

## **The Impact of Workload and Individual Characteristic and Compensation on the Intensity of Turnover Intention with Organizational Commitment as An Intervening Variable in Momoo Milk Fresh in Samarinda**

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**ABSTRACT:** This study examines the impact of workload, individual characteristics, and compensation on turnover intention with organizational commitment as an intervening variable. The object of this study is UKM Momoo Milk Fresh in Samarinda, which has been established for 7 years, with the sample taken being the entire population working at UKM Momoo Milk Fresh. The sample used in this study is 50 people. The data analysis tool used in this study is SmartPLs version 3.0 software. The method used is a questionnaire, followed by documentation. The results of this study show that workload, individual characteristics, and compensation have a positive and significant effect on organizational commitment. Workload has a positive but insignificant effect on turnover intention. Individual characteristics and compensation have a positive and significant effect on turnover intention. Organizational commitment has a negative and insignificant effect on turnover intention. Workload and compensation have a negative and insignificant effect on turnover intention through organizational commitment as an intervening variable.

**KEYWORD:** Workload, Individual Characteristics, Compensation, Organizational Commitment, Turnover Intention

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### **I. INTRODUCTION**

The entry and exit of employees have become a phenomenon that often occurs within the company. The entry and exit of employees is a serious problem in a company, laborers, employees, employees are basically individuals who use their abilities or labor to get results in the form of income, be it in the form of wages, money or in other forms. At the time of the global Covid-19 pandemic, the end of 2019 and starting to decline in early 2022 has presented many tough challenges that have never happened before for individuals and companies regarding the economy, financial markets, financial institutions, and governments. Bad economic disruption is particularly glaring in this case. The low results obtained from work and the inconvenience at work at a time when covid-19 cases are high have encouraged experts in determining the action to leave work and find jobs at other companies that meet expectations.

MSMEs are an important pillar of Indonesia, the pandemic has had a bad impact on MSMEs. Momoo Milk Fresh, is an SME positioned in Samarinda with those engaged in milk drinks with various flavors. Momoo Milk Fresh was established in August 2016, starting from establishing one outlet until now the number of outlets has reached 14 outlets available in various places in the Samarinda area. Starting from the suburbs to the location in the urban area of Samarinda. Momo Milk Fresh uses raw materials produced from Jakarta and Surabaya. Momo Milk Fresh prioritizes the health and taste of whole milk itself, no wonder many people in Samarinda like Momo Milk Fresh drinks. The strategy used by Momo Milk Fresh in outlet management is the first to determine the location that suits the needs of the community and the location that is often passed. Because during this pandemic, schools and universities are closed due to the danger of spreading COVID-19. So that the location of the selected outlet cannot be arbitrary.

Humans must have a disgruntled nature, as do employees. The dissatisfaction experienced by employees at their work can start from income, work environment, workmates. Novitasari (2020) stated that turnover intention can be summarized as a person's desire to move or in the hope of getting a more attractive position, employees voluntarily or unintentionally leaving the organization to move to another organization. Especially for the type of SMEs, turnover intention is common. Moreover, SMEs on Momoo milk to find employees with part-time working hours such as college students, or housewives to people who want to find a side job. Ilhami et al., (2020) revealed the characteristics of millennial generation employees in business entities can improve employee performance. However, from the survey results, the turnover rate is quite high. In three months, more than 2 people can come out with an average employee presentation of 10%. There are various reasons that can result in a turnover intention rate, namely the hope of an individual getting a better career.

The workload at Momoo Milk is based on working conditions, working time and targets to be achieved. Workload occurs when demand exceeds employee capabilities and high expectations in a short period of time. An employee can also be considered a workload because they tend to procrastinate on a given job (Omar et al., 2020), especially during public hours of rest and commuting hours often make employees overwhelmed because of the increase in demand at certain hours. There is a high incidence of stress in all organizations, regardless of size, and the complexity of the organization increases as a result of its existence (Qureshi et al., 2013). Collewet & Sauermann (2017) Identifying the effect of working time on productivity is not easy for two main reasons. First, unobservable characteristics of industries, companies, jobs, and individuals are likely to affect working time and productivity secondly, external shocks can affect working time and productivity. So that it often happens that employees resign after the training period ends.

Organizations must be able to choose prospective employees who are able to maintain organizational values ranging from gender, attitude, behavior, age, and education. Momoo Milk Fresh chooses people who are honest, tenacious, and ready for their work. Characteristics are a factor that greatly impacts organizational commitment followed by background education and work experience (Keramati et al., 2013). Hidayah (2018) said that if you can create employees who have good individual characteristics, the main thing can be done by providing workloads that must be adjusted to the age of employees. But employees who can gain more experience and maintain a good educational background will be more likely not to stick with work. If an individual has a high organizational commitment, he will have obedience and trust in the organization in which he works.

