An Analysis of the Relationship Increasing Employee Resources Based on Compensation

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ABSTRACT

Companies must be able to manage and pay attention to employees well. The purpose of this research is to determine the influence of compensation and workload on turnover intention at PT. Coca Cola Amatil Indonesia-Medan. The analysis used is associative analysis, this research method is quantitative. The population in this study were all third party employees at PT. Coca Cola Amatil Indonesia-Medan as many as 63 people. The sampling technique uses the Census Sampling technique. Census Sampling is a sampling technique where all members of the population are sampled. So the sample in this study was 63 respondents. The results obtained from this research show that: 1) Compensation partially has a positive and significant effect on Turnover Intention, 2) Workload partially has a significant and positive effect on Turnover Intention, 3) Compensation and Workload simultaneously have a positive and significant effect on Turnover Intention. The adjusted R square value of 0.729 can be called the coefficient of determination, this means that 0.729 (72.9%) of Turnover Intention can be obtained and explained by Compensation and Workload while the remaining 27.1% is explained by variables outside the model which were not studied.

Keywords: Compensation, Workload, and Turnover Intention.

INTRODUCTION.

Human resources are a very determining factor in driving company activities. Human resources are the company's main assets that contribute to achieving company goals. The success of a company is largely determined by the activities of utilizing human resources, namely employees, who play an active role and determine plans, systems, processes, and goals to be achieved. Human resources must always be considered, maintained, maintained, and developed by the company. Company policies that are not by employee needs and expectations will cause employees to want to stop working or have turnover intention.

A high desire to leave or move from the company where you work to another place (turnover intention) will hurt the company, such as creating instability in labor conditions and increasing human resource costs, thus making the company ineffective and inefficient. Realizing this, companies need reliable and qualified employees. Therefore, companies must be able to manage and pay attention to employees well. In this research, I am interested in conducting research at PT. Coca-Cola Amatil Indonesia, where during the Covid-19 pandemic several problem paradigms occurred, especially with contract or non-permanent employees from third parties who resigned or resigned from the company for various reasons, one of which was the provision of wage compensation which was often late and the workload was too high. not by the incentives given to employees.

PT Coca-Cola Amatil Indonesia is a leading producer and distributor of ready-to-drink non-alcoholic drinks that has been operating in Indonesia since 1992. PT Coca-Cola Amatil in Indonesia employs more than 12,000 workers divided into 8 factories located in Indonesia, Cikedokan, Bandung, Semarang, Surabaya, Bali, Medan, and

Lampung and operates with more than 200 sales and distribution centers throughout Indonesia. The PT Coca-Cola Amatil Indonesia factory, its head office is on JL Medan Belawan Km. 14, Simpang Martubung, Medan, Besar, Medan Labuhan, Medan City, North Sumatra 20252. The objects studied were 63 Coca-Cola Amatil employees from Party 3. There is an increase in the number of absenteeism without explanation, if this continues it will result in a decrease in the company's production results.

Providing compensation to employees can also be interpreted as a form of company appreciation for employee work contributions. Employees who receive good compensation tend to be motivated at work and loyal to the company. This is because employees feel that their hard work is recognized and appreciated by the company. If the compensation given to employees is deemed not commensurate with what they expect, then employees will be less motivated and will look for another job that provides better compensation. This statement is in line with research conducted by

Ayu Dwi Puspa (2015) that providing compensation has a significant positive effect on employee loyalty. Based on observations in the field, problems that occur related to compensation include a lack of production of raw materials due to declining sales during the Covid-19 pandemic, so that salaries are often delayed or not on time, then the frequent delays in providing incentives to employees in conditions where work targets can be achieved gives a sense of distrust. employees at the company.

Providing good compensation by the company is considered effective in increasing employee loyalty to the company. This will reduce the desire to change jobs (Turnover Intention) of employees working for the company, so that employee turnover can be reduced and employee recruitment costs can be reduced. Reducing these costs will result in financial savings and operational performance stability which will have an impact on the company's financial and non-financial performance. Another factor that can influence employee turnover is a workload that is not ideal for employees.

