

The Mediating Role of Job Satisfaction in the Effect of Compensation and Work Environment on Turnover Intention

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ARTICLE INFO

Keywords: Compensation, Work Environment, Turnover Intention, Job Satisfaction

Received : 23, April

Revised : 25, May

Accepted: 27, June

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ABSTRACT

This study aims to analyze the influence of compensation and work environment on turnover intention with job satisfaction as a mediating variable among employees of PT Mitra Prasmitha Selaras. This research method uses a quantitative method. With the method of simple random sampling. The population in this study consists of production employees at PT. Mitra Prasmitha Selaras, totaling 306 employees, calculated using the Slovin formula. Data analysis used SEM-PLS. The results of this study indicate that compensation and work environment do not have a significant effect on turnover intention. Job satisfaction has a negative and significant effect on turnover intention, compensation and work environment have a positive and significant effect on job satisfaction, and additionally, compensation and work environment have a negative and significant effect on turnover intention with job satisfaction as a mediator.

INTRODUCTION

The advancement of a company is influenced not only by the adequacy of its infrastructure but also significantly by the quality and capacity of its human resources. Human resources represent a crucial component and a strategic asset that possess considerable importance in fulfilling the company's objectives (Asmaradinanda et al., 2024). Consequently, effective management is essential to guarantee optimal job satisfaction among employees and to foster a supportive work environment. In instances where HR management is suboptimal, employees may experience a decline in motivation, feelings of dissatisfaction, and discomfort within the workplace, which can lead to reduced productivity and an increased likelihood of turnover intention (Oley et al., 2023).

This research was conducted at PT Mitra Prasmita Selaras, which operates in the field of tobacco packaging services in Kebumen Regency. Operating since 2007, it is a manufacturing company of PT. HM Sampoerna. This company faces a significant challenge with high turnover intention, necessitating an analysis to identify the influencing factors. Here is the data of employees who left PT. Mitra Prasmitha Selaras in the years 2022-2024:

Table 1. Turnover Data for Production Employees at PT. Mitra Prasmita Slaras

Year	Number of employees	Employees leaving	Percentage
2022	1234	272	22,04%
2023	1180	303	25,68%
2024	1288	250	19,41%

Source: Company Data, 2024

Based on the table above, the turnover intention among production employees in 2022 reached 22.04%, in 2023 it reached 25.68%, and in 2024 it decreased to 19.41%. Gillies (1994) stated that an employee turnover rate is considered healthy if it is less than 5% to 10% per year, while it can be considered high if it exceeds 10% per year. Based on the results of observations and interviews, it was found that many employees complained about the less supportive environmental conditions, such as unstable room temperature, high noise levels, and less harmonious working relationships between supervisors and subordinates or among employees. Additionally, the compensation received by employees was considered not commensurate with the workload and risks faced, which could reduce job satisfaction.

Turnover Intention refers to an individual's inclination or motivation to depart from their current organization, whether through voluntary resignation or by transitioning to another position perceived to offer better opportunities (Putri & Islamuddin, 2022). Baruno et al., (2023) state that a high employee turnover rate can lead to unsafe working conditions, increased recruitment and training costs, and low company efficiency. Several factors that influence turnover intention are compensation, work environment, and job satisfaction (Saputra et al., 2022).

Compensation is a reward from the company to employees as a return for the contributions they have made, either in material or non-material forms (Fatah et al., 2024). Compensation plays an important role in enhancing employee work motivation and supporting the smooth operation of processes within the company (Karimah & Aslamiyah, 2024). This is evidenced by previous research conducted by Ramadhani1 et al., (2023), Rahadi et al., (2024), and Ulviana, (2025), which stated that there is a positive and significant influence of compensation on turnover intention. However, the findings of Rizky & Prastyani (2023) state that compensation has a negative and significant impact on turnover intention.

The work environment includes social, psychological, and physical aspects within an organization that can impact employee comfort and task execution (Ayunasrah et al., 2022). Basically, the work environment is divided into two groups, namely the physical and non-physical work environments. The physical work environment includes factors such as light quality, temperature, safety, cleanliness, and space, among others (Alicia et al., 2025). Additionally, the non-physical work environment involves aspects such as harmonious relationships between employees and supervisors, a supportive work atmosphere, and positive communication among coworkers (Siagian in Afianti, 2025). Such conducive working conditions can enhance comfort, loyalty, and extend the tenure of employees within an organization (Gani et al., 2022). Several researchers have shown a positive and significant influence between the work environment and turnover intention (Daffa et al., 2025), (Aprianinur et al., 2023), (Mawey et al., 2024), (Ulviana, 2025). However, contrary to Putri & Islamuddin (2022), Pertiwi et al. (2024), the work environment factor has a significant negative impact on turnover intention.

