


# The influence of perceived organizational support, compensation, and workload on turnover intention among millennial employees in the sales department of pt. Toyota auto2000

Novriananda<sup>1</sup>, Badia Perizade<sup>2</sup>, Kemas Muhammad Husni Thamrin<sup>3</sup>

Program Studi Magister Ilmu Manajemen Konsentrasi Manajemen SDM, Fakultas Ekonomi, Universitas Sriwijaya<sup>1,2,3</sup>

Article Info	ABSTRACT
<b>Keywords:</b> Perceived Organizational Support, Compensation, Workload, turnover intention	This research aims to examine the influence of perceived organizational support, compensation, and workload on turnover intention at PT. Auto2000. Data collection was carried out by distributing questionnaires to sales employees of PT. Auto2000 Palembang. The population in this study consists of all employees of PT. Auto2000, totaling 175 employees. The sampling technique used is saturated sampling with a total of 75 sales employees of PT. Auto2000 as respondents. Data analysis using multiple linear regression analysis. The results of the analysis in this study indicate that perceived organizational support and compensation have a negative and significant influence on turnover intention, while workload has a positive influence on turnover intention. The researcher suggests that the company should improve compensation for sales employees so that they feel more valued and are less likely to choose turnover. For future research, it is recommended to analyze specifically the causes of turnover in specific departments or positions within an organization
This is an open access article under the <a href="https://creativecommons.org/licenses/by-nc/4.0/">CC BY-NC</a> license 	<b>Corresponding Author:</b> Novriananda Program Studi Magister Ilmu Manajemen Konsentrasi Manajemen SDM, Fakultas Ekonomi, Universitas Sriwijaya <a href="mailto:novriananda1996@gmail.com">novriananda1996@gmail.com</a>

## INTRODUCTION

The International Labour Organization, more commonly known as the ILO, records Indonesia as the country with the highest number of informal workers in Southeast Asia (Bayu, 2023). In 2022 alone, Indonesia had a recorded number of 108.39 million informal workers. This figure pertains to domestic workers and does not include those working outside the country. This is a staggering number, especially when compared to other Southeast Asian countries. For instance, Vietnam had only 37.49 million informal workers in 2022, which is not even half of Indonesia's total (Bayu, 2023). When Southeast Asian countries like Indonesia have a significant number of informal workers, the same trend is observed in the formal labor sector. According to the Indonesian Central Statistics Agency (Badan Pusat Statistik Indonesia or BPS), Indonesia had 55.29 million formal workers as of February 2023 (KumparanBISNIS, 2023).

The influence of perceived organizational support, compensation, and workload on turnover intention among millennial employees in the sales department of pt. Toyota auto2000–

Novriananda et.al

When a country has a substantial number of both formal and informal workers, one sector worth examining is the sales field. With the onset of the COVID-19 pandemic, all activities in Indonesia were forced to shift from traditional to digital. This change also impacted several sectors, including sales. Thanks to this shift, the sales field in Indonesia has experienced significant growth. Data indicates that there are more than 12.4 million, even more than 14.1 million people in Indonesia working in sales divisions (AHOP, 2023). This figure is quite high, considering that each year, the number is expected to increase in line with the growing demand for goods. Especially during the pandemic, which drastically altered the habits and daily lives of the population, it had some impact on the economic activities of the Indonesian people. It can be said that jobs in the sales field continue to be popular among many individuals. Despite the challenges faced, which cannot be considered trivial, not to mention the fluctuations in inflation that affect the economy, sales or sales-related jobs remain relatively high in demand among workers in Indonesia.

However, in contrast to the fact that Indonesia has an abundant workforce, the country is not immune to prevailing phenomena in the world of work. One widely discussed phenomenon at present is the "great resignation." Journalists from Kompas state that the great resignation, or mass resignations, occurs because employees or workers experience stress and mental pressure in their work environments (Maulana, 2023). This phenomenon has become increasingly prevalent, particularly in the aftermath of the challenges posed by the pandemic. The great resignation is characterized by a mass exodus of employees. In addition to workload and mental pressure, this phenomenon also occurs due to a domino effect. Other employees witnessing their colleagues resigning are influenced by their mental state. Meanwhile, if this issue is not promptly addressed by the company, it can lead to employees becoming more dissatisfied with their jobs.

