

# The Influence of Organizational

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# The Influence of Organizational Commitment, Compensation and Employee Engagement on Turnover Intention

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## Abstract

*This study aims to analyze the relationship between the variables of Organizational Commitment, Compensation, and Employee Engagement on Turnover Intention of employees of PT Sriwijaya Air Group. The populations in this study were employees of PT Sriwijaya Air Group, and the sample in this study was 130 people. Sampling technique using saturated sample. The analytical method in this study uses SEM PLS. This study indicates that the organizational commitment variable has a positive and significant effect on turnover intention, compensation has a positive and significant effect on turnover intention, and employee engagement has a positive and significant effect on turnover intention. Turnover is usually one of the last options for an employee if he finds his working conditions are no longer in accordance with what he expects. In the world of industry and organizations, professionals tend to be more committed to their profession than the company they work for. Employees who are committed to the profession do not always refer to an organization, so employees want to always move work to other places.*

**Keywords:** Organizational Commitment, Compensation, and Employee Engagement, Turnover Intention, PT Sriwijaya Air Group

## Introduction

Human Resources are the most important asset in a company; without people, company resources will not be able to generate profits or add value, especially for companies that offer services, where human resources play an important role as the spearhead of the company. Therefore, companies must prioritize finding, hiring, motivating, training, and developing employees desired by the company and retaining quality employees. One of the efforts to achieve the company's desired target or goal is to minimize the employee's turnover by taking into account all the factors that cause the employee's desire to move (turnover intention). Many factors influence turnover intention, including work stress, job satisfaction, work environment, organizational commitment, and others (Hung and Lee, 2018).

Turnover is an employee quitting a company or organization and moving to another company for certain reasons (Wirawan, 2015). Turnover occurs because of cognitive stages, such as thoughts of quitting work, intending to look for other alternative jobs, or intending to leave work. The high turnover intention seized the attention of the company

because it disrupted operations, gave birth to moral problems for employees who lived, and also inflated costs in recruitment, interviews, tests, reference checks, administrative costs for processing new employees, benefits, orientation, and opportunity costs lost due to employees new students must learn new skills (Nanda, et al., 2020).

Another cause of the desire to change employees is the increased level of organizational commitment of employees. Commitment is an important aspect of the philosophy of human resources management (HRM). The understanding of commitment itself develops no longer just in the form of employees' willingness to stay in the organization for a long time, but more than that, employees want to give their best and are even willing to be loyal to the organization. Robbins and Judge (2014) define organizational commitment as a state where employees take sides with a particular company with its goals and intend to maintain its membership in that company. Then employees who are more committed to the organization are less likely to desire to quit (Herdianto, 2012).

Based on Putrianti's research (2014), the analysis results for the compensation variable show that compensation has a

major contribution in reducing turnover intention. Research conducted by Widayati and Yunia (2016) found that compensation significantly affects turnover intention. It shows that the greater the compensation received, the less intention to leave the company because employees feel valued with their needs that can be met; on the contrary, the low compensation received. If accepted, the turnover intention will be higher so that compensation will be very useful if given the sacrifices that employees give to the company.

Another factor that can affect the turnover intention of a company is employee engagement. Rachman and Dewanto's research (2016) shows that high employee engagement and job satisfaction are some of the factors that cause low levels of turnover intention. It is also supported by Widjaja, Kristanti, and Purnamasari's (2015) research, which revealed a significant relationship between employee engagement on job satisfaction and turnover intention.

The phenomenon in this study is the high level of turnover intention at PT Sriwijaya Air Group. The realization of the number of employees who leave PT Sriwijaya Air Group every month has a very significant increase seen in January, June, and July in 2019. To deepen the related information, the researchers conducted a pre-survey to find out the turnover intention factors in the company. After analyzing the data and pre-survey results, it can be concluded that indications cause this phenomenon. There is an allegation that organizational commitment, compensation, and the influence of employee engagement turnover intention in this company, so this is the reason for this research. Previous researchers have widely researched the effect of organizational commitment, compensation, and employee engagement on turnover intention, such as the results of research conducted by Sorenson (2013), that companies that have engaged employees are 65% less likely to make a turnover. The company certainly wants to increase profits in the company. It can be achieved by increasing employee engagement rather than simply increasing employee motivation (Chairzaet al., 2018).

