

## The Impact of Compensation, Organizational Commitment, and Job Satisfaction on Turnover Intention among Young Female Employees

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### ABSTRACT

This study meticulously examined the impact of compensation and organizational commitment on turnover intentions among young female employees, with job satisfaction as a mediating factor. The study's subject pool comprises young female employees aged between 19 and 25 in private healthcare institutions. Data collation entailed employing a Likert scale questionnaire, while the ensuing analysis adopted the Partial Least Squares Structural Equation Modelling (PLS-SEM) approach. The conclusions study proffered that compensation exerted a non-significant negative impact on turnover intentions, concurrently exerting a significant positive influence on job satisfaction. Organizational commitment yielded a notable and negative impact on turnover intentions, simultaneously engendering a marked positive impact on job satisfaction. Curiously, job satisfaction evinced a non-significant negative impact on turnover intentions. Further nuanced analyses revealed that compensation yielded a non-significant negative impact on turnover intentions via the intermediary of job satisfaction. Similarly, organizational commitment's influence on turnover intentions was insignificant when mediated through job satisfaction. This study's seminal contribution discovered that contrary to prevalent assumptions, especially for young female employees, when compensation could provide job satisfaction and is combined with organizational commitment, it will not affect turnover intentions directly or indirectly.



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**Keywords:** Compensation; Organizational Commitment; Turnover Intention; Job Satisfaction; Young Female Employees

## INTRODUCTION

One pivotal facet of human resource management revolves around retaining high-quality personnel. When an employee opts to depart from the company, it can yield deleterious ramifications encompassing monetary implications, resource sufficiency, employee motivation, and the overall uninterrupted flow of business operations (Al Muala et al., 2022; Yim et al., 2017; Redditt et al., 2019; Utami et al., 2020; Silaban et al., 2018). Consequently, it becomes incumbent upon companies to diligently curtail the emergence of turnover intentions. This phenomenon is conspicuously manifest in select private hospitals nestled within the environs of Surakarta. In the preceding year, the attrition rate among personnel has surged significantly, encompassing approximately 30% of the workforce. Such circumstances engender an acute challenge, imperiling the seamless operational continuum of these healthcare institutions.

Notably, when subjected to gender-based scrutiny, it transpires that the majority of departing personnel are of the male cohort. This salient observation has catalyzed the researcher's interest, propelling a more comprehensive exploration into the nuanced realm of turnover intentions amongst young female employees.

Employee turnover intention is the most important issue to organizations, and it needs special attention since it can affect workplace problems and decrease performance in organizations (Chang & Wiliam, 2013). The variance in turnover intention can be attributed to various factors, wherein biographical facets such as age and gender emerge as salient contributors (Alias et al., 2018). Age, notably, assumes a pivotal role in influencing turnover dynamics, with an individual's career maturation intrinsically intertwined with their chronological progression. Levinson's assertion (1998) accentuated a discernible pattern whereby job transitions predominantly materialize in the vicinity of 30 years old, more precisely within the bracket of 28 to 30 years old. This juncture represents a critical phase wherein individuals re-evaluate their advancement towards preordained personal and vocational milestones. Drawing from the insights of Rahnfeld et al. (2023), younger workforce members are predisposed to shift professional allegiances, predominantly driven by career-centric motivations. Their diminished familial responsibilities endow them with heightened mobility, while their earlier career trajectory is often characterized by a diminished spectrum of responsibilities and a concomitant lower vocational status. Turning to the gender dimension, a notable bifurcation between male and female employees becomes apparent, particularly in their professional and domestic roles. This divergence engenders a disparity in commitment levels; the male demographic typically showcases a more pronounced dedication to their vocational undertakings, whereas their female counterparts tend to manifest a heightened familial commitment (Kristianti & SU, 2020). It is, however, imperative to recognize that the contemporary landscape has ushered in an expanded realm of employment opportunities for women, affording them the capacity to address their personal aspirations and familial obligations. A notable phenomenon has arisen wherein many women assume a dual mantle, simultaneously discharging their duties as household caregivers while participating as active professionals beyond the confines of their abode (Arisanti & Heryanda, 2022). This prevailing reality forms the crux of the rationale driving the present study, which seeks to delve into the intricate role played by young female employees within the dynamic precincts of corporate settings.

Apart from gender, another potential determinant affecting turnover intention is compensation. Compensation encompasses all tangible and intangible benefits received. It refers to all remuneration or monetary rewards an employer/employee receives for the services provided to a company, either in monetary terms or in the form of goods (Ritamariani et al., 2023). Compensation plays a pivotal role in preserving and retaining an effective workforce. Employees who receive satisfactory compensation are more likely to remain within a company, whereas those who feel inadequately compensated may have reasons to explore alternative employment opportunities. Similarly, Utami et al. (2020) established that compensation positively and significantly influenced job satisfaction.

