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THE EFFECT OF PERSONALITY, WORK MOTIVATION, AND COMPENSATION TO TURNOVER INTENTION

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Abstract *— This study aims to analyze the influence of personality, work motivation, and compensation on turnover intention. The population in this study were 297 employees of PT. MPI. The sample used is 75 employees, calculated based on the Slovin formula. Sampling method using Stratified Random Sampling. Methods of data collection using survey methods, with the research instrument is a questionnaire. Data analysis method using Partial Least Square 3.0 application. This study proves that personality has a negative and significant effect on turnover intention. Work motivation has a negative and significant effect on turnover intention. Compensation has a negative and significant effect turnover intention.*

Keywords - *Personality, Work Motivation, Compensation, Turnover Intention*

I. INTRODUCTION

Human Resources (HR) is an important asset to support the success of an organization. SDM is the implementer of all organizational policies so it needs to be equipped with adequate knowledge. The importance of human resources needs to be realized by all levels of management in the company.

Referring to Gallup, the ideal turnover is 10% in a year. But,the ideal percentage can differ from one industry to another and one company to another. While according to Gillis, 1994(in Aryanto,2011) turnover rate is said to be normal if it ranges from 5% - 10% per year,and is said to be high when more than 10% per year. The turnover rate can be a big problem if the company does not handle it.

Table 1
Data Turnover PT. MPI Period 2015 - 2019

Year	Number of Employees	Out	Enter	Percentage (%)
2015	287	47	50	16,4%
2016	290	53	55	18,3%
2017	292	60	63	20,5%
2018	295	56	58	19,0%
2019	297	44	45	14,8%

According to Wahyuni (2014), Causes of turnover intention in internal factors include Motivation, Educational background, work experience, geogragfis conditions between residence and workplace, family support or social environment, job satisfaction, corporate commitment, social relationships with work friends and relationships with superiors. While external factors include salary or wages, corporate culture (overtime money, annual bonuses and other incentives), boss attitudes, place support and job tools, career opportunities in the company and career opportunities from outside the company.

Robbins (2010) mentioned that voluntary employee discharges are more likely to occur among people experiencing more stress. Every employee has certainly experienced stress, however there are several factors that can distinguish strength from stress and the result of stress itself. One such factor is the individual personality variable

According to Robbins (2003) turnover can be distinguished into two types, namely:
1.) Voluntary turnover that can be interpreted as employees leaving the company for voluntary reasons. Voluntary turnover can be distinguished into two:

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a. Avoidable turnover. This is due to better wages elsewhere, better working conditions in other companies, problems with existing leadership or administration, as well as the presence of other companies better (Utami and Bonussyeani,2009).

b. Unavoidable turnover (which is unavoidable). This is due to moving work to other areas because of following a partner, changing the direction of an individual's career, having to stay at home to look after a spouse or child,and pregnancy (Utami and Bonussyeani,2009).

2.) Involuntary turnover can be interpreted as an employee leaving the company because of forced. Involuntary turnover is caused by disciplinary actions taken by the company or due to lay off.

According to Rivai (2011), some characteristics of work that can affect the desire to move work are as follows:

a) Workload

Workload is something that arises from the interaction between the demands of tasks, the work environment in which it is used as a workplace, skills, behavior,and perception of the work. Workloads are divided into two, quantitatively and qualitatively.

Quantitative workload arises because too many tasks are given to the workforce to be completed in a certain time, whereas quantitatively that is if one can not do a task or task given does not use the appropriate potential skills of the workforce.

b) Length of Work

Employees who want to move out of the workplace because after a long time of work, where the original expectations of the job is different from the reality obtained. There is a negative correlation between the period of work and the tendency of turnover, which means that the longer the working period the lower the tendency to move the workforce. This labor shift occurs more in employees with shorter working periods.

c) Social Support

Social support in question is the existence of mutually helpful relationships to solve work-related problems either directly or indirectly. Social support has a considerable influence in supporting the psychological aspects of employees, so they are able to work calmly, concentrated, motivated,and have a high commitment to their organization. While employees who do not get social support can experience frustration, stress in work so that work performance becomes bad,and other impacts of high jobabsences, the desire to move work even to stop working.

d) Compensation

Compensation is defined as any form of award given to employees in return for their contributions to the organization. Compensation has a very important meaning because compensation reflects the organization's efforts in maintaining and improving the welfare of its employees. Inadequate compensation will cause turnover intention in employees. Compensation is divided into financial compensation and nonfinancial compensation. Financial compensation is compensation that is realized with a certain amount of money while nonfinancial compensation is the return received by employees not in the form of money. A form of nonfinancial compensation i.e. the physical/psychological environment in which a person works.