Job satisfaction acts as a mediating variable between compensation, work environment, and turnover intention. Job satisfaction is an evaluation conducted by employees regarding their work, including aspects such as the work environment, compensation received, and social relationships with colleagues (Firli & Mudji, 2024). The level of employee satisfaction is influenced by the extent to which employee needs are met and the perception of the alignment between contribution and reward (Kamila & MM, 2024). Employees who have high job satisfaction tend to retain their jobs; conversely, if satisfaction decreases, it can increase the risk of turnover (Putri et al., 2024). Previous research by Reza et al. (2024), Sari & Ririn (2023) supports the mediating role of job satisfaction on compensation and work environment with turnover intention. However, this finding differs from Aziz et al., (2022) who stated that there is no mediating effect of job satisfaction between compensation and work environment on turnover intention.

This study develops the research by Akbar et al. (2023) analyzing the influence of compensation and work environment on turnover intention. The researchers added job satisfaction as a mediating variable in this study. The inclusion of job satisfaction as a mediating factor serves the purpose of allowing researchers to examine not only the direct effects of compensation and work environment on turnover intention but also to investigate how job satisfaction may either enhance or diminish the connection between these variables.

LITERATURE REVIEW

Social Exchange Theory (SET)

George C Homans, (1961) Social Exchange Theory. Introducing the idea that social interaction is based on the principle of reciprocity and the evaluation of gains and losses in relationships. Every human relationship involves an element of trust and is based on the principle of mutually beneficial exchange (Wibowo1, 2024). In the context of organizations, the application of social exchange theory is very important because it helps companies understand that fairness in reward distribution, organizational support, and job satisfaction play a significant role in increasing employee commitment and loyalty, while also reducing turnover intention. Organizational support and a high level of job satisfaction, in accordance with the principles of social exchange, can strengthen employee commitment to the company and create harmonious and productive working relationships (Putranto et al., 2022).

Equity Theory

Equity Theory developed by John Stacey Adams (1963) explains that employees assess fairness based on the comparison of the ratio between input (effort, skills, time) and output (salary, benefits, recognition) they receive (Adams, 1963). If the employee's input-output ratio is balanced with others as a comparison, it creates a sense of fairness that drives job satisfaction and motivation (Colquitt et al., 2021). Conversely, an imbalance will create a sense of injustice that can lead to dissatisfaction and the intention to leave the job (Greenberg, 2023). The implementation of this theory is important in human resource management to create a fair work environment and enhance employee satisfaction (Putri & Santoso, 2024).

Turnover Intention

Turnover Intention is related to an individual's desire to change jobs or seek other job opportunities because they feel uncomfortable in their current workplace (Putri & Islamuddin, 2022). The desire of employees to voluntarily leave their jobs and exit the organization can negatively impact performance. It can be demonstrated through behaviors such as absenteeism, resignation, or refusal of tasks, which are categorized as forms of withdrawal behavior (Rizki & Wahyuningtyas, 2023). Therefore, turnover intention refers to the voluntary desire of employees to leave the organization, whether through resignation, seeking new jobs, or pursuing job opportunities that are considered more promising.

The Influence of Compensation on Turnover Intention

Compensation is a form of reward given by the company to employees as a return for their contributions and performance, both in material forms such as salaries, bonuses, and allowances, as well as non-material forms such as work awards and recognition (Suherman & Elmira, 2024). The perception of fairness in the provision of compensation greatly influences employees' attitudes and behaviors in the workplace (Saputra, 2022). When the compensation received is considered fair and commensurate with their contributions, it will enhance satisfaction and reduce the intention to change jobs. Previous research by Saputra et al. (2022), Madison & Hawari (2023), and Yanuari et al. (2024) shows a positive and significant influence of compensation on turnover intention.

H₁: Compensation has a Significant Positive Effect on Turnover Intention.

