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The Effect of Compensation on Turnover Intention Mediated by Job Satisfaction of Employees of PT Bumi Asri Nusa

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Abstract

This study aims to measure the impact of compensation on turnover intention mediated by job satisfaction of PT Bumi Asri Nusa employees. This research uses quantitative methods with a descriptive approach. The population in this study were all employees of PT Bumi Asri Nusa. Sampling was done using purposive sampling. The method used in this research is Structural Equation Modeling (SEM) with the support of Smart PLS 4.0 software. The data analysis process includes validity testing, reliability testing, and structural model testing. The results showed that: (1) compensation has a negative and significant effect on turnover intention at PT Bumi Asri Nusa. (2) compensation has a positive and significant effect on employee job satisfaction at PT Bumi Asri Nusa. (3) job satisfaction has a negative and significant effect on turnover intention at PT. Bumi Asri Nusa. (4) job satisfaction has a negative and significant effect in mediating the effect of compensation on turnover intention.

Keywords: Compensation, Turnover Intention, Job Satisfaction.

1. Introduction

Human resources play an important role in the success of an organization or company, as humans are living assets that require special attention. Companies cannot ignore the aspect of human resource quality development because human resources are living assets that must be carefully considered and well-managed by the company. Without human resources, the goals of an organization or company cannot be achieved to the fullest extent. Therefore, human resource management always strives to improve the quality of human resources.

The work performed by employees will become a burden if they feel dissatisfied with their jobs. Consequently, the company did not achieve maximum results, as expected and intended. A company must continue to pay attention to its employees (Human Resources) to ensure they stay and work at the company. Companies cannot ignore any form of employee behavior that refers to the desire to leave the company and ultimately leads to the employee's decision to quit their job, commonly known as turnover intention. Turnover intention can be defined as the desire to move from one job to another for specific reasons. One important underlying factor regarding employee intention to leave is that potential employees can be further developed later on, raised to a higher level or productivity, and also have their salaries increased. This will be very serious if the desire to move within a company is high, as it will lead to several negative effects such as instability and confusion, which can ultimately harm the company and its employees. The company will incur certain additional costs, particularly in terms of recruiting and training new employees, to fill the vacancies. However, if the company ignores these vacancies, it will have a direct impact on the employees. Increased workload and other factors can cause stress and discomfort for employees, thus disrupting their job satisfaction. If this happens continuously, the desire to move becomes stronger (Saputra et al., 2022).

To reduce the rate of turnover intention, it is necessary to consider job satisfaction factors, which are a top priority for most employees in their work. Employees with high job satisfaction will feel happy and content in their work

and will not seek to evaluate other job alternatives. Conversely, employees who are dissatisfied with their work are more likely to consider leaving.

Currently, almost every company is experiencing turnover intention. The same thing happened to PT. Bumi Asri Nusa, which experienced employee turnover or employee turnover within the company. PT. Bumi Asri Nusa is one of the companies under the Kalla Group, a large conglomerate based in Indonesia, particularly influential in the eastern region of Indonesia. PT. Bumi Asri Nusa focuses on the property sector, including housing development.

The data turnover that occurred at PT. Bumi Asri Nusa can be seen from the following table:

Table. Turnover Data for PT. Bumi Asri Nusa for the period 2022-2024

Year	2022	2023	2024
Employees enter	0	15	29
Employee leaves	19	22	29

Source: PT. Bumi Asri Nusa (2022-2024)

From the table above, it can be seen that the employee turnover rate at PT. Bumi Asri from 2022 to 2024 has increased drastically. Based on the pre-observation conducted by the researcher on Human Resources Development (HRD) employees of PT. Bumi Asri Nusa, it was stated that one of the factors influencing turnover in the company is compensation. In Adolph's research (2021), it was shown that compensation is one of the dominant factors influencing turnover intention. Made et al. (2023) also wrote that compensation is one of the most important factors influencing employees' decisions to stay with a company or leave it. Therefore, to prevent employee turnover intention, companies need to take preventive measures by providing compensation.