In some cases, the occurrence of Turnover Intention is closely linked to young workers in Indonesia. It is undeniable that in the era of globalization, where everything has become digitalized, technology plays a significant role in exacerbating this significant phenomenon. This is particularly true for the millennial generation (Hasanah & Huriyah, 2022: p. 23-52). The main characteristic of the Millennial generation is their tendency to engage in activities using sophisticated and internet-based tools. This has a certain impact on the emergence of the aforementioned phenomenon because the internet serves as fuel for the dissemination of both true and false information, contributing to the mental distress of millennials. Consequently, the phenomenon of Turnover Intention is more prevalent among millennials compared to other age groups (Hasanah & Huriyah, 2022: p. 23-52). This trend is attributed to the open-mindedness of millennials, who are influenced by information from the globalized world. Those who receive unpleasant information about their jobs are more susceptible to Turnover Intention than older workers. The situation worsens when millennials, accustomed to technological conveniences, perceive minor issues in their work as significant problems. This phenomenon correlates with Turnover Intention, as the more millennials are exposed to information about their work, the more their mental well-being is affected (Ngaeni & Nu'ma, 2022: p. 29-37). This assumption is strengthened by data on

---

The influence of perceived organizational support, compensation, and workload on turnover intention among millennial employees in the sales department of pt. Toyota auto2000–

Novriananda et.al

the occurrence of Turnover Intention in Indonesia, which has reached concerning levels. In the healthcare sector, for example, the turnover intention rate among medical professionals has reached 5-10% per year (Fatiyah, 2023). This figure is likely to increase further without appropriate intervention.

Major phenomena like Turnover Intention are not exclusive to the healthcare sector, as mentioned earlier, but also affect the automotive sector. Take, for example, one of the providers of automotive parts and services, PT. Toyota AUTO2000. This provider of maintenance, repair, and Toyota spare parts is known as AUTO2000. Previously, this service provider was established in 1975 under the initial name Astra Motor Sales (as per researcher interviews). Then, in 1989, there was a name change from Astra Motor Sales to AUTO2000, coinciding with a change in management fully taken over by PT. Astra International Tbk. AUTO2000 is renowned for holding the title of the largest Toyota retailer in Indonesia, capturing 45% of the total Toyota sales. To operate its business operations, AUTO2000 collaborates with PT. Toyota Astra Motor as the sole distributor (Agen Tunggal Pemegang Merek or ATPM) for Toyota. This collaboration makes AUTO2000 one of the official Toyota dealers.

PT. Astra Internasional Tbk/Astra Auto2000 based in Palembang, South Sumatra, is a provider of maintenance services, spare parts, and automotive needs for Toyota in the region. Its managerial system is directly led by the Branch Head working under the umbrella of the Central General Executive. Like other Auto2000 branches, Toyota AUTO2000 Plaju adheres to the principle of "Making Toyota Matters Easy!" In its business operations, Toyota AUTO2000 Plaju ensures maximum service for the automotive needs of its customers, ranging from vehicle service bookings to various other automotive services. Unfortunately, this slogan seems to focus only on the manufacturer-to-consumer service (as per researcher interviews). The slogan appears not to apply to the company's treatment of its employees. This, in turn, contributes to Toyota AUTO2000 being one of the business sectors affected by the phenomenon of Turnover Intention.

Similar to the presentation of the Turnover Intention phenomenon above, which is akin to the Great Resignation phenomenon, the phenomenon of employees leaving their jobs also occurs at PT. Toyota AUTO2000. Based on the conducted interviews, data has been compiled that indicates an increase in employee resignations each year. This increase is quite drastic and significant, signaling a phenomenon of Turnover Intention that is becoming increasingly serious over the years. The interviews were conducted directly with representatives from PT. Toyota AUTO2000 Palembang, specifically Mr. Andi Indra Jaya, who serves as the Sales Supervisor at PT. Toyota AUTO2000 Palembang. The interviews conducted on March 6 and 7, 2023, provide a clear picture of the Turnover Intention phenomenon, at least in the last three years. The data in question is on the following Table 1:

**Table 1.** Employee Count

Year	Total	Employees	Percentage
------	-------	-----------	------------

The influence of perceived organizational support, compensation, and workload on turnover intention among millennial employees in the sales department of pt. Toyota auto2000–

	Employees	Exiting	
2020	190	5	3,65%
2021	185	5	5,25%
2022	175	10	14,0%

Based on the results of the above interview, the data indicates an increase in both the numerical and percentage figures related to the number of employees leaving each year at PT. Toyota AUTO2000 Palembang. According to various existing theories, Turnover Intention is said to occur when an employee experiences various negative disturbances in their job. This can be attributed to the workload they experience, mental stress, pressure from superiors, environmental conditions, and how well the company handles the issue of turnover intention (Irvianti & Verina, 2015: 117-126). Good human resources are measured by how well they can contribute to their field. When a resource experiences a decrease in job mobility, it is a responsibility and problem that must be addressed seriously by superiors and managerial parties (Gani, et al., 2022: 579-588).

