

Research Article

The Influence of Compensation and Work-Life Balance on Intention to Stay of Aramex Indonesia Employee

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Abstract

Intention to stay in an organization is influenced by various factors, one of which is flexibility in working hour arrangements that can improve work-life balance, productivity, engagement, and organizational attractiveness for potential talents. This study aims to explain the effect of compensation and work-life balance on employee intention to stay at Aramex Indonesia. This type of research is descriptive quantitative. The population in this study were all employees of Aramex Indonesia using non-probability sampling method saturated sampling technique. The results showed that the multiple regression model equation. Managerial Implications The findings of this study reveal that compensation and work-life balance significantly influence the intention to stay among Aramex Indonesia employees. These insights suggest that management should prioritize competitive compensation packages and policies that support work-life balance to retain talent. Offering flexible working arrangements and ensuring that employees feel adequately rewarded for their contributions can enhance job satisfaction and loyalty, thereby reducing turnover rates. Implementing these strategies can help Aramex Indonesia maintain a stable and motivated workforce, ultimately contributing to the company's long-term success and operational efficiency.

Keywords: Compensation, Work-Life Balance, Intention to Stay

JEL Classification: J28, M25, J63

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1. Introduction

A group of workers who collaborate methodically and systematically to achieve a common goal is called an organization. An organization can utilize the resources around it. These resources can be material, human, financial, and information resources. Employees are now viewed as highly valuable assets by management in the modern school of management, which no longer views them as tools (Masram. & Mu'ah., 2015). Human resource management also recognizes the importance of the workforce in business to ensure the efficient and fair use of human resources for the benefit of people, organizations, and society.

Therefore, human resource management is the implementation of a formal system that includes activities to attract, develop, and retain employees within the company to ensure the effective use of human resources (Kusumaryoko, 2021). Efforts that companies can make to maintain the workforce are called employee retention.

It is a big challenge for companies to retain their best employees, with the war on talent that leads to turnover intention problems. For many companies, this can be a big problem due to its negative impact, such as having to spend money and effort to recruit new staff. Indonesia has the fourth highest employee turnover rate (15.8%), according to a survey. Despite the lack of available data regarding employee turnover rates in specific industries, these findings suggest that retaining high-performing employees can be difficult (Ferdian et al., n.d.)

The intention to change jobs is influenced by an individual's desire to stay. The stronger employees' desire to keep their jobs, the lower their intention to leave. Work schedule flexibility can improve work-life balance, engagement, productivity, and the attractiveness of the company to potential employees. The desire to stay with the organization is also influenced by comfort at work, positive relationships, and career development opportunities. "Work-life imbalance due to stress can encourage employees to leave the company," as stated by Bhagwagar (Prasanthi & Geevarghese, 2020). In addition to work-life balance, the factor of dissatisfaction with employee benefits programs and policies has become a problem in many countries in recent decades. It can lead to high turnover and poor business performance. There are age groups where employee retention has a significant effect on turnover intention for older age groups. Examples of policies and initiatives that encourage work-life balance include health insurance, flexible work schedules, and family leave (Sari Yona Selvi et al., 2024).

Every company wants its employees to stay. Workplace comfort increases employee commitment to stay with the organization, creating positive relationships, good performance, and career development opportunities. Aramex Indonesia, a company in the logistics sector, has been successful in retaining its employees, which is reflected in the decreasing employee turnover rate each year. This result indicates increased employee retention intentions, influenced by compensation and work-life balance.

The following is turnover rate data at Aramex Indonesia from 2019-2023, which is listed in Table 1

Table 1. Aramex Indonesia Turnover Rate Calculation Results

Tahun	Turnover Rate
2019	9%
2020	4%
2021	10%
2022	26%
2023	17%

Source: Aramex Indonesia Annual Tax Report Data

Data on the number of workers leaving and entering Aramex Indonesia shows a decrease in the turnover rate, as listed in Table 1. In 2022, the turnover rate reached 26% but decreased from 2022 to 2023. This finding suggests that some elements influence a strong desire to stay at Aramex Indonesia. However, there has been no research on the efforts made to retain employees and the factors that can be improved to increase employees' intention to stay.

