

***EXPLORING THE IMPACT OF WORKLOAD AND COMPENSATION ON
EMPLOYEE TURNOVER INTENTIONS IN THE FOOD & BEVERAGE
DEPARTMENT AT MANDAPA, A RITZ-CARLTON RESERVE***

**MENGEKSPLORASI DAMPAK BEBAN KERJA DAN KOMPENSASI
TERHADAP INTENSI TURNOVER KARYAWAN DI DEPARTEMEN FOOD &
BEVERAGE DI MANDAPA, A RITZ-CARLTON RESERVE**

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ABSTRACT

This study examines the impact of workload and compensation on turnover intention among employees in the Food & Beverage department at Mandapa a Ritz-Carlton Reserve, located in Ubud, Bali. Using a quantitative approach, the research involves data collected through questionnaires distributed to 35 employees. The study applies various statistical tests, including descriptive analysis, multiple regression analysis, and hypothesis testing, using SPSS software. The results reveal that both workload and compensation have a significant negative effect on turnover intention. Specifically, workload is found to negatively influence turnover intention, with employees perceiving the workload as manageable due to compensatory measures like substitute leave for overtime. Additionally, compensation was shown to decrease turnover intention, as employees feel that their compensation meets their needs, fostering a sense of appreciation and motivation. Furthermore, both variables jointly contribute to reducing turnover intention, with 57.8% of the variation in turnover intention being explained by workload and compensation. The study concludes that a fair workload and adequate compensation can significantly mitigate turnover intention, thereby promoting employee retention at Mandapa a Ritz-Carlton Reserve.

Keywords : Workload, Compensation, Turnover Intention, Employee Retention, Food & Beverage

ABSTRAK

Penelitian ini menguji dampak dari beban kerja dan kompensasi terhadap turnover intention di antara karyawan di departemen Food & Beverage di Mandapa a Ritz-Carlton Reserve, yang berlokasi di Ubud, Bali. Dengan menggunakan pendekatan kuantitatif, penelitian ini menggunakan data yang dikumpulkan melalui kuesioner yang disebarkan kepada 35 karyawan. Penelitian ini menggunakan berbagai uji statistik, termasuk analisis deskriptif, analisis regresi berganda, dan uji hipotesis, dengan menggunakan perangkat lunak SPSS. Hasil penelitian menunjukkan bahwa beban kerja dan kompensasi memiliki pengaruh negatif yang signifikan terhadap turnover intention. Secara khusus, beban kerja ditemukan berpengaruh negatif terhadap intensi turnover, dimana karyawan menganggap beban kerja dapat dikelola karena adanya kompensasi seperti cuti pengganti untuk lembur. Selain itu, kompensasi terbukti menurunkan turnover intention, karena karyawan merasa bahwa kompensasi mereka memenuhi kebutuhan mereka, menumbuhkan rasa penghargaan dan motivasi. Selain itu, kedua variabel tersebut secara bersama-sama berkontribusi dalam mengurangi turnover intention, dengan 57,8% dari variasi turnover intention dijelaskan oleh beban kerja dan kompensasi. Penelitian ini menyimpulkan bahwa beban kerja yang adil dan kompensasi yang memadai dapat secara signifikan mengurangi turnover intention, sehingga meningkatkan retensi karyawan di Mandapa a Ritz-Carlton Reserve.

Kata Kunci : Beban Kerja, Kompensasi, Turnover Intention, Retensi Karyawan, Makanan & Minuman

INTRODUCTION

Human resources (HR) play a crucial role in the hospitality industry, particularly in the service-oriented hotel business, where success relies heavily on the competence and professionalism of its workforce. According to Saleh et al. (2021), effective HR management is

essential in ensuring the optimization of human resources, as hotels are service-driven enterprises that depend on skilled and competent employees. HR practices aim to develop, manage, and retain talent that can meet the demands of the ever-evolving hospitality sector (Yusuf & Zulkifli, 2020; Ahmed et al., 2022).

Studies highlight that well-managed HR functions enhance employee satisfaction, which, in turn, improves service quality and organizational performance (Smith & Jones, 2019; Khan & Akbar, 2023). This emphasizes the need for strategic HR management in fostering a high-performance workforce in the hotel industry.

