

Compensation, Perceptions of Organizational Culture, and Turnover Intention: Does Organizational Commitment Mediate the Relationship?

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ABSTRACT

An employee's turnover intention to the company is related to organizational commitment, where several factors, such as compensation and perception of organizational culture, strongly support the success of organizational commitment. This research was conducted at PT Andalan Busana Boyolali Indonesia, with 155 respondents who met the requirements with a sampling technique admired as simple random sampling. The data analysis techniques used are Structural Equation Modeling (SEM) through AMOS 21 software and the Sobel test to explore the proposed relationship. The results of this study indicate that compensation and perceptions of organizational culture are directly related to having a positive and significant effect on organizational commitment. Meanwhile, compensation and the perception of organizational culture are directly related to negatively and significantly affecting turnover intentions. In addition, the results also show that employee organizational commitment mediates the effect of compensation and organizational culture perceptions on turnover intentions. This research provides information for companies and related parties to reduce employee turnover rates by increasing financial and non-financial appreciation and evaluating the prevailing organizational culture to provide employee comfort.

ABSTRAK

Niat seorang karyawan untuk meninggalkan/keluar dari perusahaan berkaitan dengan komitmen organisasional, dimana keberhasilan komitmen organisasional sangat didukung oleh adanya beberapa faktor seperti kompensasi dan persepsi budaya organisasi. Penelitian ini dilakukan di PT Andalan Busana Boyolali Indonesia dengan 155 responden yang memenuhi persyaratan dengan teknik sampling yang digunakan adalah simple random sampling. Teknik analisis data yang digunakan adalah Structural Equation Modeling (SEM) melalui software AMOS 21 dan uji Sobel untuk mengeksplorasi hubungan yang diusulkan. Hasil penelitian menunjukkan bahwa kompensasi dan persepsi budaya organisasi berhubungan secara langsung memiliki efek positif dan signifikan terhadap komitmen organisasional, sedangkan kompensasi dan persepsi budaya organisasi berhubungan secara langsung memiliki efek negatif dan signifikan terhadap turnover intention.. Terakhir, hasil menunjukkan adanya pengaruh mediasi komitmen organisasional karyawan terhadap pengaruh kompensasi dan persepsi budaya organisasi terhadap turnover intention. Penelitian ini memberikan informasi bagi perusahaan dan pihak terkait untuk menurunkan tingkat turnover karyawan dengan meningkatkan apresiasi secara finansial dan non finansial sertamengevaluasi budaya kerja yang berlaku agar memberikan kenyamanan karyawan.

1. INTRODUCTION

One of the challenges of companies in managing human resource management is the turnover intention of their employees. Robbins & Judge (2017) defined turnover intention as a tendency for employees to leave the company voluntarily or involuntarily because the job is not interesting and there are other alternatives to work. Employees leaving the company can be caused by limited opportunities, low specialization, low salary, long working hours, low work-life balance, and demographic factors (e.g., age, gender, length of service, and

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education) (Marinakou & Giousmpasoglou, 2019).

The issue of leaving workers is one of the critical factors for the company because of the cost of losing talent, the cost of terminating employees, the cost of adding employees (training and placement), the difference in the performance of employees leaving, and the implementation of new employees (Stamolampros et al., 2019). In addition, the loss of employees hurts the effectiveness and success of the organization, causes low competition advantages, decreases morale for other employees, and decreases productivity and quality of work (Alzubi, 2018).

Turnover intention is an individual attitude that may be inevitable and must be sought for a way out. Therefore, it is important to understand the predictors or causes of employee turnover to minimize the negative impact on the organization's effectiveness. Alzubi (2018) examined the role of leadership behavior, organizational commitment, and organizational culture as contributing factors to turnover intention. Sugiono et al. (2019) used factors of job satisfaction (work, salary, promotion, and career), job insecurity (quantitative and qualitative work insecurity), organizational culture, and organizational commitment. The results of the study stated that job satisfaction, job insecurity, and organizational culture could indirectly affect the turnover rate of employees through organizational commitments of the organization.

