
The Effects of Compensation and Benefit Satisfaction on Turnover Intention

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Abstract

Most organizations now operate in a VUCA world. Companies must deal with challenges to find out how to effectively manage the talent. Many companies have difficulty reducing the turnover rate of employees. Some companies believe in minimizing employee turnover intention by providing attractive compensation and benefits. This study aims to see how compensation and benefits can reduce turnover intention through perceived organization support and affective organization commitment. This study adopted quantitative research methods; with 357 total samples, data were collected using the snowball sampling technique. Smart PIs SEM was used to analyze the data. The results showed, there was indeed a negative correlation between satisfaction with compensation and benefits on turnover intention through perceived organization support and affective organization commitment. As a practical implication, the company can see compensation and benefits factors the most influence reducing turnover intention, the originality of this study for adopted a second-order approach analysis.

Keywords: compensation and benefits satisfaction, intention turnover, perceived organization support, affective organization commitment. second-order approach

I. INTRODUCTION

The world of business has undergone several significant changes over the last decade. In many industries, the tidal wave of volatility, uncertainty, business complexity, and ambiguity is a turbulent market and changing the nature of business [1][2][3][4]. This global environment has not only changed the way business is conducted but has also created a need for organizations to manage their workforce in a global context. As a result, the idea of a “global workforce” has received extensive discussion recently [5][6]. Attracting and retaining talented people is becoming increasingly difficult due to specific demographic and psychological contracting trends [7]. The struggle for talent is what McKinsey calls the “war of talent” [8]. Many companies have difficulty in reducing the talent turnover rate in their companies.

Kompas is currently facing a turnover problem because the turnover rate for the last three years is 16.3%, exceeding the average turnover, which ranges from 5-7% per year. And for the last three years, the corporate strategy has forced Kompas to make efficient by reducing or freezing the benefits previously given to employees. In 2020 Kompas conducted the employee engagement survey. Management was surprised because 47% of respondents stated that they were thinking about moving to another company, and 31% said they would leave Kompas in the next two years. One of the reasons is because they don't satisfy with the compensation and benefit factors. Employee compensation is one of the most significant expenses of doing business, especially in our economy's essential knowledge, professional, and service sectors [9]. The turnover of core employees is a significant loss for the company, so research on turnover intention is essential for the company. This study will measure the extent of compensation and benefit satisfaction on turnover intention through perceived organization support (POS) and affective organization commitment (AOC).

II. LITERATURE REVIEW

1. Compensation Satisfaction and Benefit Satisfaction

Compensation satisfaction means that individuals' positive or negative perception of their salary includes satisfaction with salary levels, salary structure, and the methods/criteria that determine salary. There are four dimensions: Pay Level Satisfaction, Pay Structure, Pay Rise Satisfaction, and Variable Pay Procedure Satisfaction [10]. Satisfaction with compensation is an employee's positive perception of a sense of fairness towards the award, method, and method of giving the compensation [11] in [10]. In comparison, benefit satisfaction means that an individuals' positive or negative perception about their benefit includes satisfaction with the benefit level package, benefit determinant, and administration of benefit [10]. Perceptions of satisfaction and dissatisfaction will determine the positive and negative effects of perceived benefits and employee attitudes towards the benefits provided by the company [12].

2. Perceived Organization Support

POS means the degree to which employees believe that the organization values their contributions and cares about their well-being, and these perceptions determine employees' emotional commitment to the organization [13]. Based on organizational personification, employees view their favorable or unfavorable treatment to indicate that the organization supports them or does not support them [14].

3. Affective Organization Commitment

AOC refers to an emotional attachment or a psychological bond between individuals and an organization [15]. POS is mediating from AOC [16], POS and AOC also mediate turnover intention [17]. Greater expected organizational support (POS) results in greater effective

attachment and obligation to the organization [18]. Perceptions of compensation satisfaction and benefits towards AOC are mediated by POS [10]. Concerning turnover intention, the perception of compensation satisfaction is mediated by POS and AOC [17].

4. Turnover Intention

The intention to leave is called turnover intention and turnover intention as a predictor of actual turnover [19]. The existence of intention is a prerequisite for someone to leave a job or organization. It is not explicitly so difficult to determine the factors that cause a person's desire to leave. Various factors influencing employee intentions include job satisfaction, job stress, organizational culture, organizational commitment, salary, organizational justice, promotion opportunities, demographic variables, leadership style, and organizational climate [19] [20].

