

THE INFLUENCE OF WORK ENVIRONMENT AND COMPENSATION ON EMPLOYEE TURNOVER INTENTION WITH SATISFICATION AS A MODERATING VARIABLE

Moh Gifari Sono^{*1}, Sri Annisa², Muhammad Afief Mubayyin³, Septin Maisharah Karyono⁴,
Ainil Mardiah⁵

¹Universitas Muhammadiyah Luwuk, Indonesia

*E-mail: mohgifari@gmail.com

² Universitas Sumatera Utara, Indonesia

E-mail: srii.annisa28@gmail.com

³ Universitas Muhammdiyah Palu, Indonesia

E-mail: afief1994@gmail.com

⁴ STIKES Muhammadiyah Bojonegoro, Indonesia

E-mail: chamaisharah09@gmail.com

⁵ Universitas Adzkia, Indonesia

E-mail: ainilmardiah@adzkia.ac.id

Abstract

The existence of employees in a company is the most important thing for the company to be able to achieve its targets and vision well, so employee turnover must be avoided in any way and under any circumstances. There are a number of factors that can reduce employee turnover intention, including a good work environment and adequate compensation for employees. This research is a quantitative research with an explanatory approach. The data used in this research is secondary data obtained from the questionnaire method of 250 BCA Syari'ah bank employees spread throughout Indonesia including KC BCA Syari'ah Medan, KC BCA Syari'ah Palu, KC BCA Syari'ah Bojonegoro, KC BCA Syari'ah Makasar, and KCP Bank Syari'ah Central Jakarta. The research results show that the Work Environment and Compensation variables have a negative relationship and a significant influence on the Employee Turnover Intention variable. Apart from that, the job satisfaction variable is able to moderate the two hypotheses above.

Keywords: Compensation, Work Environment, Job Satisfication, Employee Turnover Intention.

1. INTRODUCTION

Basically, employees are assets of the company, because company activities cannot be carried out without human resources. The role of human resource management is very important in managing the workforce to achieve company goals. Human resource management handles various labor problems, one of the problems related to labor is turnover intention which can be interpreted as an employee's desire to quit or move from their job.(Mobley, 2011).

Based on the explanation above, the existence of employees in a company is the most vital thing and must be maintained as best as possible if the company wants something good to be created in its company. Thus it can also be concluded that employee turnover must be avoided for a company. (Mathis, 2011) explain that employee turnover is a process where an employee leaves a company or organization and must be replaced. Employee turnover can be caused by many factors both from within and outside the company. Companies must be able to pay attention to the factors that cause turnover to ensure that employees with good

potential do not leave the company. (Sharma, 2017) argues that employees who feel satisfied with the work they do tend to be more loyal to staying with the company for a long period of time. Factors that might cause an employee to feel dissatisfied with their job include the stress experienced by the employee at work, and the quality of the work environment of the company where the employee works.

Based on the explanation above, there are several factors that can influence employee turnover, including the external work environment and internal compensation. says that the work environment is everything that is around the employee and can influence him in carrying out the assigned tasks (NitiseMITO, 2012). Therefore, companies must ensure that all elements of the work environment can be managed in such a way that they have a positive impact on employees. Meanwhile, (Sedarmayanti, 2009) believes that the work environment is a set of tools and materials encountered, the environment around a person working, the way they work, and their work arrangements, both as an individual and in a group. There are a number of studies (Syauqi et al., 2020); (Danang Saputro, 2022); (Marzuqi, 2021); (Pambudi & Djastuti, 2019) & (Aziz, 2021) show that the Work Environment has a negative relationship and a significant influence on Employee Turnover Intention because the more comfortable and better the work environment will make employees feel at home and not want to leave the work they have been working on. and enjoy.

Apart from the work environment, this research also uses compensation variables which researchers believe can influence employee turnover intentions. Compensation is the most important and fundamental thing that employees value about their company. Because compensation is the company's reward and appreciation for employees who have developed their abilities while working for the company. Compensation provided by the company is in the form of salary, allowances, bonuses and other amounts to achieve goals. This is in accordance with the definition of compensation according to (Bangun, 2012), namely that compensation is something that employees receive for the energy and knowledge they provide to the company to achieve targets. While the definition of remuneration according to (Kasmir, 2018) is a form of appreciation for services provided by employees, there are indicators of remuneration according to Edy Sutrisno in (MH Thamrin et al., 2023), namely: first is the salary paid regularly to employees (each month). Second, compensation is a gift given by the company to its employees because the employees are considered to have participated in achieving the company's goals, both financial and non-financial. Third, incentives are given to certain employees for their achievements.