The occurrence of turnover is something that the company does not desire. As with ongoing turnover, both turnovers are due to declining employee productivity factors. For example, the company can anticipate by preparing cadres to replace the employee's position (Ramadhan et al., (2019). Employee turnover is a frequent problem and one of the strongest challenges employees and organizations face and a classic problem that entrepreneurs have often faced since the industrial revolution era (Ella Apostel, Christine J. Syrek, 2017). It is very annoying and takes the company's attention because it disrupts operations and incurs costs in recruitment, interviews, tests, reference checks, administrative costs for processing new employees, benefits, orientation, training, and lost opportunity costs because new employees have to learn new skills.

In addition, the costs incurred to develop employees in the form of training will also only be in vain because the employees stop working (Marhadiet al., 2015). The occurrence of turnover intention can harm the company in terms of costs, resources, and employee motivation (Pawestiand Wikansari, 2016). Turnover intention is a condition where employees have conscious intentions or tendencies to look for other jobs as alternatives in different organizations, and turnover is the driving force for the exit of workers from their places of work (Abdillah, 2012).

The problem that occurs in this study is an increase in

turnover intention caused by company commitment, compensation and engagement. The research objective is expected to provide suggestions in solving the problems that occur.

## Theoretical Review

### Turnover Intention

Human resource management is an ongoing procedure that aims to supply an organization or company with the right people to be placed in the right position and position when the organization needs it. (Neo and Wright, 2017). Human resource management is the process of acquiring, training, appraising and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns (Dessler, 2013, Nanda et al., 2020). It means that human resource management is the process of turning around, training, evaluating, and compensating employees and paying attention to relationships between employees.

Turnover intention is a tendency or level where an employee can leave the company either voluntarily or not voluntarily due to the lack of attractiveness of his current job and the availability of other alternative jobs (Robbins & Judge, 2015).

According to Lee in Varshney (2014), the definition of turnover intention is the subjective perception of organizational members to quit their current job to look for other opportunities. According to Sianipar and Haryanti (2014), the turnover intention is a person's intention to quit the company. From some of the definitions above, it can be concluded that turnover intention is an employee's desire to quit his job due to factors that have influenced those within the company and employees to find jobs that can meet their needs.

Sianipar and Haryanti (2014) explain the signs that employees have an intentional turnover are:

Increased absenteeism. In this phase, employee absenteeism from work will increase, and employee responsibilities will also be greatly reduced compared to before.

Start lazy to work. Employees will start to be lazy to work because they feel that working elsewhere can better fulfill their wishes.

Increased violations of work rules. Employees can commit violations in the workplace, for example: often arriving late, leaving the workplace during working hours, and other forms of violations.

Increased protests against superiors. Employees begin to protest against company policies to superiors regarding the remuneration provided or regulations from the company that is not following the employee's wishes.

Positive behavior is different than usual. At this sign, which appears usually the employee will have a higher responsibility for the tasks assigned to him. The responsibility shown increased considerably and was very different from usual. It is because it is a sign that employees will make a turnover.

According to Pasewark & Strawser (1996) in Hatmoko's (2020) research, there are at least four factors that cause the employee's desire to change jobs from the company (turnover

intention) as follows: (1) Job satisfaction is an individual orientation that affects work roles and characteristics. from his job. (2) Work Environment. The work environment can be a physical environment or a non-physical environment. The physical environment includes conditions of temperature, weather, buildings, construction, and work locations. The non-physical environment includes the quality of work-life and the socio-cultural environment in the work environment. (3) Organizational trust here is a description of the ability shown by the organization to fulfill the organization's commitment to its employees. (4) Organizational Commitment Characteristics of organizational commitment include employee loyalty to the organization, willingness to use business on behalf of the organization, conformity. Between employee goals and organizational goals, and the desire to become members of the organization.

The dimensions of turnover intention, according to Mobley (2011), include: (1) Thinking of quitting is an employee leaving a company and the thought that he might not stay with the company; (2) Intent to search is the attitude of an employee to look for alternatives to other companies; (3) Intent to quit is an employee's attitude who shows indications of leaving, such as minimizing effort at work and canceling important work.

### Organizational Commitment

Robbin and Judge (2015) state that organizational commitment is the degree to which an employee identifies an organization, its goals, and expectations to remain a member. According to Griffin and Moorhead (2013), organizational commitment identifies and bonds a person in an organization. Nurandini&Backgrounduva (2014) defines organizational commitment as employees who believe and accept organizational goals and are willing to stay with the organization. Based on some of the opinions above, it can be concluded that organizational commitment is an attitude of employees who still want to stay with the company and believe in a company.

