} \times 100$
2015	46	4	6	48	2,12 %
2016	48	6	9	51	3,03 %
2017	51	8	11	54	5,71 %
Rata-rata	48	6	9	51	3,62 %

Sumber : Rumah Bersalin Nuraida Tahun (2018)

Table 2.
Employee Turnover Data for RBA 2015-2017

Year (1)	Number of Initial Employees (2)	Number of Outgoing Employees (3)	Number of Incoming Employees (4)	Number of Final Employees (5)	Average Employees ((2) + (5)) / 2 (6)	Turnover ((4) - (5)) / (6) (7)
2015	46	4	6	48	47	2, 12
2016	48	6	9	51	50	3.03
2017	51	8	11	54	53	5.71
Average	48	6	9	51	50	3.62

In Table 2 it can be seen that the conditions turnover fluctuated from 2015 to 2017. The rate turnover highest occurred in the year 2017 which is 5.71%. The average value of 3.62% per year. This

means that the level of *turnover intention* does not match company standards, because the RBA sets a maximum standard rate *turnover* of 2%. The increased rate *turnover* is allegedly due to the company's policy in terms of compensation which is still not appropriate. *turnover* Strong employee has to do with compensation or vice versa. If compensation has been paid accordingly, it can minimize the intention of employees to leave the company.

2. LITERATURE REVIEW

2.1. Compensation

Compensation is something that is obtained as employee reciprocity for the company (Rivai & Jauvani, 2009). The policy of compensation provision is regulated in Law Number 13 of 2003 written in article 88 paragraph 1. According to Hasibuan (2010) the purpose of providing compensation is as follows: 1) Collaborative ties, 2) Job satisfaction, 3) Effective procurement, 4) Motivation, 5) Stability of employees, 6) Discipline, 7) Influence of trade unions, 8) Influence of government. The compensation program must be implemented appropriately by the company, taking into account the applicable laws and regulations, this is in order to create job satisfaction for each employee. If job satisfaction can be felt by employees, it will make employees feel more motivated to work, and the company will be able to reduce employee turnover. Rivai & Jauvani (2009) revealed that there were 4 indicators in the provision of compensation, namely: 1) Salary or wages, 2) Bonuses, 3) Incentives, 4) Allowances, 5) Facilities.

2.2. Performance The

definition of performance according to Rivai & Jauvani (2009) performance can be interpreted as a willingness by someone or by a group to carry out an activity in accordance with giving responsibility and getting the results they expect. In addition, Mangkunegara & Prabu, (2009) argued that employee performance is a result of performance in quality up to the quantity to be achieved by an employee to carry out tasks in accordance with responsibilities. From some of these definitions, it is concluded that a performance is the result of the achievement of a person or with a group of people to complete a given task and responsibility. Mangkunegara (2015) revealed, there are five indicators in the leadership style, namely: 1) Competence, 2) Quality, 3) Quantity 4) Cooperation.

2.3. Turnover Intention

Mobley (1986) states that *turnover intention* is the result of an evaluation of an individual whose continuing relationship with the company where he works but cannot yet be realized in concrete actions. Substitution of employees from the organization is a significant impact in an organization. There are times when employee turnover must have a positive impact. But most of what happens in employee turnover can have an adverse effect on an organization, in terms of *cost* to the time wasted in taking advantage of opportunities. According to Mobley (1986), which is an indicator of *turnover intention* are as follows: 1) Thinking about quitting work, 2) Thinking of quickly leaving work, 3) and thinking of deciding to find another job elsewhere.

