

Impact of Compensation on Turnover Intention Mediated by Job Satisfaction: A Case Study of MSME Employees in Semarang City

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Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh kompensasi terhadap niat berpindah kerja, dengan kepuasan kerja sebagai variabel mediasi, pada karyawan Usaha Mikro, Kecil, dan Menengah (UMKM) sektor kuliner di Kota Semarang, Indonesia. Penelitian ini menggunakan pendekatan kuantitatif eksplanatori dengan metode *Structural Equation Modeling-Partial Least Squares (SEM-PLS)* menggunakan software *Smart PLS 3.0*. Sebanyak 150 responden yang merupakan karyawan tetap UMKM dipilih melalui teknik purposive sampling. Data dikumpulkan melalui kuesioner terstruktur yang mengacu pada indikator yang telah divalidasi dari Robbins, teori Herzberg, dan model turnover dari Mobley. Hasil penelitian menunjukkan bahwa kompensasi berpengaruh negatif signifikan terhadap niat berpindah, serta berpengaruh positif terhadap kepuasan kerja. Selain itu, kepuasan kerja secara signifikan memediasi hubungan antara kompensasi dan niat berpindah. Temuan ini mendukung Teori Dua Faktor Herzberg, yang menyatakan bahwa kompensasi merupakan faktor hygiene yang jika tidak terpenuhi akan menimbulkan ketidakpuasan dan mendorong karyawan untuk keluar dari pekerjaannya. Hasil mediasi mencerminkan mekanisme psikologis yang kompleks, di mana kepuasan kerja memainkan peran penting dalam retensi karyawan. Penelitian ini memberikan validasi empiris atas teori Herzberg dalam konteks UMKM di Indonesia dan merekomendasikan agar strategi kompensasi dilengkapi dengan perbaikan lingkungan kerja, kejelasan peran, dan hubungan antarpribadi yang baik untuk menurunkan tingkat turnover. Penelitian selanjutnya disarankan menggunakan desain longitudinal atau pendekatan mixed-method, serta memperluas sektor dan wilayah penelitian agar hasil lebih generalisabel.

Kata Kunci: Kompensasi; Niat Berpindah; Kepuasan Kerja; Teori Dua Faktor Herzberg; UMKM

Abstract

This study investigates the effect of compensation on turnover intention, with job satisfaction as a mediating variable, among employees working in Micro, Small, and Medium Enterprises (MSMEs) in the culinary sector of Semarang City, Indonesia. The research adopts a quantitative explanatory approach using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS 3.0. A total of 150 permanent MSME employees were selected via purposive sampling. Data were collected through a structured questionnaire based on validated indicators from Robbins, Herzberg's theory, and Mobley's turnover model. The findings reveal that compensation has a significant negative effect on turnover intention and a positive effect on job satisfaction. Furthermore, job

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satisfaction significantly mediates the relationship between compensation and turnover intention. These results support Herzberg's Two-Factor Theory, which posits that compensation is a hygiene factor that, when unmet, leads to dissatisfaction and potential turnover. The mediation findings reflect a complex psychological mechanism, where satisfaction plays a pivotal role in employee retention. This study provides empirical validation of Herzberg's framework in the Indonesian MSME context and suggests that compensation strategies should be complemented by improvements in workplace environment, role clarity, and interpersonal relationships to effectively reduce turnover. Future studies are encouraged to use longitudinal designs or mixed methods and expand to other MSME sectors and regions to enhance generalizability.

Keywords: Compensation; Turnover Intention; Job Satisfaction; Herzberg's Two-Factor Theory; MSMEs

Introduction

Micro, Small, and Medium Enterprises (MSMEs) play a critical role in national economic development. In Indonesia, MSMEs contribute more than 60% to the Gross Domestic Product (GDP) and absorb approximately 97% of the national workforce (Novitasari, 2022). In the culinary sector, MSMEs demonstrate relatively strong resilience, as food and beverages are basic human necessities (Sinari et al., 2022). However, the informal organizational structure and limited resources pose serious challenges to human resource management in MSMEs, particularly regarding the high rate of turnover intention (Ambroise et al., 2020); (Prasanna et al., 2019).

Employee turnover can directly impact the productivity and stability of MSMEs. Surveys from Mercer (2021) and data from BPS (2021) indicate that dissatisfaction with compensation, unclear career paths, and uncondusive work environments are among the main causes of high turnover in MSMEs [(Michael, 2022); (Supriatna et al., 2022)]. Several studies have confirmed that low compensation has a significant influence in driving employees to leave their jobs (Khalbina et al., 2022); (Fitria, 2019). However, the findings regarding the relationship between compensation and turnover intention are not entirely consistent. For instance, (Vizano et al., 2020)] found that compensation had no significant effect on turnover intention, while other studies reported a strong negative relationship between the two variables (Gisnatiansyah et al., 2022); (Yadewani, 2020)]. This inconsistency highlights a research gap that warrants further investigation. One possible approach to address this variation is by considering the mediating role of job satisfaction.

