

The Influence of Compensation and Job Stress on Turnover Intention in the Sales Division of PT. Astra International Tbk – TSO Auto2000 Tebet Saharjo

¹Anggun Ashyfa Rizqi Millenigita, ²Rita Intan Permatasari, ³Sipon AlMunir

^{1,2,3} Universitas Dirgantara Marsekal Suryadarma, Jakarta, Indonesia

graceashyfa4@gmail.com, rpermatasari@unjungya.ac.id, sipong1636@yahoo.com

Article Info

Article history:

Received November 3, 2023

Revised November 30, 2023

Accepted December 3, 2023

Keywords:

Compensation,
Work Stress,
Turnover Intention

ABSTRACT

Turnover Intention characterized by various things related to employee behavior which is reflected in the provision of compensation and work stress. This research aims to determine the effect of compensation and work stress on turnover intention in the sales division of PT. Astra International Tbk – TSO Auto2000 Tebet Saharjo. This research uses a causal associative approach with a survey method using the SPSS version 25 application. The population is 55 people and the sample is 33 people based on a purposive sampling technique. Data were collected using a questionnaire with a Likert scale of 1 to 5. The results showed that: compensation partially had a negative and significant effect on employee turnover intention, work stress partially had a positive and significant effect on employee turnover intention, compensation and work stress simultaneously had a significant effect on turnover intention of PT Sales Division Employees. Astra International Tbk – TSO Auto2000 Tebet Saharjo. The contribution of compensation and work stress was 41.2%, the remaining 58.8% was influenced by other variables not examined in this research.

This is an open access article under the [CC BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license.



Corresponding Author:

Anggun Ashyfa Rizqi Millenigita

Universitas Dirgantara Marsekal Suryadarma, Jakarta, Indonesia

Email: graceashyfa4@gmail.com

INTRODUCTION

The development of the automotive industry in Indonesia, which continues to increase from time to time following technological developments, shows that there is increasingly fierce competition between the automotive industry, the higher the company's efforts for Human Resources (HR) to survive and continue to develop. HR is an important component in determining the effectiveness of a company. Apart from that, HR in the company has a role as a driver to achieve company goals.

PT. Astra International Toyota Sales Operation or better known as Auto2000 is a subsidiary of PT. Astra International Tbk, which is the main Toyota dealer in Indonesia, is one of the companies operating in the automotive industry. One of the official Toyota dealers is Auto2000 Tebet Saharjo, are required to be more professional and able to compete globally, so Auto2000 Tebet Saharjo requires human resources who have optimal performance in order to be able to compete in terms of service quality in order to create company progress.

Sales is HR who has an important role at Auto2000 Tebet Saharjo in car sales in order to achieve the company's sales targets. Sales Auto2000 Tebet Saharjo has a job desk in the form of selling new car units to consumers, providing service and product introductions to consumers, providing convenience in the credit process, and building good relationships with existing customers and those who will become customers so, it can be said that sales is one of the main drivers in the company apart from the available facilities and infrastructure.

There are many ways for companies to maintain their human resources, one of which is by maintaining good relationships between employees and the company. When employees feel appreciated and cared for by the company, employees will give their best to their work and company. This will affect the company's employee turnover intentions. Based on the results of data observations and interviews with HRD Auto2000 Tebet Saharjo, high turnover intention is a company problem that is still ongoing today.

According to (Febriansyah & Ginting, 2020: 89) Turnover intention is an employee's desire or intention that arises from his own thoughts about leaving a job even though other job alternatives are not available or directly causes the individual to look for another job that he prefers. The level of employee turnover will have a significant impact on the company and the individual concerned. According to (Febriansyah & Ginting, 2020), turnover intention is the initial step in turnover. From the results of the observations made, it was found that data on the entry and exit of employees from the Tebet Saharjo Auto2000 Sales Division was unstable. This percentage is considered quite high because according to Gillis in (Mardiana et al., 2014: 121), employee turnover is said to be normal, ranging between 5-10% per year, it is said to be high if it is more than 10%. Apart from that, according to Gallup, the Performance Management Consulting Company said that the ideal turnover value for a company is no more than 10%. The instability of the turnover rate is triggered by turnover intention, namely the employee's desire to move or quit their job.