Basic compensation for wages received by employees is in the form of money, either direct or indirect goods for the results of employees in doing work (Sari & Dewi, 2020). Momoo Milk Fresh has provided a lot of compensation for employees who have worked hard such as being swift in their work to exceed the set sales target. Starting from wages, additional salaries, incentives, commissions to bonuses in certain cases. This compensation for employees aims to make commitments between organizations and employees better. It's just that, with income that is still below the UMR and because the work time is still in the form of part-time and shift-time work time. Make some employees choose to resign after getting a job that matches the desired income. The compensation provided is intended to prevent workers from leaving the organization.

Organizations must have an organization's organizational commitment to maintain its members and strive with its members to achieve the goals of its organization (Winarja et al., 2018). Momoo Milk fresh also tries to strengthen the commitment between Momoo Milk fresh and the employees themselves to avoid the intention to move on Momoo Milk employees. However, many employees still leave Momoo Milk Fresh to find an organization that they think is better, especially in terms of revenue. Researcher Ramalho Luz et al., (2016) state one possible interpretation is that employees can "leave the company" if they see that they will have a personal advantage in other organizations. Even before employees are set to work for Momoo SMEs, employees must follow established regulations and standards. Because the characteristics of the employee itself will affect how the results of the commitment itself, with the workload that exists in Momoo milk as well as the compensation that has been given by the superior will affect this commitment itself. So that the possible cause is the intention to move or turnover intention that often occurs.

## II. LITERATURE REVIEW

### 2.1 Definition of Workload

Workload analysis according to Nasution et al., (2020), a management approach that is carried out systematically in order to determine the level of effectiveness and efficiency of work according to the amount of work done. Febrianti (2019) said that the workload performed by employees when taking care of work or groups of organizations carried out under normal circumstances. Omar et al., (2020) explained that workload occurs when demand has exceeded employee capabilities and high expectations in a short period of time. Ferianto et al., (2018) asserted that limited space and comfort within the workplace provide a higher workload. From the study, it can be said that the workload of an employee is a task or activity that must be completed with the time provided by the organization (Aji, 2016).

### 2.2 Definition of Individual Characteristics

According to Keramati et al., (2013), the most significant characteristic on organizational commitment is quality, followed by educational background and work experience. While Basalamah (2017) mentioned that individual characteristics are something unique in human beings, because, from the very beginning of birth everyone has something unique and differences in life experiences between individuals. Individual characteristics according to Adam & Nurdin (2019), the character of each individual, which differs from person to person. Understanding the individual characteristics of an organization is very important (Monteiro, Mol, & Birkinshaw, 2017). Kusumawardhani et al., (2021) mentioned that characteristics in individuals together affect the

understanding of the company however, part of what affects is gender while the last age and education do not greatly affect the understanding of the company.

From some of the theories above, it can be concluded that individual characteristics are traits, behaviors or characters attached to each individual that are different both positive and negative both from age or age, status, education and gender.

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### **2.4 Indicators of Individual Characteristics**

According to Marouf & Khalil (2015) which includes individual characters, namely: Gender, Age, Period of service, Level of education, type of department, and type of work

### **2.5 Definition of Compensation**

Sari & Dewi (2020) said that employees receive rewards in the form of money, goods, directly or indirectly, in exchange for their contribution to the completion of work. Thus, when employees receive pay, the performance of employees in the organization will increase. Whereas according to Dessler (2017), the compensation consists of all kinds of remuneration given to employees as wages for work. Direct payments (salaries, wages, commissions, incentives, and bonuses) and indirect payments are the two main components of compensation (such as vacation and insurance paid by the employer).

So, from the theory above, it can be concluded that compensation can be used as a reward from the company for employees who have handled work beyond predetermined goals or are able to work well. Compensation in the form of money and goods as a sign of reciprocity of the results of the targets that have been achieved by employees in the company.

### **2.6 Compensation Indicator**

The indicators used in this study according to Dessler (2017) include Wages, Salaries, Incentives, Commissions, and Bonuses.

### **2.7 Definition of Organizational Commitment**

Winarja et al., (2018) said that the organizational governance is used as a significant behavioral component to evaluate the likelihood that workers will stick with the business. Organizational commitment is the introduction and contribution of a strong enough individual in the organization he chooses. According to Tran et al., (2020), organizational commitment is defined as the psychological relationship of employees, making them feel connected and committed to the organization in which they work. Boles et al., (2007) explained that organizational commitment is able to reflect positive feelings towards the values of organization. Setyadi & Srikaningsih, (2015) stated that the organizational commitment is a condition for an employee to respect a certain organization and has the desire and intention to continue participation in that organization. From some of these theories, organizational commitment can be inferred as a sense of desire from the organization to maintain its members in the organization in order to achieve its goals.