To understand this complex relationship, this study adopts Herzberg's Two-Factor Theory (1959) as its conceptual framework. According to Herzberg, workplace factors are divided into two categories: motivators (intrinsic factors such as achievement and recognition) and hygiene factors (extrinsic factors such as salary, company policy, and working conditions). Compensation is classified as a hygiene factor, which, if unmet, may lead to job dissatisfaction; however, its fulfillment does not necessarily increase job satisfaction (Fitriani et al., 2019); (Nguyen, 2021). In this context, poor compensation tends to encourage turnover intention, while adequate compensation must be complemented by

motivator fulfillment to generate comprehensive job satisfaction (Winkelhaus et al., 2022). Therefore, job satisfaction is assumed to mediate the effect of compensation on turnover intention.

Previous research has supported the importance of job satisfaction as a determinant of turnover intention. Employees who are satisfied with their jobs tend to be more loyal and are less likely to seek alternative employment, even when compensation is suboptimal (Anastia et al., 2021); (Sururin et al., 2020). Thus, in designing effective retention strategies within MSMEs, it is essential to understand how job satisfaction is formed and how it influences employees' decisions to stay or leave. Based on this theoretical foundation, this study aims to: (1) analyze the effect of compensation on turnover intention; (2) examine the effect of compensation on job satisfaction; (3) analyze the effect of job satisfaction on turnover intention; and (4) test the mediating role of job satisfaction in the relationship between compensation and turnover intention. These objectives are operationalized through the development of the following hypotheses: H1, compensation has a negative effect on turnover intention, as employees who perceive their compensation as fair are less likely to leave their jobs (Kurnia et al., 2022); (Hawari, 2023); H2, compensation has a positive effect on job satisfaction, as fair compensation fosters a sense of appreciation and strengthens employees' affective commitment to the organization (Ariyanti et al., 2021); (Emily et al., 2020)]; H3, job satisfaction has a negative effect on turnover intention, as satisfied employees tend to show higher loyalty (Ramlawati et al., 2021); (Nemteanu, 2020); and H4, job satisfaction mediates the effect of compensation on turnover intention, where good compensation enhances job satisfaction and, in turn, reduces turnover intention (Sutikno, 2020); (Merta, 2024). Through this approach, the study is expected to contribute theoretically to the development of employee retention models and practically to MSME management by informing compensation systems and human resource strategies that are oriented toward improving job satisfaction.

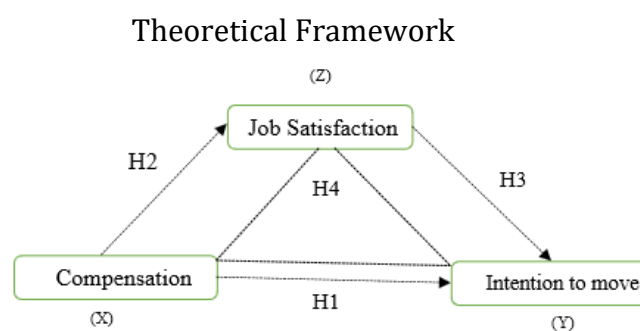


Figure 1. Research Thinking Framework

Methodology

This study employs a quantitative explanatory approach to examine the relationships among compensation, job satisfaction, and turnover intention among employees working in MSMEs (Micro, Small, and Medium Enterprises) in the culinary sector. The research was

conducted in the city of Semarang due to the high labor dynamics within this sector (Sinari & Santoso, 2022)]. A sample of 150 respondents was selected using purposive sampling, with the following criteria: permanent employees, a minimum of six months of work experience, and employment in MSMEs with at least five employees [(Sekaran & Bougie, 2016)].

Data were collected using a closed-ended questionnaire based on a 5-point Likert scale. The indicators for compensation were adapted from Robbins and Yadewani (2020), job satisfaction was measured using constructs derived from Herzberg's theory (Fitriani & Suryadi, 2019), and turnover intention was based on the model developed by Mobley (Ramlawati & Putra, 2021). Validity and reliability were assessed using loading factor values (> 0.7), average variance extracted (AVE > 0.5), Composite Reliability, and Cronbach's Alpha (both > 0.7) (Hair et al., 2021). Data analysis was carried out using the Partial Least Squares – Structural Equation Modeling (PLS-SEM) method via SmartPLS 3.0. This technique was chosen due to its suitability for complex models and its robustness in handling non-normally distributed data (Wong, 2013). Mediation testing was performed using the bootstrapping approach to evaluate the indirect effect of job satisfaction in the relationship between compensation and turnover intention (Zhao et al., 2010).