In addition to being influenced by compensation and organizational commitment factors, the research of Vizano et al. (2018) revealed another factor, such as the perception of organizational culture. This research proves that the perception of organizational culture negatively and significantly affects turnover intention through organizational commitment as mediation. Meanwhile, Lilin (2018) analyzed the relationship between organizational commitments with turnover intention, meaning that employees who have an organizational commitment to the company tend to have a higher intention to remain in the company compared to employees who do not have organizational commitments.

Various previous studies examined the effect of organizational commitment on turnover intention. A company's turnover rate depends on the quality of commitment organizational of its employees (Giao et al., 2020; Guzeller & Celiker, 2019; Ruiz et al., 2019; Hung et al., 2018). Besides organizational commitment, the turnover intention is also influenced by compensation (Ashraf, 2020; Daniel, 2019; Akgunduz et al., 2019; Ruiz et al., 2019; Vizano et al., 2019; Hung et al., 2018), organizational culture and works environment (Shahriari et al., 2023; Abonwara et al., 2021; Sarhan et al., 2019; Lee et al., 2019, Hung et al., 2018, Vizano et al., 2018), and job satisfaction (Abd-Ellatif et al., 2021; Li et al., 2020; Gebregziabher et al., 2020; Alam et al., 2019). In contrast to previous studies, the current research aims to build a theoretical framework for employees' turnover intention and influencing factors (antecedents). Specifically, this study examined three antecedents of employee turnover intention: compensation, perceptions of organizational culture, and organizational commitment. The selection of compensation variables and perceptions of organizational culture due to differences in the results of previous studies. According to Li et al. (2021), showed no direct relationship between compensation (income) and turnover intention. On the other hand, the study of Hung et al. (2018) shows that satisfaction with compensation (income) moderates the relationship between the organizational climate and turnover intention. The selection of perceptions of organizational culture is based on the research of Mashile et al. (2019), which states that organizational culture is one of the variables that negatively affect turnover intention. Abonwara et al. (2021) researched workers in the Libyan petroleum industry. The results showed a significant direct relationship between the four elements of organizational culture (clan, adhocracy, market, and hierarchy) and job satisfaction on turnover intentions.

This study chose organizational commitment as the mediating variable because commitment can be associated with knowledge-sharing attitudes and behaviors. It can logically be expected that affective commitment will affect turnover intention (Lilin, 2018). It makes an organizational commitment a mediation for the relationship between the variables of attitude and behavior (in this case, turnover intention), whose relationship is not significant. Several studies have proved the role of organizational commitment as a mediator (Albanchez et al., 2022; Abonwara et al., 2021; Li et al., 2021; Alzamel et al., 2020; Chan et al., 2019; Ruiz et al., 2019; Hung et al., 2018; Silaban & Syah, 2018).

This research was conducted at PT Andalan Busana Boyolali, Indonesia, which is a manufacturing company on a domestic and foreign scale and is engaged in making garments. Given the high competitiveness of competitors, the company should maintain its existing human resources. The phenomenon is the high number of employee turnovers over the past few times for various reasons in employees who constitute 85% of contract employees. A significant difference in management between permanent and contract employees is one of the triggers for this phenomenon. The difference in management

is as important as providing financial and non-financial compensation. This phenomenon is also supported by research from Priyatono (2019), providing research results that permanent employees get higher incentives than those obtained by contract employees, which affects employee performance.

2. THEORETICAL FRAMEWORK AND HYPOTHESES

This research is based on the Theory of Planned Behavior (TPB) by Ajzen (1991). According to the theory, an individual's behavior is influenced by that individual's intention toward a particular behavior. In this study, individual behavior in the form of turnover intention occurs because of an intention influenced by several factors. The influencing factors are compensation, perception of organizational culture, and organizational commitment, which refer to elements of the Theory of Planned Behavior (TPB), such as attitude toward the behavior, subjective norm, and perceived behavioral control.