According to Robbins and Judge (2011), indicators to measure organizational commitment are:

**Affective commitment.** Affective commitment relates to the emotional connection of members to the organization, identification with the organization, and the involvement of members with activities in the organization. Organizational members with high affective commitment will continue to be members of the organization because they have the desire to do so, such as: (a) Understand and believe in the company's goals; (b) Accepting applicable norms; (c) Comply with applicable regulations and policies; (d) Work regularly and full day; (e) Doing the assigned task; (f) Placing company priorities above personal interests.

**Continuance commitment.** Continuance commitment is related to the awareness that members of the organization will experience losses if they leave the organization. Organization members with high continuance commitment will continue to be members of the organization because they need to become members of the organization, such as: (a) Protecting company assets; (b) Feel a loss if you leave because of the investment that has been given to the company; (c) Get more benefits if you stay with the company.

**Normative commitment.** Normative commitment describes a feeling of attachment to continue to be in the organization. Organizational members with high normative commitment will

continue to be members of the organization because they feel they have to be in the organization, including: (a) Loyalty and obedience; (b) Carry out all duties and obligations assigned by the organization; (c) Feeling obliged to help the organization with the opportunities that have been given; (d) Length of service at the previous company.

### Compensation

Compensation can be interpreted as satisfying someone with his salary when the perception of salary and what they get is as expected. Handoko in Sutrisno (2015), compensation is everything employees receive as a reward for their work. According to Kadarisman (2014), compensation is what an employee or worker receives in return for the work he provides. In addition, in the research of Mariana et al., (2018), compensation is also all forms of financial returns, tangible services, and benefits obtained by employees as part of an employment relationship. It can be concluded that employees receive compensation for what they have done for the company, which can be direct or indirect compensation.

The dimensions and indicators of compensation follow those in the regulations and the form of salaries, bonuses, wages. It is in financial compensation. But in non-financial insurance, benefits and others. There are two dimensions proposed by Veithzal (2011), namely: **Direct financial compensation, which consists of:**

**Salary.** Salary is remuneration in the form of money received by an employee due to his position as an employee who contributes energy and thoughts in achieving company goals or can also be said as a fixed fee received by someone from his membership in a company.

**Bonuses.** A bonus is a lump sum payment given for meeting performance targets or money paid as remuneration for the work that has been carried out if it exceeds the target.

**Indirect compensation.** Indirect compensation is additional compensation given based on company policy to all employees to improve the welfare of employees - for example, insurance facilities, benefits, pensions, and others.

### Employee Engagement

According to Thomas (2009), Akbar's research (2013) describes employee engagement with the term worker engagement, which is defined as a level for someone who actively has self-management in carrying out a job. According to Robbins and Judge (2013), employee engagement involves individuals with satisfaction and enthusiasm for the work they do. According to Schiemann (2011), employee engagement is a willingness to advocate on behalf of the company's place, including promoting the company, buying, and even investing in the company. Furthermore, according to Sentano, Arijanto, and Yuniati (2016), another definition of employee engagement is the desired expression based on the individual's role in work to achieve and exceed expectations for the individual's work. It can be concluded that employee engagement involves individuals who are satisfied with what they are doing and are willing to promote their company and even invest in their company because these employees feel they can achieve and pass the work done.

According to what was conveyed by the Gallup Employee

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Engagement Model in Wibawa and Soedarsono (2016) where four behavioral dimensions can lead to employee engagement, namely as follows:

**How Can We Grow? (Growth).** An organization where employees are allowed to grow and develop in doing their jobs and are given opportunities for promotions and training to improve the skills needed to do their jobs.

**Do I Belong (Teamwork).** Employees in the work environment have a good team, co-workers committed to the quality of work, the company's mission and goals, and employee opinions are taken into account.

**What Do I Give (Management Support).** Employees are encouraged to move forward, have a caring boss, recognize achievements, and do their best every day.

**What Do I Get (Basic Need).** Employees have work equipment and supporting facilities, and employees know what the company expects of them.