Compensation and Benefit Satisfaction and Affective Organization Commitment through Perceived Organization Support

In the practice of Human Resources Planning, compensation aims to motivate employees [11][10] and become a form of organizational support felt by employees [21]. Satisfaction with compensation is an employee's positive perception of a sense of fairness towards the award, method, and method of giving the compensation [11] in [10]. Appreciated perception is an essential predictor of POS development [22]. Consistent with this, compensation satisfaction can influence AOC through POS.

The benefit is an additional provision beyond compensation from the company to its employees. Benefits are usually non-cash in nature and are intended to support the welfare of individuals and employees' families. Benefits can be in the form of cash or non-cash, apart from compensation (salary). Examples of benefits include health insurance/benefits, paid leave, health programs, pensions, child care, company cars, frequent flyer miles, hotel points, and contests, sponsoring employee activities. The purpose of providing benefits is to increase employee satisfaction, maintain employee health, attract new employees and motivate employees in the company [23]. Satisfaction with benefits will affect AOC through POS [17]

Hypothesis 1: Compensation satisfaction has a positive effect on affective organization commitment through perceived organization support.

Hypothesis 2: Benefit satisfaction has a positive effect on affective organization commitment through perceived organization support

Compensation and Benefit Satisfaction and Turnover Intention through Perceived Organisation Support and Organization Commitment

The company tries to control employee turnover, especially if those who leave the company are talented. One of the reasons why the company strives to keep talent in the company is that organizations invest a lot in their employees in identifying and training, developing, maintaining, and retaining them in their organization. Therefore, the company must, by all means,

minimize employee turnover. Although there is no standard framework for understanding the employee turnover process, various factors have been useful in interpreting employee turnover. Kevin et al (2004) in [24]. POS is mediating from AOC [16], POS and AOC also mediate turnover intention [17]. POS also mediates satisfaction with compensation and benefits to AOC and Turnover Intention [10]. Greater expected organizational support (POS) results in greater effective attachment and obligation to the organization [18]. Perceptions of compensation satisfaction and benefits towards AOC are mediated by POS [10]. Concerning turnover intention, the perception of compensation satisfaction is mediated by POS and mediated by AOC [17].

Hypothesis 3: Compensation satisfaction has a negative effect on turnover intention through perceived organization support and affective organization commitment.

Hypothesis 4: Benefit satisfaction has a negative effect on turnover intention through perceived organization support and affective organization commitment

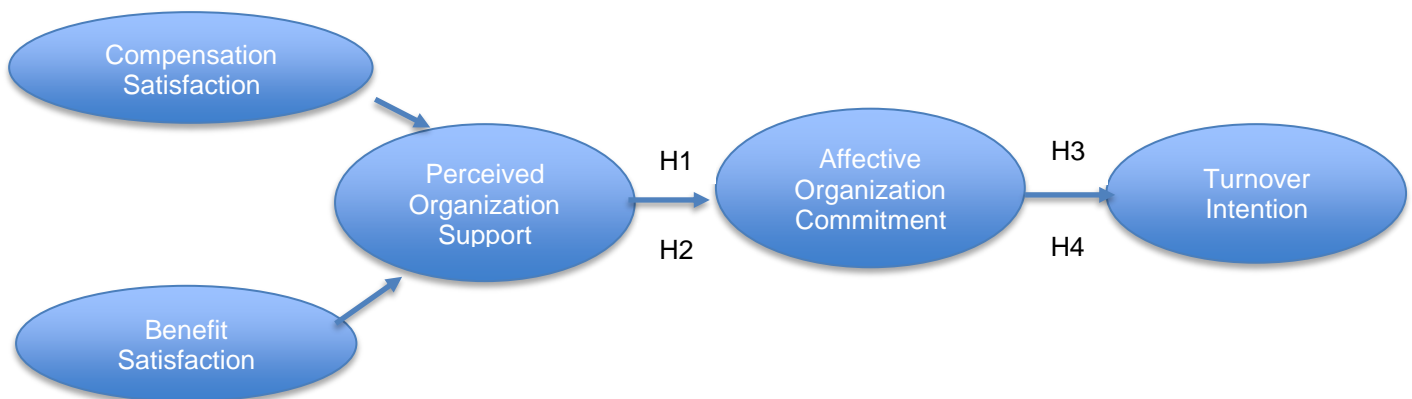


Figure 1. Research Framework on Compensation and Benefit Satisfaction on Turnover Intention through POS and AOC.