Several factors influencing the presence of the turnover intention phenomenon include thoughts of quitting, which are often highlighted (Gani, et al., 2022: 579-588). This factor is directly proportional to the workload experienced by employees. Normally, an employee would not consider quitting their job if they have an environment, conditions, and workload that align with their abilities. Conversely, when an employee is faced with a workload beyond their expectations and capabilities, it triggers negative thoughts that lead them to consider quitting. Fitriantini in her research states that Turnover Intention is directly proportional to the workload (Fitriantini, et al., 2020: 23-38). The greater the workload experienced by an employee, the greater the chance they will feel uncomfortable with their job and eventually choose to resign. Although the level of workload experienced by an employee always varies, when they are triggered by the workload experienced by other employees, the phenomenon of Turnover Intention will still occur. Ariani in her research elaborates that workload is the magnitude of responsibility carried by an employee in their workplace (Ariani, et al., 2020: 480-493). The level of responsibility varies depending on the position, job type, and length of employment, influencing the magnitude of the workload.

Perceived organizational support is not the sole factor that can hinder the root of the Turnover Intention phenomenon. Another factor that can influence the level of Turnover Intention in employees is the compensation provided by the company. The intended compensation is a form of care from superiors towards their employees, which can be realized in the form of money, goods, or other valuable items (Saputra, et al., 2022: 1491-1500). Compensation provided by the company should not be underestimated, as it indicates the extent of the company's care and appreciation for employees who have performed well. With the presence of compensation, employees will feel that their hard work is valued by the company. Compensation is also a form of mutual appreciation, where superiors reward the hard work of their employees over a certain period. The amount of

---

The influence of perceived organizational support, compensation, and workload on turnover intention among millennial employees in the sales department of pt. Toyota auto2000–

compensation is not limited, but even small forms of compensation can have a significant impact on the closeness, harmony between employees and superiors, and even reduce the workload of employees (Saputra, et al., 2022: 1491-1500).

According to the theories outlined above, the Turnover Intention phenomenon is likely to occur more frequently in young employees. As mentioned by Ngaeni in his research, young generations or Millennials are often easily influenced by globalization and foreign languages (Ngaeni & Nu'ma, 2022: 29-37). This influence is not limited to culture alone but extends to anything that appears on the internet and social media, easily absorbed by the understanding of the younger generation. The information they receive is limitless due to the habit of involving technological sophistication in any situation. This includes information that has both positive and negative impacts. In relation to the Turnover Intention phenomenon, Millennials are more likely to be influenced by information obtained through the internet. As a result, they are more open-minded. When they see information about other employees with the same workload, their mental state is easily shaken due to the ease of information access (Saputra, et al., 2022: 1491-1500). To some extent, Millennials or the younger generation are the most susceptible to the Turnover Intention phenomenon. Those who are accustomed to technological advancements and convenience differ from adult workers who are not Millennials. The mental state of Millennials is also easily shaken due to the habit of involving technology in their daily lives. Consequently, the occurrence of the Turnover Intention phenomenon is more frequent among young Millennials (Irvianti & Verina, 2015: 117-126).

This study aims to explore and elucidate the impact of Perceived Organizational Support on Turnover Intention among millennial employees working in the sales department of PT. Toyota Auto2000. In this context, we seek to understand the extent to which the perceived support from the organization influences the tendency of millennial employees to consider job turnover.

## **Literature Review**

### **Perceived Organizational Support**

Perceived Organizational Support is a state in which a company, institution, or managerial entity successfully meets the satisfaction, needs, and interests of its employees (Fairnandha, 2021: 920-930). Another perspective suggests that Perceived Organizational Support is a condition where a company pays extra attention to its employees and appreciates their efforts in providing support. Caesens et al., as cited by Fairnandha, state that Perceived Organizational Support refers to the company's demonstration of concern for its employees (Fairnandha, 2021: 920-930).

### **Compensation**

Compensation is any form of income that can be in the form of valuable goods or money, directly or indirectly, given as an appreciation or recognition from the company to its employees (Saputra, et al., 2022: 1491-1500). Another perspective defines compensation as a sum of money received by an employee from the company where they work, in total. Meanwhile, another opinion states that compensation refers to rewards or benefits in the

---

The influence of perceived organizational support, compensation, and workload on turnover intention among millennial employees in the sales department of pt. Toyota auto2000–

Novriananda et.al

form of goods and valuable items given by the company or superiors to their employees as a form of appreciation and recognition for the hard work they have put in. Compensation is considered crucial for a company to provide to its employees because the amount of compensation reflects how much the company appreciates the hard work and value that its employees have contributed to meet work targets (Saputra, et al., 2022: 1491-1500).