Employee dissatisfaction, often resulting in turnover intention, can stem from various factors, particularly work overload and compensation. Turnover intention refers to the degree or intensity of an employee's desire to leave the company, with one key reason being the pursuit of better job opportunities (Harnoto, 2002). Minimizing turnover intention is crucial to reducing turnover behavior and preventing negative consequences that could lead to deeper organizational issues. According to Zakaria et al. (2017), employees who perceive their compensation as fair and aligned with their workload are more likely to experience job satisfaction and, thus, less likely to contemplate leaving the organization. Workload, as described by Manuaba (2000), is the physical and mental capacity to handle job demands; excessive workload can lead to physical exhaustion, emotional distress, and irritability, while insufficient workload may result in boredom and monotony. Compensation, defined by Ariandi et al. (2018) as the rewards employees receive for their contributions, plays a vital role in reinforcing motivation and job satisfaction. Therefore, balancing workload and providing adequate compensation are essential to maintaining employee retention and reducing turnover intention.

Table 1. Employee Turnover Intention Data for 2021-2023

No.	Year	Number of Employees					%
		Beginning of the Year	Log in	Resign	Transfer	End of Year	
1	2021	208	9	9	4	204	4.41%
2	2022	204	26	12	4	214	5.61%

3	2023	214	24	9	5	224	4.02%
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The turnover intention data at Mandapa a Ritz-Carlton Reserve from 2021 to 2023 reveals a fluctuating trend in employee retention, which presents a significant area for further investigation. Although the percentage of turnover intention decreased from 5.61% in 2022 to 4.02% in 2023, it is still evident that employee turnover remains a concern, with 9 employees resigning in 2023 despite an increase in the overall workforce. This pattern indicates that while efforts to manage turnover may have been somewhat successful, there are underlying factors influencing employees' decisions to leave, which need to be further explored. According to Sekaran and Bougie (2016), the presence of turnover intention in this context does not necessarily reflect a crisis but rather points to an area where improvements can be made. The focus of this research, therefore, could be on understanding the factors contributing to both the retention and turnover of employees in a positive light—identifying best practices that the management can continue to build upon while also addressing the causes of resignation. This approach allows the investigation to not only find solutions to reduce turnover but also explore strategies to enhance employee satisfaction and engagement, thus creating a more sustainable and supportive work environment.

Workload is a critical factor influencing employee performance, job satisfaction, and overall well-being. It refers to the amount of work assigned to an individual within a specific period, and it has been found that an imbalance in workload can lead to significant consequences. Excessive workload often results in physical and mental strain, leading to burnout, reduced productivity, and increased turnover intentions (Cavanaugh et al., 2000). Conversely, a

workload that is too light can cause employees to feel underutilized, leading to boredom and disengagement (Karasek & Theorell, 1990). Research by Green et al. (2020) shows that job stress due to high workloads negatively impacts employees' job satisfaction, which is a major contributor to turnover intentions. Additionally, a study by Rajeswari and Srinivasan (2018) found that employees with unmanageable workloads are more likely to experience work-life imbalance, which in turn affects their retention in the organization. On the other hand, studies suggest that managing workload effectively, through adequate resources and realistic task distribution, can lead to improved employee performance and reduced burnout (Bakker et al., 2005). Therefore, a balanced workload is essential for maintaining employee satisfaction, reducing turnover intentions, and ensuring long-term organizational success.

Compensation plays a vital role in shaping employee motivation, satisfaction, and retention within an organization. It encompasses both financial and non-financial rewards given to employees in exchange for their work, including salaries, bonuses, benefits, and recognition. Research indicates that fair and competitive compensation is a key factor in enhancing employee commitment and reducing turnover intentions (Huselid, 1995). When employees perceive their compensation as equitable and reflective of their contributions, they are more likely to experience higher job satisfaction and remain with the organization (Lawler, 1971). Furthermore, compensation not only serves as a tool for attracting talent but also helps in retaining skilled employees, especially in competitive industries (Milkovich & Newman, 2008). According to a study by O'Neil and Vyas

(2021), compensation is positively correlated with employee engagement, and organizations offering performance-based rewards tend to see higher productivity levels. Additionally, non-monetary compensation, such as career development opportunities and flexible work arrangements, can significantly influence job satisfaction and organizational loyalty (Kooij et al., 2010). As such, a well-structured compensation system is essential for fostering a motivated and stable workforce.