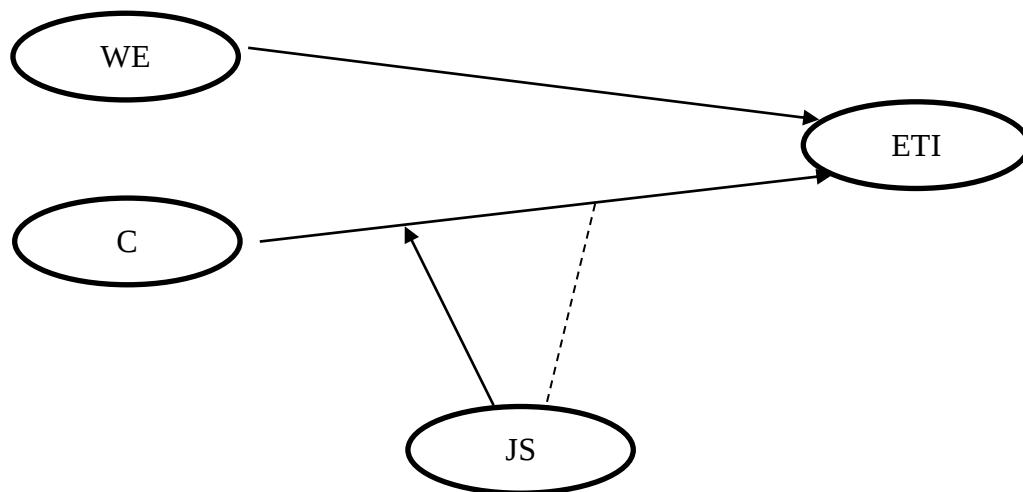
There are a number of studies (Lauren, 2017); (Putri & Anisa, 2022); (Waskito & Putri, 2022) & (Zakaria, R., & Isthofaina, 2017) show that compensation has a negative relationship and a significant influence on the Employee Turnover Intention variable because the increasing compensation makes employees more enthusiastic about working, completing their tasks, and feel at home in the company. This further distances employees from the Turnover attitude. In contrast to previous studies, this study uses the satisfaction variable as a moderating variable which researchers believe can moderate the influence of each Work Environment and Compensation variable on Employee Turnover Intention. This research was conducted on BCA Syari'ah Banks which are spread throughout Indonesia.

2. RESEARCH METHODS

Employees who are the most vital component in a company must be looked after as well as possible so that a company can achieve its goals and vision and mission well. Therefore, employee turnover in a company should be avoided as best as possible (Supriyanto, 2019). To avoid this, there are two factors that researchers believe are very influential, namely the

Work Environment, Compensation and Satisfaction factors(Jonathan Sarwono, 2016). The research is quantitative research with an explanatory approach. In this research, 2 independent variables are used in the form of Work Environment and Compensation variables, 1 dependent variable, namely the Compensation variable, and a moderating variable, namely Job Satisfaction(Sugiyono, 2019). The data used in this research is primary data obtained from distribution using the questionnaire method to 250 BCA Syari'ah bank employees spread throughout Indonesia. The data was analyzed using the PLS3.0 analysis tool with the following research model:

Figure 1
Model



Noted:

1. WE : Work Environment
2. C: Compensation
3. ETI : Employee Turnover Intention
4. JP: Job Satisfication

Hypothesis

1. The Influence of Work Environment On Employee Turnover Intention
2. The Influence of Compensation On Employee Turnover Intention
3. Job Satisfication Can Moderates The Influence of Work Environment On Employee Turnover Intention
4. Job Satisfication Can Moderates The Influence of Compensation On Employee Turnover Intention

3. RESULT AND DISCUSSION

3.1 Result

Validity Test

In using primary data in PLS, the first stage that must be used to ensure whether the data used in this research is valid is the validity test stage. Because this research uses a questionnaire method in collecting data, the validity test stages used are testing the 28

question items used in the research to collect data in the questionnaire as follows (Sarstedt et al., 2014):

Table 1
Validity Test

Variable	Item Question	Loading Factor
Work Enivronment (X1)	The more comfortable the work environment, the more employees will feel at home in the work they are doing	0.821
	The more comfortable the work environment, the less employees want to leave work	0.811
	The work environment determines the employee's mood	0.835
	A good work environment makes employees more enthusiastic about working	0.841
	A work environment that makes relations between employees more harmonious	0.855
	A good work environment makes employees consider the office a second home	0.819
	A good work environment makes employees more loyal to the company	0.821
	A good work environment makes the relationship between employees and their superiors even more optimal	0.811
Compensation (X2)	Large compensation makes employees enthusiastic about working	0.810
	Large compensation makes employees diligent in their work	0.822
	Compensation is a form of appreciation for employees	0.824
	Large compensation makes employees feel better at work	0.845
	Compensation increases	0.808

	employee loyalty	
	Compensation increases employee work ethic	0.811
	Good compensation strategy to keep employees loyal	0.841
	Good compensation reduces employee turnover	0.857
Job Satisfaction (Z)	Job satisfaction can make employee relationships more harmonious	0.910
	Job satisfaction can make employees achieve more	0.925
	Job satisfaction can make employees feel more comfortable in a company	0.911
	Job satisfaction can make the work environment more peaceful	0.889
	Job satisfaction can be a bulwark for employees who are willing to turnover	0.910
	If employees are satisfied, they will be able to stay at the company even if they are having problems	0.915
Employee Turnover Intention (Y)	Employee turnover is influenced by the work environment	0.888
	Employee turnover is influenced by the amount of compensation	0.892
	Employee turnover is influenced by employee satisfaction	0.910
	Employee turnover is influenced by loyalty	0.887
	Employee turnover is influenced by the treatment of other coworkers	0.879
	Employee turnover is influenced by company regulations and the treatment of superiors	0.924

Valid : > 0.70

Reliability Test

After ensuring that each Work Environment, Compensation, Job Satisfaction and Employee Turnover Intention variable is valid, the next step is to ensure whether each variable mentioned above is reliable or not by knowing the bottom value of a construct and the actual value of a construct on the variables used. in this research (Ghozali, 2016).