### **2.8 Organizational Commitment Indicators**

According to Meyer et al., (1993) suggested three components of organizational commitment: Affective commitment Sustainable commitment, Normative commitment, and Turnover Intention.

### **2.9 Understanding Turnover Intention**

Employee turnover intention is defined as the intention to leave their organization or company for the purpose of moving to a different workplace (Tran et al., 2020). Suong, (2020) stated that Turnover Intention

behaviors are considered quite obvious such as inattention to appearance, aggression with colleagues, lack of willingness to do special projects or frequent absences from staff meetings or working time, working overtime, or trying to avoid meetings, tasks. Employees even decide to take time off for no apparent reason. Novitasari, (2020) turnover intention can be summarized as a person's desire to leave a job or change jobs to another organization, either voluntarily or not with the hope of obtaining a better career. Kulachai & Amaraphibal, (2017)said that turnover intention consists of three dimensions; related to better working conditions, finding a new job, and the intention to leave.

The intention of switching employees refers to the possibility of the employee to leave the job he is done(Ngamkroeckjoti et al., 2012). Sutanto & Kurniawan, (2016) stated that the intention to change employees is characterized by concerns the behavior of employees in various ways, including: laziness of work started, seriousness to carry out all employee obligations differently, courage in opposing or protesting to superiors to raise the courage to violate order, and increased absenteeism. This indicator can be used as a guide to forecast everyone's intention to leave an enterprise. According to Shah et al., (2010), Turnover is due to factors of intention to move that differ from one organization to another to some extent.

From some of the theories above, it can be concluded that turnover intention is the condition of employees who want to leave the organization or change work to another organization in the hope of getting a job that suits their needs or desires.

## **2.10 Indicator Turnover Intention**

Santoni & Harahap(2018) argue that the indicator of turnover intentions consists of:

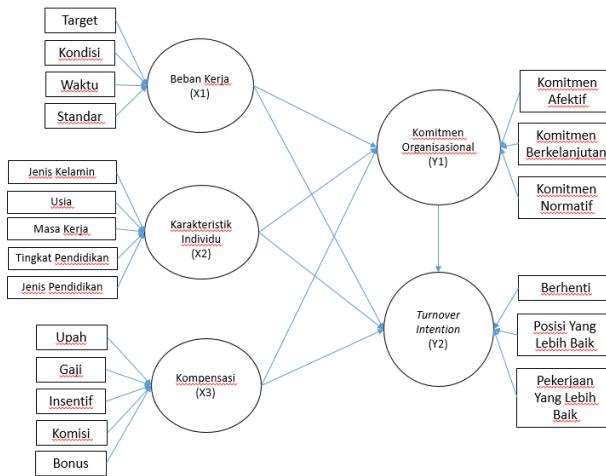
1. Quitting. Quitting with indicators such as due to work environment, health problems or want to get a new job.
2. Better position. The intention of having better positionincluding symptoms of higher salary/better income, developingownselfand the company, as well as a better position.
3. Better jobs. Better jobs with job indicators according to capacity, easy transportation, more challenging jobs, family support and close mileage.

## **III. RESEARCH METHOD AND MATERIALS**

This study uses a quantitative approach with a survey method to test the relationship between workload, individual characteristics, and compensation to turnover intention, as well as the influence of organizational commitment as an intervening variable on Momoo Milk Fresh Samarinda SMEs. The population in this study was 50 employees of SME Momoo Milk Fresh Samarinda. According to (Sugiyono, 2017), the sample represents a representation of population size and its arrangement. If the population is large enough and the researcher is unable to investigate every member of the population, for example due to lack of resources (money, labor, and time), the researcher can utilize samples from that population. Therefore, the research at SME Momoo Milk Fresh is a population study.

In this study, constructs or variables consisting of workload, individual characteristics, and compensation as independent variables will be used, turnover intention as a dependent variable, and organizational commitment as an intervening variable. These variables will be measured using several indicators for each of them. After the data are obtained, an outer model analysis will be carried out to test the validity and reliability of each indicator, as well as to test the extent to which the indicators can represent the construct being measured. This analysis will be performed using statistical analysis techniques such as confirmatory factor analysis (CFA) and convergent and discriminant validity testing. Furthermore, an inner model analysis will be carried out to test the relationship between these variables, namely workload, individual characteristics, and compensation for turnover intention with organizational commitment as an intervening variable. This analysis will be carried out using statistical analysis techniques such as Structural Equation Modeling (SEM). By using outer model and inner model analysis,it is expected that accurate and reliable research results can be obtained regarding the impact of workload and individual characteristics as well as compensation for turnover intention with organizational commitment as an intervening variable. The results of this study are expected to make contributions and practical implications that are useful for organizational development and human resource management.