Workload is the tasks given to workers or employees to be completed at a certain time using the skills and potential of the workforce. Considering that humans are both mental and physical, each person has different levels of burden and abilities. A loading level that is too high allows excessive energy use and overstress, whereas a loading intensity that is too low can cause boredom and boredom or understress. The continuous pressure felt by employees makes employees no longer comfortable and happy while working, which has great potential to trigger turnover intention. Based on observations, there are several problems related to workload, including during the Covid-19 pandemic, currently working hours are more than 12 working hours, where the ideal working period is 10 working hours, besides that, the amount of overtime pay is not appropriate, namely only 18 thousand per hour, employees believes that overtime pay is not in accordance with the workload given, where several companies of the same level apply overtime hours of more than 20 thousand per hour, as well as the current restrictions on the PPKM schedule making it difficult and difficult for employees to complete their work targets optimally.

This is supported by the results of research conducted by Firda Widiawati, Dheasey Amboningtyas, Amanda Mastisia Rakanita, Moh. Mukeri Warso (2015), Laksmi Sito Dwi Irvianti; Renno Eka Verina (2015), and Ni Luh Tesi Riani, and Made Surya Putra (2017) based on the results of their research which separately shows that workload has a positive and significant influence on increasing employee turnover intention, resulting in an increasingly heavy workload. This will increase employees' desire to stop working.

LITERATURE REVIEW.

2.1. Understanding Turnover Intention

Turnover Intention is an employee's leaving or quitting a company due to various reasons resulting in the employee's attitudes and feelings of discomfort while working at the company. Desire (intention) is the intention that arises in an individual to do something. Meanwhile, turnover is the voluntary departure of an employee from work or moving from work to another work place. High turnover indicates that employees do not like working at the company. If you look at it from an economic perspective, of course the company will incur quite large costs because the company often carries out recruitment, training which requires very high costs, and other factors that influence the working atmosphere to be less pleasant.

According to Mathis and Jackson (2016), turnover is a process where employees leave an organization and must be replaced. So there is nothing permanent about an employee's position or title, this is because at some point the position and title must be replaced by another employee, whether voluntarily or not.

According to Siregar (2016) Turnover Intention is an employee's tendency or intention to quit their job voluntarily according to their own choice. Turnover intention is influenced by work stress and work environment. Factors that influence someone to change jobs, namely individual characteristics and work environment factors. Individual factors include age, education and marital status, while work environment factors are divided into two, namely physical work environment and non-physical work environment. The physical work environment includes conditions of temperature, weather, construction, buildings, and work location, while the non-physical work environment includes the socio-cultural conditions in the work environment, the size of the workload, the compensation received, work relationships within the profession, and the quality of work life.

According to Mobley (2012:44), employee turnover is an important phenomenon in organizational life. However, turnover is easier to see from a negative perspective. However, there are times when turnover actually has implications as an important human behavior, both from an individual perspective and from a social perspective. Organizations are always looking for ways to reduce employee turnover rates, especially dysfunctional turnover which incurs various potential costs such as training costs and recruitment costs. Although in certain cases job turnover mainly consists of employees with low performance, employee turnover rates that are too high result in the costs borne by the organization being much higher than the opportunity to obtain increased performance from new employees.

2.2. Factors that Influence Turnover Intention

According to Siagian (2016), various factors that influence employees' desire to leave the organization (turnover intention) include high work stress in the company, low satisfaction felt by employees and a lack of commitment on the part of employees to give all their abilities for the company's progress. Meanwhile, according to Mobley (2012:45), factors that influence someone to change jobs (turnover intention) include:

1) Individual Characteristics

An organization is a forum for individuals to achieve goals determined jointly by the people involved in it. To achieve this goal, continuous interaction between organizational elements is required. Individual characteristics that influence the desire to change jobs include age, education and marital status.