Table 2
Realibility Test

Variable	Cronbach Alfa	Composite Reliability	Noted
Work Environment	0.811	0.852	Reliable
Compensation	0.815	0.855	Reliable
Job Satisfication	0.898	0.939	Reliable
Employee Turnover Intetnion	0.879	0.919	Reliable

Reliable: > 0.70

3.2 Discussion

Path Coefisien

The next stage, after finding out if each variable used in this research is valid and reliable after carrying out 28 item questionnaire tests and knowing the Cronbach Alpha and Composite Reliability values, then the final stage is knowing the direction of the positive or negative relationship and whether it has a significant effect or not as follows(Sarstedt et al., 2014):

Tabel 3
Path Coefisien

	Variable	T-Statsitik	P-Values	Noted
Direct Inflience	WE-> ETI	-2.678	0.018	Accepted
	C-> ETI	-3.560	0.015	Accepted
Indirect Influence	JS*->WE->ETI	-9.789	0.000	Accepted
	JS*->WE->ETI	15.788	0.000	Accepted

Significant Lvel < 0.05

H1: The Influence of Work Environment On Employee Turnover Intention

A good work environment is one of the most important aspects in making employees/workers feel comfortable and at home in continuing to pursue a career in the company so that this can ultimately reduce employee turnover as much as possible. In line with this statement, the statistical results of table 3 show that the Work Environment variable has a negative relationship and a significant influence on the Employee Turnover Intention variable because the T-Statistics value is -2.678 and the p-values are at 0.018, which is below the significance level. This means that increasing the quality of work will reduce employee turnover. This is in line with research studies (Syauqi et al., 2020); (Danang Saputro, 2022); (Marzuqi, 2021); (Pambudi & Djastuti, 2019) & (Aziz, 2021). It can be concluded that the first hypothesis in this research can be **accepted**.

H2: The Influence of Compensation On Employee Turnover Intention

Apart from the work environment, researchers believe that compensation can also provide a significant contribution in reducing employee turnover. Large compensation paid

according to employee achievements will make employees feel at home and enthusiastic in completing the tasks they have. In line with the statement above, it can be concluded that the Compensation variable has a negative relationship and a significant influence on the Employee Turnover Industry variable because the T-Statistics value is -3.560 and the P-Values value is 0.015 which is below the 0.05 significance level. This is in line with (Lauren, 2017); (Putri & Anisa, 2022); (Waskito & Putri, 2022) & (Zakaria, R., & Isthofaina, 2017) show the same results for the same reasons. Thus, the second hypothesis in this research can be accepted.

H3: Job Satisfaction Can Moderates The Influence of Work Environment On Employee Turnover Intention

Even though directly testing the Work Environment variable on Employee Turnover Industry has a negative relationship and a significant influence, the researcher believes that by moderating the Job Satisfaction variable, this influence will be more significant because no matter how good the Work Environment is, if it is not accompanied by satisfaction, it will not be very significant in reducing Employee turnover in a company. In line with this statement, the statistical results of table 3 show that the Job Satisfaction variable can strengthen the influence of the Work Environment variable on Employee Turnover Internion because the T-Statistics value is -9.789 and the P-Value is below the significance level of 0.05, namely 0.000. There is a significant shift from direct testing of 0.018 to 0.000. Thus the third hypothesis in this research can be accepted.

H4: Job Satisfaction Can Moderates The Influence of Compensation On Employee Turnover Intention

Even though directly testing the Compensation variable on Employee Turnover Industry has a negative relationship and a significant influence, the researcher believes that by moderating the Job Satisfaction variable, this influence will be more significant because whatever amount of compensation, if it is not accompanied by satisfaction, will not be very significant in reducing employee turnover. at a company. In line with this statement, the statistical results of table 3 show that the variable Job Satisfaction can strengthen the influence of the Work Environment variable on Employee Turnover Internion because the T-Statistics value is -15.788 and the P-Value is below the significance level of 0.05, namely 0.000. There is a significant shift from direct testing of 0.015 to 0.000. Thus the third hypothesis in this research can be accepted

4. CONCLUSION

Based on the results of the explanation above, it can be concluded that the Work Environment and Compensation variables each have a negative relationship and a significant influence on the Employee Turnover Intention variable, meaning that the greater the Work Environment and the greater the Compensation will make employees feel more at home in the company so that in Ultimately it will reduce employee turnover as much as possible. In addition, after the direct influence of these two variables was moderated by the Job Satisfaction variable, the influence became more significant. This means that a good work environment and large compensation accompanied by employee job satisfaction will reduce employee turnover more significantly.

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