In this study, researchers used a comprehensive model with seven dimensions to describe compensation and benefit satisfaction. Compensation satisfaction is shown through four dimensions Pay Level Satisfaction (PLS), Pay Structure Satisfaction (PSS), Pay Rise Satisfaction (PRS). Variable Pay Procedure Satisfaction (VPS). In contrast, the dimensions for Benefit Level Satisfaction are Benefit Level Satisfaction (BLS), Benefit Administration Satisfaction (BAS), and Benefit Determinant Satisfaction (BDS) [10]. The use of a comprehensive compensation and benefit satisfaction model is also recommended in research conducted in 2017, where researchers only use benefit satisfaction and its dimensions [17].

III. RESEARCH METHODS

This research used quantitative methods, with confirmatory with semi exploratory approach. Data were collected between 8 – 26 May 2021, distributed to Kompas Gramedia employees using an online questionnaire. The sampling technique used was snowball sampling. The sampling requirement is permanent employees with two years of service. The questionnaire

used in this study is the Comprehensive Compensation Satisfaction Questionnaire (CCSQ [10], Perceived Organization Support Questionnaire (POSQ) [25], Affective Organization Commitment Questionnaire (AOCQ) [26], and Turnover Questionnaire (TOIQ) [27]. All constructs were assessed using a 5-point scale for satisfaction with compensation and benefits, from very dissatisfied to very satisfied. And for others, questionnaires ranged from strongly disagree to strongly agree. The number of samples collected was 357 respondents distributed to 12 Business Units of Kompas Gramedia. Data were analyzed using smart PLS-SEM. The originality of this study uses a second-order approach to examine the correlation of dimensions forming the variables of compensation and benefit satisfaction. In previous research, all dimensions were treated as variables, not as a dimension itself. Therefore, confirmatory factor analysis will be carried out to ensure the dimensions of compensation and benefits as forming the compensation and benefit satisfaction variables.

IV. FINDINGS AND RESULTS

Analysis of Respondents Characteristics

The respondent's characteristics of this study were male, 67.23% (240 respondents), and women, 32.77% (117 respondents). In terms of age range, the most significant respondents aged 42-56 years amounted to 215 respondents or 61.25%, followed by 27-41 years old, totaling 124 respondents or 35.33%. The most significant respondents have years of service of 15-19 years and 25-29 years, each amounting to 88 respondents or 25.07%. For education level, the most significant respondent is S1 with 236 or 67.24%, while the staff is the most respondents in this study, amounting to 105 people or 29.91%. The most significant respondents in this study were daily employees of Kompas, as many as 51.28% or 180 respondents.

Descriptive Statistical Analysis

In the CCSQ questions, there are five answer categories, strongly dissatisfied, dissatisfied, moderately satisfied, satisfied, strongly satisfied. Whereas The POSQ, AOCQ dan TOIQ categories strongly disagree, disagree, moderately agree, agree, strongly agree. The interval values from these categories are obtained as follows:

Table 1. Interval Category Value

Interval	CCSQ Category	POSQ, AOCQ, TOIQ Category
$4,20 < a \leq 5,00$	Strongly satisfied	Strongly Agree
$3,40 < a \leq 4,20$	Satisfied	Agree
$2,60 < a \leq 3,40$	Moderately Satisfied	Moderately Agree
$1,80 < a \leq 2,60$	Dissatisfied	Disagree
$1,00 < a \leq 1,80$	Strongly Dissatisfied	Strongly Disagree

The compensation satisfaction (CS) variable has an overall average of 3,05, which means that employee satisfaction on compensation is quite satisfied. The highest average item is item

2, with an average of 3,22, which means that employees feel that the salary they receive is decent, but it would be better if it were increased. The benefit satisfaction (BS) variable has an overall average of 3,08. This average means that the employee satisfaction on benefits is moderately satisfying. The highest average item is item 21, with an average of 3,33 that employees feel that the benefits received by employees are following what has been described. The overall average of the POS variable is 3,41, which means that employees agree that the company has provided support to employees when employees need it. The highest average item is item 31, with an average of 3,58 employees feeling that the company cares about the employee's welfare. For the AOC variable, the overall average of 3,98 means that employees are committed to the company and show their affective organizational commitment to the company. And for the last variable, TOI, the overall average of 3,22 means that turnover intention of the employee in a moderate rate. . The highest average item is item 47, with an average of 4,13, showing that employees often have the desire to move to another company.