In contrast, Silaban et al. (2018) and Utami et al. (2021) demonstrated a noteworthy negative and significant correlation between compensation and turnover intention. As employees receive compensation increases, their inclination to seek alternative options decreases. However, disparate research findings are evident, as exemplified by the study undertaken by Supriati et al. (2019), positing that compensation positively affected turnover intention. Conversely, Oh (2020) proved that compensation satisfaction and perceived job security had significant indirect negative effects on employees' intentions to leave their organization in the Korean context, which supported previous studies in Western contexts.

Another factor that can impact the extent of turnover intention is employees' organizational commitment (Parashakti et al., 2017). It is imperative to consider the degree to which employees identify with the organization and aspire to play an integral role. Organizational commitment underscores employees' pledges or devotion toward the company they serve (Oh, 2020). Mohammed and Rashid (2023) expounded that this commitment pertains to how well employees are prepared to invest in their work. Such allegiance often results in employees with robust organizational dedication finding a greater sense of contentment and heightened motivation to pursue the organization's goals actively. An astute approach that management can adopt entails augmenting job satisfaction to engender a profound affinity among employees for their organization. Utami et al. (2020) and Oh (2020) corroborated that organizational commitment yields a positive and statistically significant impact on job satisfaction.

Moreover, organizational commitment is intrinsically linked to how individuals, or employees, sustain their unwavering conviction and desire to maintain their association with the organization. Insights gleaned from Serhan et al.'s study (2022) illuminated a significant and adverse impact of organizational commitment on turnover intention. However, the inquiry conducted by Silaban et al. (2018) posited that organizational commitment yields a non-significant negative effect on turnover intention.

Certain researchers posit that organizational commitment diverges from job satisfaction, suggesting that an individual within an organization might find contentment in their tasks yet harbor aversion towards the overarching entity, thereby fostering a desire to seek alternative employment. Job satisfaction assumes an individualistic character, with levels of contentment varying among individuals (Agustin, 2018). According to Wolo et al. (2015), job satisfaction reflects the extent to which an individual derives pleasure from their occupation. Individuals derive fulfillment from their work when it aligns with their expectations and goals, dampening their proclivity to depart from the company. Observable through attitudes, behaviors, performance, and even an employee's allegiance towards the organization, job satisfaction holds a discernible presence. Riyanto and Asriani (2020), Utami et al. (2020), and Siregar and Maryati (2021) substantiated that job satisfaction yielded a significant and negative impact on turnover intention. Conversely, Bagyo et al. (2022), Oh (2020), and Supriati et al. (2019) asserted that while job satisfaction did exert a negative influence, its effect on turnover intention did not attain statistical significance.

The escalation of employee job satisfaction can yield positive implications for an organization, constituting a crucial factor in its viability (Ding & Wu, 2023; Setiawan & Mardalis, 2015). Earlier research has delved into the mediating role of job satisfaction in the context of turnover intention. Utami et al. (2020) and Oh (2020) underscored that job satisfaction significantly mediated the impact of compensation and organizational commitment on turnover intention. In contrast, Siregar and Maryati (2021) posited that job satisfaction insignificantly mediated the influence of compensation and organizational commitment on turnover intention.

Numerous research gaps become evident in compensation, organizational commitment, job satisfaction, and turnover intention. The urgency to address these disparities is underscored by the incongruities witnessed in prior investigations. These disparities are inevitably molded by various distinct factors and necessitate meticulous contextual alignment within the appropriate research framework. Given the ongoing challenges within a few private hospitals in Surakarta and the other side where many supply young medical employees in Surakarta, this study seeks to scrutinize the influence of compensation, organizational commitment, and job satisfaction on turnover intention among young women employees aged between 19 until 25 within few of the private hospitals in Surakarta. One of the interesting findings from this research is that even though the compensation received by employees is low, it can provide job satisfaction, so it does not influence employee turnover intentions.

## **LITERATURE REVIEW**

### **Turnover Intention**

Many organizations experience frequent turnover intention. According to Pitts & Marvel (2011), turnover is a big problem for organizations; cost rotation can cause organizations to fail. Bambacas and Kulik (2013) also stated that replacement employees would bother the company's activities. Moreover, if employees with good performance leave the company, the company will still depend on them. Turnover refers to the behavior of somebody to leave the company. Turnovers happen because of cognitive stages like resigning, intending to look for alternative work, or leaving work (Purnama et al., 2022). Furthermore, Mathis et al. (2002) argued that turnover intention is a process of leaving and replacing work. When an employee has resigned from his work, others will replace the position.