According to employees who have left the company and moved to work at other companies expect higher rewards and a better work environment. Therefore, the employee who leaves is not due to violations committed in the company, but rather a factor that is not in accordance with the management of the company so that the employee quits his/her job. The purpose of this study is to know the level of personality, work motivation, compensation and turnover intention of employees at PT MPI; know the relationship of individual characteristics and turnover intention of employees of the seeding department at PT MPI; knowing the influence of employee level, work motivation, compensation and turnover intention at PT MPI.

II. METHOD

In this study, the population was employees of PT. MPI has 297 employees. Created in the form of a table as follows:

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Table 2
Population Research

Man Power		Population
DEPARTEMENT	Production 1	56
	Production 2	175
	Quality Control	32
	Production Control	22
	Human Resources	5
	Accounting	3
	TPS	4
	Total	**297**

In this study the data collection method used was Stratified Random Sampling. According to Akdon &Hadi (2004) Stratified Random Sampling is a sampling of members of the population in a random and proportionate manner, conducted this sampling if the population members are heterogeneous (not the same).

To calculate the number of samples from a certain population, the Slovin Formula is used as follows:

$$n = \frac{N}{1+N.e^2} \quad (1)$$

Description :
n = Number of samples
N = Population number
e = Fault tolerance limit (*error*)

With the formula, the sample size of the population of 297 (PT. MPI) by taking the accuracy level (d) = 10% as follows:

$$n = \frac{297}{1+297.(0{,}10)^2} = 75 \text{ People.}$$

So the population members taken for the sample were as many as 75 people.

To determine the number of samples in each strata, the formula is required:

$$n' = \frac{N'}{N} x\ n \quad (2)$$

Description :
n' = Number of strata samples
N' = Number of strata populations
N = Number of research populations
n = Number of research samples

By using the above formula, it can be found the calculation result that the author inputs into the table below:

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Table 3
Research Samples

Man Power		Population	**Sample**
DEPARTEMENT	*Production 1*	56	**14**
	Production 2	175	**44**
	Quality Control	32	**8**
	Production Control	22	**6**
	Human Resources	5	**1**
	Accounting	3	**1**
	TPS	4	**1**
	Total	**297**	**75**

The data source used in this study is primary data. According to Sugiyono (2013) primary data is a data source that directly provides data to data collectors. The primary data in this study is the data of questionnaire filling out from PT MPI on the influence of Personality, Work Motivation, and Compensation for *Turnover Intention.* Data collection techniques in this study are conducted by field research (field*research)*namely by disseminating questionnaires and literature studies (library*research).*

The method of data analysis used in this study is *Component* or *Variance Based Structural Equation Model* which in the processing of data using partial least *square* (Smart-PLS) version 3.0 PLS program. PLS (*Partial Least Square*) is an alternative model ofsem-based covariance. PLS can be used to confirm the theory, in addition can be used to explain the existent or not the relationship between variables with each othern. As stated by Ghozali (2014) PLS (Partial Least*Square*) is a powerful analysis method because it is not based onmany assumptions, data does not have to be normally distributed, and the sample does not have to be large.

III. RESULT AND DISCUSSION

Measurement Evaluation *(Outer) Model*

Path Coefficients

Matrix | Path Coefficients

	(X1) Kepribadian	(X2) Motivasi K...	(X3) Kompensasi	(Y) Turnover It...
(X1) Kepribadian				-0.334
(X2) Motivasi K...				-0.264
(X3) Kompensasi				-0.367
(Y) Turnover It...				

Figure 1. Path Coefficients Alogirthm PLS

Can be made structural equations below:
Turnover Intention = -0.334*Personality-0.264*Work Motivation-0.367*Compensation

In the Outer Model Test it can be seen how each indicator is related to its latent variable. The Outer Model is interpreted by looking at a number of things, including convergent validity, discriminant validity, composite reliability, Average Variance Extracted (AVE) and Alpha Cronbach.

In *Convergent Validity* testing individual reflexive measures are said to be high if they correlate more than 0.70 with the construct you want to measure.

