THE INFLUENCE OF COMPENSATION AND MOTIVATION ON TEACHERS' TURNOVER INTENTION AT KEMALA BHAYANGKARI 1 SENIOR HIGH SCHOOL IN KUBU RAYA REGENCY

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Abstract. This study aims to analyze the influence of compensation and motivation on turnover intention among teachers at Kemala Bhayangkari 1 Senior High School in Kubu Raya District. Data were collected through a questionnaire distributed to all 42 permanent teachers and analyzed using multiple linear regression. The results of validity and reliability tests showed that the research instruments met the requirements. Normality, linearity, and multicollinearity tests also indicated that the data were suitable for regression analysis. The regression results showed that compensation and motivation had a negative and significant influence on turnover intention, with coefficients of -0.131 and -0.263, respectively, and significance values of 0.036 and 0.027 ($p < 0.05$). This means that the higher the compensation and motivation received by teachers, the lower their intention to leave the school. The coefficient of determination (R^2) of 0.140 indicates that 14% of the variation in turnover intention can be explained by these two variables, while the remainder is influenced by other factors. The simultaneous test (F-test) reinforces the finding that compensation and motivation together have a significant effect on turnover intention ($F = 12.567$; $p < 0.05$). This study concludes that increasing compensation and motivation should be a priority for school management to reduce teacher turnover rates and maintain the quality of human resources in the education sector. Therefore, efforts to improve well-being and provide effective motivation can strengthen teachers' commitment and reduce their intention to leave their jobs.

Keywords: Compensation, Motivation, Turnover Intention

I. INTRODUCTION

According to [1], human resource management is the process of managing various matters related to employees, workers, managers, and other workers. This process is important to support the smooth running of organizational activities so that the objectives set can be achieved properly. Thus, HRM is not only about employee administration, but also how to manage human resources as a key part of organizational success. Meanwhile, [2] refers to HRM as a strategic approach that emphasizes the development of skills, motivation, and organization of human resources. This approach aims to create a work environment that supports individual growth and improves overall organizational performance. In other words, HRM plays a role in designing policies and programs that motivate, develop, and retain the best employees through continuous training and development.

Kemala Bhayangkari 1 Senior High School, Kubu Raya Regency, is located on Adisucipto Street, Sungai Raya, Kubu Raya Regency, West Kalimantan Province. This school is one of the secondary education institutions under the auspices of the Kemala Bhayangkari Foundation. As an educational institution, this high school plays a crucial role in providing quality

education services to its students. Teachers, as the primary elements in the learning process, have a significant influence on the success of education at this school.

By 2025, the number of staff at Kemala Bhayangkari 1 Senior High School is expected to reach 55. Of this total, the majority are permanent foundation teachers, amounting to 38 individuals or approximately 76.16%. Meanwhile, the largest number of non-permanent employees are in the security department, accounting for 57.14%. Every teacher at this school has an equal opportunity to hold positions such as Principal, Vice Principal for Student Affairs, Curriculum, and Facilities and Infrastructure. These positions are rotated every five years and selected directly by the Kemala Bhayangkari Foundation.

The subject with the highest number of teachers is religious education, accounting for 14.28% of all teachers. In addition to their primary role as educators, four teachers also hold additional positions, such as Deputy Principal for Curriculum, Student Affairs, Facilities and Infrastructure, and OSIS Advisor.

Teachers at Kemala Bhayangkari 1 Senior High School take attendance every Monday through Friday using a manual

system. They fill out attendance and departure sheets by signing the attendance sheet according to their respective names. Attendance is taken twice a day, upon arrival and departure. Teachers who do not have a teaching schedule are not required to be present at school on that day.

According to [3], attendance is an administrative record that documents employee absences. Absenteeism rates also reflect employee discipline within an organization, as absences can hinder the achievement of set work targets.

Data from Kemala Bhayangkari 1 Senior High School shows that the absence rate from 2021 to 2023 fluctuated, with a significant decrease of 50% in 2022, but increased again by 9.52% in 2023. According to [2], compensation plays a role in reducing absenteeism and employee turnover in companies, and low motivation is the main cause of employee absenteeism and intention to leave the company. Meanwhile, Harnoto in [4] explains that turnover intention can be observed through various employee behaviors, such as increased absenteeism, decreased work enthusiasm, willingness to violate rules, protesting to superiors, and reduced seriousness in completing work responsibilities compared to usual.

