


The Effect of Workload, Compensation and Employment Contract Agreement on Employee Turnover Intention at Pt Supra Ferbindo Farma

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Article Info	ABSTRACT
Keywords: Workload, Compensation, Employment Contract Agreement, Employee Turnover Intention	This study examines the influence of Workload, Compensation, and Employment Contract Agreement on Turnover Intention among employees at PT. Supra Ferbindo Farma. Using quantitative methods and questionnaires distributed to 82 respondents, the results show that Workload and Employment Contract Agreement have a positive and significant effect on Turnover Intention, while Compensation has no significant effect. Simultaneously, all three variables together influence employees' intention to leave, with an R ² value of 59.1%, indicating that 59.1% of turnover variation is explained by these variables, and 40.9% by other factors outside the study.
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INTRODUCTION

Globalization and the Industrial Revolution 4.0 have intensified job market competition, increasing the demand for skilled and adaptable workers. Employees now value not only salary but also career growth, supportive environments, and recognition (Dessler, 2017), prompting companies to develop more responsive HRM systems (Mathis & Jackson, 2019). One key HRM challenge is turnover intention, which affects organizational efficiency by raising recruitment costs and reducing experienced staff (Robbins & Judge, 2019). Wambugu (2014) and Hay Group (2014) found that turnover rates in the Asia-Pacific region and Indonesia were high, reaching 25.5% and 25.8%, respectively.

These figures highlight the importance of appropriate management strategies in retaining quality employees. According to Hasibuan (2019), human resources are the key factor determining organizational success; therefore, ineffective management can weaken a company's competitiveness. Turnover intention is influenced by several key factors, including workload, compensation systems, and employment contracts (Purwati & Maricy, 2019). Workload plays an important role in influencing employee loyalty and job satisfaction. Solomon, as cited in Purwati and Maricy (2019), defines workload as the amount of tasks that must be completed within a specific timeframe in accordance with job responsibilities. Excessive workload may cause stress and lower performance (Handoko, 2018). Based on observations in the Packaging Department of PT. Supra Ferbindo Farma, daily production tar-

gets are achieved at only about 80–90% per shift, indicating high work pressure and a potential increase in turnover intention. In addition, compensation is a crucial aspect of employee retention. Fair and appropriate compensation both financial and non-financial can enhance motivation and loyalty (Mangkunegara, 2020). Rivai and Sagala (2018) emphasize that adequate compensation fosters satisfaction and a sense of appreciation, whereas perceived unfairness in compensation may encourage employees to seek other job opportunities.

Turnover intention at PT. Supra Ferbindo Farma, a pharmaceutical company under PT. Tempo Group Tbk. in South Cikarang, is relatively high, rising from 18.5% in April to 25.4% in December 2021. This issue is linked to factors such as workload, compensation, and employment contracts. In Indonesia, employment contracts are governed by Law No. 13 of 2003 and Law No. 11 of 2020, which classify them into Fixed-Term (PKWT) and Permanent (PKWTT) types. Discrepancies between contract terms and their implementation can lead to dissatisfaction and increased turnover intention. Therefore, this study aims to analyze the influence of workload, compensation, and employment contracts on turnover intention and provide recommendations to reduce turnover and improve employee satisfaction.

METHODS

This study uses a quantitative descriptive approach aimed at systematically measuring and describing the relationship between variables. According to Sugiyono (2019), the quantitative method, based on positivism, involves studying specific samples, collecting data through instruments, and applying statistical analysis. The research was conducted at PT. Supra Ferbindo Farma, EJIP Industrial Area, South Cikarang, from July 2023 to February 2024. The conceptual framework, as explained by Notoadmodjo in Yulyanti et al. (2021) and Sugiyono (2019), illustrates the relationship between workload, compensation, and employment contract agreements with turnover intention, providing a clear understanding of how these variables influence employees in the Packaging Department. The research design serves as a systematic plan to guide the study in achieving its objectives through clear population selection, data collection, and analysis methods. This study uses three independent variables: workload (X_1), compensation (X_2), and employment contract agreement (X_3) and one dependent variable, turnover intention (Y). The design aims to develop a structured framework for analyzing the relationships among these variables within a comprehensive and organized research process.