**Figure 1. Framework of Conceptual Research**



#### IV. RESEARCH METHOD AND MATERIALS

##### 4.1 Convergent Validity

Convergent validity is used in measuring the correlation value between constructs and latent variables. An indicator can be called ideal or reliable if the value of the loading factor  $\geq 0.7$  which means that this indicator is valid but if the value of the loading factor  $\geq 0.5$  is also still acceptable.

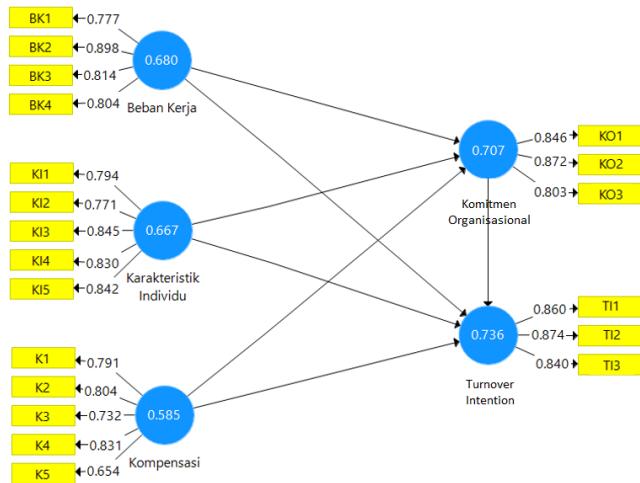
**Table 1. Validity Testing**

Variable	Indicator	Loading Factor	Information
Workload	BK1	0.777	Valid
	BK2	0.898	Valid
	BK3	0.814	Valid
	BK4	0.804	Valid
Individual characteristics	KI1	0.794	Valid
	KI2	0.771	Valid
	KI3	0.845	Valid
	KI4	0.830	Valid
	KI5	0.842	Valid
Compensation	K1	0.791	Valid
	K2	0.804	Valid
	K3	0.732	Valid
Organizational Commitment	K4	0.831	Valid
	K5	0.654	Valid
	KO1	0.846	Valid
	KO2	0.872	Valid
Turnover Intention	KO3	0.803	Valid
	TI1	0.860	Valid
	TI2	0.874	Valid
	TI3	0.840	Valid

Source :SmartPLS data processing. 2022

The results of SmartPLS processing are shown in the table above. The outer model value or correlation between the construct and the variable indicates that the global loading factor value  $> 0.6$ , thus validating all constructs for all variables. The results of the initial exterior structure model are as follows.

**Figure 2.** Structural Model Outer Model



Based on figure 2 and table 2 above, it shows that the entire loading factor is worth  $> 0.60$ . Then the convergent validity test produces a valid indication for all variables. After being seen from the convergent validity value, where all outer loading values are above 0.50 so that it is in accordance with the convergent validity requirements.

#### 4.2 Discriminant Validity

After the discriminant validation of validity using the average variance extract (AVE) value, the validity of the discriminant was tested using the outer loading value. Discriminant test results are listed below.

**Table 2. Discriminant Validity Testing**

Variable	Average Variance Extracted (AVE)
Workload	0.680
Individual characteristics	0.667
Organizational Commitment	0.707
Compensation	0.585
Turnover Intention	0.736

This test measures the magnitude of the difference between two variables. This test reveals the average variance extract (AVE) value. All variables have an AVE value greater than 0.6 and are certified native. The results of the measurement of the Fornell-Larcker criteria are shown in the table below.

**Table 3. Fornell-Larcker Criterion between Variables**

	Workload	Individual characteristics	Organizational Commitment	Compensation	Turnover Intention
Workload	<b>0.841</b>				
Individual characteristics	0.702	<b>0.817</b>			
Organizational Commitment	0.825	0.743	<b>0.841</b>		
Compensation	0.596	0.583	0.670	<b>0.783</b>	
Turnover Intention	0.748	0.736	0.730	0.765	<b>0.858</b>

The result of the Fornell-Larcker Criterion between all latent variables is shown in the table above that computational realm of variables, indications are more valuable than other constructs. Based on these findings, it can be concluded that each indicator used produces a variable of each discriminant validity very well.