Evaluation of the Measurement Model (Outer Model)

Convergent Validity Test

The convergent validity test is carried out based on the factor loading and the extracted average variance. Based on the factor loading value, the item is valid if the value is greater than 0.70. Based on the AVE value, it is good to have a value greater than 0.50, and the correlation between variables is smaller than the AVE square [28]. After the outer loading analysis is done, confirmatory factor analysis is carried out to refine the methodology. This analysis aims to test the dimensions forming the compensation and benefit satisfaction variables as the originality of this study. To understand the first-order construct and second-order construct approaches, see the full path model in Figure 2.

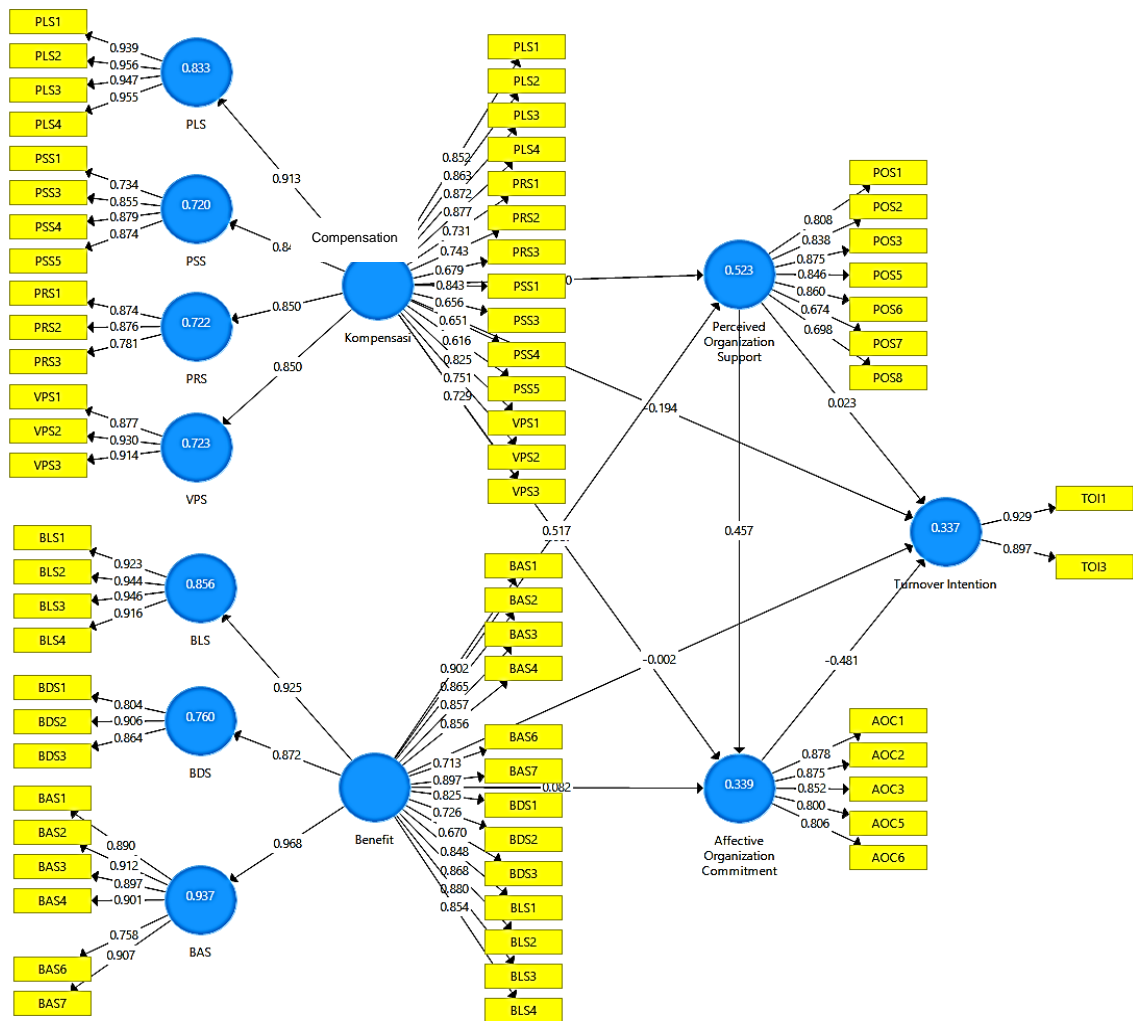


Figure 2 Full Model HOC and LOW Compensation and Benefit

In Figure 2, the left side shows the Low order construct approach, or the second-order approach shows indicators as each dimension. In comparison, the middle side shows the HOC, which shows the relationship between each indicator and its latent variable. In Table 2, all indicators, both as low order constructs and as high order constructs, have been declared valid with AVE > 0.5 and Cronbach Alpha reliability > 0.7 [29].

