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PERCEIVED COMPENSATION AND TRAINING PRACTICES IN RELATION TO TURNOVER INTENTION AMONG FOOTWEAR ASSEMBLY WORKERS

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Abstract

This study examines shared and distinct associations of perceived compensation and training practices with turnover intention among footwear assembly employees. Respondent tables from a 2024 census survey of 50 workers in Majalaya, Indonesia, were reconstructed and reanalysed. Outcome scoring was aligned with construct meaning, and composites were recalculated from 15 items per scale. Ordinary least squares regression was supplemented with HC3 robust inference and response-pattern sensitivity analysis. Mean compensation and training ratings were low (1.723 and 1.788), while turnover intention averaged 4.311. Training had a negative adjusted association (B = −0.651, HC3 95% CI [−1.036, −0.265], p = .0014); compensation's estimate was imprecise (B = −0.228, HC3 95% CI [−0.652, 0.196], p = .285). The model explained 80.3% of outcome variance, including 68.9 percentage points shared by the predictors. The qualitative pattern persisted in sensitivity analysis. Findings support a contextual training–withdrawal association, without implying that compensation is unimportant. The single-division, cross-sectional design and thesis-derived records limit causal interpretation and generalisation.

Keywords: Perceived Compensation; Training Practices; Turnover Intention; Assembly Workers; Robust Regression; Indonesia.

INTRODUCTION

An assembly workforce can experience difficulties retaining employees even when the organisation has identifiable compensation and training arrangements. The managerial question is not simply whether such arrangements exist, but how employees experience them and whether those experiences relate to intentions to leave. Turnover intention describes a psychological orientation towards departure; it is not equivalent to an observed resignation or its organisational consequences. Research on employee turnover has progressively distinguished withdrawal cognitions, the decision to leave, and the conditions supporting continued membership (Hom et al., 2017).

The distinction matters in production settings where replacing a worker may require renewed task learning and coordination. Compensation can be evaluated as inadequate or unfair, whereas training may be judged by its usefulness, accessibility, instruction, and timing. Employees can evaluate both practices negatively at the same time. A low average evaluation, however, does not establish that each practice independently accounts for differences in withdrawal intentions within a workforce. The present study addresses that analytical distinction using a complete assembly-division survey rather than treating the existence of dissatisfaction as evidence of an independent regression effect.

The Indonesian evidence provides reasons to examine the two practices jointly without assuming uniform results. Hanifa et al. (2024), studying 263 employees of a power-generation company, reported no significant direct compensation association with turnover intention and considered job satisfaction within a broader HR-practices model. Sugianto et al. (2022) also reported a nonsignificant compensation relationship in a manufacturing study. These findings establish the plausibility of context-dependent direct relationships, not the irrelevance of compensation. A meta-analysis of pay-level satisfaction further supports separating employees' evaluations of rewards from objective pay amounts (Williams et al., 2006).

Training creates an additional interpretive tension. Organisational learning opportunities can strengthen competence and the perceived value of remaining, but transferable skills can also increase external opportunities. A systematic review examined professional training in relation to continued employment and identified considerable diversity in the evidence (Shiri et al., 2023). Recent Indonesian education-sector research found no significant

relationship between learning opportunities and turnover intention in its specified model (Prasetyo & Hamdi, 2026). That finding concerns a different workforce, but reinforces the need to examine how development is operationalised and embedded in employment conditions.

This article reanalyses the respondent tables underlying an undergraduate thesis based on 50 footwear assembly employees surveyed in 2024 (Siregar, 2024). It asks how perceived compensation and training practices relate to turnover intention separately and jointly, and how much of the explained variance is shared. The contribution is a bounded empirical clarification: it distinguishes poor average evaluations from unique statistical associations, aligns outcome scoring with its substantive meaning, and examines the stability of the findings using robust inference. It does not claim a new universal theory of retention or causal evidence of training effectiveness.

LITERATURE REVIEW

Compensation as an evaluation of the employment exchange

Social exchange theory directs attention to the resources exchanged between employees and organisations and to expectations of reciprocity (Cropanzano & Mitchell, 2005). From this perspective, evaluations of compensation can express judgments about the adequacy and fairness of the employment relationship. A worker may regard salary as insufficient, benefits as poorly matched to responsibilities, or incentives as inconsistently allocated. The present compensation measure captures those perceptions; it does not directly measure payroll levels or test whether an employer complies with wage regulations.