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Table 4
Factor Loadings

Variable	Dimention	*Value*	Indicator	*Value*	Result
Personality	K1	0,972	K1.1	0,981	Valid
			K1.2	0,981	Valid
	K2	0,986	K2.1	0,977	Valid
			K2.2	0,978	Valid
	K3	0,962	K3.1	0,981	Valid
			K3.2	0,980	Valid
Work Motivation	MK1	0,985	MK1.1	0,960	Valid
			MK1.2	0,976	Valid
			MK1.3	0,976	Valid
	MK2	0,965	MK2.1	0,973	Valid
			MK2.2	0,969	Valid
Compensation	KO1	0,985	KO1.1	0,963	Valid
			KO1.2	0,969	Valid
			KO1.3	0,902	Valid
	KO2	0,993	KO2.1	0,966	Valid
			KO2.2	0,979	Valid
			KO2.3	0,970	Valid
			KO2.4	0,968	Valid
Turnover Intention	TI1	0,909	TI1.1	0,907	Valid
			TI1.2	0,780	Valid
	TI2	0,934	TI2.1	0,917	Valid
			TI2.2	0,925	Valid
	TI3	0,940	TI3.1	0,967	Valid
			TI3.2	0,966	Valid

In table 4 above can be seen that loading *factor* has a value of >0.7. The results of model testing, it appears that of the 24 indicators tested, all indicators already have a loading factor value of 0.7. This shows that each indicator is valid and able to represent the latent variable, so that none of the indicators is excluded and can still be used in this research model.

Table 5
Discriminant Validity (Cross Loading)

Indicator	Personality	Work motivation	Compensation	*Turnover Intention*
K1.1	0,960	0,871	0,842	-0,857
K1.2	0,947	0,877	0,827	-0,847
K2.1	0,957	0,840	0,840	-0,837
K2.2	0,970	0,840	0,821	-0,821
K3.1	0,954	0,830	0,813	-0,840

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K3.2	0,932	0,803	0,809	-0,822
MK1.1	0,828	0,936	0,743	-0,791
MK1.2	0,854	0,967	0,784	-0,835
MK1.3	0,849	0,964	0,771	-0,829
MK2.1	0,846	0,962	0,796	-0,829
MK2.2	0,818	0,912	0,819	-0,800
KO1.1	0,818	0,787	0,964	-0,821
KO1.2	0,827	0,794	0,973	-0,851
KO1.3	0,702	0,684	0,851	-0,710
KO2.1	0,816	0,769	0,969	-0,824
KO2.2	0,854	0,806	0,975	-0,874
KO2.3	0,879	0,832	0,959	-0,863
KO2.4	0,849	0,808	0,951	-0,854
TI1.1	-0,767	-0,738	-0,752	0,896
TI1.2	-0,547	-0,506	-0,471	0,602
TI2.1	-0,735	-0,752	-0,764	0,838
TI2.2	-0,727	-0,748	-0,774	0,882
TI3.1	-0,853	-0,805	-0,817	0,914
TI3.2	-0,828	-0,787	-0,803	0,903

Dimensi	**Personality (X1)**	**Work motivation (X2)**	**Compensation (X3)**	***Turnover Intention (Y)***
K1	0,981	0,860	0,810	-0,756
K2	0,936	0,827	0,801	-0,756
K3	0,885	0,731	0,777	-0,727
MK1	0,864	0,960	0,757	-0,716
MK2	0831	0,846	0,787	-0,728
KO1	0,821	0,726	0,963	-0,734
KO2	0,842	0,742	0,947	-0,751
TI1	-0,751	-0,696	-0,690	0,907
TI2	-0,768	-0,750	-0,777	0,836
TI3	-0,854	-0,750	-0,803	0,776

Based on table 5 it can be known that the loading *factor* value of each indicator is greater than its *cross loading* value, meaning there is no problem with *discriminant validity*. Thus, latent contracts predict indicators on their blocks better compared to indicators in other blocks.