Turnover intention is an important phenomenon that requires attention in human resource management, especially in the education sector. [5] define turnover intention as the conscious tendency of an employee to seek a new position or job in another organization. This definition is reinforced by [6], who explain that turnover intention not only includes employees' plans to leave their jobs but also reflects the potential for termination of employment, whether voluntary or involuntary. According to [7], the desire to change jobs is often motivated by the search for better employment, even though the decision is made after careful consideration. [8] also emphasizes that turnover intention is the degree of an employee's tendency to leave an organization within a certain period of time, while [9] views it as an intention marked by the search for a new job and plans to resign. [10] adds that job dissatisfaction and low motivation are the main factors driving turnover intention.

One crucial factor influencing turnover intention is compensation. Compensation is defined as any form of reward received by employees in return for their work contributions [11]. This definition includes both financial and non-financial rewards given directly or indirectly [12]. [13], emphasizes that compensation is both an employee's right and a company's obligation to provide it. Furthermore, [14] mention that compensation is not only in the form of salary and wages, but also facilities such as allowances, vehicles, and other things of economic value. Sastrohadiwiryo in [1], states that compensation is a reward for the contribution of labor and thought provided by employees to achieve organizational goals. Sikula in [3], also mentions compensation as everything that is considered as a reward for services rendered.

In addition to compensation, motivation can also play an important role in influencing turnover intention. According to [15], motivation is a force that comes from within or outside an individual that drives effort and perseverance in work. Conversely, low motivation can lead to tardiness, absenteeism, dissatisfaction, and indifference toward the organization [16]. [17] add that motivation influences the direction, intensity, and sustainability of an individual's actions in achieving common goals. One way to get human resources to work optimally is to provide encouragement in the form of motivation [18].

In the educational environment, particularly at Kemala Bhayangkari 1 Senior High School in Kubu Raya District, the presence of qualified teachers is highly dependent on their turnover intention. High turnover intention can disrupt the smooth running of the learning process and reduce the quality of education. Therefore, it is important to understand how compensation and motivation can influence teachers' intentions to stay or leave the school. This study aims to analyze the influence of compensation and motivation on teachers' turnover intention at Kemala Bhayangkari 1 Senior High School, thereby providing strategic recommendations for educational administrators in maintaining the quality of human resources.

II. RESEARCH METHOD

This study uses an associative research design with a quantitative approach. According to [19], associative research aims to determine the relationship between two or more variables, thereby enabling the development of a theory that can explain, predict, and control the phenomenon under study. In this context, the study focuses on the relationship between compensation and motivation variables and turnover intention.

Data collection techniques used include primary and secondary data. Primary data was obtained directly from sources through interviews and questionnaires. Interviews were conducted with the principal and administrative staff of Kemala Bhayangkari 1 Senior High Schoo to obtain in-depth information, while questionnaires were distributed to all permanent teachers at the school to collect quantitative data on compensation, motivation, and turnover intention. Secondary data were obtained from official school documents, such as employee numbers, attendance records, and other information relevant to the study [19];[20]. The population in this study consisted of all permanent teachers at Kemala Bhayangkari 1 Senior High School, totaling 42 people, excluding the principal and non-teaching staff. The sampling technique used was a saturated sampling method, so that the entire population became the research sample [20]. The research variables consisted of independent and dependent variables. The independent variables used were compensation (X_1) and motivation (X_2), while the dependent variable was turnover intention (Y) [19]. Variable measurement was conducted using a Likert scale with five response preference levels, ranging from strongly agree to strongly disagree, to measure respondents' attitudes, perceptions, and opinions toward the research object [19]. Data analysis began with instrument testing, including validity and reliability tests. The validity test aims to ensure that the measuring instrument can measure the variables accurately, with a minimum product moment correlation value of 0.3 and significance less than 0.05 [19]. Reliability testing is conducted using Cronbach's Alpha, where a value above 0.6 indicates that the instrument is reliable [19]. Next, classical assumption testing is conducted to ensure that