### **Workload**

Workload is a set of responsibilities undertaken or carried out by an individual that must be completed within a specified time frame (Sutikno, 2020: 23-38). Workload is not limited to tasks or job-related matters alone but can also take the form of pressure from an organization, superiors, and even the environment (Fitriantini, et al., 2020: 23-38).

### **Turnover Intention**

Turnover Intention can be interpreted as the desire, wish, feelings, thoughts, and willingness of an employee who wants to promptly terminate or exit from their job (Fitriantini, et al., 2020: 23-38). Turnover refers to a change, a move, indicating the condition when an employee quits or leaves their job to seek another job as a replacement for the previous one. Meanwhile, Intention means the desire, purpose, hope, intention, or the eagerness to leave the job due to one or two reasons and find a replacement that is expected to be much better. Turnover Intention can also be referred to as the desire to switch jobs from the current workplace (Sutikno, 2020: 23-38).

## **METHOD**

This study employs an explanatory (explanatory research) type with a quantitative approach. Explanatory research is used to explain the conditions of employee compensation, the working environment of employees, and turnover intention at Auto2000. The population in this study includes all employees at Auto2000, totaling 175 people divided into 4 levels of units/divisions. The sample used by the researcher is taken from the population of PT. Toyota Auto2000 employees in the sales department, totaling 75 employees. The research conducted by the researcher uses interviews and questionnaires to obtain the required data. The data analysis technique used is descriptive analysis to determine or describe the frequency of each item variable with a measurement scale ranging from one to five. Multiple regression analysis is employed when there is a relationship with more than one variable. In this study, the analysis is conducted to determine the magnitude of the influence of Perceived Organizational Support (POS), Compensation, and Workload on Turnover Intention among Auto2000 sales employees.

## **RESULT AND DISCUSSION**

### **Classic Assumption Test**

---

The influence of perceived organizational support, compensation, and workload on turnover intention among millennial employees in the sales department of pt. Toyota auto2000–

Novriananda et.al

This test is conducted to determine whether the residuals/differences in the study have a normal distribution.

**Table 2.** Results of Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardize d Residual
N		75
Normal Parameters <sup>ab</sup>	Mean	.0000000
	Std. Deviation	2.61758535
Most Extreme Differences	Absolute	.091
	Positive	.091
	Negative	-.061
Test Statistic		.091
Asymp. Sig. (2-tailed)		.197 <sup>c</sup>
a. Test distribution is Normal.		

Sumber: Data Primer Diolah 2023

From the data in Table 2, it can be concluded that all data are normally distributed, as evidenced by the significance value of 0.197. This value is greater than 0.05, indicating that the data follow a normal distribution.

### Multicollinearity Test

The multicollinearity test is used to examine whether there is a relationship between independent variables in a regression model.

**Table 3.** Results of Multicollinearity Test

Variabel	Tolerance	VIF	Conclusion
Perceived Organizational Support ( $X_1$ )	0,891	1,122	Tidak terjadi Multikolinearitas
Compensation ( $X_2$ )	0,792	1,258	Tidak terjadi Multikolinearitas
Workload ( $X_3$ )	0,889	1,112	Tidak terjadi Multikolinearitas

Source: Primary Data Processed in 2023

Based on the data in Table 3, it can be concluded that there are no tolerance values  $< 0.10$ , and there are no VIF values exceeding 10. Therefore, it can be concluded that there is no multicollinearity.

### Heteroskedasticity Test

The influence of perceived organizational support, compensation, and workload on turnover intention among millennial employees in the sales department of pt. Toyota auto2000–

Novriananda et.al

Heteroskedasticity test is used to measure whether there is inequality in the variance of residuals from one observation to another in a regression model.

**Table 4.** Results of Heteroskedasticity Test

		Coefficients <sup>a</sup>				
		Unstandardized		Standardize		
		Coefficients		d		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	4.394	1.707		2.574	.012
	Perceived Organizational Support	-.016	.035	-.055	-.461	.646
	Compensation	-.079	.043	-.234	-1.840	.070
	Workload	.052	.045	.137	1.144	.256

a. Dependent Variable: Abs\_Res

Source: Primary Data Processed in 2023

Based on the Glejser test in Table 4, the significance values for variables X<sub>1</sub>, X<sub>2</sub>, X<sub>3</sub>, and Y are 0.646, 0.070, 0.256, and 0.177, respectively. The significance values between independent variables and absolute residuals (Abs-Res) are > 0.05. Therefore, it can be concluded that there is no heteroskedasticity phenomenon.