Table 2. Construct Validity and Reliability

Confirmatory Factor Analysis of Compensation and Benefit

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
PLS	0.963	0.964	0.973	0.901
PRS	0.797	0.801	0.882	0.713
PSS	0.858	0.859	0.903	0.702
VPS	0.893	0.894	0.933	0.823
Compensation	0.945	0.949	0.952	0.590
BAS	0.940	0.945	0.953	0.773

BDS	0.822	0.824	0.894	0.738
BLS	0.950	0.950	0.964	0.869
Benefit	0.962	0.964	0.966	0.690

Further testing is carried out to test the second-order construct: whether the seven dimensions of compensation and benefit satisfaction are correct. Then, see the relationship between compensation and benefit to lower-order construct (LOC) or as dimension that form compensation and benefit variable as shown in Table 3. The results of the second-order approach testing, as shown in Table 3, show that it is true that PLS, PSS, PRS, VPS are factors that form compensation, and BLS, BAS, and BDS are factors that create benefits.

Table 3. Compensation and Benefit to LOC

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Compensation -> PLS	0.912	0.913	0.008	109.858	0.000
Compensation -> PRS	0.849	0.849	0.017	50.451	0.000
Compensation -> PSS	0.851	0.852	0.019	45.937	0.000
Compensation -> VPS	0.849	0.849	0.018	45.934	0.000
Benefit -> BAS	0.968	0.968	0.004	240.897	0.000
Benefit -> BDS	0.872	0.873	0.016	54.701	0.000
Benefit -> BLS	0.925	0.925	0.011	88.063	0.000

After confirmatory factor analysis for compensation and benefit is done, outer loading testing for full path model when bootstrapping was carried out, 41 indicators met the requirements with Cronbach's Alpha > 0.7 and AVE > 0.05 [29]. But three indicators, VPS4, BAS5, and TOI2, were removed because they did not meet the standard. Outer loading for the full path model can show in Table 4. Thus, the convergent validity test for the full path model has been fulfilled

Table 4. Convergent Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Affective Organization Commitment	0.898	0.901	0.925	0.710
BAS	0.940	0.945	0.953	0.773
BDS	0.822	0.824	0.894	0.738
BLS	0.950	0.950	0.964	0.869
Benefit	0.962	0.964	0.966	0.690
Compensation	0.945	0.950	0.952	0.590
PLS	0.963	0.964	0.973	0.901
PRS	0.797	0.801	0.882	0.713
PSS	0.858	0.860	0.903	0.701
Perceived Organization Support	0.907	0.915	0.927	0.646

Turnover Intention	0.802	0.820	0.909	0.834
VPS	0.893	0.894	0.933	0.823

After the CFA test is carried out, the initial test is to ensure the validity and reliability of each indicator following the construct / latent variable [30]. After testing the convergent validity by examining the external loading of each latent construct, 3 of 44 indicators were omitted because their external loading was lower than the threshold level of 0.6 [31]. The remaining indicators are maintained because their external loading is higher than the threshold level of 0.6.

Discriminant Validity Test

The outer model is then carried out to check discriminant validity. The tests carried out are complex with a second-order approach and involve two mediating variables, so we no longer use Fornier Larker HTMT Inference for testing discriminant validity. Fornier Larker is proven to fail to determine the validity of the discriminant, which is complex. The discriminant validity test used is using HTMT Inference analysis. The designation is indeed for second-order [32]. As a first step to performing the HTMT Inference analysis, the bootstrap procedure allows for building a confidence interval for HTMT. If the confidence interval (CI) includes a value of one, it can be indicated that the discriminant validity is less [32]. The HTMT inference values, as shown in Table 5, have passed the threshold level indicating discriminant validity has been confirmed, and there are no deficiencies. Discriminant validity is carried out for both direct and indirect paths.