A negative compensation–turnover-intention association is theoretically plausible: more favourable reward evaluations may accompany a weaker orientation towards leaving. Its estimated size can nevertheless depend on other experiences included in the model. If compensation and training reflect a broader evaluation of employer treatment, their statistical overlap can be substantial. The absence of a precisely estimated compensation coefficient after adjustment would then be compatible with a strong unadjusted relationship. This possibility motivates reporting both correlations and conditional coefficients rather than interpreting a p-value as a ranking of management priorities.

Training as support and as a source of mobility

Training and development can benefit employees and organisations, but the content and implementation of training influence what those benefits mean in practice (Aguinis & Kraiger, 2009). In the present setting, employees evaluated practical features including instructional capability, relevance of materials, access, and scheduling. Those evaluations are closer to perceived training practices than to the organisation's expenditure on training or an objective test of acquired skill.

Development can connect employees to their current organisation when skills have a credible place in internal work and career opportunities. It can also facilitate departure when improved qualifications are rewarded elsewhere. Benson et al. (2004) showed that the relationship between employer-supported education and voluntary turnover differed across participation, qualification, and subsequent promotion. Kraimer et al. (2011) similarly identified internal career opportunity as a condition shaping the relationship between development support and turnover. The current dataset does not measure these mechanisms, so they provide interpretive alternatives rather than mediating pathways tested here.

Manufacturing evidence from Batam has considered training alongside employee satisfaction, retention, and turnover intention, illustrating the importance of keeping those outcomes conceptually distinct (Kusumo & Mon, 2024). This study narrows the analysis to experienced training practices and withdrawal intentions. It does not equate disagreement with exit statements with actual retention, nor does it infer training effectiveness from the number of training sessions.

Research questions

The analysis addresses three questions. First, how do employees evaluate compensation and training, and how strongly do they endorse turnover intentions? Second, what are the unadjusted and mutually adjusted associations of the two practices with turnover intention? Third, how are the model's explained variance and conclusions affected by predictor overlap, robust standard errors, and uniform response profiles? Because this is a retrospective reanalysis of an existing survey, these questions are presented as an analytical framework, not as preregistered hypotheses.

METHOD

Design and data provenance

The original study was a cross-sectional questionnaire survey conducted in 2024 in the assembly division of a footwear manufacturer in Majalaya, Bandung Regency, Indonesia. The thesis reports a target population of 50 division employees and 50 completed questionnaires, constituting a census of that division at the survey date (Siregar, 2024). The present analysis reconstructed the three respondent-by-item tables reproduced in the thesis appendix. All tables contained identifiers 1–50, 15 responses per construct, and a printed total. Records were aligned using those identifiers; all 2,250 item cells were populated with integer values between 1 and 5.

Every composite was recalculated from its constituent items. One compensation total differed from its item sum: respondent 46 had a printed total of 43, whereas the 15 displayed responses summed to 42. The recalculated item sum was used throughout. The published article's unit of analysis is the individual employee; the company's historical headcount and payroll tables were not used as analytical variables. The results therefore concern the 2024 survey rather than verified present-day conditions.

Measures and scoring

Each construct was represented by 15 items. The compensation items addressed salary, benefits, and incentives. Training items addressed training arrangements and instruction, content, and timing. Turnover-intention items covered thoughts of leaving, job-search orientation, and intended departure. These are the original study's operational groupings, not separately validated latent dimensions. Table 1 summarises the measures.

Table 1. Measures and Score Interpretation

Construct	Items	Content and direction
Perceived compensation	15	Salary, benefits, and incentives; higher scores indicate more favourable evaluations.
Perceived training practices	15	Training arrangements and instruction, content, and timing; higher scores indicate more favourable evaluations.
Turnover intention	15	Thoughts of leaving, job-search orientation, and intended departure; higher recoded scores indicate stronger turnover intention.

Source: Questionnaire and respondent tables in Siregar (2024); composites recalculated for this article.