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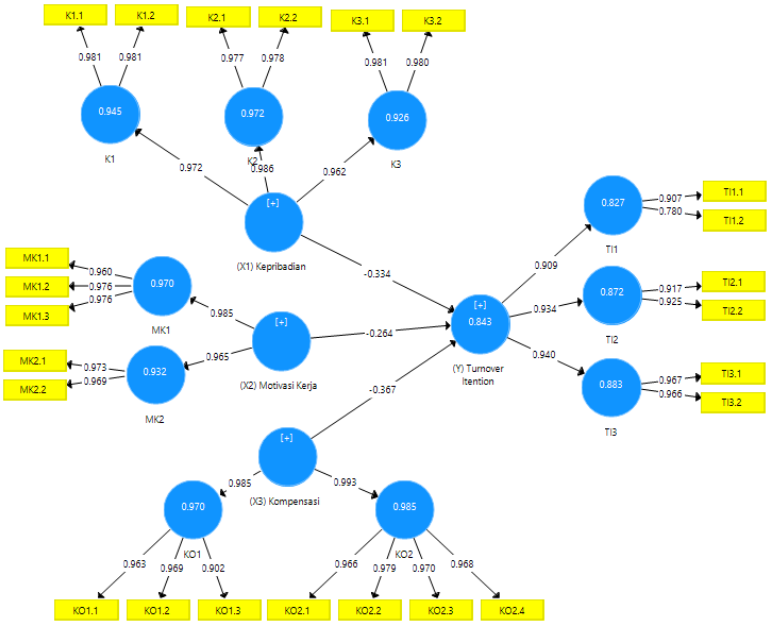

Figure 2. Outer Model

Table 6
Cronbach's Alpha, Composite Reliability, AVE

Variable	Cronbach's Alpha	Composite Reliability	AVE (Average Variance Extracted)	Result
Personality	0,980	0,984	0,909	Valid
K1	0,961	0,981	0,962	Valid
K2	0,953	0,977	0,955	Valid
K3	0,959	0,980	0,961	Valid
Work motivation	0,972	0,978	0,899	Valid
MK1	0,969	0,980	0,942	Valid
MK2	0,939	0,971	0,943	Valid
Compensation	0,982	0,985	0,902	Valid
KO1	0,940	0,962	0,894	Valid
KO2	0,980	0,985	0,942	Valid
Turnover Intention	0,917	0,937	0,716	Valid
TI1	0,615	0,833	0,715	Valid
TI2	0,822	0,918	0,849	Valid
TI3	0,930	0,966	0,934	Valid

Based on table 6 it is known that all research variables are declared valid. This is because the AVE value is above the provision of 0.5 Ghozali (2014). If all latent variable values have Composite Reliability and Cronbach Alpha values > 0.7 it means that the construct has good reliability or the questionnaire used as a tool in this study has been reliable or consistent (Ghozali, 2014). From the analysis results above, the composite reliability value for all variable all illustrates that the variable has a very good consistency value. Cronbach's Alpha value is used to test the consistency of each indicator used to measure latent variables. From the results of outer analysis, the Cronbach's Alpha value for each variable indicate excellent consistency for each indicator in

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measuring its latent variables. The recommended AVE value is> 0.50 which represents the amount of variance of the indicators extracted by the latent construct is greater than the error. Because all variables have an AVE value > 0.5, it can be declared accurate or valid.

Inner Model Analysis

R-Square (R2) is a goodness-fit model test for endogenous latent variables of 0.67, 0.33 and 0.19 in structural models indicating that the models are "good", "moderate", and "weak" (Ghozali, 2014).

Table 7
R -*Square*

Variable	*R-Square*	*Adjust*
Turnover Intention	0,843	0,836

Based on table 7 it appears that the R-Square value for the Intention Turnover construct is 0.843. That means the model has a "good" level of goodness-fit models. Which means that personality variables, work motivation, and compensation affect turnover intention by 0.843%. What can be interpreted is that the variability of turnover intention constructs can be explained by personality construct variability, work motivation, and compensation of 84.3%, while 15.7% is explained by other variables beyond the research.

According to Sarwono (2012), the f2 value of 0.02 is categorized as a weak influence of latent predictor variables (exogenous latent variables) at the structural level. The f2 value of 0.15 is categorized as sufficient influence of latent predictor variables (exogenous latent variables) at the structural level. The f2 value of 0.35 is categorized as a strong influence of latent predictor variables (exogenous latent variables) at the structural level.

Table 8
F-Square

	F-Square
Personality	0,113
Work motivation	0,090
Compensation	0,200

Based on the results of table 8 it can be seen that the F-Square of the personality variable is 0.113 which can be interpreted as having a strong influence on turnover intention. While the work motivation variable is 0.090 which can be interpreted as having a strong influence on turnover intention. While the compensation variable is 0.200 which can be interpreted as having a strong influence on turnover intention.