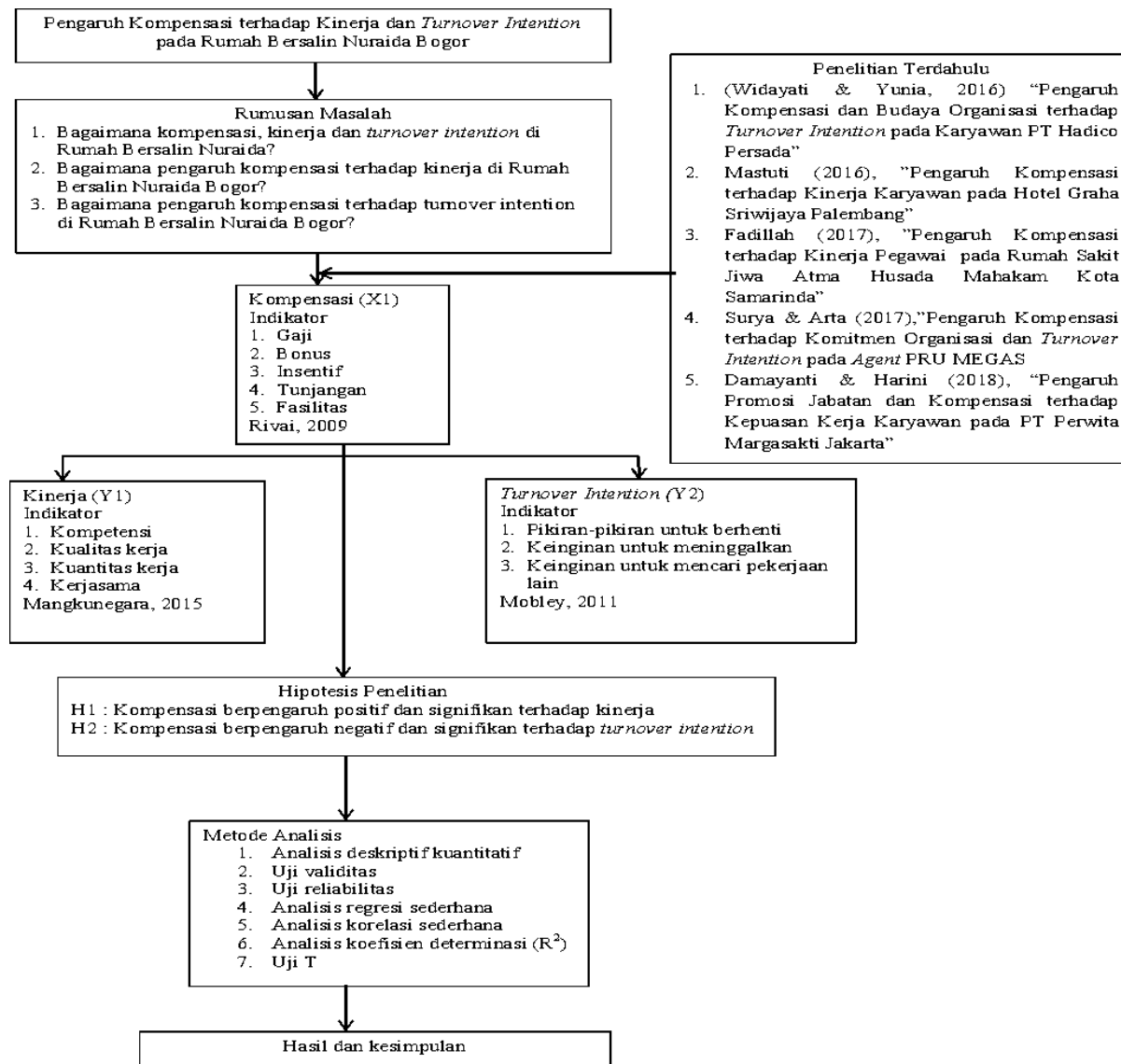


Figure 1 Thinking Framework

3. METHODS

Quantitative research design, with descriptive and verification methods. According to Sugiyono (2011) descriptive method that is research that aims to explain the independent variables (stand-alone variables) by not making comparisons. While the verification method is as a study of a particular population / sample that aims to measure predetermined research hypotheses. All RBA employees are the objects of this research.