#### Multiple Linear Regression Analysis

Multiple linear regression analysis is used to determine the influence of independent variables consisting of perceived organizational support, compensation, and workload on turnover intention. The results of the multiple linear regression calculations using the SPSS program are presented in Table 5.

**Table 5.** Results of Multiple Linear Regression Analysis

Model	Unstandardized		Conclusion
	Coefficients	Sig.	
B			
1 (Constant)	27.847	,000	
<i>Perceived Organizational Support</i>	-,184	,007	H1 diterima
Compensation	-,222	,007	H2 diterima
Workload	,240	,007	H3 diterima

Source: Primary Data Processed in 2023

Based on Table 5, the multiple linear regression equation is read from the values in column B. The first row indicates the constant ( $\alpha$ ), and the subsequent rows indicate the coefficients of the independent variables. According to Table 4.8, the regression model used is as follows:

$$Y = 11,167 + 0,266X_1 + 0,300X_2 + 0,415X_3$$

Information:

The influence of perceived organizational support, compensation, and workload on turnover intention among millennial employees in the sales department of pt. Toyota auto2000–



Y = *Turnover Intention*  
 X1 = *Perceived Organizational Support*  
 X2 = *Kompensasi*  
 X3 = *Beban Kerja*

**Uji t test (Uji Parsial)**

The significance value is compared when conducting the t-test. Independent variables can influence the dependent variable if their significance is  $< 0.05$  or  $= 0.05$  (Ghozali, 2018). To find out the results of the t-test, refer to the following table:

**Table 6.** Results of T-Test for Equality of Equations

		Coefficients <sup>a</sup>				
		Unstandardized		Standardized		
		Coefficients		Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	27.847	2.602		10.703	.000
	Perceived Organizational Support	-.184	.066	-.303	-2.784	.007
	Compensation	-.222	.080	-.314	-2.777	.007
	Workload	.240	.087	.300	2.772	.007

a. Dependent Variable: Turnover Intention

Source: Primary Data Processed in 2023

Examining Table 6, the significance results for the Perceived Organizational Support variable are  $0.007 < 0.05$ , and the calculated t-value is -2.784, which is greater than the tabulated t-value of 1.993. This indicates that the Perceived Organizational Support variable has a statistically significant negative effect on turnover intention. The significance value for the Compensation variable is  $0.007 < 0.05$ , and the calculated t-value is  $-2.777 >$  the tabulated t-value. This implies that the Compensation variable significantly influences turnover intention in a negative direction. The significance value for the Workload variable is  $0.007 < 0.05$ , and the calculated t-value is  $-2.772 >$  the tabulated t-value. This indicates that the Workload variable significantly influences turnover intention in a negative direction. Based on the regression data management, the following results were obtained: The constant value ( $\beta_0$ ) is 30.202, meaning that if the independent variables are 0, the dependent variable will increase by 30.202. This suggests that if the Perceived Organizational Support, Compensation, and Workload variables are 0, the turnover intention variable will consistently increase by 30.202. The coefficient for Perceived Organizational Support ( $X_1$ ), denoted as  $\beta_1$ , is 0.182, with a calculated t-value of -2.766, which is smaller than the tabulated t-value of 1.993. The significance is 0.007, indicating a significance value less than  $\alpha 0.05$  (sig.  $0.007 < \alpha 0.05$ ), meaning that Perceived

The influence of perceived organizational support, compensation, and workload on turnover intention among millennial employees in the sales department of pt. Toyota auto2000–

Organizational Support has a statistically significant negative effect on turnover intention. The coefficient for Compensation (X<sub>2</sub>), which is -0.204, has a calculated t-value of -2.509, larger than the tabulated t-value of 1.993. The significance is 0.014, indicating a significance value less than  $\alpha$  0.05 (sig. 0.014 <  $\alpha$  0.05), meaning that Compensation has a statistically significant negative but not significant effect on turnover intention. The coefficient for Workload (X<sub>3</sub>), which is 0.241, has a calculated t-value of 2.793, larger than the tabulated t-value of 1.993. The significance is 0.007, indicating a significance value less than  $\alpha$  0.05 (sig. 0.007 <  $\alpha$  0.05), meaning that Workload has a statistically significant positive effect on turnover intention.