The Influence of the Work Environment on Turnover Intention

The workplace includes both tangible and intangible elements that influence employee comfort and productivity (Agustina & Syaiful, 2025). The work environment can be assessed by evaluating the work atmosphere, the relationships among colleagues, and the accessibility of work facilities. As a significant factor that can directly or indirectly affect the organization, the work environment can have both beneficial and detrimental effects on employees (Metariani & Heryanda, 2022). A clean, safe, and supportive work environment can create a positive atmosphere that encourages employees to stay. When employees feel that the working environment supports their well-being and productivity, their intention to leave the organization will decrease. Previous research by Salehah et al. (2022), Wulandari et al. (2024), and Pertiwi et al. (2024) indicates a positive and significant influence of the work environment on turnover intention.

H₂: The Work Environment has a Positive and Significant Effect on Turnover Intention.

The Influence of Job Satisfaction on Turnover Intention

Job satisfaction is an emotional condition of employees that arises from the assessment of how well their job meets their needs and expectations (Asmaradinanda et al., 2024). A high level of job satisfaction creates an emotional attachment to the organization and reduces the desire to leave. Employees who are satisfied with their jobs tend to retain their positions and are not interested in seeking alternative employment. Research by Nasution et al. (2024), Farhani & Amalia (2025), and Tiara et al. (2025) states that job satisfaction has a positive and significant impact.

H₃: Job Satisfaction has a Positive and Significant Effect on Turnover Intention.

The Influence of Compensation on Job Satisfaction

Human resource management is inseparable from compensation, which is a key factor in determining employee satisfaction (Putri & Evi, 2023). Compensation can be provided in the form of salaries and bonuses, as well as awards (Santi et al., 2023). Providing fair and just compensation, as well as in accordance with the contributions made by employees. this creates a perception of fairness that can enhance job satisfaction. In line with Bahri (2025), Ningtyas (2025) shows that compensation has a significant positive effect on job satisfaction.

H₄: Compensation has a Positive and Significant Effect on Job Satisfaction.

The Influence of Work Environment on Job Satisfaction

A good work environment is a form of organizational support that can strengthen the reciprocal relationship between employees and the company (Lumbantoruan & Albert, 2024). This support is provided through adequate facilities, a comfortable work atmosphere, and harmonious social relationships in the work environment. When employees feel the attention and support from the organization through a conducive work environment, they will feel valued and supported in carrying out their tasks. Employees who feel safe and comfortable at work generally have a high level of job satisfaction (Lumbantoruan & Albert, 2024). In line with Sahda et al., (2024), Fidtriana1 & Rahmania, (2025), Febianti1 et al., (2025) that the work environment has a positive and significant impact on job satisfaction.

H₅: The Work Environment has a Positive and Significant Effect on Job Satisfaction.

Job satisfaction as a mediator between compensation and Turnover Intention

The high level of employee satisfaction can be assessed based on how much their wages correspond to the effort and contributions they make to the company (Mahaputra et al., 2023). Fair compensation will increase job satisfaction and reduce the desire to change jobs. The role of job satisfaction as a mediator in the relationship between compensation and turnover intention. Employee satisfaction increases when the rewards they receive are commensurate with their contributions, thereby reducing their desire to resign from the organization. The results of Putri et al. (2024) show that job satisfaction mediates the effect of compensation on turnover intention.

H₆: Job Satisfaction can Mediate the Relationship Between Compensation and Turnover Intention.

Job satisfaction as a mediator between Work Environment and turnover Intention

A conducive work environment, support from colleagues, and the availability of adequate facilities play an important role in increasing job satisfaction. When employees feel social support and adequate facilities, they tend to feel comfortable and productive while performing their tasks. Harmonious interactions among coworkers build a sense of solidarity, and adequate facilities can support the smoothness of daily work activities. According to the research by Rahadiyanti & Prahiawan (2024), it is stated that the work environment and turnover intention can be mediated through increased job satisfaction.

H7: Job Satisfaction is Able to Mediate the Relationship Between Work Environment and Turnover Intention.

METHODOLOGY

This research employs a quantitative methodology. As stated by Sugiyono (2013), the quantitative approach, grounded in positivist philosophy, is utilized to examine a particular population or sample. Data is gathered through research instruments, and the analysis is quantitative or statistical in nature, with the objective of testing the formulated hypothesis. The goal is to evaluate the established hypothesis. The research was conducted on the production department employees at PT. Mitra Prasmitha Selaras with a total population of 1,288 employees. This research uses simple random sampling in the sampling process, with a total of 306 respondents calculated using the Slovin formula. Data collection was conducted online through Google Forms. Analysis is used to identify the impact between independent variables directly or indirectly on the dependent variable (Sudaryono, 2023).