Compensation is the reward for services or the return for services provided by an organization to its employees, because those employees have contributed their physical and mental effort for the progress of the organization in order to achieve the established goals. From the definitions above, it can be concluded that compensation is all income, whether in the form of money, direct or indirect goods, received by employees in exchange for services provided to the company. (Pranata et al., 2020) At PT. Bumi Asri Nusa, both direct and indirect compensation is provided to employees. Direct compensation at PT. Bumi Asri Nusa includes salary, allowances, incentives, and bonuses, while indirect compensation includes training/education programs, sports, cultural activities, and annual gathering programs.

The lack of compensation provided by the company to employees can lead to employee dissatisfaction. To increase employee job satisfaction, the company provides fair compensation (Made et al., 2023). Compensation plays an important role in increasing job satisfaction. Compensation is the main reason someone chooses or does a job to meet their living needs. Compensation will mean different things to different people. Basic compensation is needed to retain employees with a decent standard of living. However, compensation also provides a tangible measure of an individual's value to the organization. Providing compensation is a strategic human resource function that has a significant impact on human resource functions (Shintia, 2020).

Based on the pre-observation results conducted by the researcher on 5 employees of PT. Bumi Asri Nusa regarding job satisfaction, informant F stated that job satisfaction was less than satisfactory due to unclear career paths and insufficient compensation. Informants A, I, D, and AH stated that job satisfaction was quite satisfactory. The most influential factors on employee job satisfaction at PT. Bumi Asri Nusa were compensation and a positive work environment.

2. Research Methods

The type of research used is explanatory research with a quantitative approach. Explanatory research is the testing of hypotheses between hypothesized variables (Zaki & Marzolina, 2016). Meanwhile, a quantitative approach is research based on the philosophy of positivism, used to study a specific population or sample by collecting data

thru research instruments and conducting statistical analysis to test predetermined hypotheses. The purpose of using this research type and approach is to test whether there is a relationship between compensation and turnover intention, mediated by employee job satisfaction at PT. Bumi Asri Nusa.

Population is the area of generalization consisting of objects/subjects that have certain quantities and characteristics determined by the researcher for study and conclusion drawing (Sugiono, 2013). The population in this study consists of all 115 employees of PT. Bumi Asri Nusa, including 74 permanent employees and 41 contract employees.

A sample is a part of a population, an example taken using certain methods (Sugiyono, 2013). The technique used in this study is the purposive sampling method. The reason for using the purposive sampling technique is that not all samples meet the criteria relevant to the phenomenon being studied.

In this study, the sample consisted of employees of PT. Bumi Asri Nusa who met specific criteria. The criteria used for the research sample were all permanent employees of PT. Bumi Asri Nusa. The sample size used in this study was 74 respondents, who were permanent employees of PT. Bumi Asri Nusa.

A data source is anything that can provide information about data. Based on their source, data is divided into two types: primary data and secondary data.

According to Rukhmana (2021), primary data is the main source of information collected directly by the researcher in the research process. Primary data can be distinguished into two types: qualitative (non-numerical) and quantitative (data that can be counted or in the form of primary questionnaires in this study). In this research, the author uses quantitative data. Quantitative data is data obtained directly from the research object. Primary data in this study were obtained thru questionnaires administered directly to respondents regarding the influence of compensation on turnover intention, mediated by employee job satisfaction at PT. Bumi Asri Nusa. 2. Secondary Data

According to Rukhmana (2021), secondary data are research data sources obtained indirectly thru intermediary media. This means that secondary data are all data obtained from parties related to this research, namely thru information relevant to the research problem and also thru literature studies to help find theories that support this research.