Table 5. Discriminant Validity (HTMT Inference Analysis) Direct Path

	Original Sample (O)	Sample Mean (M)	CI = 2.5%	CI = 97.5%
Affective Organization Commitment -> Turnover Intention	-0.481	-0.484	-0.585	-0.379
Benefit -> Affective Organization Commitment	0.082	0.086	-0.071	0.228
Benefit -> BAS	0.968	0.968	0.958	0.975
Benefit -> BDS	0.872	0.871	0.839	0.902
Benefit -> BLS	0.925	0.925	0.903	0.941
Benefit -> Perceived Organization Support	0.517	0.517	0.391	0.642
Benefit -> Turnover Intention	-0.002	-0.000	-0.153	0.166
Compensation -> Affective Organization Commitment	0.087	0.082	-0.102	0.232
Compensation -> PLS	0.913	0.913	0.896	0.927
Compensation -> PRS	0.850	0.849	0.813	0.881
Compensation -> PSS	0.849	0.848	0.810	0.882
Compensation -> Perceived Organization Support	0.240	0.241	0.103	0.374

Compensation -> Turnover Intention	-0.194	-0.194	-0.326	-0.044
Compensation -> VPS	0.850	0.850	0.811	0.883
Perceived Organization Support -> Affective Organization Commitment	0.457	0.456	0.337	0.567
Perceived Organization Support -> Turnover Intention	0.023	0.026	-0.139	0.200

The results of the HTMT Inference direct path test in Table 5 shows that none of the indicators CI >1; this indicates that none of the indicators are overvalued. Likewise, with the HTMT Inference indirect effect test in Table 6.

Table 6. Discriminant Validity (HTMT inference Analysis) Indirect Path

	Original Sample (O)	Sample Mean (M)	CI = 2.5%	CI = 97.5%
Benefit -> Perceived Organization Support -> Affective Organization Commitment	0.236	0.236	0.164	0.323
Compensation -> Perceived Organization Support -> Affective Organization Commitment	0.110	0.109	0.048	0.180
Benefit -> Affective Organization Commitment -> Turnover Intention	-0.039	-0.042	-0.110	0.032
Compensation -> Affective Organization Commitment -> Turnover Intention	-0.042	-0.039	-0.116	0.046
Benefit -> Perceived Organization Support -> Affective Organization Commitment -> Turnover Intention	-0.114	-0.114	-0.163	-0.074
Perceived Organization Support -> Affective Organization Commitment -> Turnover Intention	-0.220	-0.221	-0.297	-0.153
Compensation -> Perceived Organization Support -> Affective Organization Commitment -> Turnover Intention	-0.053	-0.053	-0.095	-0.023
Benefit -> Perceived Organization Support -> Turnover Intention	0.012	0.013	-0.069	0.099
Compensation -> Perceived Organization Support -> Turnover Intention	0.005	0.007	-0.034	0.056

Evaluation of the Measurement Model (Inner Model)

Evaluation of structural models can be done with the criteria of coefficient of determination (R^2), predictive relevance (Q^2), overall test, and path coefficients significance test [29]. The

evaluation of the inner model is done by looking at the Coefficient of Determination (R^2). R^2 is used to assess the goodness of fit in the regression analysis. The value of R^2 describes the predictive power in the model sample. For complex research with a second-order approach, the R^2 used is adjusted R^2 because if using regular R^2 , the results will be biased. A low Adjusted R^2 is not necessarily wrong because this value is influenced by a negative relationship used for hypothesis testing. The results of the R^2 analysis can show in Table 7, in which R Square adjusted for POS is $R^2 = 0.520$, exogenous variable influences POS by 52%, on AOC 33%, and for TOI is 32%. for AOC is $R^2 = 0.334$, and TOI with R^2 Adjusted = 0.329. This R^2 Adjusted shows that the exogenous variable influences POS by 52%, on AOC 33%, and for TOI is 32%.

Table 7. R Square Analysis (R^2)

	R Square	R Square Adjusted
Affective Organization Commitment	0.339	0.334
Perceived Organization Support	0.523	0.520
Turnover Intention	0.337	0.329

The following assessment then to see which variables are redundant. Testing of construct variable redundancy is carried out if the value of $Q^2 > 0.00$; when it is not negative, the model is relevant [30]. The researcher did a blindfolding test to see the relevance of the research data with the model prepared. Blindfolding is an analysis to assess the level of predictive relevance [33]. The analysis process uses the value of Q^2 . If $Q^2 > 0.00$, means that the model construct is relevant. That is, the exogenous variables used to predict endogenous variables are correct. $Q^2 > 0.00$ indicates exogenous variables already have predictive elements. Blindfolding analysis can show in Table 8.