2) Work Environment

The work environment can include the physical and social environment. The physical environment includes conditions of temperature, weather, construction, buildings and work locations. Meanwhile,

the social environment includes the socio-cultural environment in the work environment, the size of the workload, the compensation received, work relationships within the profession, and the quality of work life.

The work environment can influence employee turnover intention. This can be caused if the work environment felt by employees is less comfortable, giving rise to the intention to leave the company. However, if the employee feels the work environment is pleasant, it will have a positive impact on the employee, so that it will make them feel at home working at the company and can eliminate the desire to change jobs (turnover intention).

2.3. Compensation

Compensation is an important function in human resource management (HRM). Because compensation is one of the most sensitive aspects of the employment relationship. Cases that occur in employment relationships contain compensation issues and various related aspects, such as allowances, compensation increases, compensation structures and compensation scales. Compensation includes direct cash payments, indirect payments in the form of employee benefits, and incentives to motivate employees to work hard to achieve higher productivity. This compensation is intended as a reward for the company's sacrifice of time, energy and thoughts that they have given to the company.

Sutrisno, E. (2017:149), compensation is defined as any form of appreciation given to employees as compensation for the contributions they make to their organization, Saydam (2018). Compensation is a form of company remuneration for the sacrifice of time, energy and thoughts that they (employees) have given to the company.

a. Financial Compensation
Noe (2018:73) divides compensation into two parts, namely direct and indirect financial compensation in the form of facilities and allowances.

1) Salary is a financial reward that is paid to employees on a regular basis, such as annually, quarterly, monthly or weekly.
2) Wages are financial rewards paid to workers based on hours worked, the number of goods produced or the number of services provided.
3) Incentives are direct rewards paid to employees because their performance exceeds specified standards.

b. Non-Financial Compensation
Noe (2015:73) is additional compensation given based on company policy to all employees in an effort to improve employee welfare. Meanwhile, according to Nawawi (2018: 83) indirect compensation is the provision of a share of profits or other benefits to workers outside of salary or fixed wages, which can be in the form of money or goods, for example THR, Christmas allowance, etc.

According to Hasibuan (2013), the objectives of providing compensation are as follows:

1. Collaborative ties
By providing compensation, formal cooperation is established between the employer and the employee, the employee must carry out his duties well, while the entrepreneur or employer pays compensation in accordance with the agreed agreement.
2. Job satisfaction
With remuneration, employees will be able to fulfill physical, social and egoistic status needs and gain job and position satisfaction.
3. Effective procurement
If the compensation program is set large enough, procuring qualified employees for the company will be easier.

2.4. Workload
Workload is a group or number of activities that must be completed by an organizational unit or position holder within a certain period of time. The workload depends on how the person handles it. If someone works

in dissatisfied and unpleasant conditions, the work will become a burden for him.

According to Munandar (2013), workload is the tasks given to workers or employees to be completed at a certain time using the skills and potential of the workforce. Schultz in Suwanto (2016) states that workload is an effect that occurs as a result of too much work in the available time or doing work that is too difficult for employees.

Meanwhile, according to Minister of Home Affairs Regulation no. 12/2008, workload is the amount of work that must be carried by a position or organizational unit and is the product of work volume and time norms.

Robbins (2014) states that the positive and negative workload is a matter of perception. Perception is defined as a process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment. Perceptions of workload are related to role and job attribute factors. This is because the perception of workload is something that is closely related to work, where individuals provide an assessment of a number of task demands or activities that require mental and physical activity that they must complete within a certain time, whether they have a positive or negative impact on their work.

So, based on various opinions and explanations from experts, it can be concluded that workload is a measure of the duties and responsibilities given by the company to employees to be completed within a predetermined time period.

Excessive workload will result in both physical and psychological work stress and emotional reactions, such as headaches, indigestion and irritability. Meanwhile, if the workload is too small, the work done is due to repetition of movements which causes boredom.