Table 3. Operationalization of Variables

No	Variables	Concept Variables	Indicator	Question items	Scale
1	Compensation (X1)	Compensation is something that employees get in return from the company (Rivai, 2009)	1) Salary	1. I feel that the salary received is sufficient for daily needs . 2. In my opinion the salary received is in accordance with responsibility. 3. I agree that the bonus received is in accordance with the quality of the work produced. 4. I feel valued by the company for the bonus given.	
			2) Bonus	5. Incentives received are in accordance with company regulations.	O R D
			3) Incentive	6. The incentives provided can increase morale. 7. The holiday allowance provided by the company is in accordance with company regulations.	I N A L
			4) Allowance	8. Health benefits provided by the company are in accordance with company regulations. 9. Travel allowance (<i>family gathering</i>) is in line with expectations. 10. Work facilities provided by the company are in accordance with the needs of the job.	
			5) Facility	11. I feel comfortable with the work facilities provided by the company.	
2	Performance (Y1)	Performance is the result of work is a quality / quantity that is to be achieved by someone for the tasks and responsibilities to be given. (Mangkunegara, 2009)	a. Competency	1. <i>Skills</i> owned in accordance with the field of work. 2. Able to complete the work given by the company well.	O R D
			b. Quality of work	3. Able to complete tasks in accordance with company expectations. 4. Always take the initiative in completing work without waiting for orders from superiors.	I N A L
			c. Quantity of cooperation	5. Able to complete tasks on time. 6. Able to work quickly	
			d. Cooperation	7. Relationships between colleagues work very well.	

			8. There is no difficulty in working with colleagues.		
3	<i>Turnover Intention</i> (Y2)	<i>Turnover intention</i> is the result of an individual's evaluation of the continuation of his relationship with the company where he works but has not yet been realized in concrete actions (Mobley, 1986)	a. Thoughts to stop b. Desire to leave c. Desire to find work Other	1. I always think about leaving the company. 2. I always think about quitting the company. 3. I want to leave this job 4. I will leave this company in the near future. 5. I will actively look for other jobs. 6. I will contact a friend to find job info.	O R D I N A L

3.1. Population, Samples, and Sampling Techniques

The study population was all permanent employees in the RBA. The determination method used is the saturation sampling method, namely the technique of determining the sample if all members of the population are used as a sample, the samples studied were 54 employees.

3.2. Operationalization of Variables

The analyzed variables consist of independent variables namely compensation (X), and variables the dependent is performance (Y₁), and *turnover intention* (Y₂).

3.3. Types and Sources of Data

Data collected in the form of primary and secondary data. Data collection procedures carried out by library research and field research (interviews, observations, and questionnaires). Before processing and analyzing data, the data were tested with validity and reliability tests. Validity test to measure the validity of an instrument. According to Sugiyono (2017) all instruments are called valid when they have a coefficient value *product moment* of or greater than 0.30 or (≥ 0.30). Reliability test so that the instrument is reliable (trustworthy). All instruments are said to be *reliable* if they have an alpha coefficient (*cronbach alpha*) of or greater than 0.6 or (≥ 0.6).

3.4. Data Analysis Method

All data received from respondents are analyzed using a statistical test. The equation determined for simple linear regression is as below:

$$Y_1 = a_1 + b_1X + e$$

$$Y_2 = a_2 + b_2X + e$$

Note:

Y₁ = Employee Performance

Y₂ = *Turnover Intention*

a = Constant

X = Compensation

b = Regression Coefficient

3.5. Simple Correlation Analysis Simple

correlation analysis is used to find out how strong the relationship between independent variables is with the dependent variable (Supardi, 2013). As for knowing simple correlation analysis can use the following formula:

$$r_{xy_1} = \frac{\Sigma xN. \Sigma xy_1 - \Sigma y_1}{\sqrt{(N\Sigma x^2 - (\Sigma x)^2)(N\Sigma y_1^2 - (\Sigma y_1)^2)}}$$

$$r_{xy_2} = \frac{N. \Sigma xy_2 - \Sigma x. \Sigma y_2}{\sqrt{(N\Sigma x^2 - (\Sigma x)^2)(N\Sigma y_2^2 - (\Sigma y_2)^2)}}$$