### **Influence Compensation on Turnover Intention and Work Satisfaction**

Compensation refers to monetary payments given to employees as compensation for their services. In the workplace, employee protection is what employees receive. It includes any salary or wages other than commissions and any incentives or benefits. Unsatisfactory compensation can be a reason for high turnover intention (Aman-Ullah et al., 2023; Silaban & Syah, 2018). Unhappy employees with the compensation received in return for their services will likely quit their jobs soon.

According to Mirsa et al. (2013), compensation is important in maintaining and maintaining power-effective work. Compensation is all types of reward, whether money or other kinds, given to the employee in a manner decent and fair on his services to reach the company's

objectives. According to Dessler (2009), compensation is all form of payment or gifts given to employees who show up from work and has two components: payment direct (wages, salaries, incentives, commissions, and bonuses) and payments not direct (allowance finance like insurance and holiday pay paid by the company). Utami et al. (2020) stated that compensation had a positive and significant influence on work satisfaction, commitment organization had a positive and significant influence on work satisfaction, compensation influential had a positive and significant influence on turnover intention, commitment organization had a negative and significant influence on turn over intention, job satisfaction had a negative and significant influence on turnover intention, compensation had a negative and significant influence through job satisfaction on turnover intention, commitment organization had a negative and significant influence through job satisfaction on turnover intention. Utami et al. (2021) discovered that compensation had a positive and significant influence on job satisfaction and negative and significant effects on turnover intention.

*Hypothesis 1 (H1): Compensation negatively and significantly influences turnover intention.*

*Hypothesis 2 (H2): Compensation positively and significantly influences work satisfaction.*

### **Influence Commitment Organization on Turnover Intention and Work Satisfaction**

Commitment organization is a reflective attitude of loyal employees on organizations and continuous processes that member organizations express attention to the organization and success and sustainable progress (Luthans & Hill, 2012). Commitment organizations show promises or pledge employees at the company as a workplace (Agustina, 2020). According to Köse & Köse (2017), commitment to an organization is the level at which an employee shows loyalty. Serhan et al. (2021), Purnama et al. (2022), and Riyanto (2020) revealed that commitment organization had a negative and significant influence on turnover intention. Utami et al. (2020) showed that commitment organization positively and significantly influenced work satisfaction. Siregar and Maryati (2021) and Bagyo et al. (2022) support this study's findings.

*Hypothesis 3 (H3): Commitment organization negatively and significantly influences turnover intention.*

*Hypothesis 4 (H4): Commitment organization positively and significantly influences work satisfaction.*

### **Influence of Job Satisfaction on Turnover Intention**

According to Robbins and Coulter (2012:68), job satisfaction results from employees' feelings or emotions reflected through their attitude and behavior, performance, and loyalty to the organization. At the same time, Youcef and Ahmed (2016) revealed that job satisfaction combines psychological, physiological, and environmental factors that direct employees to claim that they like their jobs. Siregar and Maryati (2021) stated that job satisfaction negatively and significantly influenced turnover intention, and it also did not mediate compensation with turnover intentions. Taruna (2019) found job satisfaction significantly and negatively affected employee turnover intention.

*Hypothesis 5 (H5): Job Satisfaction has a negative and insignificant influence on turnover intention.*

### **Influence Compensation to Turnover Intention with Job Satisfaction Variable Mediation**

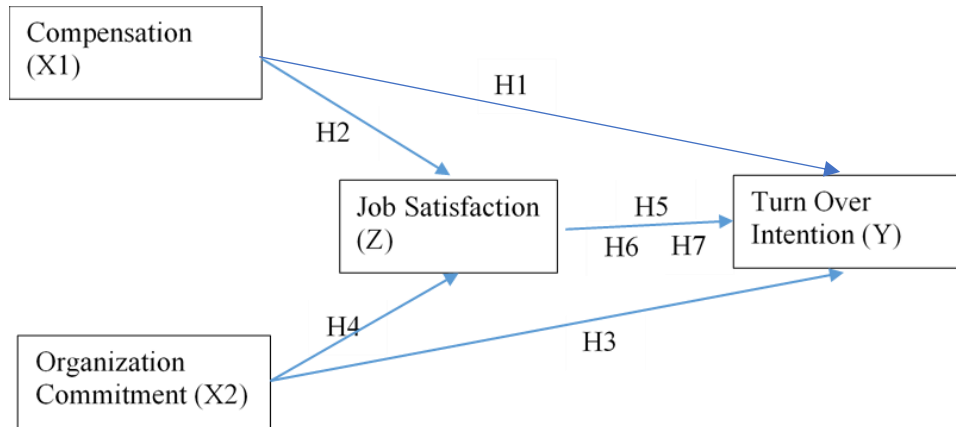
Shah et al. (2018) found a positive relationship between compensation and job satisfaction. Similarly, Muguongo et al. (2015) noted that job satisfaction has been reported to be significantly associated with compensation. Manes et al. (2018) noted that employees with high benefit satisfaction scored significantly higher on the job satisfaction scale and significantly lower turnover intentions. They indicated that benefit satisfaction mediated the relationship between job satisfaction and turnover intentions. Employees' satisfaction relates to workplace situations. Utami et al. (2020) proved that compensation negatively influenced job satisfaction and turnover intention. Agustin (2020) supported the finding, saying that job satisfaction was a good mediator because compensation negatively and significantly affected turnover intention through job satisfaction as an intervening variable. Taruna (2019) found that the compensation variable positively affected employee job satisfaction. In addition, compensation variables, work environment, and job satisfaction also influenced turnover intention simultaneously. Compensation variables and job satisfaction significantly and negatively affected employee turnover intention. Indirectly, the compensation variable had a negative influence on employee turnover intention.