METHOD

This research uses an associative approach with quantitative data by taking primary data and using a questionnaire method. The analysis technique used is multiple linear regression. Manullang and Pakpahan (2015) explained that associative research or causal research (cause and effect relationship) is research that wants to see whether a variable that acts as an independent variable has an effect on another variable that is a dependent variable. Quantitative research methodology is a scientific method for obtaining valid data, with the aim of finding, proving and developing knowledge so that it can in turn be used to understand, solve and anticipate problems in a particular field.

This research took place at PT. Coca Cola Amatil Indonesia, JL Medan Belawan Km. 14, Simpang Martubung, Medan, Besar, Medan Labuhan, Medan City, North Sumatra 20252. The research process will be carried out from March 2021 until completion, here is the research process schedule. Manullang and Pakpahan (2015) explain that population is a group of research elements, where elements are the smallest units which are the source of the required data. Population explains the type and criteria of the population that is the object of research, while sample explains the sample criteria, size and sampling method.

The population in this study were all third party employees at PT. Coca Cola Amatil Indonesia, totaling 63 employees, so that the population is 63 employees. In this study the author will use a Non-Probability Sampling sampling technique using census sampling or saturated sampling because the entire population is sampled if the population is below 100. So the sample in this study is 63 employees.

The type of data in this research is primary data. Primary data is a source of research data obtained directly from respondents at that location. And the data sources in this research were obtained from interviews, employees and the results of the questionnaire. Manullang and Pakpahan (2015) explained that there are two main things that influence the quality of research data, namely the quality of research instruments and the quality of data

collection. The quality of research instruments concerns the validity and reliability of the instruments and the quality of data collection concerns the accuracy of the methods used to collect data. Therefore, instruments that have been tested for validity and reliability may not necessarily produce valid and reliable data if the instrument is not used appropriately in data collection.

RESULT

4.1. Description of PT Research Objects. Coca Cola Amatil Indonesia

Since 1886, there has been one thing pure and simple that has remained the same, Coca-Cola. The name and product are reminiscent of the happy atmosphere felt by consumers in almost 200 countries, where at that time more than 100 billion portions of Coca-Cola drinks were enjoyed by consumers in various corners of the world. The world's largest company has come a long way since its humble beginnings more than a century ago. The birth of this idea of freshness came from John Styth Pemberton who first introduced the refreshing taste of Coca-Cola in Atlanta, Georgia. In 1886, John Syth Pemberton, a pharmacist, made colored caramel syrup in a brass kettle in his back garden. He first "distributed" his new product on the street to Jacobs Pharmacy (Jacobs Drug House) by placing the syrup in a jug. For a price of 5 cents, consumers can enjoy a glass of the new drink at the point of sale. Whether by deliberate planning or just by chance, the carbonated water was mixed with caramelbaru syrup, which became known as a "delicious and refreshing" drink, under the name Coca-Cola.

In 2021, on May 10, Coca-Cola Amatil (Amatil) officially joined Coca-Cola European Partners and used a new company name, namely Coca-Cola Europacific Partners (CCEP). This acquisition means Coca-Cola Europacific Partners will become the world's largest Coca-Cola bottler and FMCG company, employing more than 33,000 workers and serving more than 2 million customers in 26 countries. Damian Gammell, CEO of Coca-Cola European Partners, stated that his party was very pleased to be able to unite two of the world's best bottling companies under a new name.

This is a historic moment for both parties, and the new name is a reflection of a wider and more balanced geographic footprint, as well as the development of capabilities in reaching consumers across all their operational regions. "As one company, we can go further together, drive growth and move faster. Our business is built on great people and service, as well as quality beverage choices and this is done in a sustainable manner that creates meaningful value for all stakeholders. "It is with pride that we welcome our Amatil colleagues, customers, suppliers and business partners," he explained.