Data analysis is an effort to systematically search and organize observation records, interview results, and other data to enhance the researcher's understanding of the case being studied and present it as findings for others (Rijali, 2019). Where the analysis was conducted using the Structural Equation Modeling-Partial Least Squares software. Square (SEM-PLS). The purpose of this data analysis is to present the data in an easily understandable format, so that the relationships within this study can be tested and its hypotheses answered.

1. Outer Model Analysis

The measurement model or outer model is a model that defines the relationship between latent variables and each of their indicator blocks (Setiawan et al., 2024). The outer model or measurement model defines how each indicator block relates to its latent variable (Setiawan et al., 2024). In this study, there are three latent variables: compensation, turnover intention, and job satisfaction, which can be measured by.

a. Validity Test

Validity testing is a model for testing to demonstrate the degree of accuracy between the actual data on the data object that has been collected (Sugiyono, 2013). In validity testing, there are two types of validity tests as follows:

1. Convergent Validity Test

Convergent validity testing is used to determine the validity of each relationship or correlation between indicators and latent variables. A correlation can be considered to meet convergent validity if it has a loading factor value >0.70 (Nurhalizah et al., 2023).

2. Discriminant Validity Test

Discriminant validity testing is used to test the correlation between the indicators of one variable and other variables. For reflective indicators, discriminant validity testing can be done by looking at the cross-loading values on the target variable, which should be greater than the cross-loading values on other variables; if this is the case, it can be considered valid. Another measure of discriminant validity is that the AVE value must be higher than the correlation between the construct and other constructs, or the AVE value must be higher than the square of the correlation between constructs (Nurhalizah et al., 2023).

b. Reliability Test

Reliability testing (construct reliability) can be measured using two criteria: composite reliability and Cronbach's alpha from the block of indicators that measure the construct (Setiawan et al., 2024). 1. Composite Reliability can indicate the degree to which common latent factors are identified, which is useful for showing the block of indicators that measure the internal consistency of the construct-forming indicators. The acceptable lower limit for composite reliability is 0.70, although this is not an absolute standard. A measurement is considered reliable if the composite reliability value is > 0.70 (Adolph, 2021). 2. Cronbach's alpha: Reliability testing can be strengthened by looking at the Cronbach's alpha score. It is considered to have a high level of reliability if the Cronbach's alpha score is > 0.60 (Setiawan et al., 2024).

2. Test the Inner Model

Testing on this model aims to identify and examine the relationship between exogenous and endogenous variables in a study. Structural model testing was conducted as follows (Nurhalizah et al., 2023).

a. R-squared (R^2)

The R^2 value is used to measure the degree of variation in the independent variable's changes against the dependent variable. The size of the R-Square coefficient indicates the magnitude of the influence of the exogenous variable on the endogenous variable. An R-Square value of 0.75 and 0.25 indicates that the model is strong, moderate, and weak (Adolph, 2021).

b. Goodness of fit index (GOF)

This calculation is used to determine the extent to which the independent variables contribute to the dependent variable. Its value can be seen by measuring Q-Square (Q^2), here is the formula to find the value of Q^2 : $Q^2 = 1 - (1 - R1^2) \times (1 - R2^2)$

Explanation:

Q^2 : Predictive relevance value

$R1^2$: R-square value for the turnover intention variable

$R2^2$: R-square value for the job satisfaction variable

c. Hypothesis Testing

Hypothesis testing is a statistical method used to answer research questions, conducted to assess whether there is an influence of the independent variable on the dependent variable, both directly and thru mediating variables (Setiawan et al., 2024).

a. Direct Effect (path coefficients)

The significance analysis of the influence between variables was conducted using bootstrapping, obtained thru the SmrtPLS application. This analysis aims to test the hypothesis of the direct influence of an independent variable (exogenous) on the dependent variable (endogenous).

b. Specific Indirect Effect

Specific indirect refers to the indirect impact of one variable on another thru specific intervening variables in the model.