The estimated value for the path relationship in the structural model should be significant. This significance value can be obtained by boostraping procedure. Looking at the significance of the hypothesis by looking at the value of the parameter coefficient and the T-statistic significance value in the bootstrapping algorithm report the T-statistic significance value should be more than 1.96 Ghozali (2014).

To see significant or insignificant views of T – table at alpha 0.05 (5%) = 1.96, then T – table compared by T – calculate (T – Statistics). Below are the results of hypothetical tests with path coefficients and bootstrapping in this study.

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Table 9
Hypothesis Test

Variable	*Original Sample*	*Std Deviation*	*T-Statistics*	*P Values*	Result
Personality -> Turnover Intention	-0,334	0,129	2,593	0,010	Negative - Significant
Work motivation -> Turnover Intention	-0,264	0,106	2,489	0,013	Negative - Significant
Compensation -> Turnover Intention	-0,367	0,125	2,926	0,004	Negative - Significant

Hypothesis Test
In Hypothesis H1 in table 9 shows the original sample value is negative which is -0.334 meaning that the direction of this test is in accordance with the hypothesis proposed. Then the t-statistics value is 2,593 or > 1.96, with the p-values indicating a value of 0.010 or <0.05. From the data shows that the criteria have been met, so it can be concluded that H1 Accepted, personality has a negative and significant effect on Turnover Intention.

In Hypothesis H2 in table 9 shows the original sample value is negative which is -0.264 meaning that the direction of this test is in accordance with the hypothesis proposed. Then the t-statistics value is 2,489 or > 1.96, with the p-values indicating a value of 0.013 or <0.05. From the data shows that the criteria have been met, so it can be concluded that H2 Accepted, then Motivation Work has a negaitf and significant effect on Turnover Intention.

In Hypothesis H3 in table 9 shows the original sample value is negative which is -0.367 meaning that the direction of this test is in accordance with the hypothesis proposed. Then the t-statistics value is 2,926 or > 1.96, with the p-values indicating a value of 0.004 or <0.05. From the data shows that the criteria have been met, so it can be concluded that H3 Received, then Compensation has a negative and significant effect on turnover intention.

Discussion
Based on the results of the analysis using PLS (Partial Least Square) then the researchers will conduct a discussion about the analysis that has been done. This study was conducted to determine the influence of Personality, Work Motivation, and Compensation on Turnover Intention. To know the effect, hypothetical testing is carried out so that it can be known the influence of a variable on other variables.

1. Effect of Personality on Turnover Intention
The test results hypothesized the influence of Personality on Turnover Intention showed the t-statistics value was 2,593 or > 1.96 and the p-values showed a value of 0.010 or <0.05. Thus it shows that there is an influence of Personality on Turnover Intention or it can be said that the Hypothesis is accepted.

2. Effect of Work Motivation on Turnover Intention
The test results hypothesized the effect of Work Motivation on Turnover Intention showed the value of t-statistics is 2,489 or > 1.96, with p-values showing a value of 0.013 or <0.05. So it shows that there is an influence of Work Motivation on Turnover Intention or it can be said that the Hypothesis Is Accepted.

3. Effect of Compensation on Turnover Intention
The test result hypothesized the effect of Promotion of Position on Turnover Intention shows the value of t-statistics is 2,926 or > 1.96, with the p-values showing a value of 0.004 or <0.05. Thus, it indicates that there is an effect of Compensation on Turnover Intention or it can be said that the Hypothesis Is Accepted.

VI. CONCLUSIONS

This study tried to analyze variables related to personality, work motivation, compensation, and turnover intention. The results of this study were obtained from research on employees of PT. MPI. From the results of the calculations in this study, the following conclusions can be drawn:

1) Personality has a significant negative effect on turnover intention in PT MPI. Which means that if the employee has a good personality, it will reduce Turnover Intention in the company and vice versa. With the highest value in the dimension K2 of 0.986 and on the indicator K2.2 with a value of 0.978.
2) Work motivation has a significant negative effect on turnover intention in PT MPI. Which means that if the employee has good work motivation, it will reduce Turnover Intention in the company and vice versa. With the highest value on the mk1 dimension of 0.985 and on the MK1.2 indicator with a value of 0.976.
3) Compensation has a significant negative effect on turnover intention in PT MPI. Which means that if the company can provide good and appropriate compensation, it will reduce turnover intention on the company and vice versa. By having
the highest value in the KO2 dimension is 0.993 and on the KO2.2 indicator with a value of 0.979.

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