*Hypothesis 6 (H6): Compensation negatively and significantly influences turnover intention mediated by Work Satisfaction.*

### **Influence Commitment Organization to Turnover Intention with Job Satisfaction as Variable Mediation**

Employees' feelings or emotions from their work form their loyalty. Gessesse and Premanandam (2023) found that commitment fully mediated the relationship between job satisfaction and turnover intention, as the direct effect between job satisfaction and turnover intention became insignificant. Agmasu (2021) disclosed that the employees' job satisfaction had a statistically negative correlation with the turnover intentions of academic staff employees. Wu and Liu (2022) noted that organizational commitment had a significant negative direct relationship with turnover intentions. Furthermore, Torlak et al. (2020) noted that the findings concerning direct relationships between job satisfaction, commitment, and turnover intention had significant positive associations. Oh (2020) and Siregar and Maryati (2021) discovered that commitment organizations negatively influenced job satisfaction and turnover intention. Giri et al. (2017) explored the mediation effect of job satisfaction. Job satisfaction significantly has influenced employee turnover intention.

*Hypothesis 7 (H7): Commitment organization negatively and significantly influences turnover intention mediated by job satisfaction.*



**Picture 1.** Research Model

Picture 1 explains compensation (X1) and commitment organization (X2) as variable independent, turnover intention (Y) as variable dependent, and job satisfaction (Z) as variable mediation. This model aims to explain the influence of compensation on turnover intention (H1), compensation to Job Satisfaction (H2), commitment organization on turnover intention (H3), commitment organization to Job Satisfaction (H4), job satisfaction on turnover intention (H5), compensation on turnover intention which is mediated by job satisfaction (H6), commitment organization on turnover intention mediated by job satisfaction (H7).

## RESEARCH METHOD

This study adopted a quantitative research approach, aiming to amass empirical data. Quantitative research entails acquiring numerical data or quantifying qualitative information (Sugiyono, 2018). The dataset for this investigation is rooted in primary sources, which directly provide information to the data collector. Such data holds contemporaneous relevance as it is collected during the research period. Primary data collection is facilitated through disseminating questionnaires among the study subjects, specifically the employees of a designated three private hospital in Surakarta. The data collection methodology employed here is centered on questionnaires. This technique involves presenting a carefully formulated set of inquiries or statements to respondents, soliciting their responses. This study collected data through a meticulously crafted questionnaire designed with a Likert scale framework, serving as the research instrument. The configuration of the Likert scale is anchored in pertinent theoretical constructs associated with the research variables.

The formulated inquiries were meticulously aligned with the chosen variables. The turnover intention indicators encompass contemplations of departing from the organizational framework, a propensity to explore alternative vocational avenues, and an inclination towards resignation or withdrawal. As for the compensation facet, the indicators encompass remuneration, incentives, allowances, and ancillary amenities. Organizational commitment is gauged through indicators encompassing affective commitment, continuance commitment, and normative commitment. Concomitantly, job satisfaction is evaluated through indicators

spanning the intrinsic nature of the job, remuneration, avenues for career advancement, supervisory oversight, and interactions with colleagues.