Some previous research has been conducted by (Dewi Listyani and Aditya Suryawirawan, 2023) with the title "The Effect of Flexible Work, Job Satisfaction, and Work-Life Balance on Intention to Stay Employees of PT Arta Boga Cemerlang (OT) Surabaya." The results showed that work-life balance has a positive and significant influence on intention to stay. Another study

by (Sayoga et al., 2023) entitled "The Effect of Compensation, Career Development, and Interpersonal Bonds on Employee Retention" found that compensation has a negative effect on employee retention. After reviewing previous studies, a research gap was found where there were positive and negative influences on the variables of this study. Therefore, further research is needed on this variable.

This study aims to identify and understand the effect of compensation and work-life balance on the intention to stay of Aramex Indonesia employees. The results are expected to be a benchmark for understanding the reasons employees want to stay with the company, taking into account the influence of compensation and work-life balance in supporting their welfare. This research is also an evaluation of companies' efforts to increase compensation fairly.

Although various studies have been conducted on the influence of compensation and work-life balance on employee retention intentions, the results obtained often vary. Some studies, such as those conducted by Dewi and Aditya (2023), show that work-life balance has a significant positive effect on retention intentions. However, other studies, such as those conducted by Sayoga et al. (2023), found that compensation has a negative effect on employee retention. This inconsistency in results reflects a research gap related to the influence of these variables. Therefore, this study seeks to explain further how compensation and work-life balance simultaneously influence employee retention intentions, specifically in the context of Aramex Indonesia employees, to provide a more comprehensive understanding of the factors that contribute to employee retention.

2. Literature Review and Hypothesis

Compensation

Compensation is an incentive or bonus given by the company to employees as a reward for completing assigned tasks or achieving company standards (Siti Mujanah., 2019). This compensation includes various forms, such as basic salary, allowances, health insurance, education funds, retirement benefits, sick leave, and additional vacation that contribute to employee satisfaction and motivation in carrying out their work (Li, 2023). In return for superior performance from their employees, employers must provide compensation. According to Simamora, indicators used to measure compensation include wages, salaries, incentives, allowances, and facilities (Santoso & Yuliantika, 2022). The results of Santoso & Yuliantika (2022) and (Monica, 2021) show that compensation has a positive and significant effect on the intention to stay, with the conclusion that the greater the compensation, the higher the desire to stay. Conversely, employees are more likely to want to leave the company and seek higher income if they receive lower compensation. Based on the presentation and research results, the following hypothesis can be developed:

H1: Compensation has a positive and significant influence on Intention to Stay

Work-Life Balance

Work-life balance can be defined as an employee's ability to organize his or her time and energy in a way that balances work, personal needs, leisure, and family life. Maintaining a good balance between work and personal life can increase productivity (Nawarcono & Setiono, 2021), according to Hudson (Sinaga, 2024). Work-life balance has the following indicators: time balance, involvement balance, and satisfaction balance. The results of research (Dewi Listyani & Aditya Suryawirawan, 2023) and (Sudibjo et al., 2020) show that work-life balance has a positive and significant influence on intention to stay. With the conclusion, when the level of work-life balance is high in the organization, employees tend to have the intention to stay. Based on the presentation and research results, the following hypothesis can be developed:

H2: Work-life balance has a positive and significant influence on the Intention to Stay

Intention to Stay

Employees' stay intention, which indicates their tendency to remain in their current position, is defined as a conscious and unconscious desire to maintain employment in a company or organization (Aboobaker et al., 2019). Intention to stay also refers to the likelihood of an

employee to remain in the workplace rather than looking for a new job (Bell & Sheridan, 2020). According to Putra, there are two indicators or dimensions of the desire to stay (Santoso & Yuliantika, 2022). Thinking to stay is the employee's desire to continue working at the current company, and thinking this job is the employee's decision not to consider another job other than the current job. The results of compensation research from (Santoso & Yuliantika 2022)and (Monica, 2021), as well as research on work-life balance from (Dewi Listyani and Aditya Suryawirawan, 2023) and (Sudibjo et al., 2020). Shows that compensation and work-life balance significantly affect the intention to stay.