### Koefisien Determinasi (R<sup>2</sup>)

Indicates the strength of the relationship between the dependent and independent variables (Y and X), or the contribution of the independent variable to the dependent variable (Y).

**Table 7.** Results of Coefficient of Determination for Equations  
**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.500 <sup>a</sup>	.250	.218	2.70019

- a. Predictors: (Constant), Workload, Perceived Organizational Support, Compensation

Sumber: Data Primer Diolah 2023

Based on table 7, it is known that the value of the adjusted R Square is 0.218. The coefficient of determination (R<sup>2</sup>) is 0.218, which is equal to 21.8%. This means that the variables perceived organizational support, compensation, and workload influence the turnover intention variable by 21.8%. Meanwhile, the remaining portion (100% - 21.8% = 78.2%) is influenced by other variables outside of this regression model.

### Uji Model F

**Table 8.** Results of Equation F-Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	172.416	3	57.472	7.883	.000 <sup>a</sup>
	Residual	517.664	71	7.291		
	Total	690.080	74			

a. Dependent Variable: Turnover Intention  
 b. Predictors: (Constant), Compensation, Workload, Perceived Organizational Support

Sumber: Data Primer Diolah 2023

Based on the calculation results in table 8, the significance value of the F-test is 0.000, which is smaller than the significance level  $\alpha$ =5%. Thus, the variation in the

---

The influence of perceived organizational support, compensation, and workload on turnover intention among millennial employees in the sales department of pt. Toyota auto2000–

values of the independent variables can explain the variation in the dependent variable. Therefore, the variables perceived organizational support, compensation, and workload collectively (simultaneously) have an impact on turnover intention.

#### **The Influence of Perceived Organizational Support (X<sub>1</sub>) on Turnover Intention (Y)**

The results of hypothesis testing in this study indicate that Perceived Organizational Support has a positive and significant effect on turnover intention, as evidenced by the t-value of -2.766 and a significance level of 0.007. Thus, the first hypothesis (H1) stating that perceived organizational support has a negative and significant effect on turnover intention is accepted. The research proves that perceived organizational support has a negative and significant impact on turnover intention. This result aligns with hypothesis one, indicating that perceived organizational support has a negative influence on turnover intention. The negative and significant influence of perceived organizational support on turnover intention means that if the organization fails to provide support in line with the norms, desires, and expectations of employees, turnover intention will increase.

This result is consistent with the research conducted by Hui et al. (2007), finding that perceived organizational support has a negative impact on turnover intention. It also aligns with the findings of Ishfaq et al. (2013) and Putra et al. (2015), where perceived organizational support significantly affects turnover intention. Eisenberger et al. (1986) state that perceived organizational support refers to the extent to which employees feel that their superiors care about their well-being and appreciate their contributions to the organization. Thus, perceived organizational support assures employees that the organization stands behind them when they perform their duties and supports them during stressful conditions.

#### **The Influence of Compensation (X<sub>2</sub>) on Turnover Intention (Y)**

The hypothesis testing results indicate that Compensation has a negative and significant effect on turnover intention, demonstrated by the t-value of -2.509 and a significance level of 0.014. Therefore, the second hypothesis (H2) stating that Compensation has a negative and significant effect on turnover intention is accepted. This implies that as compensation increases, turnover intention among PT. Auto2000 employees decreases. The result aligns with previous studies, such as Wiguna & Surya (2017), Widayati (2016), and Parashakti et al. (2017), which found that compensation significantly affects turnover intention.

Compensation is considered crucial for a company to provide to its employees because the amount of compensation reflects how much the company appreciates the hard work and value employees contribute to meeting job targets. Therefore, by providing compensation, the company enhances the motivation and satisfaction of its employees, influencing their performance directly or indirectly. Compensation can also be seen as the company's effort to alleviate the burden and pressure experienced by employees during work.

#### **The Influence of Workload (X<sub>3</sub>) on Turnover Intention (Y)**

---

The influence of perceived organizational support, compensation, and workload on turnover intention among millennial employees in the sales department of pt. Toyota auto2000–

Novriananda et.al

The hypothesis testing results in this study indicate that workload has a negative and significant effect on turnover intention, as evidenced by the t-value of 2.793 and a significance level of 0.007. Thus, the third hypothesis (H3) stating that workload has a positive and significant effect on turnover intention is accepted. This suggests that an increase in workload has a considerable impact on turnover intention. It means that workload significantly influences the job performed by employees; the more tasks assigned, the greater the burden on employees, leading to their departure from the company.