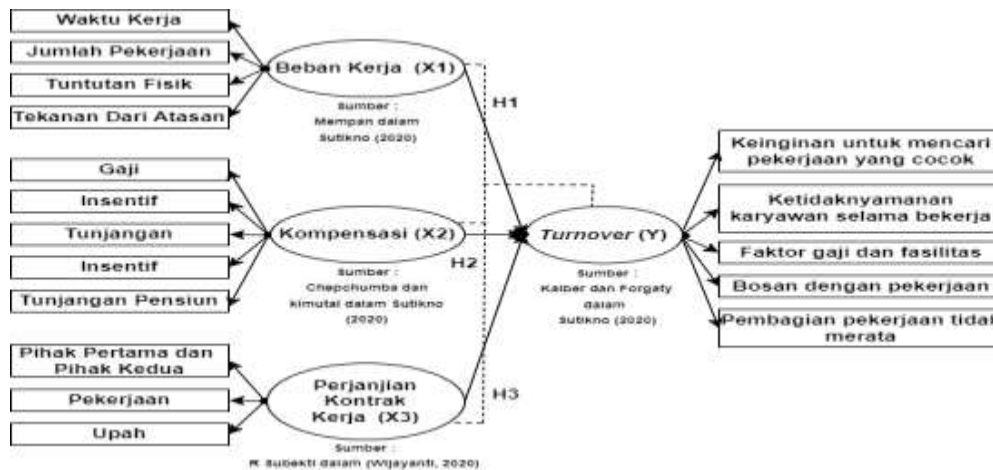


Figure 1. Research Design

The operational definition of variables explains how each variable is measured and analyzed. This study includes three independent variables Workload (X₁), Compensation (X₂), and Employment Contract Agreement (X₃) and one dependent variable, Turnover Intention (Y). The research population consists of 103 employees in the Packaging Department of PT. Supra Ferbindo Farma, with 82 selected as samples using Simple Random Sampling (Sugiyono, 2019). Quantitative data were collected through questionnaires, observations, and literature studies, supported by primary and secondary sources. According to Sugiyono (2016, 2014), secondary data are obtained indirectly, while data analysis involves systematically organizing, categorizing, and interpreting information to draw clear conclusions.

RESULTS AND DISCUSSION

PT. Supra Ferbindo Farma is a company acquired by PT. Tempo Scan Pacific in 1997, coinciding with the moment when PT. Tempo Scan Pacific became a public company and listed its shares on the Jakarta Stock Exchange. Previously, in 1994, PT. Tempo Scan Pacific Tbk. had already established two main divisions: the pharmaceutical division and the consumer and cosmetic products division. In 1997, PT. Supra Usadhatama and its subsidiaries, including PT. Supra Ferbindo Farma formerly known as PT. Supra Ferbindo Laboratories and founded on January 20, 1986 officially became part of the Tempo Scan Group. The company is well-known for producing various products such as Oskadon, Contrex, and Contrexin. In this study, information was obtained from 82 respondents consisting of employees who have worked or are currently working in the Packaging Department of PT. Supra Ferbindo Farma. The data collection technique used was a questionnaire, which included respondent characteristics data consisting of the following:

Table 1. Validity Test of the Workload Instrument Item-Total Statistics

	Scale Mean if Item Deleted	Value r table	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Description
X1.1	75.41	0.183	.396	.722	Valid
X1.2	75.20	0.183	.592	.707	Valid
X1.3	75.16	0.183	.512	.717	Valid
X1.4	75.54	0.183	.506	.712	Valid
X1.5	75.26	0.183	.634	.709	Valid
X1.6	75.01	0.183	.392	.724	Valid
X1.7	75.43	0.183	.451	.717	Valid
X1.8	75.22	0.183	.554	.713	Valid
X1.9	75.28	0.183	.488	.716	Valid
X1.10	75.32	0.183	.405	.720	Valid
Total X1	39.62	0.183	1.000	.751	Valid

Source: Data processed by researchers in 2024

The validity test for variable X1 (Workload) was conducted on 10 statement items, with the calculated r value > table r value. Therefore, all statement items are declared valid.