In conclusion, an employee is likely to want to stay if they are paid more. Similarly, a healthy work-life balance in a company increases its employees' intention to stay. This result means that workers will have a high motivation to stay in a company that offers a high salary and a high work-life balance. Based on the presentation and research results, the following hypothesis can be developed:

H3: Compensation and Work-Life Balance has a positive and significant influence on Intention to Stay

3. Data and Method

Types of research
The type of research used in this research is quantitative. Quantitative research, which is based on positivism, involves examining a specific population or sample, collecting data through research tools, and using quantitative or statistical analysis to verify pre-formed hypotheses (Sugiyono, 2019).

Method of collecting data
There are many approaches to collecting data that follow the steps outlined in books on research methodology (Agung & Yuesti, 2019). In the study using observation methods with participant observation techniques and questionnaires, a Likert scale was used in the questionnaire for this investigation in data collection.

Population and Sample
The population in this study was all 56 employees of Aramex Indonesia. The sample chose a non-probability sampling approach, a saturated sampling technique. Based on the selection of saturated sampling, the number of samples in this study was 56 people.

Data analysis method
In quantitative research, data is analyzed using statistics. After the data is collected, this research continues with processing using SPSS (Statistical Package for the Social Sciences) software. The types of data testing carried out include the Data Quality Test, classical assumption test, multiple linear regression analysis test, Hypothesis testing, and Determination Coefficient Test.

4. Results

Description Data
The research data were obtained through questionnaire results from 56 employee respondents at Aramex Indonesia. Respondent characteristics related to gender, age, last education, and tenure are described as follows:

Table 2. Characteristics Based on Gender

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	39	69.6	69.6	69.6
	Female	17	30.4	30.4	100.0
	Total	56	100.0	100.0	

Source: Processed Data (2024)

In table 2. 39 male respondents were represented, comprising 69.6% of the total, while 17 female respondents made up 30.4%. The research findings clearly indicate male dominance.

Table 3. Characteristics Based on Age

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25 years	5	8.9	8.9	8.9
	26-33 years	21	37.5	37.5	46.4
	34-40 years	8	14.3	14.3	60.7
	> 40 years	22	39.3	39.3	100.0
	Total	56	100.0	100.0	

Source: Processed Data (2024)

Table 3 shows that 5 respondents were aged between 18 and 25 (8.9%), 21 respondents were aged between 26 and 33 (37.5%), 8 respondents were aged between 34 and 40 (14.3%), and 22 respondents were aged above 40 (39.3%). According to the research findings, it can be concluded that the majority of participants were employees aged over 40.

Table 4. Characteristics Based on Last Education

		Level of Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD/SMP/SMA/SMK	30	53.6	53.6	53.6
	D3	7	12.5	12.5	66.1
	S1	18	32.1	32.1	98.2
	S2	1	1.8	1.8	100.0
	Total	56	100.0	100.0	

Source: Processed Data (2024)

Table 4 shows that 30 respondents (53.6%) have completed primary, junior high, senior high, or vocational school. Seven respondents (12.5%) have a diploma (D3), 18 respondents (32.1%) hold a bachelor's degree, and one respondent (1.8%) holds a master's degree. Based on the research findings, it can be concluded that employees with formal education up to primary, junior high, senior high, or vocational school dominate this field.

Table 5. Characteristics Based on Tenure

		Tenure			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 1 years	4	7.1	7.1	7.1
	1-5 years	16	28.6	28.6	35.7
	6-10 years	17	30.4	30.4	66.1
	>10 years	19	33.9	33.9	100.0
	Total	56	100.0	100.0	

Source: Processed Data (2024)

Table 5 shows that 4 respondents (7.1%) have worked for less than 1 year, 16 respondents (28.6%) have worked for 1-5 years, 17 respondents (30.4%) have worked for 6-10 years, and 19 respondents (33.9%) have worked for more than 10 years. Based on the research findings, it can be concluded that employees with more than ten years of experience dominate this study.