This result supports the research of Sakul (2018), Sutikno (2020), and Luh Tesi Riani and Putra (2017), which found a positive and significant impact of workload on turnover intention. The excessive workload positively affects turnover intention, and employees with a high workload tend to leave the company. Fitriantini et al. (2020) and Indriati et al. (2021) also suggest that a high workload contributes to an increase in turnover intention. Employees with high workloads are likely to feel uncomfortable working in the company and may decide to leave.

## CONCLUSION

Based on the analysis and discussion of the influence of perceived organizational support, compensation, and workload on turnover intention, the following conclusions can be drawn: There is a significant negative influence of perceived organizational support on turnover intention among sales employees at PT. Auto2000. This suggests that the moral support provided by the company to its sales employees is substantial, leading to a lack of intention to leave the company. There is a significant negative influence of compensation on turnover intention among sales employees at PT. Auto2000. This indicates that the compensation received by sales employees is satisfactory, aligning with their performance in the company, thereby reducing the intention to leave. There is a significant positive influence of workload on turnover intention among sales employees at PT. Auto2000. This is attributed to the considerable workload assigned to sales employees, leading to an increased intention to leave the company.

## REFERENCES

- Ariani, DR. Ratnasari, SL. Tanjung, R. (2020). *PENGARUH ROTASI JABATAN, DISIPLIN KERJA, DAN BEBAN KERJA TERHADAP PRODUKTIVITAS KERJA KARYAWAN*. DIMENSI. VOL. 9, NO. 3. 480-493.
- Cahyo, PN. & Prabowo, R. (2022). *Pengaruh Quality of Work Life, Perceived Organizational Support dan Self Eficiency Terhadap Employee Engagement (Studi Kasus: CV. Cakra Entertainment – Sidoarjo)*. Jurnal Manajemen dan Bisnis (JUMANIS) Prodi Kewirausahaan. Vol. 4. No. 2. 196-208.

- Efitriana, I. & Liana, L. (2022). *Pengaruh Kompensasi, Lingkungan Kerja, dan Gaya Kepemimpinan Terhadap Turnover Intention (Studi Pada Yamaha Mataram Sakti Semarang)*. SEIKO : Journal of Management & Business. Vol. 5 No. 2. 182-187.
- Fairnandha, MM. (2021). *PENGARUH PERCEIVED ORGANIZATIONAL SUPPORT, JOB DEMANDS, DAN JOB SATISFACTION TERHADAP WORK ENGAGEMENT*. Jurnal Ilmu Manajemen. Vol. 9 No. 3. 920-930.
- Fatmawati, A. & Azizah, SN. (2022). *Pengaruh Kecerdasan Emosional dan Perceived Organizational Support Terhadap Organizational Citizenship Behavior dengan Komitmen Organisasi Sebagai Variabel Intervening (Studi pada PNS di Badan Pusat Statistik Kabupaten Kebumen)*. Jurnal Ilmiah Mahasiswa Manajemen Bisnis dan Akuntansi. Vol. 4. No. 2. 154-180.
- Febriana, A. & Kustini, K. (2022). *DAMPAK KOMPENSASI DAN BEBAN KERJA TERHADAP LOYALITAS KARYAWAN PADA PT. BERLIAN MULTI SEJAHTERA*. SCIENTIFIC JOURNAL OF REFLECTION: Economic, Accounting, Management and Business. Vol. 5, No. 3. 656-664.
- Fitriantini, R. Agusdin, Nurmayanti, S. (2020). *PENGARUH BEBAN KERJA, KEPUASAN KERJA DAN STRES KERJA TERHADAP TURNOVER INTENTION TENAGA KESEHATAN BERSTATUS KONTRAK DI RSUD KOTA MATARAM*. Jurnal Distribusi. Vol. 8, No. 1. 23-38.
- Gani, NA., Priharta, A. Purnamasari, A. (2022). *Pengaruh Kompensasi dan Lingkungan Kerja terhadap Turnover Intention pada Perusahaan Tambang di Kalimantan*. Jurnal Pendidikan dan Kewirausahaan. Vol. 10 No. 2. 579-588.
- Hardita, VC. Utami, U. Luthfi, ET. (2018). *Sistem Pendukung Keputusan Pemilihan Sales Terbaik*. Citec Journal. Vol. 5. No. 2. 138-150.
- Hasanah, N. & Huriyah. (2022). *RELIGIUS RADIKAL: DUALISME GEN-Z DALAM MENGEKSPRESIKAN KESADARAN BERAGAMA DAN KESALEHAN*. JURNAL PENELITIAN. Vol. 16. No. 1. 23-52.
- Hayatun, M. & Ernawati, S. (2022). *Pengaruh Kompensasi Dan Disiplin Kerja Terhadap Produktivitas Pegawai*. JURNAL AKUNTANSI, MANAJEMEN DAN EKONOMI (JAMANE). Vol. 1, No. 2, 182-192.
- Herianto, F. & Yanuar. (2021). *PENGARUH PERCEIVED ORGANIZATIONAL SUPPORT TERHADAP TURNOVER INTENTION DENGAN JOB SATISFACTION SEBAGAI VARIABEL MEDIASI PADA PT. BANK MNC DI JAKARTA PUSAT*. Jurnal Manajerial dan Kewirausahaan. Vol. III No. 1. 82-88.
- Irvianti, LSD. & Verina, RE. (2015). *ANALISIS PENGARUH STRES KERJA, BEBAN KERJA DAN LINGKUNGAN KERJA TERHADAP TURNOVER INTENTION KARYAWAN PADA PT XL AXIATA TBK JAKARTA*. BINUS BUSINESS REVIEW. Vol. 6 No. 1. 117-126.
- Lestari, GF. & Primadineska, RW. (2021). *Pengaruh Beban Kerja Terhadap Turnover Intention dengan Dukungan Sosial Sebagai Variabel Pemoderasi pada Pekerja Milenial*. CAKRAWANGSA BISNIS. Vol. 2. No.1. 11-20.