Table 8. Blindfolding Analysis

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Affective Organization Commitment	1.785.000	1.371.199	0.232
BAS	2.142.000	604.647	0.718
BDS	1.071.000	490.467	0.542
BLS	1.428.000	370.543	0.741
Benefit	4.641.000	4.641.000	
Compensation	4.998.000	4.998.000	
PLS	1.428.000	362.651	0.746
PRS	1.071.000	523.952	0.511
PSS	1.428.000	762.582	0.466
Perceived Organization Support	2.499.000	1.673.916	0.330
Turnover Intention	714.000	523.928	0.266
VPS	1.071.000	444.677	0.585

The purpose of testing the Goodness of Fit Index (GoF) is to validate the combined performance of the measurement model (outer model) and structural model (inner model)

obtained through the following calculations [29]. The Goodness of Fit Index testing can use a second-order approach to the Standardized Root Mean Square Residual (SRMR). The SRMR is defined as the difference between the observed correlation, and the model implied correlation matrix. The result of Godness of testing shows that $SRMR \leq 0,088$. A value less than 0.10 or 0.08 is considered a good fit; introduce the SRMR as a goodness of fit measure for PLS-SEM that can be used to avoid model misspecification [34]. The goodness of Fit SRMR index shows that $<0,088$ means that the model used is quiet enough, as shown in Table 9.

Table 9. Goodness of Fit

	Saturated Model	Estimated Model
SRMR	0.085	0,088

The SRMR is defined as the difference between the observed correlation, and the model implied correlation matrix. Thus, it allows assessing the average magnitude of the discrepancies between observed and expected correlations as an absolute measure of (model) fit criterion.

Hypothesis Test

The coefficient test on the path analysis measures the inner model with the provision that the significance value is less than 0.05 or 95% bootstrap percent [29]. Hypothesis testing between constructs was carried out using the bootstrap resampling method. Calculation Hypothesis tests using SmartPLS can be seen from the Path Coefficient value, namely the t-statistic value of the relationship between variables in the study. Provisions on hypothesis testing are if p-values <0.05 and $t \text{ count} > t \text{ table}$; then H_0 is rejected. The value of the t table is $> 1,96$. The following are the results of calculations on structural equation analysis as shown in Table 10. For the first hypothesis, compensation satisfaction positively affects AOC through POS with ($\beta = 0.110$), and significant ($t = 3.429$) means H_1 supported. The result of the second hypothesis test shows $\beta = 0.236$ and $t = 5.476$ means benefit satisfaction has positively affects AOC through POS, then H_2 is supporting. Hypothesis 3 test also supported H_3 that compensation satisfaction was negatively correlated with turnover intention through two mediation of POS and AOC ($\beta = -0.053$) and was significant ($t = 3.071$), as well as H_4 that benefit satisfaction has a negative effect on turnover intention through POS and AOC ($= -0.114$) and significant ($t = 4.911$) the result is supporting H_4 . Thus all the hypotheses are accepted.

Table 10. Hypothesis Testing Indirect Path

Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Compensation -> Perceived Organization Support -> Affective Organization Commitment	0.110	0.109	0.032	3.429	0.001

Benefit -> Perceived Organization Support -> Affective Organization Commitment	0.236	0.236	0.043	5.476	0.000
Compensation -> Perceived Organization Support -> Affective Organization Commitment -> Turnover Intention	-0.053	-0.053	0.017	3.071	0.002
Benefit -> Perceived Organization Support -> Affective Organization Commitment -> Turnover Intention	-0.114	-0.114	0.023	4.911	0.000

Besides the indirect path hypothesis, it is needed to test the direct path and direct effect. The research hypotheses testing did base on path coefficients. The bootstrap is running to test all indirect paths in a two-step procedure: 1) the need for direct effects is checked using bootstrap without the presence of a mediator constructor; 2) the significance of the indirect effect associated with the t-value was examined using path coefficients when the mediator constructor was included in the model [32]. The results of the direct path test show that compensation satisfaction with POS has a positive and significant correlation with ($\beta = 0.240$) and is significant ($t = 3.610$), as well as between benefit satisfaction with POS shows a positive relationship ($\beta = 0.517$) and significant ($t = 8.141$). AOC to TOI showed a negative relationship ($\beta = -0.481$) and significant ($t = 9.137$). As for the direct effect test, only compensation has a significant negative correlation to turnover intention ($\beta = -0.194$) and is significant ($t = 2.638$). For benefit satisfaction to TOI, compensation to AOC and benefits to AOC show no direct relationship.