the data meets the requirements for regression analysis. Normality was tested using the Kolmogorov-Smirnov method to check the data distribution, with data considered normal if the significance value was greater than 0.05 [21]. The linearity test aimed to test the linear relationship between the independent and dependent variables using the Test for Linearity with a significance level of 0.05 [19]. Multicollinearity tests were conducted to ensure there was no high correlation between independent variables, with tolerance values > 0.10 and VIF < 10 as indicators of no multicollinearity [22]. Multiple linear regression analysis was used to examine the influence of compensation and motivation on turnover intention. The regression model is expressed by the equation $Y = a + b_1X_1 + b_2X_2$, where Y is turnover intention, X_1 is compensation, and X_2 is motivation [19]. To determine the strength of the relationship between variables, multiple correlation coefficient analysis using the product moment method was used, which measures the simultaneous contribution of independent variables to the dependent variable [19]. The coefficient of determination (R^2) is used to see how much the independent variables can explain the variability of the dependent variable [19]. Hypothesis testing is conducted using a simultaneous test (F-test) to determine whether compensation and motivation variables together have a significant effect on turnover intention. The null hypothesis (Ho) states that there is no significant influence, while the alternative hypothesis (Ha) states that there is a significant influence. The decision of the test is based on the comparison of the calculated F value with the table F value at a significance level of 0.05 [19]. Additionally, a partial test (t-test) is used to determine the influence of each independent variable individually on the dependent variable. The hypotheses for each variable are tested by comparing the calculated t-value with the table t-value at a significance level of 0.05 and degrees of freedom n-2 [22].

III. RESULTS AND DISCUSSION

TEST RESEARCH INSTRUMENTS
Validity Test

Validity testing in research aims to evaluate whether the questionnaire instrument has met the required validity standards. This process is conducted by correlating the scores of each questionnaire item and comparing the correlation values (r calculated) with the r table values. The r table values can be obtained using the formula df = n (sample total) - 2 = 42 - 2 = 40, with a significance level of 0.05, resulting in an r table value of 0.304. The results of the validity test for each statement in the entire questionnaire can be seen in Table 3.1 below:

Table 3.1 Validity Test Results

Variable	Indicator	r value	r table	Description
Compensation (X1)	X1.1	0,753		Valid
	X1.2	0,628		Valid
	X1.3	0,543		Valid
	X1.4	0,712	0,304	Valid
	X1.5	0,439		Valid
	X1.6	0,540		Valid
	X1.7	0,510		Valid
	X1.8	0,647		Valid
Motivation (X2)	X2.1	0,672		Valid
	X2.2	0,722		Valid
	X2.3	0,749		Valid
	X2.4	0,730		Valid
	X2.5	0,659		Valid
	X2.6	0,479	0,304	Valid
	X2.7	0,548		Valid
	X2.8	0,685		Valid
	X2.9	0,742		Valid
	X2.10	0,788		Valid
	X2.11	0,716		Valid
	X2.12	0,632		Valid
Turnover Intention (Y)	Y1	0,672		Valid
	Y2	0,497		Valid
	Y3	0,680	0,304	Valid
	Y4	0,694		Valid
	Y5	0,535		Valid
	Y6	0,592		Valid

Source: Processed Data, 2025

Based on the validity test results in Table 3.1 above, it can be seen that all statement items of all variables have a calculated r value > table r of 0.304. Thus, all statement items of all variables in this study can be declared valid.

Reliability Test

The reliability test aims to measure the consistency of the measuring instruments in the questionnaire. In this study, reliability was tested using Cronbach's Alpha, where an item is considered reliable if the Cronbach's Alpha value is at least 0.60. The results of the reliability test for all variables are presented in Table 3.2 below.

Table 3.2 Reliability Test Results

Variable	Cronbach's Alpha	Description
Compensation (X1)	0.754	
Motivation (X2)	0.893	Reliable
Turnover Intention (Y)	0.665	

Source: Processed Data, 2025

Based on the reliability test results in Table 3.2 above, it can be seen that the Cronbach's Alpha value for all variables is greater than 0.60. Thus, it can be concluded that all measurement items in all variables in this study are reliable.