According to Harnoto in (Zaki & Marzolina, 2016: 2), turnover intention is characterized by various things related to employee behavior, these indications can be used as a reference to predict employee turnover intention, such as increased absenteeism, employees starting to become lazy at work and frequent violations of rules and regulations. The employee absenteeism data for the First Level Sales Division of Auto2000 Tebet Saharjo for the January - December 2022 period reflects the turnover intention indicator, namely an indication of decreased or low work morale, indicating a movement in the number of employees who are late and do not come to work for various reasons or permits each month. indicates an explanation regarding the attendance data above, namely that it is known that the average level of tardiness for sales division employees is quite high every month, one of the causes of employee tardiness is the exhibition activities the night before. The absenteeism data indicates that employees are starting to become lazy at work, unfocused, and often violate rules such as being late. Thus, it can be concluded that the attendance data can support predictions of turnover intention among Auto2000 Tebet Saharjo sales division employees.

A high level of employee turnover intention can be influenced by many factors, including compensation. According to (Hasibuan, 2017: 119), compensation is all income in the form of money, direct or indirect goods received by employees as compensation for services provided to the company. Inaccuracy in providing compensation is caused by providing types of compensation that are less attractive and fair, causing some human resources to leave the organization and creating a high level of workforce turnover. This intensive provision is felt to be less effective and small because at the successful to very successful predicate level the amount of incentive provision only increases by 10%, with this amount being felt to be less than optimal because there is no change or addition to the amount of incentive provision while the work demands to achieve the target are always higher and higher. increases every year, plus the need for living standards regarding clothing, food and shelter always experiences an increase in prices every year. Therefore, compensation can be one of the problems that influences the turnover intention of Sales Division employees. Compensation problems in the Tebet Saharjo Auto2000 Sales Division are in the form of incentives, reduced allowances and commissions. This reduction is a new policy as a result of the Covid-19 pandemic but is still in effect today, where conditions have begun to improve with the Covid-19 pandemic.

The second factor that influences a high level of turnover intention is work stress, such as employees of the Auto2000 Tebet Saharjo Sales Division who feel stressed at work because sales targets are considered too high, as well as rejection or unpleasant incidents from customers when making sales. According to Siddiqui and Jamil in (Lestari & Mujiati, 2018: 3416), states that work stress has a direct effect on turnover intention. According to (Sinambela, 2022: 472), work stress is a feeling of pressure experienced by employees when facing work.

Auto2000 Tebet Saharjo targets every Sales employee to be able to sell car units at several levels in sales. This target setting is intended to motivate employees to meet the company's sales targets. The company's sales targets are set by the head office. The data on sales targets and

achievement of sales of Auto2000 Tebet Saharjo car units for the 2020 - 2022 period reflects work stress indicators, namely unrealistic targets.. According to(Oktari et al., 2020: 821), there is a mental burden on sales employees, namely having high mental pressure if they cannot achieve company targets, as well as a physical burden, namely if an individual works overtime to achieve their goals, which causes their physical condition to decline due to fatigue. Sales employees are usually caught in a difficult position between meeting sales targets and satisfying client requests. If an employee does not meet the predetermined target, the employee will receive SP 1 (Warning Letter) and if an employee who has received SP1 within 3 months cannot meet the target, the employee will be declared expelled from the company. This creates pressure for employees regarding demands and sales targets, resulting in work stress and an impact on employees' desire to resign from the company.

METHOD

The type of research carried out in this research is quantitative research with a causal associative approach using a survey method. According to(Sugiyono, 2018: 11), associative research is research that aims to determine the influence or relationship between two or more variables. Meanwhile, according to(Sugiyono, 2018: 59), a causal relationship is a relationship that is cause and effect.The population in this study was all 55 employees of the Sales Division at Auto2000 Tebet Saharjo.The sampling technique uses a nonprobability sampling technique with a purposive sampling type, namely employees of the First Level Sales Division (S1) at the dealer company PT. Astra International Tbk – TSO Auto2000 Tebet Saharjo totaling 33 people. Meanwhile, data analysis uses Excel and SPSS version 25 software.

