

# Pengaruh Kepuasan Kompensasi Terhadap Turnover Intention Karyawan Dengan Peran Mediasi Komitmen Afektif Dan Komitmen Berkelanjutan Pada Bank XYZ = The Effect of Compensation Satisfaction on Employee Turnover Intention With The Mediation Role of Affective Commitment and Continuance Commitment in Bank XYZ

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## Abstrak

Turnover karyawan yang terus meningkat menjadi perhatian khusus bagi perusahaan. Hal ini karena turnover karyawan yang tinggi dapat menyebabkan kerugian bagi perusahaan baik kerugian secara material maupun non-material. Turnover intention merupakan tahapan yang dilalui karyawan sebelum benar-benar memutuskan untuk meninggalkan perusahaan. Untuk mengurangi turnover intention karyawan, maka perusahaan perlu memberikan penghargaan kepada karyawan. Kompensasi dianggap sebagai bentuk penghargaan yang paling penting atas kontribusi karyawan terhadap perusahaan. Kepuasan karyawan atas kompensasi yang diberikan perusahaan berpengaruh negatif terhadap turnover intention karyawan. Selain itu, komitmen afektif dan komitmen berkelanjutan dianggap memediasi pengaruh kepuasan kompensasi terhadap turnover intention karyawan. Komitmen afektif berkaitan dengan pemenuhan kebutuhan sosio emosional karyawan, sedangkan komitmen berkelanjutan berkaitan dengan biaya atau kerugian karyawan jika meninggalkan organisasi. Penelitian ini dilakukan terhadap 185 responden di Bank XYZ. Penelitian dilakukan menggunakan metode kuantitatif dan diolah menggunakan Structural Equation Modeling (SEM). Hasil penelitian menunjukkan bahwa kepuasan kompensasi berpengaruh langsung terhadap turnover intention karyawan Bank XYZ. Selain itu, komitmen afektif dan komitmen berkelanjutan terbukti memediasi pengaruh kepuasan kompensasi terhadap turnover intention karyawan Bank XYZ.

.....The constant increasing of employee turnover becomes a special attention for company. That is because high employee turnover may cause adverse effect on the company either materially or immaterially. Turnover intention is a stage undergone by employees before finally deciding to leave the company. In order to reduce employee turnover intention, company needs to give reward to employees. Compensation is deemed as the most important reward for employee contribution to the company. Employee satisfaction on the compensation given by the company has an adverse effect on the turnover intention. In addition, affective commitment and continuance commitment are considered affecting compensation satisfaction on the employee turnover intention. Affective commitment is associated with employee socio-emotional need, while continuous commitment is associated with employee costs or disadvantages for leaving the organization. This study was conducted to 185 respondents in Bank XYZ that is one of the private banks in Indonesia. The study was conducted using quantitative method and processed using Structural Equation Modeling (SEM). The result showed that compensation satisfaction directly affects employee turnover intention in Bank XYZ. Moreover, affective commitment and continuous commitment were proven to mediate the effect of compensation satisfaction on employee turnover intention in Bank XYZ