CLASSICAL ASUMPTION TEST
Normality Test

The normality test aims to determine whether the research data is normally distributed. In this study, the normality test was performed using the Kolmogorov-Smirnov method. The results of the normality test obtained from the SPSS analysis can be seen in Table 3.3 below.

Table 3.3 Normality Test Results

Test	Value
N (Sample)	42
Test Statistic (Kolmogorov-Smirnov Z)	.080
Asymp.Sig.(2-tailed)	.200ᶜ

Source: Processed Data, 2025

Based on the normality test results in Table 3.3, the Asymp. Sig. (2-tailed) value is 0.200, which is greater than 0.05. Thus, it can be concluded that the data in this study are normally distributed.

Linearity Test

Uji linearitas bertujuan untuk mengetahui apakah hubungan antara variabel bebas dan variabel terikat bersifat linier. Pada penelitian ini, uji linearitas dilakukan menggunakan metode Test for Linearity. Hasil uji linearitas yang diperoleh dari analisis SPSS disajikan pada Tabel 3.4 berikut.

Table 3.4 Linearity Test Results

Variable	Linearity	Description
Turnover Intention * Compensation	0,000	Linear
Turnover Intention (Y)* Motivation	0,001	

Source: Processed Data, 2025

Based on the linearity test results in the table, the significance values for the relationship between the Compensation (X1) and Motivation (X2) variables on Turnover Intention (Y) are 0.000 and 0.001, respectively, both of which are < 0.05. This indicates that there is a significant linear relationship between the two independent variables and the dependent variable.

Multicollinearity Test

Multicollinearity testing aims to detect high correlations between independent variables in a regression model that can interfere with the accuracy of coefficient estimates. The results of multicollinearity analysis using SPSS are presented in Table 3.5 below.

Table 3.5 Multicollinearity Test Results

Variable	Tolerance	VIF
Compensation (X1)	.858	1.166
Motivation (X2)	.858	1.166
Dependent Variable: Turnover Intention		

Source: Processed Data, 2025

Based on the results of the multicollinearity test in Table 3.5, the Tolerance value for the Compensation (X1) and Motivation (X2) variables is the same at 0.858, which is greater than the minimum limit of 0.10. The VIF values are also the same, namely 1.166, which is below the maximum limit of 10.00. Therefore, it can be concluded that there is no indication of multicollinearity between the two independent variables.

MULTIPLE LINEAR REGRESSION ANALYSIS

Multiple regression analysis aims to measure the simultaneous and partial effects of two or more independent variables on a dependent variable, as well as to construct a predictive model of the relationship between variables. The regression coefficient results from the analysis using SPSS are presented in Table 3.6 below.

Table 3.6 Multiple Linear Regression Test Results

Research Variable	Coefficients	t Statistic	Significance Value
(Constant)	3.524	8.306	.000
Compensation (X1)	-.131	-2.178	.036
Motivation (X2)	-.263	-2.301	.027
Dependent Variable: Turnover Intention			

Source: Processed Data, 2025

Based on Table 3.6 and referring to the multiple linear regression coefficient equation, the following results were obtained:

$$Y = 3.524 - 0.131X_1 - 0.263X_2$$

a. The constant (a) is 3.524, which means that if the Compensation (X1) and Motivation (X2) variables are zero. Then Turnover Intention (Y) will increase by 3.524.
b. The Compensation coefficient (X1) is -0.131, which is negative, meaning that if Compensation decreases, Turnover Intention will increase by 0.131 units. Assuming that the lower the compensation given, the higher the turnover intention. Conversely, the higher the compensation given, the lower the turnover intention.
c. The Motivation Coefficient (X2) is -0.263, which is negative, meaning that if motivation decreases, turnover intention will increase by 0.263 units. Assuming that the lower and poorer the level of motivation of an employee, the more likely it is to trigger an increase in turnover intention. Conversely, the higher and better the level of motivation of an employee, the more likely it is to trigger a decrease in turnover intention.

CORRELATION AND DETERMINATION COEFFICIENT (R^2)

The correlation coefficient is used to measure the strength and direction of the relationship between two or more variables. In this study, the technique used is Product Moment correlation. The results of the correlation coefficient test are presented in Table 3.7 below.