RESEARCH RESULT

This study model uses the outer model test. To test whether each block of indicators can relate to the latent variable, the following results were obtained:

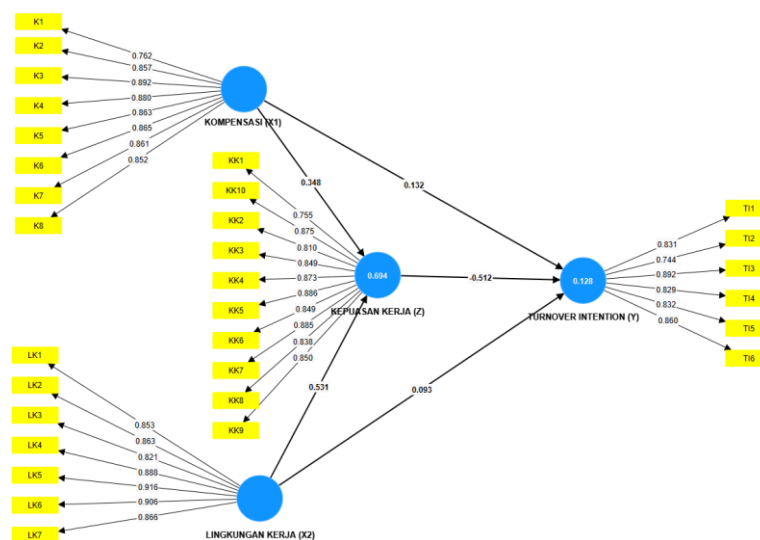


Figure 1. Outer Model

Figure 1 shows the data processing of each indicator on all analyzed variables, indicating a factor loading value exceeding 0.07. All indicators meet the criteria for convergent validity thus these indicators are valid.

Table 3. Reliability and Validity of Constructs

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Compensation	0,950	0,958	0,740
Work environment	0,953	0,961	0,780
Job satisfaction	0,956	0,962	0,716
<i>Turnover intention</i>	0,931	0,946	0,744

Table 2 shows that the reliability level for all variables is more than 0.07. Additionally, the AVE values for all variables are above 0.05. Thus, all variables meet the criteria for validity and reliability.

Table 4. Uji Hipotesis

Hypothesis	Paath coefficients (β)	T Statistics ($ O/STDEV $)	P Values	Explanation
K \rightarrow TI	0.037	0.380	0.352	Not accepted
LK \rightarrow TI	0.144	1.473	0.071	Not accepted
KK \rightarrow TI	-0.632	6.817	0.000	Accepted
K \rightarrow KK	0.395	7.372	0.000	Accepted
LK \rightarrow KK	0.514	8.522	0.000	Accepted
K \rightarrow KK \rightarrow TI	-0.249	4.758	0.000	Accepted
LK \rightarrow KK \rightarrow TI	-0.325	5.140	0.000	Accepted

According to Table 4, both compensation and the work environment do not influence turnover intention, since the p-value for the first and second hypotheses exceeds 0.05. In contrast, the third hypothesis suggests a significant negative impact on turnover intention, given that the p-value is below 0.05. Furthermore, the fourth and fifth hypotheses demonstrate a significant positive effect on job satisfaction, with a p-value also less than 0.05. Furthermore, the sixth and seventh hypotheses prove that job satisfaction acts as a mediating factor between the relationship of compensation and work environment with turnover intention, with a p-value less than 0.05.

DISCUSSION

The Influence of Compensation on Turnover Intention

Based on the research results, compensation does not have an influence on turnover intention. This proves that low compensation does not directly encourage employees to leave their jobs. These findings align with equity theory, which states that employees will compare their contributions and rewards with the standards prevailing in the workplace and industry. When compensation is considered fair and equitable, employees will feel valued and their intention to leave the organization will decrease. previous research by Asmaradinanda et al., (2024), Akbar et al., (2023), Falakhiyah, (2024), and Ketut et al., (2024) found that compensation does not have a direct effect on turnover intention.

The Influence of Work Environment on Turnover Intention

Nevertheless, a positive perception of the work environment tends to reduce employees' intention to leave. Social exchange theory views a good work environment as a form of reciprocity between the organization and employees. When employees feel supported and facilitated, they will stay and contribute more optimally. This result is supported by Cahya et al., (2022), Fane et al., (2023), Asmi et al., (2024), Manik & Azzatillah, (2024) that there is no influence between the work environment and turnover intention.

