

The Effect of Compensation and Job Satisfaction on Contract Employees' Turnover Intention at Cv. Tunas Surya Gemilang

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Abstract

This study aims to analyze the effect of compensation and job satisfaction on turnover intention of contract employees at CV. Tunas Surya Gemilang. This study uses a quantitative approach with data collection techniques through a questionnaire on a five-point Likert scale that measures four indicators of compensation, job satisfaction, and turnover intention. The population in this study was all contract employees of CV. Tunas Surya Gemilang, totaling 232 people. The sample determination used the Slovin formula with an error rate of 12%, resulting in a sample of 54 respondents. Data analysis techniques used include validity tests, reliability tests, classical assumption tests (normality tests, multicollinearity tests, and heteroscedasticity tests), t-tests, F-tests, and coefficients of determination (R^2). All data processing was carried out using SPSS software (Statistical Package for the Social Sciences). The results of this study are expected to provide an overview of the extent of the influence of compensation and job satisfaction on employee turnover intentions, as well as being evaluation material for the management of CV. Tunas Surya Gemilang in designing appropriate policies to reduce the turnover rate of contract employees.

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1. INTRODUCTION

Human resources play a crucial role in a company's sustainability. Companies need employees who are not only competent but also loyal and have long-term commitment. According to Romadhona & Ali (2024), if an organization or company functions optimally, then management functions (planning, organizing, motivating, and work discipline) can function effectively and efficiently. To achieve this, companies need to provide a fair, appropriate, and competitive compensation system. Compensation that is commensurate with workload and contribution is expected to increase employee job satisfaction. According to Hasibuan (Lauren, 2017), compensation includes all types of income in the form of money, goods, directly or indirectly received by employees in return for their contributions to the company. If employees have a negative view of compensation, it can result in reduced job satisfaction and increased employee turnover. This condition not only impacts job satisfaction but also triggers employee behavior in making decisions to stay or leave the company. (Bilady & Ismail, 2024) stated that creating job satisfaction for employees of every organization or company is very important. According to Allan Cheng et al (2015) in (Lauren, 2017), job satisfaction can be explained as a positive feeling that arises from employee evaluations in fulfilling or supporting the achievement of their values. According

to Rahayu (2011) in (Riana & Rahayu, 2017) stated employee turnover or employee turnover from an organization is an important phenomenon in organizational life. There are times when employee turnover has a positive impact, but most employee turnover hurts the organization.

CV. Tunas Surya Gemilang, or Mutiara Super Kitchen, is a company engaged in the retail sector of modern household equipment that was founded in 2002. As a company that has been established for more than two decades, CV. Tunas Surya Gemilang certainly faces various challenges in human resource management, including the issue of employee turnover *and* resignations. In 2025, the resignation trend showed a progressive decline from Q1 to Q3 (21 → 17 → 11 people), indicating a gradual increase in employee retention mid-year. However, a significant spike occurred in Q4 2025, with 43 employee resignations, the highest number in the entire observation period—indicating the presence of internal and external disruptive factors that require further investigation, such as dissatisfaction with year-end compensation, organizational restructuring, or competitive pressure in recruiting.

Entering 2026, the trend shows a sharp recovery and decline, from 34 in Q1 to 13 in Q2. This 61.8% decline indicates that management interventions, if implemented after the Q4 2025 surge, are beginning to have a positive impact on workforce stability. Overall, the average resignation rate during this period was 23.2 people per quarter, with a high coefficient of variation, reflecting retention instability that requires strengthening employee engagement programs, regular compensation evaluations, and more systematic exit interview analysis.

2. METHOD

This study uses a quantitative approach with an explanatory design. This approach was chosen because the study aims to examine the influence of compensation and job satisfaction on turnover intentions among contract employees in a measurable manner based on numerical data.

The method used in this study was a survey with a cross-sectional approach, namely, data collection was carried out once within a certain period by distributing questionnaires to employees of CV. Tunas Surya Gemilang. The study population included all active contract employees at CV. Tunas Surya Gemilang, a total of 232 people. The data collection instrument used was a closed questionnaire with a Likert scale.

3. RESULTS AND DISCUSSION

Partial compensation has no significant effect on the intention to leave contract employees at CV. Tunas Surya Gemilang. This is evidenced by the T-test significance value of 0.795, which is greater than 0.05, thus rejecting H1. Therefore, the high or low compensation provided by the company does not directly and significantly influence employees' intention to leave the company. Partially, job satisfaction does not have a significant effect on the turnover intention of contract employees at CV. Tunas Surya Gemilang.

This is evidenced by the T-test significance value of 0.419, which is greater than 0.05, thus rejecting H2. These results indicate that the level of employee job satisfaction in this study has not been statistically proven to directly influence turnover intentions. Compensation and Job Satisfaction simultaneously have no significant effect on turnover intention of contract employees at CV. Tunas Surya Gemilang. This is evidenced by the F-test significance value of 0.652, which is greater than 0.05, thus rejecting H3. This result indicates that both independent variables together are unable to significantly explain changes in employee turnover intention.

Based on the results of the coefficient of determination (R^2) test, the R Square value of 0.017 indicates that Compensation and Job Satisfaction are only able to explain 1.7% of the variation in employee turnover intention, while the remaining 98.3% is influenced by other factors outside this research model. This low value indicates that the turnover intention of contract employees at CV. Tunas Surya Gemilang is influenced by other, more dominant variables and needs to be identified in further research.

4. CONCLUSION

The results of this study indicate that compensation and job satisfaction do not have a statistically significant effect on turnover intentions. Companies are still advised not to ignore these two aspects. Fair and competitive compensation and good job satisfaction management are important foundations for a long-term employee retention strategy. Given the high resignation rate recorded, especially in Q4 2025 (43 people), companies need to conduct a comprehensive evaluation of internal conditions, including work environment factors, workload, and organizational commitment, which are likely to be more dominant influences on employee turnover intentions. Conducting more systematic and regular exit interviews is also highly recommended as an effort to more comprehensively identify the root causes of employee turnover.

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