#### 4.3 Reliability Test

The reliability test can be carried out by reviewing the composite reliability value of the indicator block that is the construct gauge. The result can be called good if it exceeds 0.7. Cronbach's alpha value can be called reliable when the value is greater than 0.6.

**Table 4. Composite Reliability dan Cronbach's Alpha**

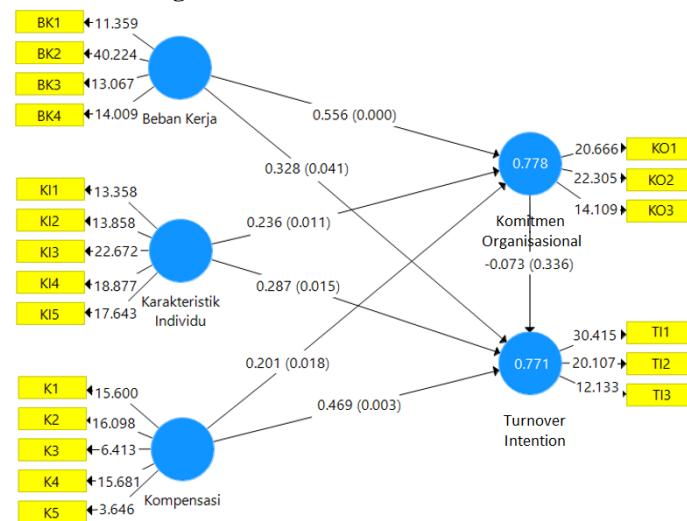
Variable	Cronbach's Alpha	Composite Reability
Workload	0,842	0,894
Individual characteristics	0,875	0,909
Compensation	0,826	0,875
Organizational Commitment	0,794	0,878
Turnover Intention	0,821	0,893

Source :SmartPLS Data Processing, 2022

Based on table 4 shows the composite reliability value of each variable at 0.7, including X<sub>1</sub> (0.894), X<sub>2</sub> (0.909), X<sub>3</sub> (0.875), Y<sub>1</sub> (0.878) and Y<sub>2</sub> (0.893). So that it can be called good and can be used in hypothesis testing. Some of Cronbach's alpha values can be called reliable when the value is greater than 0.6. The results showed that Cronbach's alpha of the variables included X<sub>1</sub> (0.842), X<sub>2</sub> (0.875), X<sub>3</sub> (0.826), Y<sub>1</sub> (0.794) and Y<sub>2</sub>(0.821). So that the measuring instrument has carried out its fusion properly.

#### 4.4 Structural Model or Inner Model

**Figure 2. Inner Model Structural Model**



Using R-square in the dependent construct of the t-test and the significance of the structural route coefficient, the structural model is evaluated. The evaluation of the model using PLS, R-square and Q-square is required, so that each of the dependent latent variables is checked first. Table 5 displays the results of SmartPLS R-square and Q-square estimates.

**Table 5. R-Square Values**

	R-Square	Q Square
Organizational Commitment	0,778	0,522
Turnover Intention	0,771	0,522

Source :SmartPLS Data Processing 2022

#### 4.5 Hypothesis Challenger

After the model test is carried out both for its validity and reliability, the next stage is hypothesis testing. The hypothesis test stage will analyze the influence of free variables on bound variables and analyze the degree of significance of the influence that occurs between variables. The hypothesis test here is carried out using the bootstrapping method with a significance level of 5%, meaning that the test will be carried out by

reviewing t-count or t-statistical values and p values. The research hypothesis can be called acceptance if the statistical t-value is  $> 1.96$  and is declared significant if the p-values  $< 0.05$ . Conversely, if the t-statistics  $< 1.96$  and the p-values  $> 0.05$  then the hypothesis is rejected.

**Table 6. Coefficient Path Analysis**

		Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Workload → Organizational Commitment		0.556	0.561	0.093	5.959	0.000
Individual Characteristics → Organizational Commitment		0.236	0.237	0.103	2.286	0.011
Compensation → Organizational Commitment		0.201	0.193	0.096	2.098	0.018
Workload → Turnover Intention		0.328	0.355	0.189	1.738	0.041
Individual Characteristics → Turnover Intention		0.287	0.297	0.132	2.178	0.015
Compensation → Turnover Intention		0.469	0.418	0.168	2.784	0.003
Organizational Commitment → Turnover Intention		-0.073	-0.060	0.173	0.424	0.336
Workload → Organizational Commitment		-0.041	-0.031	0.097	0.422	0.337
Organizational Commitment → Turnover Intention						
Individual Characteristics → Organizational Commitment		-0.017	-0.014	0.048	0.363	0.358
Individual Characteristics → Turnover Intention						
Compensation → Organizational Commitment		-0.015	-0.013	0.038	0.391	0.348
Compensation → Turnover Intention						
Organizational Commitment → Turnover Intention						