Despite the extensive body of research on the factors influencing turnover intention, a gap remains in understanding how workload and compensation specifically interact to affect turnover intention in the hospitality industry, particularly within high-end establishments like resorts. While several studies have explored the impact of workload on employee satisfaction (Karasek & Theorell, 1990; Kooij et al., 2010), and others have examined the role of compensation in retention (Huselid, 1995; O'Neil & Vyas, 2021), few have focused on the combined effect of these two factors in a luxury hotel setting. Research by Green et al. (2020) and Bakker et al. (2005) discusses the effects of workload on job stress and turnover, but they do not specifically address how compensation might mitigate these effects in high-stress environments like those found in luxury hotels. Furthermore, while studies by Milkovich and Newman (2008) and Rajeswari and Srinivasan (2018) have demonstrated the role of compensation in employee satisfaction, they fail to consider the dynamic nature of workload changes over time and how they influence the efficacy of compensation strategies. This gap suggests the need for further investigation into how effective

compensation systems can reduce the negative impacts of high workload, ultimately minimizing turnover intention in luxury hospitality settings.

The primary aim of this research is to explore the combined effects of workload and compensation on employee turnover intention in the hospitality industry, with a specific focus on luxury hotels such as Mandapa, a Ritz-Carlton Reserve. By examining how these two factors interact, the study seeks to provide deeper insights into how effective workload management and competitive compensation strategies can reduce turnover intention among hotel employees. The novelty of this research lies in its focus on high-end hospitality settings, which often experience unique challenges related to employee retention due to high expectations and intense work environments. While existing studies have analyzed workload and compensation separately, few have explored their combined influence in this specific context. The impact of this research is twofold: it contributes to academic understanding of turnover intention in luxury hospitality and provides practical recommendations for hotel management to optimize human resource strategies, potentially improving employee satisfaction, reducing turnover, and fostering a more stable workforce in the competitive luxury hospitality sector.

RESEARCH METHODS

This research, conducted at Mandapa a Ritz-Carlton Reserve in Ubud, Bali, from February to June 2024, utilizes a quantitative approach to investigate the impact of workload and compensation on employee turnover intention in the Food & Beverage Product department. The primary data for this study is collected through a questionnaire distributed to 74

employees in the department, selected using purposive sampling with criteria of having at least five years of experience. The questionnaire, designed as a closed-form survey, is distributed digitally via Google Forms. Secondary data is gathered from literature sources, including articles, journals, and books. The study applies several statistical techniques using SPSS version 25.00, including validity testing, reliability testing, descriptive statistics, classical assumption tests, multiple linear regression analysis, t-tests, F-tests, and coefficient of determination. The independent variables of workload (X1) and compensation (X2) are measured based on existing theories by Munandar (2014) and Simamora (2014), while turnover intention (Y) is assessed using the framework of Mobley (1978). The results are presented both numerically in tables and descriptively to provide a comprehensive understanding of the factors affecting turnover intention in the hotel industry.

RESULTS AND DISCUSSIONS

The characteristics of thirty-five employees in the Food and Beverage Product department at Mandapa a Ritz-Carlton Reserve are categorized based on several criteria. The gender distribution shows 19 male employees (54.2%) and 16 female employees (45.8%). Age-wise, 2 employees (5.7%) are between 19-23 years old, 8 (22.9%) are aged 24-27, 10 (28.5%) are between 28-30, and 15 employees (42.9%) are over 30 years old. Regarding education, 2 employees (5.7%) have completed junior high school, 12 (34.3%) have finished high school, 17 (48.6%) hold diplomas, and 4 (11.4%) are university graduates. Descriptive statistical analysis reveals that the average score for workload is 3.28, categorized as "good," indicating that the workload at

Mandapa a Ritz-Carlton Reserve has an impact on employee turnover intention. Compensation received an average score of 3.6, categorized as "very good," suggesting that the compensation system is highly effective. Lastly, turnover intention scored an average of 1.69, categorized as "moderate," implying that the combination of appropriate workload and compensation results in a relatively low level of turnover intention among employees in the department.