Attitude variables are shown by the relationship between behaviors believed to give positive results (favorable attitudes) and behaviors considered to have negative effects (unfavorable attitudes). In this case, for example, a person's belief in performing a behavior (working) is related to getting compensation from the company. The beliefs that underlie a person's attitude toward behavior are called behavioral beliefs. Someone with these behavioral beliefs will make a commitment that leads to an intention and manifests in action.

Subjective norms are the environmental conditions of an individual who accepts or does not accept a behavior shown so that a person will show behavior to be accepted by his environment. Subjective norms in this study can exemplify an organizational culture that applies to a company. An individual will adapt to his environment so that there will be a perception of organizational culture. A good organizational culture will provide comfort and impact the commitment to stay in the company environment.

The perception of behavioral control is the perception of people towards the ease or difficulty of showing an attitude of interest. A person will intend to perform a behavior when he perceives that the behavior is easy to show or do. The relationship between perceptions of behavioral control and one's commitment leads to the intention to perform the behavior. In this study, commitment is influenced by compensation and the perception of an individual's organizational culture in a company. High commitment will reduce the intention of employees to leave the company and encourage them to choose the attitude to stay. On the other hand, the low commitment of someone to the company raises the intention to leave employees and causes an attitude to break away from the company.

Compensation and Organizational Commitment

The selection of compensation variables in this study refers to the Theory of Social Exchange introduced by Blau (1964), which explains that someone expects reciprocity from other parties. However, the exchange process cannot guarantee reciprocity, so the trust aspect becomes a requirement. The basic concept of social exchange theory is the reinforcement of compensation. When one part (superior) benefits the other (subordinate), the subordinate is obliged to compensate. In the social exchange model, subordinates use resources and provide suitable treatment to obtain rewards. The theory of social exchange also explains that when employees use a social exchange approach, they will show more organizational commitment and better performance when they wait for economic rewards for their work (Taba, 2018). It is also supported by the opinion that if employees' perception of their superiors increases, they will likely be more organizationally committed to the organization (Modau et al., 2018).

Compensation is the remuneration given by the company to employees in the form of financial compensation (salaries, wages, and incentives) and non-financial compensation (career paths, supporting facilities, flexible working time, praise and rewards, and recognition of employees' work) in return for contributions to the company (Ganyang, 2018; Bhattacharya & Sengupta, 2014). Ashraf (2020) explained that there is a relationship between compensation structure positively affecting organizational commitment at the private university of Dhaka, Bangladesh. Daniel (2019) concluded that a positive influence exists between compensation management and organizational commitment in a Nigerian organization. Through satisfactory compensation management, a company can improve performance, foster good working relationships, and increase organizational commitment, reducing the turnover rate in the company.

H₁ : Compensation has a direct positive effect on organizational commitments.

Perceptions of Organizational Culture and Organizational Commitment

Perception of organizational culture variables is selected based on social cognitive theory, which explains human behavior as a triadic, dynamic, and reciprocal interaction of personal, behavioral, and environmental factors (Wood & Bandura, 1989). Social cognitive theory is based on the idea that humans learn by observing what others do and that human thought processes are central to understanding personality. Therefore, an organizational culture that prevails in the work environment will shape cognitive behavior and learning because it relaxes the elements of observation, imitation, and modeling. An organizational culture formed in the work environment will provide a perception of an individual's organizational culture that determines attitudes and behaviors, especially those related to commitment, loyalty, and motivation at work.

According to Colquitt et al. (2017), the perception of organizational culture is social knowledge in organizations. It relates to the rules, norms, and values that create the working attitudes and behaviors of employees in the company. Implementing a good perception of organizational culture can produce high motivation, dedication, and organizational commitment to the company. Shahriari et al. (2023) showed that creating an environmentally friendly corporate culture can increase employee job satisfaction and organizational commitment. Giao et al. (2020) indicated that organizational culture is important in increasing employee commitment. Sarhan et al. (2019) concluded that organizational commitment is influenced by the perception of organizational culture, incredibly bureaucratic and supportive, in the case of the hospitality industry in Jordan. In addition, it is also mentioned that there is a positive relationship between the perception of organizational culture and organizational commitment.