3. Results and Discussions

1. The Influence of Compensation on Turnover Intention at PT. Bumi Asri Nusa.

Based on the hypothesis testing conducted using SmartPLS, it was found that the influence of the compensation variable on turnover intention was negative but not significant, as indicated by a path coefficient value of -0.334 and a P-value of 0.001, which is less than 0.05. Therefore, based on the results of this research, the first hypothesis (H1) is accepted. This means that compensation is not just an incentive, but also a significant and relevant factor in employees' intention to remain with an organization.

The results of this study are consistent with the findings of research conducted by Sandy (2019), where in his research, compensation had a negative and non-significant effect on the turnover intention variable.

The results obtained in this study are also supported by the respondents' responses in the questionnaire regarding the compensation variable (X), where the incentive indicator received the highest score with an average of 244.5 and was in the very high or good category. Regarding statement number 3, "There are incentives beyond the salary received by employees," 37 respondents strongly agreed, 29 agreed, and 8 employees disagreed with the incentive indicator in statement 3, which is "There are incentives beyond the salary received by employees." This indicates that the majority of employees do indeed feel and acknowledge the existence of additional incentives beyond their base salary. The high proportion in the "strongly agree" category can also be interpreted as meaning that these incentives are perceived as quite substantial or are frequently received by half of the respondent population. This indicates that the company has a fairly effective incentive program in place and that it is felt by most employees.

Regarding the wage or salary indicator, the statement "the salary employees receive is commensurate with the workload assigned" showed very positive results from most respondents. A total of 32 respondents strongly agreed, and 28 agreed. Approximately 81% felt there was alignment between their compensation and their responsibilities and workload. However, 14 respondents disagreed with the alignment between their compensation and their responsibilities and workload. The statement "the monthly salary received can guaranty the family's food needs" also shows positive results, meaning the majority of employees feel that the salary they receive can guaranty their family's food needs.

Furthermore, the results of this study indicate that in the context of PT. Bumi Asri Nusa employees, the size of compensation or the quality of the compensation system is not a determining factor in the employees' intention or desire to leave the company. Therefore, if a company wants to manage employee turnover intention, the primary approach should not be thru compensation system variables.

Thus, based on the results of descriptive analysis on the benefits indicator, the average score obtained was 244.4, which falls into the very high category. This indicates that the benefits provided by the company, both those adjusted to the employee's position and holiday allowances (THR), are highly valued by employees. Meanwhile, for the facilities indicator, the average score obtained was 242.5, which is also in the very high category. However, despite the office facilities being generally well regarded, the company still needs to pay more attention to them to maintain the existing facilities.

Furthermore, if we refer to the average responses of respondents regarding the compensation variable in Table 4.4, Characteristics of Respondents Based on Compensation. This indicates that the compensation implemented by PT. Bumi Asri Nusa is perceived as good by the employees of PT. Bumi Asri Nusa. This means that the employees of PT. Bumi Asri Nusa generally feel satisfied, happy, or accept the compensation implemented by PT. Bumi Asri Nusa. Therefore, the hypothesis that compensation has a negative and significant effect on the turnover intention of PT. Bumi Asri Nusa employees is accepted.

2. The influence of compensation on job satisfaction

Based on the results of the hypothesis test conducted using SmartPLS, it was found that the influence of the compensation variable on employee job satisfaction indicates that compensation (X) has a positive and significant influence on job satisfaction (Z), with a P-value of 0.001, Original sample (O) of 0.356, Sample mean (M) of 0.377, Standard Deviation (STDEV) of 0.108, and T Statistics of 3.301. This value indicates that the effect is positive and significant. Therefore, it can be concluded that the second hypothesis is accepted.