RESULTS AND DISCUSSION

Normality test

Normality test is carried out fortesting whether in a regression model, an independent variable and a dependent variable or both have a normal or non-normal distribution. To test normality in this study, the non-parametric Kolmogorov-Smirnov (K–S) statistical test was used.

Normality Test Results

Variable	Significance level value $\alpha = 0.05$	Significance level value Kolmogorov-Smirnov	Information
Y	0.05	0.198	Normal
X1	0.05	0.183	Normal
X2	0.05	0.200	Normal

Source: Primary Data, data processed by researchers in 2023

Linearity Test

The linearity test is used to determine whether the dependent variable and the independent variable have a significant linear relationship or not. The applicable criteria is that if the significant value is > 0.05 , then the relationship between the independent variable and the dependent variable is linear.

Linearity Test Results

Variable	Significance value $\alpha = 0.05$	Sig. Deviation from Linearity	Information
Y – X1	0.05	0.190	Linear
Y – X2	0.05	0.296	Linear

Source: Primary Data, data processed by researchers in 2023

Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the extent of the influence of compensation and work stress variables on the turnover intention variable.

Results of Multiple Linear Regression Analysis

Coefficientsa				
Model	Unstandardized Coefficients	Standardiz ed Coefficients	t	Sig

		B	Error	Std.	Beta		
1	(Constan	63,31	25,24			2,50	.01
t)	7		8			8	
	X1	-.447	,209	-.325		-	.04
	X2	,545	,196	,421		2,140	1
						2,77	,00
						6	9

a. Dependent Variable: Y

Source: Primary Data, data processed by researchers in 2023

From the results of data processing, the multiple linear regression equation is obtained as follows:

$$Y = 63,317 - 0.447 X1 + 0.545 X2$$

Y = *Tturnover intention*

X1 = Compensation

X2 = Job Stress

From the results of the multiple linear regression equation it can be explained that:

1. The constant value is 63.317, meaning that if the compensation coefficient (X1) and work stress (X2) are 0, then the employee turnover intention value is 63.317.
2. X1: Compensation regression coefficient (X1) is -0.447.

This figure is negative, meaning that if compensation decreases by one unit, Turnover Intention will increase by 0.447.

3. X2: Work stress regression coefficient (X2) is 0.545.

This figure is positive, meaning that if work stress increases by one unit, Turnover Intention will increase by 0.545.

Partial Hypothesis Results (t Test)

The partial test (t test) is used to determine whether there is an influence of the independent variables (compensation (X1) and work stress (X2)) on the dependent variable (Turnover intention (Y)). The criteria for the t test are: $-t_{table} < t_{count} < t_{table}$ or the significant value (Sig.) < 0.05 then H_0 is rejected and H_a is accepted, which means that the independent variables individually have a significant effect on the dependent variable.

Partial Hypothesis Test Results (t Test)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Error Std.	Beta			
(Constant)	63,317	25,248		2,508		.01
Compensation	-.447	,209	-.325	-2,140		.04
Job Stress	,545	,196	,421	2,776		,00

a. Dependent Variable: *Turnover intention*

Source: Primary Data, data processed by researchers in 2023

Based on the results of the partial hypothesis test (t test), it is known that:

a. Compensation (X1) Partially Influences Turnover Intention (Y)

From the results of the data processing above, it can be seen that the results of tcount $-2,140 < -t_{table} -2,042$, and a significance value of $0.041 < 0.05$. So it can be concluded that H_0 is rejected and H_a is accepted, which means "Partial compensation has a significant influence on employee turnover intention in the Sales Division of PT. Astra Internasional Tbk – TSO Auto2000 Tebet Saharjo".

b. Job Stress (X2) Partially Influences Turnover Intention (Y)

From the results of the data processing above, it can be seen that the result of tcount is $2.776 > t_{table} 2.042$, and the significance value is $0.009 < 0.05$. So it can be concluded that H_0 is rejected and H_a is accepted, which means "Partial work stress has a significant influence on employee turnover intention in the Sales Division of PT. Astra Internasional Tbk – TSO Auto2000 Tebet Saharjo".