Note:

- r_{xy} = Correlation coefficient
- x = Compensation variable
- y_1 = Performance variable
- y_2 = Variable *turnover intention*
- n = Many samples

3.6. Determination Coefficient Analysis

According Supardi (2013) coefficient of determination (R^2) is to see how far the success of the model to explain variations in the dependent variable. To calculate the coefficient of determination can use the following formula:

$$KD = r^2 \times 100\%$$

Description:

- KD = determination coefficient
- r = correlation coefficient

3.7. Hypothesis Testing

To find out the truth of the calculation of correlation analysis, it is necessary to test the null hypothesis (H_0) and the alternative hypothesis (H_a). This test uses the t test. This test will use confidence $(1 - \alpha)$ of 95% and a degree of freedom of $n - 3 - 1$ to test whether the hypothesis is accepted or rejected.

- 1) For compensation factors for performance as follows:
 - a) If t_{count} is smaller or equal to t_{table} ($t_{count} \leq t_{table}$) at $\alpha = 0.05$ then H_0 is accepted and H_a is rejected, meaning that the compensation variable has no positive effect on performance.
 - b) If t_{count} is greater or than t_{table} ($t_{count} > t_{table}$) at $\alpha = 0.05$, H_a is accepted, meaning that the compensation variable has a positive effect on performance.
- 2) For employee compensation factors for *turnover intention* as follows:
 - a) If t_2 is smaller or equal to t_{table} ($t_{count} \leq t_{table}$) at $\alpha = 0.05$ then H_0 is accepted and H_a is rejected, meaning that the compensation variable has no negative effect on *turnover intention*.
 - b) If $t_{arithmetic}$ is greater or than t_{table} ($t_{count} > t_{table}$) at $\alpha = 0.05$ then H_a is accepted meaning the compensation variable has a negative influence on *turnover intention*.

4. RESULTS AND DISCUSSION

RBA was established in 2005, with the hope of providing solutions for the community as a standard health service with affordable rational tariffs with superior services in the field of obstetrics and childbirth. RBA provides services ranging from general poly, 24-hour emergency room, laboratory services, pathology anatomic, general practitioner polyclinic, obstetric clinic, pediatric clinic, fertility polyclinic or childless program, childbirth, and inpatient services. As well as a *ambulance* 24-hour, patient pick-up facilities, and a number of adequate midwives at an affordable price and are proposing the process of improving the status of being a Mother and Child Hospital so that they can carry out

special operations in the field of obstetrics and uterine diseases. RBA has 54 employees, consisting of operational employees and medical personnel, each of whom has responsibility for job descriptions.

4.1. Employee Characteristics

Respondents as a sample are all RBA employees, totaling 54 employees. Meanwhile the employee's identity is explained based on the employee's age, last education, job title, and length of work. The conclusion is that most of the employees are aged 20-29 years with the latest education D3, generally working for 1-4 years. The recapitulation results of employee answers regarding the effect of compensation variables on performance variables and variables are *turnover intention* as follows:

Table 4 Recapitulation of Employee Responses to Compensation

No	Indicator	Employee Responses	Remarks
1	Salary	3.16	Fair
2	Bonus	3.18	Fair
3	Incentives	3.11	Fair
4	Allowances	3.20	Fair
5	Facilities	3.29	Fair
Average employee ratings of the compensation variable (X)		3.19	Fair

Based on Table 4, the average recapitulation of employee responses to compensation is 3.19, with the highest value of 3.29 namely facilities and the lowest value is 3.11, which is incentive.