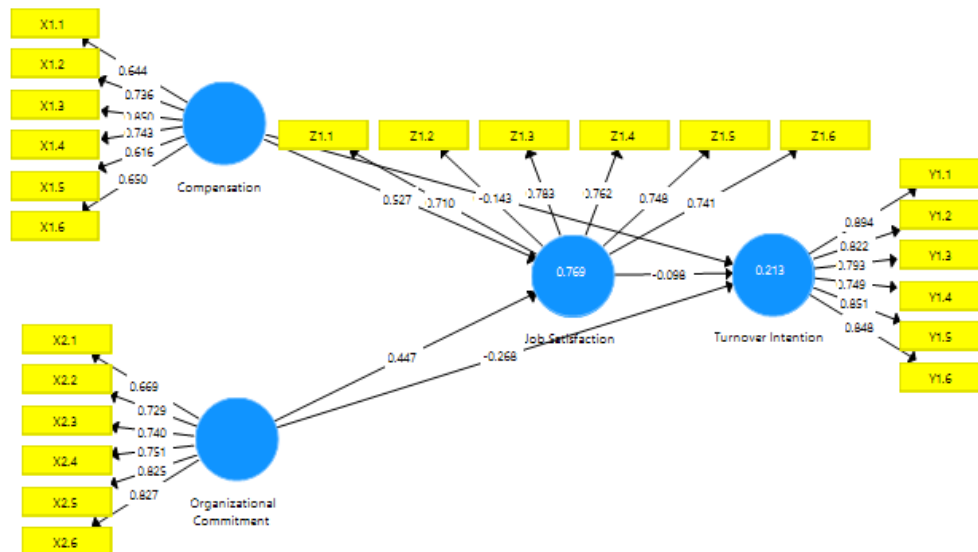
The research scope encompasses the entire cohort of female personnel within three privately owned hospitals near Surakarta, yielding 274 individuals. The sampling technique deployed herein was the accidental sampling approach, yielding an acquired dataset of 180 respondents. The respondents predominantly exhibited a female gender profile, encompassing an age range between 19 and 25 years, with work tenures predominantly spanning a range of 1 to 5 years.

The data analysis methodology employed in this study involves utilizing the Structural Equation Model (SEM) PLS analysis, facilitated through the Smart-PLS by 3.0 software. Smart-PLS allows the testing of the hypotheses rigorously through bootstrapping and other statistical procedures. PLS encompasses a range of model specifications, encompassing three distinct types of relationships: the outer model, the inner model, and hypothesis testing. The outer model delineates the intricate web of relationships between variables and their corresponding indicators, encompassing pivotal assessments such as validity testing, reliability evaluation, and meticulous scrutiny for multicollinearity. Subsequently, the inner model takes shape, capturing the interplay of relationships between variables, characterized by key metrics like the Coefficient of Determination and the Goodness of Fit index. Finally, hypothesis testing is conducted to rigorously ascertain the presence of distinct, reliable, and substantiated influences that traverse the interwoven variables.

## RESULTS AND DISCUSSION

The outcome of the analysis conducted through Smart-PLS reveals the outer model, as illustrated in the subsequent picture and table.

### Outer Model Data Analysis



Picture 2. Outer Model



a. Validity Test

**Table 1.** Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)	Description
Compensation	0,506	Valid
Organizational Commitment	0,576	Valid
Turnover Intention	0,685	Valid
Job Satisfaction	0,579	Valid

*Source: Primary data processed, 2023*

The validity assessment serves to determine the credibility and legitimacy of a questionnaire. This validity examination entails a convergent validity test, wherein the outer loading values are evaluated against a benchmark above 0.7. However, in the preliminary stages of research, values surpassing 0.5 are considered valid indicators. Furthermore, discriminant validity is gauged by evaluating the Average Variance Extracted (AVE) values, which should exceed the threshold of 0.5 (Ghozali, 2018).

Exploring the outer loading results reveals a notable proportion of indicators associated with the variables under investigation, exhibiting outer loading values that exceed 0.7. According to Ghozali (2018), outer loading values exceeding 0.7 are considered adequately substantial during the initial phases of scale development. The findings from the analysis unveiled a range from the lowest value of 0.616 to the highest value of 0.894. Significantly, none of the indicator values for the variables fall below 0.5, thus affirming the validity and appropriateness of all indicators for subsequent research and in-depth analysis. Additionally, regarding Table 1 above, it becomes evident that the AVE values for each variable surpass the 0.5 threshold. This observation underscores the validity of each variable examined within this study.

b. Reliability Test

**Table 2.** Cronbach's Alpha and Composite Reliability

	Cronbach's Alpha	Composite Reliability	Description
Compensation	0,802	0,858	Reliable
Organizational Commitment	0,851	0,890	Reliable
Turnover Intention	0,909	0,929	Reliable
Job Satisfaction	0,855	0,892	Reliable

*Source: Primary data processed, 2023*

Reliability testing is a crucial tool for assessing the consistency of a construct utilizing reflective indicators, a process that can be accomplished through two distinct methodologies. Firstly, the evaluation of composite reliability values functions to quantify the true reliability of a given construct. In this context, a construct is deemed reliable if its composite reliability value surpasses the threshold of 0.7 (Hair et al., 2014). Secondly, this determination can be further fortified by scrutinizing Cronbach's alpha values, which establish a foundational benchmark for a construct's reliability; a Cronbach's alpha value exceeding 0.7 signifies a high level of reliability (Hair et al., 2014).