Table 2. Validity Test for Compensation Instrument Item-Total Statistics

	Scale Mean if Item Deleted	Value r table	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Description
X2.1	74.71	0.183	.409	.717	Valid
X2.2	74.40	0.183	.396	.720	Valid
X2.3	74.18	0.183	.573	.714	Valid
X2.4	74.37	0.183	.363	.723	Valid
X2.5	74.27	0.183	.359	.723	Valid
X2.6	74.99	0.183	.589	.696	Valid
X2.7	74.71	0.183	.551	.712	Valid
X2.8	74.99	0.183	.487	.709	Valid
X2.9	74.79	0.183	.508	.710	Valid
X2.10	74.46	0.183	.640	.707	Valid
Total X2	39.26	0.183	1.000	.740	Valid

Source: Data processed by researchers in 2024

The validity test for variable X2 (Compensation) was conducted on 10 statement items, with the calculated r value > table r value. Therefore, all statements are declared valid.

Table 3. Validity Test for the Employment Contract Agreement Instrument: Item-Total Statistics

	Scale Mean if Item Deleted	Value r table	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Description
X3.1	79.17	0.183	.548	.728	Valid
X3.2	79.07	0.183	.652	.720	Valid
X3.3	78.90	0.183	.512	.732	Valid
X3.4	79.17	0.183	.539	.725	Valid
X3.5	79.00	0.183	.601	.723	Valid
X3.6	79.06	0.183	.480	.728	Valid
X3.7	78.91	0.183	.456	.733	Valid
X3.8	79.10	0.183	.475	.733	Valid
X3.9	79.05	0.183	.566	.728	Valid
X3.10	79.15	0.183	.578	.723	Valid
Total X3	41.61	0.183	1.000	.799	Valid

Source: Data processed by researchers in 2024

The validity test for variable X3 (Employment Contract Agreement) on 10 statement items shows that all calculated r values exceed the table r value, indicating that all items are valid.

	Scale Mean if Item Deleted	Value r table	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Description
Y1.1	77.84	0.183	.460	.745	Valid
Y1.2	78.02	0.183	.596	.734	Valid
Y1.3	77.90	0.183	.568	.735	Valid
Y1.4	78.29	0.183	.674	.727	Valid
Y1.5	78.05	0.183	.626	.731	Valid
Y1.6	78.12	0.183	.621	.735	Valid
Y1.7	77.98	0.183	.650	.732	Valid
Y1.8	77.94	0.183	.526	.741	Valid
Y1.9	77.90	0.183	.537	.740	Valid
Y1.10	77.88	0.183	.572	.739	Valid
Total Y	41.05	0.183	1.000	.835	Valid

Source: Data processed by researchers in 2024

The validity test for variable Y (Turnover Intention) was conducted on 10 statement items, with the calculated r value > table r value. Therefore, all statement items are declared valid. Reliability Test

Table 4. Reliability Test Results

Variabel	Cronbach Alpha	Criteria	Description
Workload	.736	Cronbach's Alpha > 0.6, therefore the data is considered reliable.	Reliabel
Compensation	.733		Reliabel
Employment Contract Agreement	.748		Reliabel
Turnover Intention	.757		Reliabel

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The reliability test results show that all variables (X1, X2, X3, and Y) have alpha coefficients above 0.6, indicating they are reliable. The normality test also shows that all variables have a significance value of 0.05, meaning the data are normally distributed.

Table 5. Results of the One-Sample Kolmogorov-Smirnov Normality Test

		Unstandardized Residual
N		82
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.15780894
Most Extreme Differences	Absolute	.087
	Positive	.083
	Negative	-.087
		.087
Test Statistic		.184 ^c
Asymp. Sig. (2-tailed)		

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

The Kolmogorov-Smirnov test shows an Asymp-Sig value of 0.184 > 0.05, indicating the data are normally distributed. This is supported by the histogram forming a balanced bell shape and the P-P Plot showing residual points aligned along the diagonal line.