Compensation and training were originally scored from 1 for strongly disagree to 5 for strongly agree. The documented turnover-intention questionnaire used the opposite numerical direction: 1 for strongly agree and 5 for strongly disagree. Every turnover-intention response was therefore transformed as 6 minus the original item score. Scale means were calculated after recoding so that higher compensation and training values represented more favourable evaluations and higher outcome values represented stronger turnover intention. No item was deleted or rewritten for the reanalysis.

Internal consistency was estimated in the 50-person analytical dataset. The thesis's earlier instrument-testing coefficients were not substituted for these estimates. Cronbach's alpha supports an assessment of response consistency, not a claim that the scales possess established construct validity. Some outcome items also refer to changing occupation or the attractiveness of other employers; the measure consequently covers a broader withdrawal orientation than an exclusively resignation-focused instrument.

Analytical strategy

Descriptive statistics and Pearson correlations were followed by ordinary least squares regression with compensation and training entered jointly. All composites used the same one-to-five metric. Coefficients therefore describe the expected difference in the outcome mean associated with a one-point difference in a predictor, holding the other predictor constant. No demographic controls, interaction terms, or mediators were added because respondent-linked covariates were not available in the reconstructed analytical tables.

Inference emphasised HC3 heteroskedasticity-consistent standard errors, with two-sided t-based confidence intervals and p-values using 47 residual degrees of freedom in the full model. HC3 adjusts the covariance estimate for residual size and leverage; it does not repair confounding, measurement error, or dependence between employees (MacKinnon & White, 1985). Conventional OLS standard errors and the usual omnibus F statistic are also reported to make the analytical specifications explicit. Inferential statistics describe

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uncertainty under the regression model; census coverage of one division does not establish representativeness of the footwear industry.

To describe overlap, explained variance was partitioned from three regressions: compensation alone, training alone, and both predictors. The unique component for each predictor equals the full-model R^2 minus the other predictor's single-predictor R^2; the shared component equals the sum of both single-predictor R^2 values minus the full-model R^2. These are descriptive allocations of in-sample variance, not causal percentages or tests that the coefficients differ.

Six respondents selected the numerical value 1 across all 45 original items. Their responses were retained in the primary analysis because extreme but coherent evaluations are possible and the tabulation alone does not establish invalid responding. An exploratory sensitivity model excluded these six profiles and repeated HC3 inference with 41 residual degrees of freedom. This post hoc check assesses dependence on that response pattern; it is not a validated data-cleaning rule.

Ethical and reporting boundaries

The reanalysis involved no new participant contact and used coded rows without direct personal identifiers. The source material did not document an ethics approval identifier or the original consent procedure; this article therefore makes no claim of ethics approval or documented informed consent. Organisational and individual identification is minimised in reporting, and only aggregate results are presented. The absence of original response forms and procedural documentation limits independent verification of how the survey was administered.

RESULTS AND DISCUSSION

Results

Descriptive statistics and correlations

Employees evaluated compensation and training unfavourably on average: $M = 1.723$ ($SD = 0.548$) and $M = 1.788$ ($SD = 0.627$), respectively. After aligning the outcome direction, turnover intention averaged 4.311 ($SD = 0.582$). This pattern indicates substantial endorsement of withdrawal statements in the recorded survey; it does not establish how many employees subsequently resigned. Internal consistency was .895 for compensation, .914 for training, and .901 for turnover intention.

Table 2. Descriptive Statistics and Correlations

Variable	M	SD	α	1	2	3
1. Compensation	1.723	0.548	0.895	1	–	–
2. Training	1.788	0.627	0.914	0.888	1	–
3. Turnover intention	4.311	0.582	0.901	−0.836	−0.891	1

Note. $N = 50$; each composite is a mean on a 1–5 scale. All turnover-intention items are reverse-scored relative to the original numeric coding.

Compensation and training were strongly correlated ($r = .888$). Both were negatively correlated with turnover intention before mutual adjustment: $r = −.836$ for compensation and $r = −.891$ for training. The variance inflation factor was 4.715 for each predictor. These results indicate considerable overlap and caution against interpreting the predictors as statistically independent experiences. They do not by themselves establish that the two constructs are identical.