Upon reference to Table 2 above, it becomes apparent that each variable's composite reliability and Cronbach's alpha values exceed the critical 0.7 threshold. This observation robustly affirms the reliability of each variable under meticulous scrutiny within the ambit of this study.

c. Multicollinearity Test

**Table 3.** Collinierity Statistic (VIF)

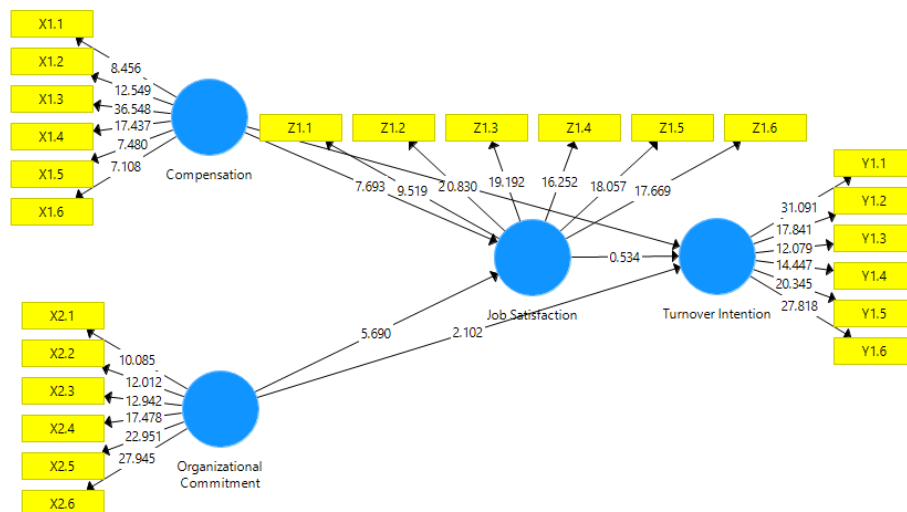
	Job Satisfaction	Organizational Commitment	Compensation	Turnover Intention
Job Satisfaction				4,329
Organizational Commitment	1,622			2,487
Compensation	1,622			2,823
Turnover Intention				

*Source: Primary data processed, 2023*

The Multicollinearity Test assesses whether a regression model exhibits a perfect correlation among independent variables. The established criterion for evaluating multicollinearity ensures that the Variance Inflation Factor (VIF) remains below the threshold of 10.

Upon meticulous examination of the data presented in Table 3, it becomes discernible that the value attributed to the "job satisfaction" variable concerning "turnover intention" is quantified at 4.329. Moreover, the value associated with "organizational commitment" with "turnover intention" stands at 2.487, while the "organizational commitment" value pertinent to "job satisfaction" registers at 1.622. Additionally, the calculated value of "compensation" on "turnover intention" totals 2.823, and the figure corresponding to "compensation" in "job satisfaction" rests at 1.622. This collective analysis unequivocally indicates that each variable under scrutiny in this study adheres to the prescribed multicollinearity test parameters.

**Inner Model Data Analysis**



**Picture 3.** Inner Model

1. Coefficient of Determination R2

**Table 4.** Coefficient of Determination R2

	R Square	R Square Adjusted
Job Satisfaction	0,769	0,764
Turnover Intention	0,213	0,188

*Source: Primary data processed, 2023*

The Coefficient of Determination, denoted as R-squared (R2), signifies how much a model can explicate the variance inherent in the dependent variable. Correlation classification entails 0 (absence of correlation), 0 - 0.49 (feeble correlation), 0.50 (moderate correlation), 0.51 - 0.99 (robust correlation), and 1.00 (perfect correlation) (Ghozali, 2018). Within Table 4 above, the R-squared values manifest that the impact of "compensation" and "organizational commitment" upon "job satisfaction" stands resolutely at 0.769 or 76.9%. Falling within the 0.51 - 0.99 range it denotes a potent correlation. Conversely, the sway of "compensation" and "organizational commitment" upon "turnover intention" quantifies at 0.213 or 21.3%. Positioned in the 0 - 0.49 category, this signifies a muted correlation.

2. Goodness of Fit (GoF)

The researcher conducted a feasibility assessment of the regression model to ascertain the alignment of the obtained sample data with the employed regression model. The evaluation of goodness of fit employs the Q-Square metric. From the computation, a Q-Square value of 0.818203 or 81.82% emerged. The degree of diversity within the model, as represented by the independent variables, in explaining the dependent variable, amounts to 81.82%. Meanwhile, 18.18% is still influenced by various other factors. Therefore, based on these results, it can be inferred that this research model demonstrates a commendable goodness of fit.