Multicollinearity Test

The multicollinearity test ensures that independent variables are not highly correlated. Based on the results, all variables have VIF values <10, indicating no multicollinearity symptoms.

		Coefficients ^a				Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients		Tolerance	VIF
		B	Std. Error	Beta	T		
1	(Constant)	8.070	3.501		2.305	.024	
	Workload	.513	.111	.509	4.626	.000	2.313
	Compensation	.081	.093	.079	.865	.390	1.581
	Employment Contract Agreement	.380	.109	.369	3.504	.001	2.111

a. Dependent Variable: Turnover intention

Source: Processed Data by Researcher, 2024

Based on the multicollinearity test, it can be seen that the VIF values obtained from the coefficients table for the Workload variable (X1) are 2.313, for the Compensation variable (X2) are 1.581, and for the Employment Contract Agreement variable (X3) are 2.111. All three variables meet the requirements for the multicollinearity test because the VIF values are less than 10.00. Therefore, it can be concluded that this model does not experience symptoms of multicollinearity.

Heteroscedasticity Test

The heteroscedasticity test using the Park test and scatter plot shows that the data points are randomly and evenly distributed without a specific pattern, with significance values > 0.05. Thus, the regression model does not exhibit heteroscedasticity.

Hypothesis Test: Coefficient of Determination (R² Test)

The coefficient of determination (R²) aims to measure how well the model explains the variation in the dependent variable. The R² value ranges between 0 and 1. A small R² value indicates that the independent variables have limited ability to explain the variation in the dependent variable. The results of the coefficient of determination test are presented as follows:

Table 6. Results of the Coefficient of Determination (R²) Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.769 ^a	.591	.575	3.218

a. Predictors: (Constant), Perjanjian Kontrak Kerja, Kompensasi, Beban Kerja

b. Dependent Variable: Turnover intention

Source: Processed Data by Researcher, 2024

Based on the data above, the R-Square value is 0.591, which means that 59% of the variation in turnover intention is explained by the variables workload, compensation, and employment contract agreement. The remaining 41% is influenced by other variables not included in this study.

t-Test (Partial Test)

The t-test is conducted to determine the partial effect of each independent variable—workload (X1), compensation (X2), and employment contract agreement (X3)—on the dependent variable, turnover intention (Y). This test compares the calculated t-value (tcount) with the critical t-value (ttable) and examines the significance value (sig.). The decision rules are: if sig. < 0.05, the independent variable has a significant partial influence on the dependent variable; if sig. > 0.05, the influence is not significant. Using a significance level of $\alpha = 0.05$ and degrees of freedom (df) = $n - k - 1 = 82 - 3 - 1 = 78$, the obtained critical t-value (ttable) is 1.664.

Table 7. Results of the t-Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	8.070	3.501		2.305	.024
	Workload	.513	.111	.509	4.626	.000
	Compensation	.081	.093	.079	.865	.390
	Employment Contract Agreement	.380	.109	.369	3.504	.001

a. Dependent Variable: Turnover intention

Source: Processed Data by Researcher, 2024

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Based on the table above, the following conclusions can be drawn regarding the partial influence of the independent variables on the dependent variable: The Workload variable (X1) has a significant partial effect on Turnover Intention (Y). This is evidenced by the calculated t-value (tcount) of 4.626, which is greater than the critical t-value (ttable) of 1.664, and a significance value of $0.00 < 0.05$. The Compensation variable (X2) is found to have an insignificant partial effect on Turnover Intention (Y). This is indicated by a tcount of $0.865 < ttable 1.664$ and a significance value of $0.390 > 0.05$. The Employment Contract Agreement variable (X3) has a significant partial effect on Turnover Intention (Y). This is shown by a tcount of $3.504 > ttable 1.664$ and a significance value of $0.001 < 0.05$.

F-Test (Simultaneous Test)

The F-test is used to determine whether the independent variables Workload (X1), Compensation (X2), and Employment Contract Agreement (X3) jointly have a simultaneous influence on the dependent variable Turnover Intention (Y). The decision rule for the F-test in this study is based on the significance value (sig.) in the ANOVA table: If $sig. < 0.05$, it can be concluded that the independent variables (X1, X2, X3) simultaneously have a significant effect on the dependent variable (Y). Additionally, this can be verified by comparing the calculated F-value (Fcount) with the critical F-value (Ftable).