Simultaneous Hypothesis Results (F Test)

The F test was carried out to determine the effect of all independent variables (Compensation and Work Stress) on the dependent variable (turnover intention) simultaneously or together. If $F_{count} > F_{table}$ or significant (Sig.) < 0.05 (α), then H_0 is rejected and H_a is accepted.

Simultaneous Hypothesis Test Results (F Test)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1339,48	2	669,74	7,89	.002
	Residual	2544,76	3	84,825		
	Total	3884,24	3			

a. Dependent Variable: Y
b. Predictors: (Constant), X2, X1

Source: Primary Data, data processed by researchers in 2023

Based on the results of the hypothesis test, it is known that the F_{count} is large using SPSS version 25. The F_{count} is 7.896 and the significance is 0.002. Based on df with significance level ($\alpha = 5\%$) and $F_{table} = F_{0.05}(2, 30) = 3.32$. So the data processing in the table shows an F_{count} value of $7.896 > F_{table} 3.32$ and a significance value of $0.002 < 0.05$. So it can be concluded that the hypothesis in this study H_0 is rejected and H_a is accepted, which means "Compensation and Job Stress simultaneously have an influence on the turnover intention of employees of the Sales Division of PT. Astra International Tbk – TSO Auto2000 Tebet Saharjo".

Coefficient of Determination (R²)

The coefficient of determination is used to find out how much influence the independent variables have on the dependent variable.

Coefficient of Determination Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.642a	.412	.408	9.21007
a. Predictors: (Constant), Job Stress, Compensation				

Source: Primary Data, data processed by researchers in 2023

Based on the results of the coefficient of determination in table 4.25, it is known that the coefficient of determination (R^2) is 0.412 or 41.2%. This shows that 41.2% of the turnover variable is influenced by compensation and work stress variables, while 58.8% is influenced by other variables not included in the research model, for example career level.

DISCUSSION

The Effect of Compensation on Turnover Intention

Based on the regression equation $Y = 63.317 - 0.447 X_1 + 0.545 X_2$ and the t test shows regression coefficient -0.447, tcount -2.140, and significance value of 0.041 < 0.05. So it can be concluded that H_0 is rejected and H_a is accepted, which means "Compensation partially has a negative and significant effect on turnover intention among PT Sales Division employees. Astra Internasional Tbk – TSO Auto2000 Tebet Saharjo". This means that the higher the compensation an employee receives, the less likely the employee is to leave their job, and vice versa.

Theoretically, this research is in line with what was stated by (Kadarisma, 2012), Compensation is an important factor for retaining employees in an organization/company and providing compensation can prevent employees/employees or workers from leaving the company/organization. According to (Yusuf & Maliki, 2021), if wages and salaries are not administered properly, the company can lose good employees and have to incur costs to attract, select, train and develop replacements. Providing Old Age Benefits in the form of Dapenstra (Astra Pension Fund) for employees of the Sales Division of PT. Astra Internasional Tbk – TSO Auto2000 Tebet Saharjo feels cared for by the company, thereby reducing the possibility of employees leaving.

Empirically, the research results support relevant previous research, including research Saputra et al., (2022) in his research "The Influence of Compensation on Employee Turnover Intention at PT. Bintan Megah Abadi" that compensation has a negative influence on employee turnover intention.

Thus, confirming that theoretically and empirically, compensation has a negative effect on employee turnover intention in the Sales Division of PT. Astra Internasional Tbk – TSO Auto2000 Tebet Saharjo.

The Effect of Job Stress on Turnover Intention

Based on the regression equation $Y = 63.317 - 0.447 X_1 + 0.545 X_2$ and the t test shows The regression coefficient is 0.545, tcount is 2.776, and the significance value is 0.009 < 0.05. So it can be concluded that H_0 is rejected and H_a is accepted, which means "Job stress partially has a positive and significant effect on turnover intention among PT Sales Division employees. Astra Internasional Tbk – TSO Auto2000 Tebet Saharjo". This means that the higher the stress level of employees in a company, the greater the possibility of these employees leaving their jobs.