Test Data Quality

1. Validity Test

The validity test evaluates the questionnaire's validity, where the calculated R-value exceeds the predetermined R-table value. For each instrument for the variables of compensation, work-life balance, and intention to stay, the R-table value is greater than 0.263, and the Sig (2-tailed) values are less than 0.05 (0.000, 0.014, and 0.001). According to the validation test results, this indicates the validity of all variables.

2. Reliability Test

The reliability test results will yield Cronbach's Alpha. Reliability testing is considered reliable if the tested variables have a Cronbach's Alpha value > 0.60. Bove shows the Cronbach's Alpha values for the variables: compensation (0.843), work-life balance (0.814), and intention to stay (0.739). All tested variables have Cronbach's Alpha values greater than 0.60, indicating that each variable is reliable.

Classic Assumption Test

1. Normality Test

The Normality Test shows that residual values are normally distributed if the significance is > 0.05. In this study, the Normality Test used the One-Sample Kolmogorov-Smirnov test.

Table 8. Normality Test Result

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		56
Normal	Mean	0.0000000
Parameters ^b	Std. Deviation	1.94488236
Most	Absolute	0.088
Extreme	Positive	0.064
Differences	Negative	-0.088
Test Statistic		0.088
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Source: Processed Data (2024)

The One Sample Kolmogorov-Smirnov test results are in Table 8. Show a significant value of 0.200 (Asymp. Sig. (2-tailed) > 0.05), indicating that the Sig values are normally distributed.

2. Heteroskedasticity Test

The appropriate regression model shows no heteroskedasticity issues. This study used the Glejser test for the analysis.

Table 9. Heteroscedasticity Test Result

Coefficients	
Model	Sig.
1 (Constant)	0.016
Compensation	0.543
Work-Life Balance	0.692

a. Dependent Variable: Abs_RES

Source: Processed Data (2024)

The heteroskedasticity test results in the table above show that using the Glesjer technique, the significance value (p-value) for the compensation variable (X1) is 0.543, and for the work-life balance variable (X2) is 0.692. This indicates that in the context of regression analysis, there is no evidence of heteroskedasticity, as the significance probability values are above 0.05 or 5%.

3. Multicollinearity Test

Multicollinearity should ideally not occur in a suitable regression model. Multicollinearity testing involves examining tolerance values and the Variance Inflation Factor (VIF). When VIF is less than 10, and tolerance is greater than 0.1, it can be concluded that multicollinearity is not present.

Table 10. Multicollinearity Test Result

Model	Coefficients	
	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Compensation	0.727	1.376
Work-Life Balance	0.727	1.376

a. Dependent Variable: Intention to Stay

Source: Processed Data (2024)

Based on the results of Table 9. of the multicollinearity test, Tolerance and Variance Inflation Factor (VIF) are key indicators for identifying multicollinearity. It can be concluded that there is no multicollinearity problem if the tolerance value is > 0.10 and the VIF value is < 10 . Conversely, multicollinearity issues can be identified if the VIF value is > 10 and the tolerance value is < 0.10 . The VIF value of $1.376 < 10$ and the tolerance value of $0.727 > 0.10$ for the compensation variable (X1) and work-life balance variable (X2) indicate no multicollinearity issues.

Multiple Linear Regression Analysis Test

Multiple linear regression analysis is used to determine the extent of influence of independent variables on the dependent variable.

Table 11. Multiple Linear Regression Analysis Test Result

Model	Coefficients	
	Unstandardized Coefficients	
	B	
(Constant)		-1.850
1 Compensation		0.180
Work-Life Balance		0.231

a. Dependent Variable: Intention to Stay

Source: Processed Data (2024)

A. The constant value of -1.850 indicates that when the independent variables are valued at 0 (zero), the dependent variable will have a negative value of -1.850. This finding means that the influence of these variables is very important for improving employee performance. Since the regression model meets the assumptions of normality, multicollinearity, and heteroscedasticity, the negative constant can be ignored (Putri, Fariantin, & Wardani, 2024).

B. The regression coefficient for the compensation variable, which is 0.180, is positive. This result means that the larger and fairer the compensation provided, the more it can increase the intention of Aramex Indonesia employees to stay.