Mutually adjusted associations

The joint model had $R^2 = .803$ and adjusted $R^2 = .794$; the conventional OLS omnibus statistic was $F(2, 47) = 95.662$, $p < .001$. Training was negatively associated with turnover intention after adjustment for compensation ($B = −0.651$, standardised $\beta = −.700$). Its HC3 95% confidence interval was [−1.036, −0.265], with $p = .0014$. A one-point higher training evaluation was associated with approximately 0.65 points lower turnover intention within the fitted model.

The compensation coefficient was also negative ($B = −0.228$, standardised $\beta = −.214$), but its HC3 confidence interval included zero [−0.652, 0.196], $p = .285$. The data therefore did not estimate its conditional

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association precisely enough to exclude a null value. The interval also includes a potentially meaningful negative relationship, so it cannot support an equivalence claim or a conclusion that compensation is unimportant.

Table 3. Joint Regression with HC3 Inference

Predictor	B	β	SE OLS	SE HC3	95% CI HC3	p HC3
Compensation	−0.228	−0.214	0.150	0.211	[−0.652, 0.196]	0.285
Training	−0.651	−0.700	0.131	0.192	[−1.036, −0.265]	0.0014

Note. $N = 50$; outcome = recoded turnover-intention mean. CI = confidence interval; HC3 tests use $t(47)$. OLS $p = .134$ for compensation and $p < .001$ for training. Intercept = 5.867. Conventional $F(2, 47) = 95.662$, $p < .001$; $R^2 = .803$; adjusted $R^2 = .794$. Differences in significance do not establish a difference between coefficients.

The fitted intercept was 5.867, but zero-valued predictor means lie outside the scales. It has no useful interpretation as a realistic employee profile. The model was fitted for association, with no held-out validation or claim of predictive accuracy for future employees.

Shared variance and response-pattern sensitivity

Compensation alone accounted for 69.9% of turnover-intention variance, and training alone accounted for 79.3%. These figures cannot be added. Their shared component was 68.9 percentage points of total outcome variance; unique components were approximately 1.0 point for compensation and 10.4 points for training. The unexplained component was 19.7 points. Table 4 shows the complete allocation.

Table 4. Allocation of Outcome Variance

Component	Percentage points of total variance
Unique to compensation	0.98
Unique to training	10.40
Shared by both predictors	68.91
Unexplained	19.72
Total outcome variance	100.00

Note. Full-model explained variance = 80.28 percentage points. Shared variance is counted once. Components describe the fitted dataset and have no causal interpretation.

The sensitivity analysis retained 44 respondents. The training coefficient remained negative ($B = −0.649$, HC3 95% CI [−1.045, −0.253], $p = .0019$); the compensation estimate remained imprecise ($B = −0.224$, HC3 95% CI [−0.667, 0.219], $p = .313$). R^2 decreased to .755. Thus, the qualitative conclusion did not depend solely on the six uniform profiles, although these checks cannot establish response authenticity or eliminate other sources of bias.

Table 5. Exploratory Response-Pattern Sensitivity

Model	N	Predictor	B	95% CI HC3	p HC3
All profiles	50	Compensation	−0.228	[−0.652, 0.196]	0.285
All profiles	50	Training	−0.651	[−1.036, −0.265]	0.0014
Uniform profiles excluded	44	Compensation	−0.224	[−0.667, 0.219]	0.313
Uniform profiles excluded	44	Training	−0.649	[−1.045, −0.253]	0.0019

Note. The six uniform profiles were retained in the primary analysis. Exclusion is a post hoc sensitivity check, not a determination that their responses were invalid. Full-model $R^2 = .803$; sensitivity $R^2 = .755$.

Discussion

Distinguishing dissatisfaction from conditional association

The principal finding is that unfavourable evaluations of both HR practices coexist with strong withdrawal intentions, while only training has a clearly negative conditional association under HC3 inference. This is not evidence that compensation can be neglected. Its unadjusted correlation with turnover intention is large, and most variance explained by the two predictors is shared. The adjusted compensation estimate asks what remains

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associated with withdrawal after training evaluations are held constant; it does not assess whether remuneration is adequate, equitable, or legally compliant.