### Hypothesis

The relationship between organizational commitments to turnover intention Organizational commitment is the state of someone to assess the extent to which the principles and objectives are following the principles and objectives of the company. According to (Kang and Kim, 2015) there is a relationship between organizational commitment and turnover intention. The results of Hendrayani's research (2013) reveal that organizational commitment has a significant effect on Turnover Intentions; someone who has a high commitment will identify with the organization, leaders are faced with a commitment to entrust tasks and responsibilities to subordinates (Sijabat, 2020). The research results conducted by Nasution (2017) state that there is a significant relationship between organizational commitment and turnover intention. From this explanation, the following hypothesis is proposed:

H1: Organizational commitment has a significant effect on turnover intention.

The relationship between compensation and turnover intention Research conducted by (Alam and Asim, 2019). Based on the analysis results for the compensation variable, this shows that compensation has a major contribution in reducing turnover intention (Sijabat, 2020). The results of Putrianti's trial, Arin Dewi, proved that compensation significantly affected turnover intention. This research is also in line with V<sup>13</sup>yati, Catur, and Yunia, Yolanda (2016), which found that compensation, has a significant negative effect on turnover intention. It indicates that the greater the compensation received, the less intention to leave work. Because employees feel valued for their need<sup>18</sup> at can be met, so based on the statement above, the following hypothesis can be drawn:

H2: Compensation has a significant negative effect on turnover intention.

The relationship between employee engagement and turnover intention If someone has a deep sense of physical, cognitive, and emotional attachment, then the employee will dedicate himself and his time to the company where he works (Marciano, 2010). Research conducted by Schaufeli & Bakker (2004) and Jones & Harter (2005); Wang and Li (2020) found that employee engagement affects a person's turnover

intention. <sup>21</sup> The higher a person's employee engagement, the lower the intention to turn over that person (Takawira, Coetzee and Schreuder, 2014). Based on the statement above, it can be concluded that the hypothesis:

H3: Employee engagement has a significant negative effect on turnover intention.

### Methods

The research process begins with identifying the problem in the place that will be used as the research location, formulating the problem, collecting theoretical foundations that strengthen the foundation in the variables, and determining the statistical testing technique used. This research was conducted at PT Sriwijaya Air Group, based in Sriwijaya Air Tower (Cengkareng Business City).

<sup>6</sup> In this study, researchers used causal quantitative methods. According to Sugiyono (2017), a causal relationship is a causal relationship. So, there are independent variables (influenced variables) and dependent variables (influenced variables). This study determines the effect of the independent variables, namely organizational commitment, compensation, and employee engagement, on the dependent variable, namely turnover intention. Furthermore, this study aims to determine the effect of organizational commitment, compensation, and employee engagement on the turnover intention at PT Sriwijaya Air Group.

The populations in this study were all employees of PT Sriwijaya Air Group, amounting to 130 people. This study uses non-probability sampling, where the sampling used is saturated (census), a sampling technique when all members of the population are used as samples. So, the researchers took the entire population as many as 130 respondents.

### Data analysis method

<sup>3</sup> In quantitative research, data analysis is an activity after data from all respondents, or other data sources have been collected. Activities in data analysis are: (a) grouping data based on variables and types of respondents, (b) tabulating data based on variables from all respondents, (c) presenting data for each variable studied, (d) performing calculations to answer the problem formulation, and (e) performing calculations to test hypotheses that have been proposed.

The type of data in this study uses a component or variance-based structural equation or partial least square (PLS), where the data processing uses the Smart Partial Least Square (Smart-PLS) version 3.0 programs. According to Gh<sup>21</sup>i (2014), Partial Least Square is an indeterminacy factor for a powerful analytical method because it does not assume that the data must be measured at a certain scale; the number of samples is small.

### Results

#### Characteristics of Respondents

Based on the description of respondents from the results of research conducted on 130 respondents, employees of PT Sriwijaya Air Group based in Sriwijaya Air Tower (Cengkareng Business City), it is known that the general description of the

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characteristics of respondents based on gender, age and length of work. Characteristics of respondents based on gender can be seen that of the 130 respondents, there is 60% female. Meanwhile, 40% are male. It can be seen that most of the employees who work for PT Sriwijaya Air Group, which is based in Sriwijaya Air Tower (Cengkareng Business City), are more women.

Characteristics of respondents are based on age which showed that of the 130 respondents. The highest number of respondents is the age 31-35 years, 60%, and the lowest were respondents between <21 years, which was as much as 10%. In general, employees who work at PT Sriwijaya Air Group, based in Sriwijaya Air Tower (Cengkareng Business City), are of mature age between 31-35 years.