**Table 5.** Normed Fit Model (NFI)

	Saturated Model	Estimated Model
SRMR	0,099	0,099
d_ ULS	2,920	2,920
d_ G	1,383	1,383
Chi-Square	667,128	667,128
NFI	0,626	0,626

*Source: Primary data processed, 2023*

Apart from utilizing Q2 computations through the Smart-PLS software, the assessment of model fit for this study also relies on NFI analysis. The outcomes of the indicator analysis for model fit indicate that the NFI value surpasses 0.1, thereby signifying the model's efficacy in explicating the interrelations among variables.

**Data Analysis**

This study's data analysis and hypothesis testing involve utilizing a table of path coefficients to determine direct influences and specific indirect effects to examine mediation. Bootstrapping

is applied to assess the significance level or probability of direct, indirect, and total effects. The bootstrapping procedure is the foundation for establishing confidence intervals and hypothesis testing to evaluate the significance of values such as r-square, adjusted r-square, f-square, outer loading, and outer weight. The following section presents the outcomes of the Smart-PLS analysis, encompassing both direct and indirect effects.

a) Direct Effect

**Table 6. Direct Effect**

	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Description
Job Satisfaction -> Turnover Intention	-0,098	0,536	0,593	not support
Organizational commitment -> Job Satisfaction	0,447	5,888	0,000	support
Organizational commitment -> Turnover Intention	-0,268	2,204	0,028	support
Compensation -> Job Satisfaction	0,527	8,038	0,000	support
Compensation -> Turnover Intention	-0,143	0,860	0,390	not support

*Source: Primary data processed, 2023*

The analysis of direct effects serves the purpose of testing the hypothesis concerning the direct influence of one variable on another, accomplished by examining the t-statistic values or p-values (critical ratio), along with the original sample values obtained from the process. This study utilized a significance value of t-statistic 1.96 (significant level = 5%). Should the t-statistic value surpass 1.96, it signifies a significant influence, as presented in Table 10.

**Impact of Job Satisfaction on Turnover Intention**

Based on the analysis, job satisfaction bears a negative and non-significant impact on turnover intention. This observation is drawn from the data in Table 6, where the original sample demonstrates a value of -0.098. Furthermore, the t-statistic value, measuring 0.536, falls below the 1.96 threshold, and the corresponding p-value of 0.593 remains below the 0.05 significance level. Consequently, the hypothesis positing a significant negative relationship between job satisfaction and turnover intention is not supported. Hence, job satisfaction among employees does not necessarily influence their desire to switch positions. Such a phenomenon might be attributed to the fact that although the received compensation may not fully meet their needs, the support provided by supervisors and colleagues is notably substantial.

**Impact of Organizational Commitment on Job Satisfaction**

The outcome of this analysis reveals a significant correlation: organizational commitment exerts a positive and noteworthy impact on job satisfaction. This inference is drawn from the data presented in Table 6, wherein the original sample registers a value of 0.447. Furthermore, the t-statistic value, which exceeds the 1.96 threshold, stands at 5.888, while the p-value records 0.000, falling below the 0.05 significance level. As such, we can conclusively affirm the

hypothesis positing a significant positive relationship between organizational commitment and job satisfaction. This finding underscores that heightened organizational commitment enhances job satisfaction, and conversely, young female employees with lower levels of commitment also experience diminished job satisfaction.

### **Impact of Organizational Commitment on Turnover Intention**

The outcome of this analysis reveals a noteworthy correlation: organizational commitment exerts a significant and adverse effect on turnover intention. This deduction stems from the data presented in Table 6, wherein the original sample exhibits a value of -0.268. Furthermore, the t-statistic value surpasses the 1.96 threshold and registers at 2.204, while the p-value records 0.028, falling beneath the 0.05 significance level. As a result, we can validly conclude that the third hypothesis, positing a positive relationship between organizational commitment and employee turnover intention, is corroborated. This finding underscores that employees demonstrating a heightened commitment to the organization or company are less predisposed to harbor intentions of departure. Conversely, those with lower levels of organizational commitment are more inclined towards a propensity for turnover.

### **Impact of Compensation on Job Satisfaction**

Based on the analysis, compensation positively and significantly influences job satisfaction. Table 6 shows where the original sample yields a value of 0.527, the t-statistic value stands at 8.038, surpassing 1.96, and the p-value registers at 0.000, falling below 0.05. Conclusively, the hypothesis positing that the compensation received positively impacts the job satisfaction of young female employees is accepted. This observation underscores employees' satisfaction with their work, and the organization increases as compensation levels increase. Conversely, a decrease in compensation corresponds to diminished employee satisfaction.