Theoretically, this research is in line with what was stated by (Mangkunegara, 2013), work stress is a feeling of pressure experienced by employees when facing work. According to (Chandio et al., 2013), when work stress increases it will cause the employee to want to leave. Concerns of PT Sales Division Employees. Astra Internasional Tbk – TSO Auto2000 Tebet Saharjo for work results that were criticized by clients and sales of car units that had not reached the target so that employees felt anxious because employee incentives could not be provided by the company which would cause employee work stress which then also had an impact on the desires of Sales Division Employees PT. Astra Internasional Tbk – TSO Auto2000 Tebet Saharjo to leave the company.

Empirically, the research results support relevant previous research, including research Wijayanti & Anisa (2022) in his research "The Influence of Compensation, Job Satisfaction,

and Job Stress on Turnover Intention PT. Tanjung Kreasi Parquet Industry.” that work stress has a positive influence on employee turnover intention.

Thus, confirming that theoretically and empirically, work stress has a positive effect on employee turnover intention in the Sales Division of PT. Astra International Tbk – TSO Auto2000 Tebet Saharjo.

The Influence of Compensation and Work Stress on Turnover Intention

Based on the results of the simultaneous hypothesis test in table 4.24, ANOVA test using SPSS version 25, it is known that the Fcount is 7.896 and the significance is 0.002. Based on df with significance level ($\alpha = 5\%$) and F table = $F_{0.05}(2, 30) = 3.32$. So the data processing in the table shows an Fcount value of $7.896 > F_{table} 3.32$ and a significance value of $0.002 < 0.05$. So it can be concluded that the hypothesis in this study H_0 is rejected and H_a is accepted, namely "Compensation and Job Stress simultaneously have an influence on the turnover intention of employees of the Sales Division of PT. Astra International Tbk – TSO Auto2000 Tebet Saharjo". This means that the simultaneous test carried out shows that together the compensation variables and work stress have a significant effect on the turnover intention of PT Sales Division employees. Astra Internasional Tbk – TSO Auto2000 Tebet Saharjo is 0.412 or 41.2%, which is shown from the results of the determination coefficient test, the remaining 58.8% is influenced by other variables that have a stronger influence on turnover intention.

Theoretically, this research is in line with what was stated by According to (Sihombing et al., 2015), the objectives of effective compensation include the following: obtaining quality personnel, retaining existing employees, ensuring fairness, rewarding desired behavior, and controlling costs. Compensation that is not in accordance with the demands, pressures and worries at work will also cause stress in carrying out the work. According to (Manurung & Ratnawati, 2012), When stress levels get higher and more severe, stress can make employees become sick and even resign (turnover intention). If compensation does not meet expectations, namely the provision of compensation that is not attractive and fair, as well as a decrease in compensation due to changes in policy due to the impact of the Covid-19 pandemic which is still in effect today as well as work stress problems due to target demands, client responses and economic uncertainty resulting in division employees sales PT. Astra Internasional Tbk – TSO Auto2000 Tebet Saharjo decided to leave the company to look for a better career

Empirically, the research results support relevant previous research, including research Wijayanti & Anisa (2022) in his research "The Influence of Compensation, Job Satisfaction, and Job Stress on Turnover Intention PT. Tanjung Kreasi Parquet Industry." that simultaneously compensation and work stress have a significant effect on turnover in the company.

CONCLUSION

Based on the results of the analysis and discussion, it is concluded as follows:

1. Compensation partially has a negative and significant effect on the turnover intention of PT sales division employees. Astra International Tbk – TSO Auto2000 Tebet Saharjo.
2. Job stress partially has a positive and significant effect on turnover intention of PT sales division employees. Astra International Tbk – TSO Auto2000 Tebet Saharjo.
3. Compensation and Job Stress simultaneously have a significant effect on Turnover Intention of 41.2%, the remaining 58.8% of which is influenced by other variables not included in the research model.