Characteristics of respondents based on education show that of the 130 respondents who have the highest number are respondents with undergraduate education, 46.7%, and the lowest is respondents with D3 education, which is 13.3%. In general, employees who work at PT Sriwijaya Air Group, headquartered in Sriwijaya Air Tower (Cengkareng Business City), are more likely to have an undergraduate education.

Characteristics of respondents based on length of work showed that of the 130 respondents who had the highest number of respondents with lengths of work between 3-4 years as many as 45% and the lowest were respondents with lengths of work between <1 year, namely 3.3%. In general, employees who work at PT Sriwijaya Air Group, based in Sriwijaya Air Tower (Cengkareng Business City), have a working period of between 3-4 years.

### Respondents' descriptive answers

The descriptive results of the questionnaire answers based on the Turnover Intention variable can be seen in the instrument for the turnover intention variable, which has the highest mean value contained in the statement "After I get a better job I will move from this company," that is equal to 3,400 with a standard deviation of 1,143. While the lowest mean value is found in the statement "I often think about leaving my job," which is 3,283 with a deviation value of 1.355.

The descriptive results of the questionnaire answers for the organizational commitment variable with the highest mean value are found in the statement "I feel I have a strong emotional bond with the company," which is 3,367 with a standard deviation value of 1,211. Meanwhile, the lowest mean value is found in the statement "I will be very happy to spend the rest of my career in this company," which is 3,183 with a deviation value of 1,072.

The descriptive results of the questionnaire answers for the compensation variable with the highest mean value are found in the statement "I am given a bonus when I carry out my duties properly and appropriately," which is 3,483 with a standard deviation of 1,118. The lowest mean value is found in the statement "I get food money per month according to the number of my attendance at the place," which is 3,233 with a deviation value of 1.346.

The descriptive results of the questionnaire answers for the employee engagement variable with the highest mean value are found in the statement "I feel the training and competency development provided to the company" is 3,483 with a standard deviation value of 1,176. Meanwhile, the lowest mean value is found in the statement "I feel the company always respects the ideas and suggestions of every employee in efforts to develop the company," which is 3,117 with a deviation value of 1,415.

### Partial Least Square Analysis

The results of the Convergent Validity Test of the measurement model with reflexive indicators are assessed based on the correlation between the item score or component score with the construct score calculated by PLS. Individual indicators are considered valid if they have a correlation value above 0.70. However, at the research stage of the scale development stage, a loading factor of 0.50 to 0.60 is still acceptable.

It can be seen that the results of the modified convergent validity test with confirmatory factor analysis show indicators with a Standardized loading factor value > 0.50. The K4 (0.358) and EE1 (0.369) indicators prove that not all loading factor indicators are more than 0.500. There are still some that are not valid. Then the indicator will disappear from the model.

The results of discriminate validity testing are carried out to ensure that each concept of each latent variable is different from other variables. An indicator is declared valid if it has the highest loading factor for the intended construct than for other constructs. Each indicator has the largest loading factor when it is associated with other endogenous constructs. It shows that based on Discriminant Validity that has been tested, all indicators are valid.

#### a. Composite Reliability Test Results and Cronbach's Alpha.

Testing composite reliability and Cronbach's alpha aims to test the instrument's reliability in a research model.

Variable	Cronbach's Alpha	Composite Reliability	Information
Turnover Intention	0.943	0.956	Reliable
Organizational Commitment	0.933	0.945	Reliable
Compensation	0.934	0.948	Reliable
Employee Engagement	0.953	0.962	Reliable

Table 1. Composite Reliability Test Results and Cronbach's Alpha  
Source: PLS Output

Based on Table 1, the results of testing composite reliability Cronbach's alpha show a satisfactory value because all latent variables have a composite reliability value and

Cronbach's alpha 0.70. It means that all latent variables are stated to be reliable.