### **Impact of Compensation on Turnover Intention**

Based on the analysis, compensation exhibits a negative and non-significant impact on turnover intention. This deduction stems from the analysis presented in Table 6, wherein the original sample manifests a value of -0.143, the t-statistic value registers at 0.860, which falls short of 1.96, and the p-value stands at 0.390, exceeding the 0.05 threshold. Consequently, the primary hypothesis of the study, proposing that the compensation received by young female employees would influence their proclivity to seek alternative employment, is dismissed. This finding underscores that the quantum of compensation employees receive does not unequivocally dictate their inclination to transition roles. This phenomenon likely stems from the prevailing challenges in securing employment, compounded by the respondents' age bracket of 18 to 25, characterized as an early career phase. This assertion is buttressed by Levinson's theory (1998), which postulates that job transitions typically occur between the ages of 28 and 30. Moreover, the exclusively female respondent cohort aligns with Mobley & William's theory (1986), suggesting that gender also plays a role in the desire to switch jobs, plausibly due to women predominantly assuming supplementary roles in fulfilling familial responsibilities

b) Specific indirect effect

Indirect effect testing, also known as testing for indirect influence, is employed to examine the impact of an exogenous variable on an endogenous variable that is mediated by an intervening variable (mediator). For a hypothesis to be considered statistically significant, the t-statistic value should exceed 1.96, as per the t-table. Additionally, the P-values should be less than 0.05. Should the P-values exceed 0.05, it may be interpreted that the mediator variable does not yield substantial mediation, and the influence between the variables is direct. Careful consideration is warranted for the original sample values to determine the coefficient path between variables, as illustrated in Table 7.

**Table 7.** Specific Indirect Effect

	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Description
Organizational commitment -> Job Satisfaction -> Turnover Intention	-0,044	0,500	0,618	not support
Compensation -> Job Satisfaction -> Turnover Intention	-0,051	0,527	0,599	not support

*Source: Primary data processed, 2023*

**The Mediating of Job Satisfaction in the Influence of Organizational Commitment on Turnover Intention**

Based on the analysis results, it can be observed that organizational commitment has a negative and insignificant effect on turnover intention, mediated by job satisfaction. Table 7 shows the original sample value of -0.044 and the p-value of 0.618. From these analysis results, the hypothesis stating the influence of organizational commitment on turnover intention with job satisfaction as a mediator is rejected. Job satisfaction does not mediate the relationship between organizational commitment and turnover intention. Such a phenomenon can occur when employees with a high level of commitment might not consider changing their employment even if they are dissatisfied with their current jobs. This observation is further supported by the data from respondents aged 18 to 25, who typically exhibit an initial career-related commitment to the organization.

**The Influence of Compensation on Turnover Intention Mediated by Job Satisfaction**

Based on the analysis results, compensation has a negative and insignificant effect on turnover intention mediated by job satisfaction. Table 7 illustrates an original sample value of -0.051, a t-statistic value of 0.527, less than 1.96, and a p-value of 0.599, which exceeds 0.05. From the findings of this analysis, it can be concluded that the sixth hypothesis (H6) is rejected. Job satisfaction does not mediate the relationship between compensation and turnover intention. This phenomenon could arise because even if there is compensation, employees might not

necessarily be content with it. Hence, they may not seek to change their employment, as further supported by the role of female respondents, who may predominantly perceive their roles as supplementary to family responsibilities.

## CONCLUSION

The following conclusions can be drawn based on the data analysis and the preceding discussion on the factors influencing turnover intention among young female employees. This study firmly establishes that young employees within this private hospital, specifically females, do not harbor the inclination to relocate or resign from their positions, even in the face of low and unsatisfactory salaries. From the theoretical perspective, the present study has few contributions to the existing knowledge on compensation and its relationship with job satisfaction and turnover intention.

In summary, the research findings can be encapsulated as follows: Compensation showed a negative impact, although not statistically significant, on turnover intention but a positive and statistically significant impact on job satisfaction. Organizational commitment harmed intention. Job satisfaction showed a negative but did not statistically impact turnover intention significantly. Furthermore, when mediated by job satisfaction factors, compensation showed a negative but insignificant impact on turnover intention. In line with that, when mediated by job satisfaction, organizational commitment still showed a negative influence on turnover intention, although not statistically significant. For young female employees, when the compensation can provide job satisfaction and is combined with organizational commitment, it will not directly or indirectly affect turnover intentions.

In light of these findings, companies attach paramount importance to both compensation, commitment, and the contentment levels of their employees. Furthermore, a concerted effort should be made to cultivate and perpetuate organizational commitment within the workforce. For subsequent researchers, the outcomes of this study will serve as a guiding benchmark for inquiries of akin thematic nature. Moreover, future investigations should incorporate additional variables to gauge turnover intention beyond compensation, organizational commitment, and job satisfaction. Additionally, there is potential for further exploration into the impact of age and gender on turnover intention to ascertain their consequential effects.

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