C. The regression coefficient for the work-life balance variable, which is 0.231, is positive. This finding indicates that the better the work-life balance provided, the more it can increase the intention of Aramex Indonesia employees to stay.

Hypothesis Test

1. t-Test

In this test, when $t\text{-value} > t\text{-table}$ and the significance value is less than 0.05, it is considered to have a partial effect. Using the distribution table $\alpha = 5\%$ and significance 0.05 (two-tailed test) with degrees of freedom (df) = $n - k$ where "n" is the number of respondents and "k" is the number of independent variables, thus $df = 56 - 2 = 54 = 2.004$. The results of the t-test can be seen in the following table:

Table 11. T Test Result

Coefficients		
Model	T	Sig.
1 (Constant)	-0.986	0.329
Compensation	2.835	0.006
Work-Life Balance	4.406	0.000
a. Dependent Variable: Intention to Stay		
Source: Processed Data (2024)		

The results of the above T-test indicate that the T-test was used to determine the partial influence of independent variables on the dependent variable, namely:

A. The T-value of the compensation variable (X1) has a T-value of $2.835 > \text{the T-table value of } 2.004$, with a significance value of $0.006 < 0.05$. H_0 is rejected, and H_1 is accepted. This result concludes that compensation has a positive and significant partial impact on the intention to stay.

B. The T-value of the work-life balance variable (X2) has a T-value of $4.406 > \text{the T-table value of } 2.004$, with a significance value of $0.000 < 0.05$. H_0 is rejected, and H_1 is accepted. This result concludes that work-life balance has a positive and significant partial impact on the intention to stay.

2. F-Test

In this test, when the $F\text{-value} > F\text{-table}$ and the significance value of 0.000 is less than 0.05, it is declared to have a simultaneous effect. Using the F-table distribution sought at $\alpha = 5\%$ and significance level of 0.05 (two-tailed test) with degrees of freedom (df): $df_1 = k - 1$ and $df_2 = n - k$, where "n" is the number of respondents and "k" is the number of variables (independent + dependent), thus $df_1 = 3 - 1 = 2$ and $df_2 = 56 - 3 = 53$. Therefore, the F-table value is 3.17. The results of the F-test can be seen in the following table:

Table 12. F Test Result

ANOVA ^a		
Model	F	Sig.
1 Regression	27.868	.000 ^b
Residual		
Total		
a. Dependent Variable: Intention to Stay		
b. Predictors: (Constant), Work-Life Balance and Compensation		
Source: Processed Data (2024)		

Based on the results from Table 12. It is known that the calculated F-value of 27.868 is greater than the tabled F-value of 3.17, and the significance value of 0.000 is less than 0.05. Therefore, H0 is rejected, and H1 is accepted. These results indicate that compensation and work-life balance simultaneously have a positive and significant influence on intention to stay.

Coefficient of Determination Test

1. Partial Coefficient of Determination Test

Using the partial coefficient of determination formula, we can determine the extent to which compensation and work-life balance can influence intention to stay: Coefficient of Determination = Beta x Zero Order x 100%.

Table 13. Partial Coefficient of Determination Test Result

Coefficients		
Model	Standardized Coefficients Beta	Correlations Zero-order
1 (Constant)		
Compensation	0.319	0.578
Work-Life Balance	0.496	0.662
a. Dependent Variable: Intention to Stay		
Source: Processed Data (2024)		

Based on the presented table, it can be understood how each independent variable influences the dependent variable as follows:

Compensation (X1) = $0.319 \times 0.578 \times 100\% = 18.43\%$

Work-Life Balance (X2) = $0.496 \times 0.662 \times 100\% = 32.83\%$

Based on these calculations, work-life balance has a positive influence of 32.83% on intention to stay, while the compensation variable has a positive influence of 18.43%.