Data analysis

Respondent Analysis

Before conducting the structural model analysis, a descriptive analysis of respondent characteristics was conducted to provide a general overview of the population in this study. Data were collected from 150 respondents working in MSMEs in the culinary sector in Semarang City.

Table 1. Distribution of Respondents by Gender

Gender	Frequency	Percentage (%)
Male	66	44.0%
Female	84	56.0%
Total	150	100.0%

Source: Processed data, 2024

The majority of respondents in this study were female (56%). This reflects the significant female workforce in the culinary sector of MSMEs at the research location, in line with the trend of food and beverage-based MSMEs (Sinari & Santoso, 2022).

Table 2. Distribution of Respondents by Age

Age (Years)	Frequency	Percentage (%)
< 20	10	6.7%
20–29	88	58.7%

30-39	38	25.3%
≥ 40	14	9.3%
Total	150	100.0%

Source: Processed data, 2024

Most of the respondents were in the age range of 20–29 years (58.7%), indicating that the majority of culinary MSME workers come from young productive age groups, who psychologically have higher job mobility and tend to consider aspects of compensation and job satisfaction in determining their loyalty (Mobley, 1982)

Table 3. Distribution of Respondents Based on Length of Service

Length of Service (Years)	Frekuensi	Persentase (%)
< 1 Years	19	12.7%
1-2 Years	61	40.7%
2-3 Years	47	31.3%
> 3 Years	23	15.3%
Total	150	100.0%

Source: Processed data, 2024

The majority of respondents had worked between 1 and 2 years (40.7%), reflecting the still-high fluctuation or turnover of the workforce in MSMEs, supporting the relevance of turnover intention as a critical issue in this sector. Respondent characteristics indicate that the culinary MSME workforce is dominated by young women with relatively short tenures. This implies the importance of compensation and job satisfaction in shaping employee loyalty, as explained in turnover and motivation theory (Herzberg, 1959; Mobley, 1982). Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the help of SmartPLS 3.0. This method was chosen because it can examine relationships between variables in complex models, including mediation tests, without requiring normal data distribution (Hair et al., 2021; Wong, 2013).

Outer Model Test (Measurement Model)

The outer model test aims to measure the validity and reliability of the indicators against their latent constructs. The following are the results of the convergent validity test.

Table 1. Loading Factor and AVE Results

Construct	Factor Indicator	Loading Factor	Description
Compensation	K1	0.812	Valid

	K2	0.790	Valid
	K3	0.845	Valid
	K4	0.801	Valid
Job satisfaction	S1	0.782	Valid
	S2	0.865	Valid
	S3	0.814	Valid
	S4	0.801	Valid
Intention to Move	T1	0.869	Valid
	T2	0.834	Valid
	T3	0.877	Valid

Source: Processed data, 2024

Table 2. AVE and Construct Reliability

Construct	AVE	Composite Reliability	Cronbach's Alpha	Information
Kompensasi	0.654	0.885	0.824	Reliabel
Job satisfaction	0.672	0.890	0.838	Reliabel
Intention to Move	0.758	0.910	0.865	Reliabel

Source: Processed data, 2024

All loading factor values were >0.70 and AVE >0.50 , indicating that the indicator was valid. Meanwhile, Composite Reliability and Cronbach's Alpha values were also >0.70 , indicating that the construct had good internal reliability (Hair et al., 2021).

Inner Model Test (Structural Model)

The inner model test is used to test the strength of the relationship between latent variables and the significance of the direct effect.

Table 3. Path Coefficient Results and Significance

Influence Relationship	Path Coefficient (β)	t-statistic	p-value	Information
Compensation \rightarrow Turnover Intention	-0.241	3.222	0.001	Signifikan
Compensation \rightarrow Job Satisfaction	0.598	9.314	0.000	Signifikan
Job Satisfaction \rightarrow Turnover Intention	-0.457	5.116	0.000	Signifikan

Source: Processed data, 2024

Table 4. R-Square Value (R^2)

Variabel Endogen	R^2	Information
Job Satisfaction	0.357	Moderate
Turnover Intention	0.518	Quite strong (51.8% can be explained)

Source: Processed data, 2024

These results indicate that the structural model has quite good explanatory power for endogenous variables.