## V. RESEARCH METHOD AND MATERIALS

### 5.1 The Effect of Workload on Organizational Commitment

The results of the analysis conducted in this study used SEM SmartPLS. The relationship of the Workload variable to the Organizational Commitment variable shows an estimated value of 0.556 (positive) meaning that the Workload variable has a positive influence of 0.556 on the Organizational Commitment. Then the p-values of  $0.000 < 0.05$  and the T-Statistical value of  $5.959 > 1.96$  can be concluded if the Workload has a positive and significant effect on Organizational Commitment. This shows that the workload that occurs in employees can make employees feel challenged and the greater the organizational commitment to Momoo Milk Fresh SMEs. Workload is one of the things that often happens in organizations. The workload itself can affect the attitude of employees to the organization in other words, the workload used consists of work targets, working conditions, working time and work standards, so this, the workload that occurs in Momoo Milk Fresh SMEs affects organizational commitments in Momoo Milk Fresh SMEs which are composed of affective commitments, sustainable commitments and normative commitments. Employees who have not been in for a long time, they will do and finish well. So that the wishes and goals of the Momoo Milk Fresh UKM can be achieved.

The results of this study are in line with research that has been carried out by several researchers. According to the results of research conducted by Aladwan et.al., (2021) about workloads that are divided into

physical burdens and psychological burdens on organizational commitments, it shows that there is a positive relationship between workload and organizational commitment. However, the results of different studies that have been carried out by Silaban et.al., (2021) regarding workload on organizational commitment show that the results of research variable(Silaban et al., 2021), workload have a negative effect and significant effect on organizational commitmentvariable. Which means that if the workload increases continuously, it will decrease the feeling towards organizational commitment.

### **5.2 The Effect of Individual Characteristics on Organizational Commitment**

The results of the analysis carried out in this study used SEM SmartPLS. Individual Characteristics to Organizational Commitments shows an estimated value of 0.236 (positive) meaning that Product Individual Characteristics have a positive influence of 0.236 on Organizational Commitments. Then the p-values of  $0.011 < 0.05$  and the T-Statistical value of  $2,286 > 1.96$  can be concluded if individual characteristics have a positive and significant effect on organizational commitments.

The results of this study can show if *the* individual character of employees affects the organizational commitment of employees. Individual characteristics are traits, behaviors or characters in each individual that are different both positive and negative both in age and age, status, education and gender. Especially for young employees, they consider that this is an opportunity to add skills in making concoction drinks, because when one day they want to try to open their own business such as *angkringan*, café or the like they already have expertise in creating flavors for their products. This research is in line with the research of Zulfikar et.al., (2021) with the results if individual characteristics have a positive and significant effect on the institution of Lhokseumawe city police personnel. Research conducted by Rahmawati et.al., (2021) also shows that individual characteristics have a significant positive effect on the organizational commitment of employees of the Islamic Shari'a Service of North Aceh Regency.

### **5.3 The Effect of Compensation on Organizational Commitments**

The results of the analysis conducted in this study used SEM SmartPLS. Compensation for organizational commitments shows an estimated value of 0.201 (positive) meaning that the compensation variable has a positive influence of 0.201 on organizational commitments. Then the p-values are  $0.018 < 0.05$  and the T-Statistical values are  $2,098 > 1.96$  so that conclusions can be drawn if compensation has a positive and significant effect on organizational commitments.

Compensation can be said to be a reward from the company for employees who have completed work. SME Momoo Milk Fresh has provided compensation for employees including, direct wages, additional salaries, incentives, commissions, and bonuses in the form of goods and money. So, the results of this study if the compensation that has been given by SME Momoo Milk Fresh is able to increase organizational commitment.

The results of this study are in line with the results of research conducted by Solihin et.al., (2019) with the results if compensation using direct compensation indicators and indirect compensation has a positive and significant impact on organizational commitment to PT employees. Matching Autoraya Head Office. The researcher conducted by Putri et.al., (2021) that at the police station in Malang k compensation directly affects organizational commitment, which shows that the better the direct compensation the better the organizational commitment. So that it can be concluded if the compensation with the indicators of salary, bonus and incentives given is appropriate.Sari & Dewi (2020) also showed that in Blue Bird companies in Bali there is a positive and significant influence between compensation on organizational commitment either directly or indirectly.