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Variable	Original Sample	Sample Mean	Standar Deviation	T-Statistic	P-Values	Significant
Organizational commitment → Turnover Intention	-0.319	0.337	0.100	3.187	0.002	Significant Negative
Compensation → Turnover Intention	-0.588	0.575	0.009	5.932	0.000	Significant Negative
Employee Engagement → Turnover Intention	-0.109	0.103	0.037	2.955	0.003	Significant Negative

Table 2. Hypothesis Testing Results

Source: primary data processed using Smart PLS

## Discussion

## The Effect of Organizational Commitment on Turnover Intention

Based on the hypothesis test in this study, the results of the T-Statistic were 3.187, the original sample value was -0.319, from the P-Values value of 0.002. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a negative value, and the P Values value shows less than 0.05. From these results, it can be concluded that the first hypothesis is accepted; namely, organizational commitment has a significant negative effect on turnover intention. The results of this study indicate that there is a relationship between organizational commitment and turnover intention. The clearer the company's commitment to employees, the lower the level of turnover intention will be. It has been measured by indicators of affective commitment, continuance commitment, and normative commitment.

## Effect of Compensation on Turnover Intention

Based on the hypothesis test in this study, the results of the T-Statistic were 5.932, the original sample value was -0.588, from the P-Values value of 0.000. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a negative value, and the P Values value shows less than 0.05. From these results, it can be concluded that the first hypothesis is accepted; namely, compensation has a significant negative effect on turnover intention.

The results showed that there was a relationship between compensation and turnover intention. The better the compensation for employees, it will be the lower the level of turnover intention. Compensation is said to be good if the compensation is following the workload, gets incentives following work performance, gets annual holiday allowances, and gets health insurance while working. It has been measured using indicators of direct compensation and indirect compensation. The results of this study are supported by previous research conducted by Ekelet al., (2019) and Kurniawati and Dina Eka (2017). Where the results of research, show that compensation that is considered quite good and in accordance with the work of employees can prevent the cause of turnover intention from increasing. Although the compensation received by the employees at this resort may not be the same as a whole, the management and management still pay attention to the welfare of each of them through other factors not examined in this study such as facilities and so on.

## The Effect of Employee Engagement on Turnover Intention

Based on the hypothesis test in this study, the results of the T-Statistic were 2.955, the original sample value was -0.109, from the P-Values value of 0.003. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a negative value, and the P Values value shows less than 0.05. From these results, it can be concluded that the first hypothesis is accepted; namely, employee engagement has a significant negative effect on turnover intention.

The results showed that Employee Engagement has a significant effect on Turnover Intention at PT Sriwijaya Air Group. It can be caused by the presence of young employees aged 31-35 years at PT Sriwijaya Air Group, totaling 46 people who are also respondents, so that this can encourage the emergence of employees' desire to leave. The higher a person's age, the lower the turnover intention (Mobley, 1986). Younger employees are more likely to leave and find a new job. In addition, younger employees may have more opportunities to find new jobs, thereby facilitating job mobility. It is also possible that younger employees have unmet expectations (Porter and Steer; Wanous and Mobley, 1986). The results of this study are supported by research conducted previously by Natalia and Rosiana (2017).

In addition to the age factor, the employment status factor also affects turnover intention at PT Sriwijaya Air Group because the majority of employees who dominate have contract status. Where employees have not experienced a contract extension from PT Sriwijaya Air Group, so that this can be one of the considerations that employees have and the emergence of turnover intention. This shows that employees at PT Sriwijaya Air Group have high employee engagement and high turnover intention as well.

## Conclusion

Organizational commitment has a significant negative effect on turnover intention. It shows that organizational commitment plays a significant role in turnover intention. The higher the organizational commitment of employees, the lower the turnover intention, conversely the lower the organizational commitment, the higher the turnover intention.

Compensation has a significant negative effect on turnover intention. It shows that compensation plays a significant role in turnover intention because the higher the employee's compensation, the lower the employee's turnover intention; on the contrary, the lower the compensation, the higher the employee's turnover intention.

Employee engagement has a significant negative effect on turnover intention. It shows that employee engagement plays a significant role in turnover intention because the higher the employee engagement, the lower the employee's turnover intention; on the other hand, the lower the employee engagement, the higher the employee's turnover intention.

The company should strive for activities that can make employees happy by embracing all employees, providing support, and providing comfortable and safe facilities to feel happy at work, which creates a high organizational commitment.

Companies must pay more attention to the health of their employees by providing health insurance according to government standards such as Social Security Administration (SSA). Health is the most important thing to be maintained. Therefore, companies must take care of the health of their employees.

Leaders should provide directions on teamwork to all employees and provide knowledge about the importance of cooperation in work.

For future researchers, if they want to research similar things, they can use other variables that affect turnover intention, such as job satisfaction and leadership that experts and previous researchers have done.

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