Table 5 Recapitulation of Operational Manager Responses to Employee Performance

No	Indicator	Employee Responses	Remarks
1	Competency	3.60	Good
2	Quality	3.29	Fair
3	Quantity	3.52	Good
4	Cooperation	3.51	Good
Average employee ratings of performance variables (Y₁)		3.48	Good

Based on Table 5, the recapitulation of the average response of operational managers to employee performance is 3.48 with the highest value of 3.60 namely competence and the lowest value of 3.29, namely quality.

Table 6 Recapitulation of Employee Responses to Turnover Intention

No	Indicator of	Employee Responses	Remarks
1	Thoughts to quit	4.72	Very High
2	Desire to leave	4.84	Very High
3	Desire to find another job	4.67	Very High
Average employee rating of variable turnover intention (Y₂)		4.67	Very High

Based on Table 6, the average recapitulation of employee responses to *turnover intention* is 4.67 with the highest value 4.84, the desire to leave and the lowest value 4.67, the desire to seek another job.

4.2. Partial Influence of Compensation on Performance and *Turnover Intention*

The results of the calculation of the form of the functional relationship of employee compensation effects on performance and *turnover intention* on RBA using simple linear regression analysis are obtained as follows:

Table 7 Results of Calculation of Simple Regression Compensation on Performance of

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	13,981	1,671		8.369,	000
	Compensation	(X),396,		047,761	8.453,	000

a. Dependent Variable: Performance

Based on Table 7, the result of a regression equation to estimate the model as follows:

$$Y_1 = 13.981 + 0.396X$$

Based on the regression equation gives the sense that the regression coefficient compensation (X) with a value of 0.396, which means a positive effect, so that each an increase in compensation, it will be followed by an increase in performance, and vice versa if there is a decrease in compensation will be followed by a decrease in performance. This statement is in accordance with previous research conducted by (Fauzi, 2014; Fadillah, 2017), stating that if the compensation provided by the company is increased it will be followed by an increase in employee performance.

Table 8 Results of Simple Regression Calculation of Compensation for *Turnover Intention*

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	33,733	, 626		53.881,	000
	Compensation (X)	-,	146,018	-, 756	-8.336,	000

a. Dependent Variable: *Turnover Intention*

Based on Table 8, the results of a regression equation are obtained with the estimated model as follows:

$$Y_2 = 33.733 - 0.146X$$

Based on the regression equation gives an understanding that the compensation regression coefficient with a value of -0.146, which means it has a negative effect, so that each occurs an increase in compensation policy, will be followed by a decrease in *turnover intention*, and vice versa if there is a decrease in compensation policy, will be followed by an increase in *turnover intention*. This statement is in accordance with previous research conducted by Widayati & Yunia (2016); Rahayu & Riana (2017); Wiguna & Surya (2017); Candra, Hana, & Wulandari (2018) stated that if there was an increase in compensation, *turnover intention* the employeewould decrease.

4.3. Results of Simple Correlation Analysis Simple

correlation is used to determine and measure the relationship of variables that only involve two variables. In this study the relationship between variable compensation to performance, and compensation for *turnover intention* presented in Table 9 below:

Table 9 Test Result Analysis and Correlation Coefficient of Determination Simple Compensation for Performance
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	, 761 ^a	, 579	, 571	2,124

a. Predictors: (Constant), Compensation (X)

b. Dependent Variable: Performance (Y₁)

Source: Primary Data (processed) 2019

Based on these statistical calculations it can be seen the R value of 0.761 which shows the correlation or relationship of the compensation variable (X) with the performance variable (Y₁) has a correlation that is included in the strong category (0.60 - 0.799) . This shows that there is a relationship in strong directional between the compensation variables on performance means that the more compensation increases the performance will increase, and vice versa if there is a decrease in compensation will be followed by a decrease in performance. This statement is supported by previous research conducted by Aprijon (2014); Riana, Fajri, & Alsyauami (2017); Chaniago, (2018); Nzyoka & Orwa (2016); Yamoah (2013) states that there is a strong relationship between compensation variables and employee performance (productivity) variables.