Table 8. Results of the F-Test

		ANOVA ^a				
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1168.093	3	389.364	37.601	.000 ^b
	Residual	807.712	78	10.355		
	Total	1975.805	81			

a. Dependent Variable: Turnover intention

b. Predictors: (Constant), Perjanjian Kontrak Kerja, Kompensasi, Beban Kerja

Source: Data processed by researchers in 2024

F-table value:

$$\alpha = 0,05$$

$$dk = F (k:n - k) = F (3:79) \text{ maka } F_{\text{tabel}} = 2,72$$

Source: Processed Data by Researcher, 2024

The critical F-table value is determined as follows: $\alpha = 0.05$, degrees of freedom F (k : n - k) = F (3 : 79), resulting in an F-table value of 2.72.

Based on the ANOVA table above, the significance value (sig.) is $0.000 < 0.05$, and the calculated F-value (Fcount) is $37.601 > Ftable 2.72$. Therefore, it can be concluded that all independent variables Workload (X1), Compensation (X2), and Employment Contract Agreement (X3) jointly (simultaneously) have a significant influence on the dependent variable, Turnover Intention (Y). Data Interpretation / Discussion

The Effect of Workload on Turnover Intention of Employees at PT. Supra Ferbindo Farma (Case Study: Packaging Department)

The first hypothesis test shows that Workload significantly affects Turnover Intention, with $tcount = 4.626 > ttable = 1.664$ and $sig. = 0.000 < 0.05$, indicating H1 is accepted. This finding

aligns with Muslim Muhammad (2021), who also found that workload significantly influences employee turnover at PT. Sunggong Logistics Jakarta.

The Effect of Compensation on Turnover Intention of Employees at PT. Supra Ferbindo Farma (Case Study: Packaging Department)

The second hypothesis test shows that Compensation has no significant effect on Turnover Intention, with $t_{count} = 0.865 < t_{table} = 1.664$ and $sig. = 0.390 > 0.05$, so H_0 is accepted. This result supports Siti Ayunah and Agung Solihin (2023), who found that compensation has a positive but insignificant impact on employee turnover among private employees in Tangerang Regency.

The Effect of Employment Contract Agreement on Turnover Intention of Employees at PT. Supra Ferbindo Farma (Case Study: Packaging Department)

The third hypothesis test shows that the Employment Contract Agreement significantly affects Turnover Intention, with $t_{count} = 3.504 > t_{table} = 1.664$ and $sig. = 0.001 < 0.05$, so H_1 is accepted. This finding aligns with Deden Achmad Chaerudin and Aloysius Uwiyono (2023), who found that weak enforcement of PKWT regulations leads to repeated contract misuse, contributing to higher employee turnover.

The Effect of Workload, Compensation, and Employment Contract Agreement on Turnover Intention of Employees at PT. Supra Ferbindo Farma (Case Study: Packaging Department)

The fourth hypothesis test indicates that Workload, Compensation, and Employment Contract Agreement simultaneously have a significant effect on Turnover Intention, as shown by a significance value of $0.000 < 0.05$ and $F_{count} 37.601 > F_{table} 2.72$. This result aligns with Suci and Andayu Risky (2022), who found that Compensation and Workload significantly influence employee turnover intention at PT. X.

CONCLUSION

The results of the data analysis show that Workload has a positive and significant effect on Turnover Intention among employees at PT. Supra Ferbindo Farma, indicating that higher workload increases employees' tendency to leave the company. In contrast, Compensation has no significant effect, suggesting that pay alone is not a key factor in employees' decisions to stay or resign. Meanwhile, the Employment Contract Agreement has a positive and significant impact, implying that the company's contract system influences employees' commitment. Simultaneously, Workload, Compensation, and Employment Contract Agreement together have a positive effect on Turnover Intention, with an R^2 value of 59.1%, meaning these three variables explain 59.1% of turnover variation, while the remaining 40.9% is affected by other factors outside this study.

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