### **5.4 Effect of Workload on Turnover Intention**

The results of the analysis carried out in this study used SEM SmartPLS. The workload on the turnover intention variable shows an estimated value of 0.328 (positive) meaning that the workload variable has a positive influence of 0.328 on turnover intention. Then the p-values of  $0.041 < 0.05$  and the T-Statistical values of  $1,738 < 1.96$  can be concluded if the workload has a positive and insignificant effect on turnover intention.

The results of this study can show that the workload that occurs in Momoo Milk Fresh SMEs causes an intention to move to employees. However, not all employees who leave Momoo Milk Fresh due to excessive workload are also partly influenced by other factors. Such as not being able to adjust the time when working with the time of daily activities and physical endurance.

The results of this study have different results from the study conducted by Lantican (2021) with the results if the workload is positive and not significant to the turnover intention in hospitals in the Philippines which shows that during the COVID-19 period, it means that the workload does not directly affect the intention to move. However, there are different results in the research conducted by Raihan & Chaerudin (2021) Workload variables have a negative and significant effect on Turnover Intention in PT. XYZ during a 3-year study. Which means the lighter the workload the company provides so *the* lower the turnover intention.

### 5.5 The Effect of Individual Characteristics on Turnover Intention

The results of the analysis conducted in this study used SEM SmartPLS. The individual characteristic variable against turnover intention shows an estimated value of 0.287 (positive) meaning that the individual characteristic variable has a positive influence of 0.287 on turnover intention. Then the p-values are  $0.015 < 0.05$  and the T-Statistical values are  $2,178 > 1.96$  so that conclusions can be drawn if individual characteristics have a positive and significant effect on turnover intention.

This suggests that the intention to move is largely influenced by the characteristics of the individual himself. Some factors for the occurrence of individual characteristics include gender, age, *length of work*, level of education and type of work. Where in Momoo Milk UKM itself, most employees are students and over the age of 21 years. At this age many adolescents to adults feel that at this age should already have a permanent job or have a job with a large salary. So that the individual characteristics of Momoo milk fresh SME employees influence the intention to move.

Research conducted by Omar, et.al., (2020) with similar resultif individual characteristics have a positive and significant effect on turnover intention in insurance employees in Malaysia. The research conducted by Sumantri (2017) found the same result that individual characteristics with 4 factors of interest, identity, personality, and personal background had a positive and significant effect on the nit to leave. Husain et.al., (2022) reported that individual characteristics have a positive and significant effect on turnover intention.

### 5.6 Effect of Compensation on Turnover Intention

The results of the analysis in this study used SEM SmartPLS. Compensation for turnover intention shows an estimated value of 0.469 (positive) meaning that the compensation variable has a positive effect of 0.469 on turnover intention. Then the p-values of  $0.003 < 0.05$  and the T-Statistical value of  $2,784 > 1.96$  can be concluded if compensation has a positive and significant effect on turnover intention

The results of this study can show that although the compensation provided is good for employees, employees have no intention of leaving the company. Many Momoo Milk Fresh employees refrain from resigning because they have not found a job that suits their expectation such as a high salary, a comfortable environment and feel that the income earned from part-time jobs is enough, however, they also feel the intention to move to a better company.

The results of this study are different from the results of research carried out by several researchers. Raihan & Chaerudin (2021) Compensation variables have a negative and significant effect on turnover intention. Which means, the higher the compensation provided by the company so the lower the turnover intention. The satisfaction of compensation received by employees, especially the financial dimension composed of salaries, bonuses, and benefits has a strong relationship with variable turnover intention, so that the employee's desire to get a job with a higher salary will be reduced if the company provides better compensation. However, the results of this study are contrary to the research of Solihin et al., (2019) if compensation indirectly and indirectly for turnover intention means that the higher the compensation given the possibility of turnover intention.

### 5.7 The Effect of Organizational Commitment on Turnover Intention

The results of the analysis carried out in this study used SEM SmartPLS. Organizational Commitment to Turnover Intention shows an estimated value of -0.073 (negative) meaning that the organizational commitment variable has a negative influence of -0.073 on turnover intention. Then the p-values are  $0.336 > 0.05$  and the T-Statistical values are  $0.424 < 1.96$  so that conclusions can be drawn if organizational commitments have a negative and insignificant effect on turnover intention.

The results of this study can show that there is a negative and insignificant relationship between compensation to turnover intentions, meaning that the higher the organization's commitment so that the lower the turnover intention. Employees who remain in the Momoo Milk Fresh SME have a high organizational commitment such as being comfortable with the environment and friendships within the organizational environment so the intention to leave the organization is very small.