Table 10 Test Results Simple Correlation Analysis and Coefficient Determination coefficient on Turnover Intention
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	-, 756 ^a	, 572	, 564	, 796

a. Predictors: (Constant), Compensation (X)

b. Dependent Variable: *Turnover Intention* (Y₂)

Source: Primary Data (processed) 2019

Based on these statistical calculations it can be seen the R value of -0.756 which shows the correlation or relationship of the compensation variable with the variable *turnover intention* has a strong correlation and opposite direction. This shows that the increase in compensation the *turnover intention* will decrease, and vice versa if there is a decrease in compensation then followed by an increase in *turnover intention*. This statement is supported by previous research conducted by Permana (2015); ISTIANI, (2019); Tiwi (2018) states that there is a strong relationship between compensation for *turnover intention*.

4.4. Determination Coefficient Testing The

coefficient of determination is done to determine the amount of contribution of each variable used. The magnitude of the coefficient of determination of compensation and performance variables can be seen in Table 9. Based on the results of these calculations, it can be seen the value *R Square* of 0.579. This shows that the contribution between the compensation variables for performance amounted to 57.9%. While the remaining 42.1% can be influenced by other variables not included in this study, such as: work discipline, leadership style and work environment (Mangkunegara, 2015)

Furthermore, for the coefficient of determination of compensation and variables *turnover intention* can be seen in Table 10 Based on the results of these calculations, it can be seen the value of *R Square* of 0.572. This shows that the contribution of the compensation variable to *turnover intention* is 57.2%. While the remaining 42.8% can be influenced by other variables not included in this study such as: organizational culture, work weight, and job satisfaction (Mobley, 1986)

4.5. Partial Regression Testing (T Test) T

test is used to test partially (one by one) between the independent variables on the dependent variable. T test is done by comparing the t_{count} with the t_{table} . If the t_{count} is greater than the t_{table} , it indicates that the independent variable has a partial effect on the dependent variable. T test results can be seen in Table 11 and Table 12. Based on the hypothesis test to find out the results of the t test, the results of the recapitulation are as follows:

Table 11 Recapitulation of Test Results t Compensation for Performance

Variables	t_{count}	t_{table}	Results	Information
Compensation (X)	8,453	2,009	H_0 is rejected H_a is accepted	Compensation has a positive and significant effect on performance.

Source: Processed Data, 2019

Based on Table 11, the hypothesis test recapitulation shows that compensation has a positive and significant effect on performance. The results of this study are supported by previous research conducted by Fauzi (2014); Mastuti (2017); Thaief & Baharuddin (2015) which states that compensation has a positive and significant effect on performance.

Table 12 Summary of Test Results on Compensation t Turnover Intention

Variable	t	t_{table}	Result	Description
Compensation (X)	-8.336	-2.009	H_0 is rejected Hareceived	Compensationa significant negative effect on <i>turnover intention</i> .

Source: Processed Data, 2019

Based on Table 12, the hypothesis test recapitulation shows that compensation has a negative and significant effect on *turnover intention*. This is reinforced by research conducted by Gracia (2016); Widayati & Yunia (2016); Chew, Ng, & Fan (2016) that compensation has a negative and significant effect on *turnover intention*.

5. CONCLUSION

Based on the results of research on the effect of compensation on performance and *turnover intention* on RBA, it can be concluded as follows:

1. Compensation, performance, and *turnover intention* on RBA, the following conclusions are obtained:
 - a. Compensation given to RBA employees is sufficient.
 - b. Employee performance at RBA is good.
 - c. *turnover intention* Employeein RBA is very high.
2. Based on partial test results (t test) are as follows:
 - a. Compensation has a positive and significant effect on the performance of RBA employees.
 - b. Compensation has a negative and significant influence on *turnover intentions* RBA employee.

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