2. Simultaneous Coefficient of Determination Test

We determine the extent of the simultaneous influence of variables using the formula $KD = r^2 \times 100\%$, and it can be explained in the following table:

Table 13. Simultaneous Coefficient of Determination Test Result

Model Summary		
Model	R	R Square
1	.716 ^a	0.513
a. Predictors: (Constant), Work-Life Balance, Compensation		
b. Dependent Variable: Intention to Stay		
Source: Processed Data (2024)		

Based on the coefficient of determination test results, the obtained R Square coefficient is 0.513 (51.3%), indicating that the testing results suggest a possible simultaneous influence on intention to stay (Y), work-life balance (X2), and compensation (X1), approaching 1. Variables not included in this study account for the remainder ($100\% - 51.3\% = 48.7\%$).

5. Discussion

The Effect of Compensation on Intention to Stay

The research results show that compensation has a T-value with significance. Therefore, H₀ is rejected, and H₁ is accepted. Compensation partially positively influences and significantly contributes to the intention to stay. These results are in line with the results of research conducted by Santoso and Yuliantika (2022) and Monica (2021). Showing that compensation has a positive and significant effect on intent to stay, with the conclusion that the greater the compensation, the higher the desire to stay. Conversely, employees tend to want to leave the company and seek higher income if they receive lower compensation.

The Effect of Work-Life Balance on Intention to Stay

The research results indicate that work-life balance has a t-value with significant. Therefore, H₀ is rejected, and H₂ is accepted. Work-life balance partially positively influences and significantly contributes to the intention to stay. The results of this study are in line with research conducted by Dewi & Aditya (2023) and Sudibjo et al. (2020), showing that work-life balance has a positive and significant influence on intention to stay. The conclusion is that when the level of work-life balance is high in an organization, employees tend to have the intention to stay.

The Effect of Compensation and Work-Life Balance on Intention to Stay

The research results show that compensation has an F-value of a significant value. Therefore, H₀ is rejected, and H₃ is accepted. Additionally, work-life balance has a T-value > T-table with a significant value. Thus, H₀ is rejected, and H₂ is accepted. Compensation and work-life balance together positively influence and significantly contribute to the intention to stay. The results of this study are in line with compensation research from Santoso and Yuliantika (2022) and Monica (2021), as well as work-life balance research from Dewi and Aditya (2023) and Sudibjo et al. (2020). Prove that compensation and work-life balance significantly affect the desire to stay. In conclusion, an employee is more likely to want to stay if they are paid more. Likewise, a healthy work-life balance in a company increases employees' desire to stay. This result means that workers will be highly motivated to stay in a company that offers high salaries and a high work-life balance.

6. Conclusion

Therefore, compensation partially has a positive and significant effect on the intention to stay. This finding means that employees' desire to remain with the company increases with adequate compensation. Conversely, employees' desire to leave the company increases with inadequate compensation. Similarly, work-life balance partially has a positive and significant effect on the intention to stay. This result means that the intention to stay at work is positively and significantly influenced by work-life balance, making employees more likely to remain in a company that provides a good work-life balance. Compensation and work-life balance have a positive and significant impact on the intention to stay. Opportunities for employees to retain their jobs increase with improved compensation offered.

Conversely, a good work-life balance in an organization can enhance employees' intention to stay. Therefore, in a work environment that offers competitive compensation and a good work-life balance, employees will be motivated to stay in the company. Managerial Implications The findings suggest that compensation and work-life balance have a significant influence on Aramex Indonesia employees' intention to remain with the company. Management should consider improving competitive and fair compensation packages, as well as implementing work flexibility policies that support employees' work-life balance.

Recommendation

Management should consider providing overtime pay for employees working beyond regular hours, as this is currently not implemented in the company. Additionally, management must

develop competitive and fair compensation strategies, ensuring that salaries correspond appropriately to positions, roles, and employee performance. These steps will enhance employee satisfaction and loyalty and effectively retain top talent. The company management needs to develop policies supporting job flexibility, such as flexible work hours and the ability to work remotely and implement wellness programs that include physical and mental health support, like access to counseling, health programs, and recreational activities. According to this study, retention can be improved by maintaining a balance between personal and professional life. Therefore, these flexibility policies and wellness programs can serve as effective tools to reduce employee turnover and retain the best talents in the company.

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