The classical assumption test for normality in this study was conducted using the Kolmogorov-Smirnov (K-S) test to assess whether the data follows a normal distribution, which is essential for validating the research models. According to the Kolmogorov-Smirnov test results, the significance value (Asym. Sig 2-tailed) was 0.156, which is greater than the 0.05 significance level. This indicates that the data in this study follows a normal distribution, as the significance value exceeds the critical threshold of 0.05, confirming that the residuals are normally distributed and suitable for further statistical analysis. Can be seen in the following table:

Table 2. Normality Test Results

	Unstandardized Residual
N	35
Kolmogorov-Smirnov Z	0.128
Asym.Sig (2-tailed)	0.156

The multicollinearity test in this study was conducted to ensure that there is no correlation between the independent variables in the regression model. The criteria for decision-making are that the Tolerance value should be greater than 0.10 and the Variance Inflation Factor (VIF) should be less than 10. According to the results shown in Table 3, the Tolerance values for both workload (X1) and compensation (X2) are 0.989, and the VIF values for both

variables are 1.011. Since both the Tolerance values are greater than 0.10 and the VIF values are less than 10, it can be concluded that the regression model used in this study is free from multicollinearity. Can be seen in the following table:

Table 3. Multicollinearity Test Results

Variable	Tolerance	VIF	Description
Workload	0.989	1.011	Free from multicollinearity
Compensation	0.989	1.011	Free from multicollinearity

The heteroscedasticity test in this study was performed to examine whether there is unequal variance in the regression model. A good regression model should not exhibit heteroscedasticity. To detect the presence of heteroscedasticity, the Glejser test was conducted. The results, as shown in Table 4, indicate that the significance values for both workload (X1) and compensation (X2) are 0.054 and 0.253, respectively, both of which are greater than 0.05. Therefore, it can be concluded that the regression model used in this study is free from heteroscedasticity, indicating that the variance of the residuals is consistent across the data. Can be seen in the following table:

Table 4. Multicollinearity Test Results

Variable	Sig.	Description
Workload	0.054	Free from heteroscedasticity
Compensation	0.253	Free from heteroscedasticity

Multiple linear regression analysis was conducted to examine the causal relationship between the independent variables, workload (X1) and compensation (X2), and the dependent variable, turnover intention (Y). The regression equation derived from the analysis is $Y = 32.271 - 0.582X1 - 0.370X2$. The constant value of 32.271 indicates that turnover intention would

remain at 32.271 if both workload and compensation were assumed to have no effect. The coefficient for workload (X1) is -0.582, suggesting a significant negative relationship, meaning that for every one-point increase in workload, turnover intention decreases by 0.582 points. Similarly, the coefficient for compensation (X2) is -0.370, indicating a significant negative impact, where each one-point increase in compensation leads to a 0.370 point decrease in turnover intention. Both variables have a significant and negative effect on turnover intention, highlighting their importance in reducing employee turnover. Can be seen in the following table:

Table 5. Multiple Linear Regression Test Results

Variable	Unstandardized Beta	Std. Error	T count	Sig.
(Constant)	32.271	3.577	9.022	0.000
Workload	-0.582	0.101	-5.742	0.000
Compensation	-0.370	0.109	-3.389	0.002

The partial significance test (t-test) was conducted to determine the impact of each independent variable on the dependent variable, turnover intention, with a significance level of 0.05 ($\alpha=5\%$). The results, presented in Table 6, show that the t-value for workload (X1) is -5.742 with a significance of 0.000, which is less than 0.05, indicating that workload has a significant negative effect on turnover intention. Therefore, Hypothesis 1 (H1) is rejected, confirming that increased workload reduces turnover intention. For compensation (X2), the t-value is -3.389 with a significance of 0.002, which is also less than 0.05, suggesting that compensation has a significant negative impact on turnover intention. Thus, Hypothesis 2 (H2) is accepted, confirming that higher compensation reduces turnover intention among employees in the Food & Beverage department at Mandapa a Ritz-Carlton