- Naufalia, dkk. (2022). *Pengaruh Quality of Work Life, Total Kualitas Manajemen dan Stres Kerja terhadap Loyalitas Karyawan*. Journal of Trends Economics and Accounting Research. Vol. 2. No. 4. 114–120.
- Ngaeni, N. & Nu'ma, RS. (2022). *SIKAP BAHASA MAHASISWA TERHADAP BAHASA IBU PADA ERA MILLENNIAL*. Jurnal Silistik Dimensi Linguistik. Vol. 2. No. 1. 29-37.
- Pratiwi, AR. & Muzakki. (2021). *Perceived Organizational Support Terhadap Komitmen Organisasi dan Kinerja Karyawan*. Jurnal Ilmiah Manajemen Dan Bisnis. Vol. 22 No. 1. 111-120.
- Purwati, AA. & Maricy, S. (2021). *Pengaruh Beban Kerja, Lingkungan Kerja dan Job Insecuriy Terhadap Turnover Intention Karyawan PT. Bumi Raya Mestika Pekanbaru*. Management Studies and Entrepreneurship Journal. Vol. 2. No. 1. 77-91.
- Putri, RF. Sa'adah, N. Sopiah. (2023). *PERCEIVED ORGANIZATION SUPPORT : A SYSTEMATIC LITERATURE REVIEW. JURNAL ILMIAH MULTI DISIPLIN INDONESIA. VOL. 2. NO. 6. 992-1002.*
- Saputra, dkk. (2022). *Pengaruh Kompensasi Terhadap Turnover Intention Karyawan Pada PT. Bintang Megah Abadi*. AKSARA: Jurnal Ilmu Pendidikan Nonformal. Vol. 8. No. 2. 1491-1500.
- Siregar, ADU. Hasibuan, NA. Fadlina. (2020). *Sistem Pendukung Keputusan Pemilihan Sales Marketing Terbaik di PT. Alfa Scorph Menggunakan Metode COPRAS*. Jurnal Sistem Komputer dan Informatika (JSON). Vol. 2, No. 1. 62-68.
- SUTIKNO, M. (2020). *PENGARUH BEBAN KERJA DAN KOMPENSASI TERHADAP TURNOVER INTENTION DENGAN KEPUASAN KERJA SEBAGAI VARIABEL INTERVENING*. KONFERENSI ILMIAH MAHASISWA UNISSULA (KIMU). 3 Universitas Islam Sultan Agung. 450-473.
- Wangi, VKN. Bahiroh, E. Imron, A. (2020). *Dampak Kesehatan Dan Keselamatan Kerja, Beban Kerja, Dan Lingkungan Kerja Fisik Terhadap Kinerja Karyawan*. Jurnal Manajemen Bisnis. Vol. 7, No. 1. 40-50.
- Widodo, DS. & Yandi, A. (2022). *Model Kinerja Karyawan: Kompetensi, Kompensasi dan Motivasi, (Literature Review MSDM)*. Jurnal Ilmu Multidisiplin (JIM). Vol. 1 No. 1. 2829-4599.