The Influence of Job Satisfaction on Turnover Intention

The research results show that job satisfaction has a significant impact on turnover intention. The increase in employee satisfaction reduces the likelihood of them resigning. In line with social exchange theory, job satisfaction is a reciprocal evaluation between the contributions made and the rewards received. Employees who feel comfortable and satisfied with their work, whether due to a conducive work environment, adequate compensation, or harmonious relationships with colleagues, tend to stay longer and are not interested in seeking other jobs.

The influence of Compensation on Job Satisfaction

The research results show a significant positive influence of compensation on job satisfaction. when employees feel valued with compensation that is commensurate with their contributions, job satisfaction will increase. These findings are in line with equity theory, which emphasizes the importance of balance between contribution and reward in shaping job satisfaction. If the contributions made are rewarded with appropriate recognition, and the compensation received is commensurate with the effort expended, employees will feel valued, leading to increased job satisfaction. Therefore, a fair and competitive compensation system becomes a crucial aspect for companies in enhancing employee job satisfaction. In line with Syahidin et al., (2022), Aritonang & Febrian, (2023), Santi et al., (2023), Safutra & Herfianti, (2024), compensation has a positive and significant impact on job satisfaction.

The Influence of the Work Environment on Job Satisfaction

The results of this study show that the work environment has a positive and significant impact on employee job satisfaction. A supportive and pleasant work environment can enhance job satisfaction levels. This is in line with social exchange theory, which explains that a good work environment is a form of organizational appreciation for employee contributions, thereby increasing job satisfaction. Research (Rulianti & Nurpribadi, 2023; Jasmin et al., 2023; Uma & Swasti, 2024; Suryani et al., 2025) confirms the positive and significant influence of the work environment on job satisfaction.

The Influence of Compensation on Turnover Intention with Job Satisfaction as Mediation

According to the findings, job satisfaction can serve as a mediator in the connection between compensation and the intention to leave the job. This indicates that the effect of compensation on turnover intention is not direct; instead, it operates through the enhancement of job satisfaction, which serves as a mediating factor. Equity theory highlights the significance of maintaining a balance between the contributions made by employees and the rewards or compensation they receive, which plays a crucial role in influencing job satisfaction. When employees receive compensation that is considered fair and commensurate with their contributions, they will feel satisfied and motivated to remain in the organization. Increased job satisfaction can reduce employees' intention to leave the company. In line with the research by Anjani et al. (2023), Agifari and Firman (2024), which shows a negative and significant influence of compensation on turnover intention with job satisfaction as a mediator.

The Influence of Work Environment on Turnover Intention with Job Satisfaction as Mediation

The findings of this research indicate that the work environment significantly adversely affects turnover intention, with job satisfaction acting as a mediating factor. This means that a comfortable, safe, and supportive work environment will increase their job satisfaction, thereby reducing their intention to leave the company. According to the theory of social exchange, the connection between employees and the organization is founded on the principle of reciprocity. When the organization provides a comfortable, good, and supportive work environment, employees will feel valued and receive non-financial rewards that correspond to their contributions. A good work environment not only increases job satisfaction but also strengthens the reciprocal relationship between employees and the organization, thereby reducing employees' desire to leave the company.

CONCLUSIONS AND RECOMMENDATIONS

The conclusion of this research states that there is no influence between compensation and the environment on turnover intention. However, job satisfaction has been proven to have a significant negative impact on turnover intention. Compensation and work environment have a positive and significant impact on job satisfaction. Furthermore, job satisfaction mediates the influence of compensation and work environment on turnover intention.

PT. Mitra Prasmitha Selaras is encouraged to improve its compensation system to ensure fairness and alignment with employee contributions, enhance both the physical and non-physical aspects of the work environment to foster a comfortable and harmonious atmosphere, and regularly assess job satisfaction to better understand employee needs and expectations. Additionally, the company should invest in human resource development initiatives, such as training and recognition programs, to boost motivation, strengthen loyalty, and reduce turnover intention within the organization.

ADVANCED RESEARCH

This study has limitations in the variables analyzed, focusing on compensation, work environment, and job satisfaction. therefore, it does not yet cover other factors such as career development opportunities, work-life balance, or workload that can also affect turnover intention. Additionally, the research was only conducted on one production department and one company, so the results cannot yet be generalized to other sectors or industries. Therefore, it is necessary to add more relevant variables and expand the objects and population of the research, so that the results obtained become more comprehensive and can be applied more broadly in efforts to reduce turnover intention in companies

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