Table 3.7 Correlation And Determination Coefficient (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.375[a]	.140	.096	.71597

Predictors: (Constant), Motivation, Compensation
Dependent Variable: Trunover Intention

Source: Processed Data, 2025

Based on the results of the correlation coefficient test in Table 3.7 above, it can be seen that the correlation coefficient (R) value is 0.375, meaning that the relationship between Compensation and Motivation on Turnover Intention has a weak relationship, because the value is in the interval 0.20-0.399.

Based on the results of the coefficient of determination (R^2) test in Table 3.7 above, it can be seen that the R-Square value is 0.140, which means that the variables Compensation and Motivation in explaining their influence on Turnover Intention are 14.0% (1x0.140x100%), while the remaining 86.0% of Turnover Intention is influenced by other variables outside this study.

SIMULTANEOUS TEST (F TEST)

Simultaneous testing (F test) aims to determine whether all independent variables in the hypothesis collectively have a significant effect on the dependent variable. Based on the results of the F test using SPSS, the simultaneous test results can be seen in Table 3.8 below.

Table 3.8 Simultaneous Test Results (F Test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	5.946	2.973	12.567	.000[b]
Residual	9.699	.237		

Dependent Variable: Turnover Intention
Predictors: (Constant), Motivation, Compensation
Source: Processed Data, 2025

Based on the simultaneous test results (F test) in Table 3.8 above, the calculated F value is 12.567 > f table 3.21 and the significance value is 0.000 < 0.05. Thus, it can be concluded that the Compensation and Motivation variables simultaneously have a positive and significant effect on Turnover Intention.

PARTIAL TEST (t Test)

The partial test (t-test) aims to test the effect of each independent variable individually on the dependent variable in the hypothesis. The objective is to determine whether each independent variable contributes significantly separately. The results of the t-test using SPSS are presented in Table 3.9 below.

Table 3.9 Partial Test Results (t Test)

Research Variable	Coefficients	t Statistic	Significance Value
(Constant)	3.524	8.306	.000
Compensation (X1)	-.131	-2.178	.036
Motivation (X2)	-.263	-2.301	.027

Dependent Variable: Turnover Intention
Source: Processed Data, 2025

Based on partial hypothesis testing (t-test) in Table 3.9 above, the t-test results will then be compared with the t-table. The t-table value is 1.680. The partial t-test results in Table 3.9 can be explained as follows:

1. The calculated t-value for the Motivation (X1) variable is -2.178 > the table t-value of 1.680 and the significance value is 0.036 < 0.05, so it can be said that in this study, the Motivation (X1) variable partially has a negative and significant effect on Turnover Intention (Y).
2. The calculated t-value for the Motivation (X2) variable is -2.301, which is greater than the table value of 1.680 and has a significance level of 0.027 < 0.05. Therefore, it can be concluded that in this study, the Motivation (X2) variable has a negative and significant partial effect on Turnover Intention (Y).

IV. CONCLUSIONS

Based on the results of data analysis, it can be concluded that the compensation variable has a negative and significant effect on the turnover intention of teachers at Kemala Bhayangkari 1 Senior High Schoo, Kubu Raya Regency. This is evident from the significance value of the t-test at 0.036 (< 0.05) and the negative regression coefficient of -0.131, indicating that the lower the level of compensation received by teachers, the greater their tendency to leave their jobs. Conversely, an increase in compensation can effectively reduce the intention to leave the organization, emphasizing the importance of compensation in retaining quality workforce. Additionally, motivation was also found to have a negative and significant influence on turnover intention, with a significance

value of 0.027 (< 0.05) and a regression coefficient of -0.263. This indicates that low motivation levels can be a driving factor for teachers to consider leaving their jobs, while high motivation can strengthen teachers' attachment and commitment to the school, thereby reducing their intention to leave. These findings reinforce the role of motivation as an important psychological factor in maintaining human resource stability in educational settings.Simultaneously, compensation and motivation variables have a significant influence on turnover intention, as evidenced by the F-test results showing a significance value of 0.000 (< 0.05) and an F-value of 12.567, which is greater than the F-table value of 3.21. This confirms that both variables together significantly contribute to explaining variations in teachers' turnover intentions. Therefore, efforts to improve fair compensation and implement effective motivation programs should be a top priority for school management to reduce turnover rates and ensure the sustainability of educational quality.

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