V. DISCUSSION

Based on the research findings, compensation and benefit satisfaction affect turnover intention. Still, the influence of compensation and benefits satisfaction must be mediated first by POS and AOC. Research on compensation and benefits started in 1971 on Pay and organization effectiveness: A psychological view [35], continued in 1988, introducing the multidimensional construct of compensation satisfaction [36]. Several subsequent studies have always used dimensions in their measurements. In 1996, the Pay Satisfaction Questionnaire (PSQ) was introduced [37]. In 2008 a more comprehensive compensation satisfaction measurement tool was developed CCSQ [10], then in 2017 using the same measuring tool. Still, the emphasis is on measuring the satisfaction of benefits to turnover through POS and AOC [17]. Since the compensation satisfaction research began, research has always used the dimensions of compensation and benefits, but these dimensions are treated as variables in practice. No research uses the dimensions of compensation and benefits, really as a dimension.

Researchers also found other interesting things from this study. POS has a critical role. POS, both a predictor and a mediator, has a critical role in controlling turnover. When POS is placed as a mediator, then he becomes a good mediator against AOC. When POS and AOC are placed together as a mediator, they affect lowering TOI. Hypothesis test results show that POS

mediates positively and significantly on AOC. POS and AOC also mediate negatively and significantly when correlated with TOI. POS also has a positive and significant effect on AOC when placed as a predictor or exogenous variable. POS placed as together with AOC also showed a negative correlation with ($\beta = -0.220$) and significant ($t = 5.670$). POS, directly correlated to AOC, also has a positive and significant effect ($\beta = 0.457$) and ($t = 7.829$). POS is only uncorrelated if it is directly correlated to TOI. The mediating role of POS was discovered in a 2000 study that attempted to examine the relationship between two dimensions of compensation satisfaction (i.e., salary level satisfaction, i.e., salary level satisfaction and the general pay system satisfaction dimension) and perceived organizational support (POS) [38]. POS is a form of employee believes that the company values employee contributions and cares about employee welfare [13].

Another finding from this study also shows that the factor of compensation that has the most influence on controlling turnover intention significantly is Pay Level Satisfaction (PLS) because ($\beta = 0.913$) and ($t = 104.129$). PLS is employee satisfaction with salary or wages received from the company [11]. Companies need to effectively policies issues on compensation because compensation is the most significant expense in running a business, especially in the essential knowledge, professional, and service sectors [9].

For further research, multigroup analysis can be carried out to see if a different effect is associated with years of service, position level, and industry type. Multigroup analysis needs a balanced sample. The unbalanced sample obtained is a limitation of this study.

From this discussion, at least there are three perspectives for research implication:

- Theoretical perspective: these results support research that has been done previously in 2008 and 2017 that TOI is influenced by satisfaction with compensation and benefits but through POS and AOC intermediaries [10][17].
- Methodological perspective: this research refines the research method that has been done previously by testing the second-order approach to proving that all the dimensions that make up compensation and benefit satisfaction. Previous research has never tested compensation and benefit satisfaction dimensions because these dimensions are treated as research variables. And this is becoming the originalities of this study.
- Managerial perspective: this study shows that compensation has a direct effect on TOI between compensation and benefit. So the company can prioritize compensation over benefits. The amount of compensation, especially in terms of basic salary, is crucial for employee satisfaction. Therefore, psychologically providing a clean wages system can make employees more satisfied than a salary system with too many components. This system will improve POS because they feel they get support from the company, so affective organizational commitment will be formed.

VI. CONCLUSION

Based on the research findings, compensation and benefit satisfaction affect turnover intention. Still, the influence of compensation and benefits satisfaction must be mediated first by POS and AOC. Compensation and benefits are not the only factors that can control turnover intention. It is essential for employees to feel supported by the organization where they work. This support can be in the form of attention given by the company when employees have problems or when the company shows its appreciation for the contributions that employees have given to the company. Another form of organizational support is in the form of welfare support for employees. Leaders have a crucial role in the formation of POS because the most significant employee interaction will be with their leaders. Decisions, actions, and rewards shown by a leader to employees are a form of organizational support felt by employees. This support will create a form of affective organizational commitment [39]. Based on the research findings, POS has at least three critical roles:

1. When POS is a predictor for AOC, then POS will increase AOC.
2. When POS is placed as the sole mediator for both compensation satisfaction and benefit satisfaction, then POS affects increasing AOC. These two things show that POS can affect AOC either directly or indirectly. New research shows that the employee's organizational commitment increases when job stress level decreases [40] means with POS, employees can deliver their best performance.
3. When POS is placed with AOC as a double mediation from predictors of compensation and benefit satisfaction, then POS can affect controlling or lowering TOI. POS has no effect when directly correlated to TOI.

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