REFERENCES

- Abdussamad, Z. (2014). Pengaruh Kompensasi Terhadap Produktivitas Kerja Karyawan pada Pt Asuransi Jiwasraya Gorontalo. *Jurnal Manajemen Untar*, 18(3), 456–466.
- Asih, G. Y., Widhiastuti, H., & Rusmalia, D. (2018). *Stres Kerja*. Semarang: Semarang University Press.
- Azeez, R., Foluso, J., & Adeoye, A. O. (2016). Job Satisfaction, Turnover Intention and Organizational Commitment. *BVIMSR's Journal of Management Research*, 8(2).
- Chandio, J. A., Jhatial, A. A., & Mallah, R. (2013). Modelling the Relationship of Unclear Career Development with Job Dissatisfaction, Job Stress and Employees' Turnover Intention:

- Structural Equation Modelling Approach. *International Research Journal of Arts & Humanities (IRJAH)*, 41.
- Febriansyah, H., & Ginting, H. (2020). *Tujuh Dimensi Employee Engagement*. Jakarta: Prenada.
- Ghozali, I. (2018). *Aplikasi Analisis Multivariate dengan Program IBM SPSS*. Semarang: Badan Penerbit Universitas Diponegoro.
- Harnoto. (2016). *Manajemen Sumber Daya Manusia*. Jakarta: Prehallindo.
- Hasibuan, M. S. P. (2013). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Hermansyah, T., Affandi, A., & Hermawan, A. (2023). *THE EFFECT OF COMPETENCE, WORK MOTIVATION, LEADERSHIP AND COMPENSATION FOR AFFECTIVE COMMITMENT AND ITS IMPLICATIONS ON AGENT PERFORMANCE ON BRANCHLESS BANKING* (Doctoral dissertation, UNIVERSITAS PASUNDAN).
- Kadarisma, M. (2012). *Manajemen Kompensasi*. Jakarta: RajaGrafindo Persada.
- Kasmir. (2019). *Manajemen Sumber Daya Manusia (Teori dan Praktik)* (6th ed.). Jakarta: Rajawali Pers.
- Lestari, N. N. Y. S., & Mujiati, N. W. (2018). Pengaruh Stres Kerja, Komitmen Organisasi, dan Kepuasan Kerja Karyawan Terhadap Turnover Intention. *E-Jurnal Manajemen Unud*, 7(6), 3412–3441.
- Mahdi, A. F., Zin, M. Z. M., Nor, M. R. M., Sakat, A. A., & Naim, A. S. A. (2012). The Relationship Between Job Satisfaction and Turnover Intention. *American Journal of Applied Sciences*, 9(9), 1518–1526.
- Mangkunegara, A. P. (2013). *Manajemen Sumber Daya Manusia Perusahaan* (12th ed.). Jakarta: PT Remaja Rosdakarya.
- Manurung, M. T., & Ratnawati, I. (2012). Analisis Pengaruh Stres Kerja dan Kepuasan Kerja terhadap Turnover Intention Karyawan (Studi Pada STIKES Widya Husada Semarang). *Diponegoro Journal Of Management*, 1(1), 145–157.
- Mardiana, I., Hubeis, A. V. S., & Panjaitan, N. K. (2014). Hubungan Kepuasan Kerja dengan Turnover Intentions pada Perawat Rumah Sakit Dhuafa Job Satisfaction Relationship with Turnover Intentions in Dhuafa Hospital Nurses. *Jurnal Manajemen IKM*, 9(2), 119–130.
- Masram, & Muah. (2015). *Manajemen Sumber Daya Manusia*. Sidoarjo: Zifatama.
- Nassrulloh, Ambarwati, T., & Mursidi. (2018). Pengaruh Job Insecurity dan Kepuasan Kerja terhadap Turnover Intention Pada Karyawan Pabrik Keramik di Mojosari. *Jurnal Ilmu Manajemen*, 7(2).
- Oktari, L. T., Irfani, A., & Rososallyn, A. (2020). Pengaruh Kompensasi dan Beban Kerja Terhadap Kepuasan Kerja Karyawan PT Astra Toyota Sales Operation (Auto 2000) Cabang Asia Afrika Bandung. *Prosiding Manajemen*, 6(2).
- Prami, I. N. D., Farhaeni, M., & Lakamiati, N. K. (2020). Pengaruh Kepuasan Kerja Dan Komitmen Organisasi Terhadap Turnover Intention Pada Toya Medika Clinic Ubud. *Jurnal Sains Terapan Pariwisata*, 5(2), 1–7.
- Ridlo, I. A. (2012). *Turn Over (Literature Review) in Bahasa for Healthcare*. Surabaya: PH Movement Publication.
- Robbins, S. P., & Judge, T. A. (2015). *Organizational Behavior* (16th ed.). Jakarta: Salemba Empat.
- Rostikawati, D., Narimawati, U., Affandi, A., Priadana, S., & Erlangga, H. (2022). The Effect of Compensation and Work Environment on Work Ethos That Impact on Employee Performance at PT. Mitraindo Perkasa in Jakarta. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 5(1).
- Saputra, E. K., Zainiyah, Abriyoso, O., & Rizki, M. (2022). Pengaruh Kompensasi Terhadap Turnover Intention Karyawan Pada PT. Bintan Megah Abadi. *Aksara: Jurnal Ilmu Pendidikan Nonformal*, 8(2), 1491–1500.
- Siagian, S. P. (2020). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Sihombing, S., Gultom, S., & Sidjabat, S. (2015). *Manajemen Sumber Daya Manusia*. Bogor: In Media.
- Sinambela, L. P. (2022). *Metodologi Penelitian Kuantitatif: Teoretik dan Praktik*. Jakarta: Rajawali Pers.
- Soetjipto, B. W. (2015). *Manajemen Sumber Daya Manusia*. Yogyakarta: Amara Books.
- Sugiyono. (2018). *Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif, dan R&D*.