The results of this study are different from the results of several studies that have been carried out. The research that has been carried out is carried out by Lantican (2021) if organizational commitment has a negative and significant effect on turnover intention. Research conducted by Ramalho Luz et al., (2016) if organizational commitment has a negative and significant effect. Researcher Tran et al., (2020) stated with similar results, if organizational commitment has a negative and significant effect on turnover intention. Solihin et al., (2019) argue with the results of the study, that organizational commitment has a negative and significant effect. This means that the higher the organization's commitment to the work and the organization, the lower the intention to move.

### **5.8 Effect of Workload on Turnover Intention with Organizational Commitment as An Intervening Variable**

The results of the analysis carried out in this study used SEM SmartPLS. Workload on *turnover intention with organizational commitment as an intervening variable* shows *an estimated value of -0.041 (negative) and a p-values value of 0.337 > 0.05* and a T-Statistical value of  $0.422 < 1.96$  then it can be taken to the point if the workload is negative but not significant to turnover intention with organizational commitment as an intervening variable.

The workload hammering the organizational commitment to Momoo Milk Fresh SMEs through relationships indirectly negatively and insignificantly affects the occurrence of the intention to move. Although the workload that occurs in Momoo Milk Fresh SMEs is high with organizational commitment to employees, it can reduce the occurrence of employee switching intentions.

This research is different from the research conducted by Sulaiman Ratulaly (2018) revealed in the results of the study that workload has a significant effect on turnover intention with organizational commitment as an intervening variable in PT companies. Mitra Aneka Rezeki Kabupaten Kubu Raya.

### **5.9 The Effect of Compensation on Turnover Intention with Organizational Commitment as An Intervening Variable**

The results of the analysis conducted in this study used SEM SmartPLS. Compensation for turnover intention with organizational commitment as an intervening variable shows *an estimated value of -0.015 (negative) and a p-values value of 0.348 > 0.05* and a T-Statistical value of  $0.391 < 1.96$  so that a conclusion can be drawn if the compensation is negative and insignificant to turnover intention with organizational commitment as an intervening variable. Compensation hammering organizational commitments to Momoo Milk Fresh SMEs through relationships indirectly has a negative and insignificant effect on the occurrence of turnover intention. Although the compensation that has been given is felt by several employees (both those who have passed the training period and employees who have been more than 6 months) feel unsatisfied. Because Momoo Milk fresh can build commitment between employees and the organization properly. So as to reduce employees for the intention to move and leave the company directly.

The results of this study are different from the research conducted by Solihin et al., (2019) In addition, compensation, career development and organizational commitment have a significant negative effect on turnover intention simultaneously and organizational commitment is also a mediating variable of compensation and career development against the turnover intention variable. Wahyuni & Hariasih (2021) based on the results of data analysis proves that compensation has a significant positive influence on turnover intention through organizational commitment as an intervening variable in PT. Jico Agung Sidoarjo. Research by Kee & Chung, (2021) reveals that employees tend to feel less committed when they feel that they are not being compensated fairly. If employees find that they are not compensated, they leave the organization to join others. These findings suggest that when employees feel injustice related to the outcome/allocation of rewards or social enforcement of formal procedures in the workplace, they will feel dissatisfied, which ultimately leads to a lower commitment to the organization.

## **VI. CONCLUSION**

The research result shows that in the Workload variable ( $X_1$ ), the dominant indicator is the workload condition ( $X_{1.2}$ ) with the highest outer loading value of 0.898, while the working time ( $X_{1.1}$ ) has the lowest outer loading value of 0.777. Workload has a positive and significant effect on organizational commitment, but not significantly on turnover intention. While in the Individual Characteristics variable ( $X_2$ ), the dominant indicator is the type of work ( $X_{2.3}$ ) with the highest outer loading value of 0.845, while the employee's age ( $X_{2.2}$ ) has the lowest outer loading value of 0.771. Individual characteristics have a positive and significant effect on organizational commitment and also have a positive and significant effect on turnover intention.

In the Compensation variable ( $X_3$ ), the dominant indicator is the incentive ( $X_{3.4}$ ) with the highest outer loading value of 0.831, while the bonus ( $X_{3.5}$ ) has the lowest outer loading value of 0.654. Compensation has a positive and significant effect on organizational commitment and also has a positive and significant effect on turnover intention. In addition, the dominant indicator on the Organizational Commitment variable ( $Y_1$ ) is continuous commitment ( $Y_{1.2}$ ) with the highest outer loading value of 0.874, while affective commitment ( $Y_{1.3}$ ) has the lowest outer loading value of 0.840. Organizational commitment negatively and insignificantly affects turnover intention. In the path analysis, it was found that workload has no effect on turnover intention through organizational commitments, as well as compensation. These two factors are not significant in influencing the occurrence of turnover intention through organizational commitments.

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