The results of this study are consistent with the findings of research conducted by Rofika (2021), which showed that the compensation variable has a positive and significant effect on job satisfaction at PT. Vegas Viva Ventury. Similar results were also found in the study by Anjani et al. (2023), where the research results showed a positive and significant influence of compensation on job satisfaction. Similar results were also found in the study conducted by Alam et al. (2024), with the research results showing that compensation partially had a positive and significant effect on job satisfaction among employees at the Kopkar Tirta Sejahtera Office of PDAM Makassar City. This means that higher compensation will increase employee job satisfaction.

The results obtained in this study are also supported by the respondents' responses in the questionnaire regarding the job satisfaction variable (Z), where the coworker indicator, according to the descriptive analysis, shows an average score of 263, which falls into the very high or excellent category. This indicates that the working relationships between employees in the company are in very good condition. In the first statement, "my colleagues are good to work with," the score is 250, reflecting the team's ability to cooperate and support each other in carrying out their respective tasks. For the statement "my colleagues always support me," the score is 276, which is the highest value for the colleague indicator.

Regarding the job promotion indicator, 10 respondents disagreed, 25 agreed, and 39 strongly agreed with the statement that those who perform well have a fair chance of job promotion. 8 respondents disagreed, 32 agreed, and 34 strongly agreed with the statement that they were satisfied with the opportunity to receive a promotion. This reflects that, in general, employees' perception of job promotions in the company is very positive. The high levels of agreement and satisfaction indicate that the company has successfully built a job promotion system that is quite effective in motivating and retaining employees. However, some respondents disagreed with both statements in the job promotion indicator, suggesting the need for the company to continuously evaluate and improve its promotion practices and transparency policies.

Regarding the job indicator itself, there were 8 respondents who disagreed with the statement "I am happy with the opportunity to learn new things in my job." 8 respondents disagreed with the statement "My job is very interesting because my workplace provides work that matches my abilities." This indicates that although employees generally feel very good about the work itself, there are still respondents who feel there are shortcomings in terms of learning opportunities and the relevance of their work to their abilities.

Next, regarding the leadership indicator, there were 13 respondents who disagreed with the statement "My supervisor always pays attention to employees." And 15 respondents disagreed with the statement "If there is a best employee, the company's leadership will give recognition so that other employees can emulate them." This indicates that, despite the supervisor showing care and appreciation efforts, there are significant challenges in employees' perceptions of leadership, particularly regarding personal attention and recognition of top performance.

The results obtained in this study are also supported by the respondents' responses in the questionnaire regarding the job satisfaction variable (Z), where the benefits indicator received an average score of 241.5 and fell into the very good category. For statement number 3, "The benefits I receive meet my expectations," all respondents answered strongly agree and agree, with no one answering disagree or strongly disagree. This indicates that the compensation aspect has a significant influence on shaping employee job satisfaction. And the compensation variable received an average score of 242.25, which falls into the very good category. This signifies that the compensation provided by PT. Bumi Asri Nusa is already good.

3. The influence of job satisfaction on turnover intention

Based on the results of the hypothesis test conducted using SmartPLS, it was found that the influence of job satisfaction on employee turnover intention showed that job satisfaction (Z) had a negative and significant effect on turnover intention (Y), with a P-value of 0.001, Original Sample (O) of -0.369, Sample mean (M) of -0.378, Standard Deviation (STDEV) of 0.106, and T Statistics of 3.482. Therefore, the hypothesis is accepted. The research results indicate that the higher the job satisfaction experienced by employees, the lower their turnover intention tends to be.

The results of this study are consistent with the findings of research conducted by Anjani et al. (2023), which showed a negative and significant influence of job satisfaction on turnover intention. This means that if employees feel job satisfaction, their turnover intention will decrease, and conversely, if job satisfaction is low, turnover intention will increase. This is also in line with research conducted by Rofika (2021), which states that job satisfaction has a negative effect on turnover intention; satisfied employees are likely to stay, while dissatisfied employees are likely to leave.