- Bandung: Alfabeta.
- Sule E T, & Priansa D J. (2018). *Kepemimpinan dan Perilaku Organisasi (Membangun Organisasi Unggul di Era Perubahan)*. Bandung: Refika Aditama.
- Sunyoto, D. (2015). *Penelitian Sumber Daya Manusia, Teori, Kuesioner, Alat Statistik dan Contoh Riset* (1st ed.). Yogyakarta: Deepublish.
- Suyatin, S., Narimawati, U., Affandi, A., Priadana, S., & Erlangga, H. (2022). The Effect of Leadership Style and Compensation on Employee Performance at Seameo Seamolec in Tangerang Selatan. *International Journal of Education, Information Technology, and Others*, 5(2), 105-113.
- Syamsuddin, R. A., Pratama, A., Sunarsi, D., & Affandi, A. (2021). The Effect of Compensation and Work Discipline on Employee Performance with Work Motivation as an Intervening Variable. *Kontigensi: Jurnal Ilmiah Manajemen*, 9(1), 89-94.
- Vanchapo, A. R. (2020). *Beban Kerja dan Stres Kerja*. Pasuruhan: Qiara Media.
- Vijayan, M. (2017). Impact of Job Stress on Employees' Job Performance in Aavin, Coimbatore. *Journal of Organisation & Human Behaviour*, 6(3).
- Wijayanti, E. P., & Anisa, F. (2022). Pengaruh Kompensasi, Kepuasan Kerja, dan Stres Kerja terhadap Turnover Intention. *Jurnal Fokus Manajemen Bisnis*, 12(2), 194–205.
- Yusuf, F. A., & Maliki, B. I. (2021). *Manajemen Sumber Daya Manusia: Suatu Pendekatan Teoretis dan Aplikatif*. Jakarta: RajaGrafindo Persada.
- Zaki, H., & Marzolina. (2016). Pengaruh Beban Kerja Dan Kompensasi Terhadap Turnover Intention Melalui Kepuasan Kerja Pada Karyawan Pt. Adira Quantum Multifinance Cabang Pekanbaru. *Jurnal Tepak Manajemen Bisnis*, 8(3). 1-23