Reserve. Can be seen in the following table:

The F-test was conducted to determine whether the independent variables, workload and compensation, together have a simultaneous effect on the dependent variable, turnover intention. The results, as shown in Table 7, reveal an F-value of 24.290 with a significance of 0.000, which is less than the 0.05 threshold. This indicates that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted, confirming that both workload and compensation have a significant simultaneous impact on turnover intention among employees in the Food & Beverage department at Mandapa a Ritz-Carlton Reserve. Can be seen in the following table:

Table 6. F test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	158.128	2	79.064	24.290	0.000
Residual	104.158	32	3.255		
Total	262.286	34			

The coefficient of determination (R^2) analysis was conducted to determine the contribution of workload (X1) and compensation (X2) in explaining turnover intention (Y). The results, as shown in Table 8, indicate an Adjusted R Square value of 0.578, meaning that 57.8% of the variation in turnover intention is influenced by workload and compensation. The remaining 42.2% of the variation is attributed to other factors not included in the model. This suggests a moderate correlation between the independent variables and turnover intention in the Food & Beverage department at Mandapa a Ritz-Carlton Reserve.

Table 7. Determination Coefficient Test

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.776	0.603	0.578	0.000

The results of the analysis show that workload has a significant negative impact on turnover intention among

employees in the Food & Beverage department at Mandapa a Ritz-Carlton Reserve. This is supported by the significance value of 0.000 (<0.05) and a t-value of -5.742. Descriptive statistics indicate that the average score for workload was 3.28, which falls into the "Good" category. The highest average score was for the statement "My work does not significantly affect my physical health," with a score of 3.51, while the lowest score was for "I rarely work overtime to complete my tasks," with a score of 3. This result contrasts with previous studies (Sutikno, 2020; Marhamah et al., 2022; Purwati & Maricy, 2019), suggesting that lower workload leads to higher turnover intention. Therefore, it can be concluded that employees at Mandapa a Ritz-Carlton Reserve feel comfortable with their workload because it aligns with the compensation they receive, meaning high workload does not trigger turnover intention.

Regarding compensation, the analysis shows a significant negative effect on turnover intention, with a significance value of 0.002 (<0.05) and a t-value of -3.389. Descriptive statistics for compensation showed an average score of 3.6, categorized as "Very Good." The highest score was for the statement "I receive holiday allowances annually" (3.88), while the lowest was for "There is a performance-based bonus in my workplace" (3.31). These findings align with previous research (Sutikno, 2020; Marhamah et al., 2022; Saputra et al., 2022), which also found that compensation has a significant negative effect on turnover intention. This suggests that higher compensation leads to lower turnover intention. As noted by Nurafni (2019), when a company provides appropriate compensation that matches the workload, employees are

more likely to stay and not consider leaving the company.

The study further reveals that both workload and compensation simultaneously influence turnover intention. The F-test resulted in an F-value of 24.290 with a significance of 0.000 (<0.05), indicating that both variables together significantly affect turnover intention. Additionally, the Adjusted R Square value of 0.578 suggests that 57.8% of the variation in turnover intention is explained by workload and compensation, with the remaining 42.2% influenced by other unexamined factors.

CONCLUSION AND SUGGESTION

In conclusion, the study reveals that both workload and compensation significantly and negatively affect turnover intention among employees in the Food & Beverage department at Mandapa a Ritz-Carlton Reserve. The findings indicate a close relationship between the workload assigned to employees and their turnover intention, with employees reporting that the company compensates overtime work with substitute days off, ensuring the workload is manageable and not a source of stress. Additionally, compensation was found to play a crucial role in reducing turnover intention, as it meets employees' needs and motivates them to perform their best. Furthermore, both variables—workload and compensation—have a simultaneous impact on turnover intention, suggesting that employees feel satisfied with their compensation, which offsets the high workload, leading to low turnover intention. Therefore, this study demonstrates that a balanced workload and fair compensation contribute to reducing the likelihood of turnover in the organization.

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