The results of this study are also supported by the questionnaire results for the turnover intention variable, which obtained an average score of 225.6667 from 74 respondents, placing it in the high category. This indicates that the level of turnover intention at PT Bumi Asri Nusa is high. However, it is not yet optimal on the indicator "Thinking of quitting," the first statement being "I am thinking of leaving my job." There were 13 respondents who agreed and 24 respondents who chose "agree" on the statement "I am thinking of leaving this job if the facilities provided by my workplace are insufficient." This indicates that the company faces significant challenges related to employee intention to leave their jobs. The fact that nearly a third of employees are generally considering leaving, plus 24 respondents who are thinking of leaving the company if the facilities provided are inadequate. This finding is important for management to evaluate employee dissatisfaction.

Regarding the intention to search for alternatives indicator, 19 respondents agreed with the statement "I seek information about job openings elsewhere," and 12 respondents agreed with the statement "I contact some friends to ask about job openings for me." This indicates that the company is facing a situation where a number of employees not only intend to leave, but 12 respondents are actively seeking information about job openings and 12 respondents are contacting friends to inquire about jobs.

Next, regarding the intention to quit indicator in the statement "I intend to leave my workplace because my job is too heavy," 11 respondents agreed, and 13 respondents agreed with the statement "I intend to leave my workplace because the compensation I receive is low." This indicates that some employees feel that both the perceived heavy workload and the low compensation are factors driving their intention to leave their jobs. With 11 and 13 respondents agreeing with both statements from the intention to quit indicator, it can be concluded that these two factors are reasons for intending to quit. Thus, hypothesis 3 regarding job satisfaction has a negative and significant effect on turnover intention, which also has a negative and significant effect.

4. The influence of compensation on turnover intention as mediated by employee job satisfaction.

Based on the results of the hypothesis test using SmartPLS, it was found that compensation indirectly influences turnover intention and job satisfaction with a value of -0.132, a P-value of 0.017, and a t-statistic of 2.391, so the hypothesis is accepted. The results of this study indicate that compensation is not only important as a direct motivation, but also plays a role in shaping employee job satisfaction at PT. Bumi Asri Nusa, which will ultimately be a factor in reducing turnover intention. These results are in line with research conducted by Anjani et al. (2023), where their research found a negative and significant influence of compensation on turnover intention with job satisfaction as a mediation. Employee job satisfaction can also be increased by providing compensation that is commensurate with the employees' sacrifices. The greater the compensation received by employees, the higher their job satisfaction will be. If job satisfaction is achieved because the compensation provided is maximized, the level of turnover intention will decrease.

Compensation influences turnover intention thru employee job satisfaction at PT. Bumi Asri Nusa, as evidenced

by the description of the compensation variable, which has an average value of 242.25, placing it in the very high category. This will impact employee turnover intention because the salary received will reduce employees' interest in leaving and seeking other employment due to job satisfaction. Although there are still some respondents who disagree with the existing compensation provided by the company.

Putra & Mujiati (2022) state that on one hand, companies need turnover to ensure regeneration, provide brighter career opportunities for other employees, attract new talent, and generate fresh ideas that drive the company forward. The research results indicate that job satisfaction negatively and significantly mediates the effect of compensation on turnover intention at PT. Bumi Asri Nusa.

4. Conclusion

Based on data collected in a study on the influence of compensation on turnover intention, mediated by employee job satisfaction at PT. Bumi Asri Nusa, and after analysis, this study involved 74 respondents consisting of all permanent employees of PT. Bumi Asri Nusa. The analysis results allow this study to draw several key findings as follows: 1. Compensation has a negative and significant effect on turnover intention at PT. Bumi Asri Nusa, 2. Compensation has a positive and significant effect on employee job satisfaction at PT. Bumi Asri Nusa, 3. Job satisfaction has a negative and significant effect on turnover intention at PT. Bumi Asri Nusa, 4. Job satisfaction has a negative and significant mediating effect on the influence of compensation on turnover intention at PT. Bumi Asri Nusa.

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