Mediation Test

To determine the mediating role of job satisfaction, a bootstrapping test was used for the indirect effect.

Table 5. Mediation Test (Indirect Effect)

Mediation Path	Indirect Effect	t-statistic	p-value	Description
Compensation → Job Satisfaction → Turnover Intention	-0.274	4.111	0.000	Significant mediation

Source: Processed data, 2025

Indirect effect is significant and the direct effect is also still significant, this relationship shows partial mediation (Zhao et al., 2010).

Discussion

The results of this study indicate that compensation has a negative and significant effect on turnover intention. In other words, the higher the employees' perception of the compensation they receive, the lower their desire to leave the organization. This finding is consistent with Herzberg's hygiene theory (1959), which posits that compensation is an external (hygiene) factor. When unmet, hygiene factors can lead to dissatisfaction and increase the likelihood of employee turnover. However, when compensation is adequately provided, it does not necessarily increase job satisfaction, but it is effective in preventing dissatisfaction (Herzberg, 1959); (Fitriani & Suryadi, 2019).

In addition, compensation is also found to have a positive effect on job satisfaction. This supports the findings of Ariyanti et al. (2021), who concluded that fair and competitive

compensation creates a sense of appreciation, which in turn enhances employee satisfaction. Within Herzberg's two-factor theory framework, while compensation is not a primary motivator, when provided appropriately, it can foster positive perceptions of the overall work environment (Nguyen, 2021). The study also reveals that job satisfaction negatively and significantly affects turnover intention. Employees who are satisfied with their jobs tend to exhibit greater loyalty and are less likely to seek alternative employment. This result is consistent with findings by Ramlawati et al. (2021) and Nemteanu (2020), who emphasized that job satisfaction is a strong predictor of employee retention. In the context of MSMEs, which often face limitations in offering substantial financial incentives, enhancing job satisfaction emerges as a key strategy for retaining employees.

Another important finding is the mediating role of job satisfaction in the relationship between compensation and turnover intention. The mediation analysis reveals that the influence of compensation on turnover intention is partially mediated by job satisfaction. This suggests that while compensation has a direct effect, part of its impact operates through the level of satisfaction it generates. This supports the theoretical model proposed by Zhao et al. (2010), who stated that partial mediation reflects a complex psychological mechanism involving employees' perceptions and emotions toward their work environment. From a practical perspective, these findings emphasize that MSME owners should not rely solely on compensation in the form of salary or benefits. Instead, they need to foster a supportive work environment, maintain healthy workplace relationships, and provide role clarity to enhance job satisfaction. Consequently, turnover rates can be reduced without depending heavily on high compensation schemes that may be unfeasible for MSMEs.

Conclusion

This study aimed to analyze the effect of compensation on turnover intention, with job satisfaction as a mediating variable, in the context of employees working in culinary sector MSMEs. The findings reveal that compensation has a significant negative effect on turnover intention, and a positive effect on job satisfaction. These results support Herzberg's Two-Factor Theory (1959), which states that compensation is a hygiene factor that, if unmet, can lead to dissatisfaction and increase turnover intention (Herzberg, 1959); (Fitriani & Suryadi, 2019).

In addition, job satisfaction negatively affects turnover intention, indicating that the more satisfied employees are with their jobs, the less likely they are to leave. Furthermore, job satisfaction partially mediates the relationship between compensation and turnover intention, suggesting that the effect of compensation on employees' decisions to stay or leave is not purely direct but is influenced by the level of satisfaction they experience (Zhao et al., 2010); (Ramlawati & Putra, 2021).

Theoretically, this study provides empirical support for the validity of Herzberg's theory in the Indonesian MSME context and reinforces the understanding of job satisfaction as a key psychological mechanism in employee retention. Practically, the results suggest that MSME managers should not only focus on enhancing compensation but also consider other factors that contribute to job satisfaction, such as workplace relationships, role clarity, and a supportive work environment (Nguyen, 2021).

Research Limitations

Despite its theoretical and practical contributions, this study has several limitations. First, it was conducted only in the culinary sector of MSMEs within a single geographic location, meaning the results may not be generalizable to other MSME sectors such as fashion or creative services, or to regions with different labor dynamics. Second, the data used are cross-sectional, which limits the ability to capture changes in employee perceptions of compensation and job satisfaction over time. Third, all data were collected based on individual perceptions via closed-ended questionnaires, which may be subject to social desirability bias. These limitations provide opportunities for future research to adopt longitudinal or mixed-method approaches, and to expand the study's scope in terms of geographical coverage and business sectors to produce more comprehensive and generalizable results.

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