The acquisition process was announced by Coca-Cola Amatil in October 2020, and was approved by Amatil shareholders on April 16 2021. On May 10 2021, the new company name, Coca-Cola Europacific Partners, will be officially used. In Indonesia itself, the company name that will be used is Coca-Cola Europacific Partners Indonesia, and will continue to operate under the entities PT Coca-Cola Amatil Indonesia and PT Coca-Cola Distribution Indonesia.

The company will continue to be listed on Euronext Amsterdam, the New York Stock Exchange, the London Stock Exchange and on the Spanish Stock Exchange, and will continue to trade under the symbol CCEP. The vision of Coca Cola Amatil is to become the best beverage producer company in the Southeast Asia region. Meanwhile, our mission is to be able to provide freshness to our customers and consumers with a sense of pride and enthusiasm all day, every day.

4.2. Description of Respondent Characteristics

In this research, the sample used was 63 respondents, namely employees of PT. Coca Cola Amatil Indonesia Medan To find out respondents' responses, a questionnaire was

distributed related to research on the Influence of Compensation and Workload on Turnover Intention among PT Employees. Coca Cola Amatil Indonesia.

The characteristics of respondents obtained based on the questionnaire distributed were:
a. Characteristics of Respondents Based on Gender.

Table 1. Characteristics of Respondents Based on Gender

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Man	43	68.3	68.3	68.3
	Woman	20	31.7	31.7	100.0
	Total	63	100.0	100.0	

Based on Table 1, it can be seen that the respondents' answers were based on gender, 43 men (68.3%) and 20 women (31.7%). Based on gender, the majority of third party employees of PT. Coca Cola Amatil Indonesia is male, this indicates that the

work carried out is not only carried out in the office but also must be done directly in the field so as to maximize male employees to carry out the work.

b. Characteristics of Respondents Based on Age

Table 2. Characteristics of Respondents Based on Age

Ages		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30 Years	38	60.3	60.3	60.3
	31-41 Years	23	36.5	36.5	96.8
	42-52 Years	2	3.2	3.2	100.0
	Total	63	100.0	100.0	

Based on Table 2, it can be seen that the respondents' answers were based on age, 20-30 years 38 people (60.3%), 31-41 years 23 people (36.5%) and 42-52 years 2 people (3.2%). Based on the age of the majority of third party employees of PT. Coca Cola Amatil Indonesia is 20-30 years old, this means that employees are productive in carrying out their work in accordance with the directions given by the company, to be more enthusiastic, have ideas and understand effective work patterns at a young age.

4.3. Description of Research Variables
In this research, respondents provided answers to a questionnaire of 20 statements

given by the author related to the title of the research. By distributing questionnaires from the questions given based on variables that had to be filled in by respondents totaling 63 employees at PT. Coca Cola Amatil Indonesia Medan. Questionnaire answers are provided in 5 alternative answers, namely:
a. Strongly Agree with a score of 5
b. Agree with score 4
c. Disagree, score 3
d. Disagree with score 2
e. Strongly Disagree with a score of 1
The answers from these respondents can be described as follows:

a. Compensation Variable (X1)

Tables 3. Respondents' Assessment of Compensation Variables (X1)

Item	STS		TS		KS		S		SS		Mean	Ket
	f	%	f	%	f	%	f	%	f	%		
The salary given accordingly	-	-	4	6,3	15	23,8	32	50,8	12	19,0	3,83	S

Statement											Mean	
to meet life necessities												
The salary given correctly in time	-	-	6	9,5	11	17,5	33	20,6	13	20,6	3,84	S
The incentives given accordingly with targets achieved	-	-	5	7,9	16	25,4	16	25,4	16	25,4	3,84	S
The incentives given correctly time	-	-	4	6,3	11	17,5	30	47,6	18	28,6	3,98	S
Employment benefits customized with time Work	-	-	2	3,2	12	19,0	31	49,2	18	28,6	4,03	S
Employment benefits adjusted with status Work	-	-	3	4,8	13	20,6	34	54,0	13	20,6	3,90	S

Based on Table 3, it is known that the distribution of answers for the compensation variable distributed to 63 respondents is:

1. Distribution of respondents' answers to the statement (Salary given is appropriate to meet living needs), shows that there were 4 (6.3%) respondents who answered disagree, 15 respondents (23.8%) answered disagree Those who answered agree were 32 respondents (50.8%), 12 respondents who answered strongly agreed (19.0%). The mean value of statement 1 is 3.83. Based on the respondents' answers, it can be concluded that the respondents agree that the salary given is appropriate to meet living needs.