The pattern is compatible with the context-dependent turnover relationships identified by Rubenstein et al. (2018). In this workforce, a common evaluation of employer treatment is one possible explanation of predictor overlap. Common-source measurement is another. Neither explanation is established by the present data. A managerial interpretation should therefore combine the observed association with direct assessment of practices rather than convert the regression into a universal hierarchy of HR investments.

What the training result does and does not explain

The training scale concerns employees' experience of training arrangements rather than objective training volume. Its negative association can be interpreted as consistent with a supportive employment exchange: instruction perceived as useful, accessible, and suitably scheduled may accompany a weaker intention to leave. The result is compatible with a social-exchange account, but the study did not measure reciprocity or organisational support as intervening constructs.

The mobility argument remains relevant. Education and developmental support can have different turnover implications when internal advancement is available or absent (Benson et al., 2004; Kraimer et al., 2011). The present survey cannot determine whether workers valued training because it improved competence, signalled organisational concern, reduced task difficulty, or supported an internal career. A practical implication is to evaluate the experience and internal application of training, not assume that increasing training frequency will cause retention.

Implications for management and scholarship

Management can use the findings to structure a diagnostic conversation. Compensation review should separately examine payment reliability, perceived fairness, benefit clarity, and incentive criteria. Training review should examine task relevance, access across workers, instructor capability, and scheduling compatible with production demands and fatigue. These are actionable domains represented in the questionnaire, not interventions whose effectiveness was tested by this study.

A feasible follow-up is to select a small number of improvements, document their implementation, and monitor subsequent evaluations and verified departures. Training changes should be linked to opportunities to apply skills internally. Compensation changes should be assessed against their own objectives rather than justified or rejected through a nonsignificant coefficient. Repeated measurement and actual departure records would help establish temporal order and clarify whether withdrawal intentions translate into behaviour.

For scholarship, the useful result is the distinction between total association and unique association in a small, complete workforce. Training contributes more unique explained variance in this dataset, but a significant training coefficient and a nonsignificant compensation coefficient do not establish a statistically significant difference between them (Gelman & Stern, 2006). The study therefore contributes a transparent contextual estimate and a caution about interpretation rather than a general comparative-effectiveness claim.

Limitations

The single-division design limits transferability, and a census of current employees excludes those who had already left. Cross-sectional measurement leaves reverse direction and unmeasured common causes unresolved. Employees with stronger intentions to leave may evaluate practices less favourably, or wider working conditions may shape both. No satisfaction, workload, supervisor-support, or external-opportunity variable was available for adjustment.

All constructs were self-reported on one questionnaire. Such a design is vulnerable to common-method influences (Podsakoff et al., 2003), and high R^2 is not evidence that this concern has been resolved. The instrument's broad content and the small sample also limit claims about construct validity. HC3 inference and the sensitivity analysis address specific statistical concerns, not those measurement or design limitations. Employees share one work setting, so unmodelled interpersonal dependence is also possible.

The reanalysis relies on thesis tabulations rather than original response forms or the native analysis file. Scoring is grounded in the documented questionnaire, but original data-entry procedures cannot be independently established. The survey describes 2024; it should not be presented as evidence of the factory's current conditions.

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Finally, the lack of documented original ethics and consent procedures remains a reporting limitation that statistical reanalysis cannot remedy.

CONCLUSION

In a 2024 census survey of 50 footwear assembly employees, low evaluations of compensation and training accompanied high turnover intention after outcome scoring was aligned. Training had a negative conditional association that persisted with HC3 inference and a response-pattern sensitivity analysis. Compensation's conditional estimate was uncertain despite a strong unadjusted association. Most explained variance was shared, supporting an integrated diagnosis of employment practices rather than a claim that compensation does not matter. The evidence warrants local managerial attention and further longitudinal testing; it does not establish causal effects or industry-wide policy priorities.

DATA AVAILABILITY

The analysis uses coded respondent tables in Siregar's (2024) undergraduate thesis. No independent open repository for the original response forms or native analysis file is identified. This article presents aggregate statistics; access to underlying records remains subject to the authors' institutional and participant-confidentiality obligations.

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