2. The distribution of respondents' answers to the statement (Salary is given on time), shows that there were 6 (9.5%) respondents who answered disagree, 11 respondents (17.5%) answered that they disagreed, respondents who answered 33 respondents (52.4%) agreed, 13 respondents (20.6%) strongly agreed. The mean value of statement 2 is 3.84. Based on the respondents' answers, it can be concluded that the respondents agree that salaries are given on time.

3. Distribution of respondents' answers to the statement (Incentives given are in accordance with the targets achieved), shows that there were 5 (7.9%) respondents who answered disagree, 16 respondents (25.4%) answered disagree Those who answered agree were 26 respondents (41.3%), 16 respondents who answered strongly agreed (25.4%). The mean value of statement 3 is 3.84. Based on the respondents' answers, it can be concluded that the respondents agree that the incentives given are in accordance with the targets achieved.

4. The distribution of respondents' answers to the statement (Incentives are given in a timely manner), shows that there were 4 (6.3%) respondents who answered disagree, 11 respondents (17.5%) answered disagree 30 respondents (47.6%) agreed, 18 respondents (28.6%) strongly agreed. The mean value of statement 4 is 3.98. Based on the answers from these respondents, it can be concluded that the respondents agree that the incentives are provided in a timely manner.

5. The distribution of respondents' answers to the statement (Work allowances are adjusted to length of service), shows that

there were 2 (3.2%) respondents who answered disagree, 12 respondents (19.0%) who answered disagreed disagreed. 31 respondents (49.2%) agreed, 18 respondents answered strongly and agreed (28.6%). The mean value of statement 5 is 4.03. Based on the respondents' answers, it can be concluded that the respondents agree that work benefits are adjusted to the length of service.

6. The distribution of respondents' answers to the statement (Work allowances are adjusted to work status), shows that there were 3 (4.8%) respondents who answered disagree, 13 respondents (20.6%) who answered disagreed disagreed. 34 respondents agreed (54.0%), 13 respondents answered strongly and agreed (20.6%). The mean value of statement 6 is 3.90. Based on the respondents' answers, it can be concluded that the respondents agree that work benefits are adjusted to work status.

The results of this research support the research of Hammam Zaki & Marzolina (2016), Lili Kamela Fitriani & Nina Yusiana (2020), Yannik Ariyati & Andi Mahera (2018), I Putu Anderas Adi Astawa & I Ketut Sutapa (2020) and Astri Ayu Purwati, Cindy Salim, & Zulfadli Hamzah (2020) stated that compensation and workload have a positive and significant effect on turnover intention.

CONCLUSION
The Conclusion Of This Paper Are:

1. Compensation has a partial positive and significant effect on turnover intention among PT employees. Coca Cola Amatil Indonesia. With a calculated t value of compensation of 2.921 > 1.66 (n-k = 63-3 = 60 at 5%) and a significance of 0.005 < 0.005.

2. Workload has a partial positive and significant effect on turnover intention among PT employees. Coca Cola Amatil Indonesia. With a calculated t value for Work Load of 7.506 > 1.66 (n-k= 63-3= 60 at 5%) and a significance of 0.000 < 0.000.

3. Compensation and Workload Have a Simultaneous Positive and Significant Influence on Turnover Intention of PT Employees. Coca Cola Amatil Indonesia. With the F test value, it produces Fcount 84,430 > Ftable 2.76 (n-k-1 at k= 63-3-1= 59 at 3) and a significance of 0.000.

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