H₂ : Perceptions of organizational culture have a direct positive effect on organizational commitment.

Compensation and Turnover Intention

Employees are given compensation to replace their service contributions to the company (Reddy, 2020). Providing reasonable and correct compensation can support the continuity and enthusiasm of work and reduce employee turnover intention from the company. However, if not given appropriately and reasonably, the employee will resign and look for another job that compensates as desired (Kasmir, 2016).

Koo et al. (2019) and Vizano et al. (2018) showed a significant relationship between compensation and turnover intention. To reduce the turnover intention of hotel employees is to maximize the role of promotional awards and compensation. Kebede et al. (2022) showed that employee compensation in the form of salary and benefits is the main factor influencing the turnover intention of academic staff at Debre Berhan University, Ethiopia. Therefore, the employee's view of compensation given relatively and appropriately influences the employee's intention not to leave the company.

H₃ : Compensation has a direct negative effect on turnover intention.

Perceptions of Organizational Culture and Turnover Intention

Every organization has its own culture and will always exist as long as it is established. Robbins et al. (2017) suggested that the perception of a strong organizational culture greatly influences employee behavior and will directly reduce employee turnover. It will form the company's solidarity, loyalty, and organizational commitment to its employees and reduce the employee turnover intention to leave the company.

The perception of organizational culture is one variable that negatively affects turnover intention (Mashile et al., 2019; Salvador et al., 2022). Omar et al. (2022) showed that improving the work environment and leadership quality will reduce turnover and increase job satisfaction. It will create employee commitment and positive perceptions of the organizational culture.

H₄ : Perceptions of organizational culture have a direct negative effect on turnover intention.

Organizational Commitment and Turnover Intention

Employees' organizational commitment to the company is an essential factor that must exist in a company. Employees with high organizational commitment tend to be loyal to the company. In addition, employees feel attached to the company, so they have a low turnover intention. It is supported by the research of Guzeller et al. (2019), which showed a negative relationship between organizational commitment and turnover intention, so employees with strong organizational commitment will have a lower turnover intention than other employees.

Tran et al. (2020) also researched and found a significant and negative influence between organizational commitment and turnover intention in the public sector context. Meanwhile, Alom et al. (2019) found a

significant relationship between organizational commitment and turnover intention among Bangladeshi workers in the hospitality industry. Based on these explanations, it is concluded that an excellent organizational commitment can keep employees loyal to the company.

H₅ : Organizational commitment has a direct negative effect on turnover intention.

Organizational Commitment, Compensation, and Turnover Intention

The level of satisfaction with the compensation received by employees affects the turnover intention of the company. Indirectly, this affects the decrease in the turnover rate of employees because they feel well-valued. It means that the employee’s turnover intention rate decreases if the employee has a high organizational commitment, and one of the factors is the provision of good compensation from the company, so it can be concluded that compensation has an indirect relationship and influence on employee turnover intention through organizational commitment.

Ruiz et al. (2019) found a negative effect between benefits satisfaction (compensation) on turnover intention through the mediating effect of organizational commitment. Chan et al. (2019) tested the effect of compensation on turnover intention and proved that organizational commitment mediates the effect of compensation on turnover intention. Li et al. (2021) showed that organizational commitment mediates the relationship between compensation (income) and turnover intentions. Compensation is an important factor in determining the turnover intention of Chinese preschool teachers.

H₆ : Organizational commitment mediates the relationship between compensation and turnover intention.

Organizational Commitment, Perceptions of Organizational Culture, and Turnover

Implementing a good and clear perception of organizational culture gives employees the perception that the company creates ways of working, policies, regulations, and a sense of comfort at work. It makes sense to organizational commitment for employees because they feel valued and get suitable treatment through the perception of the organizational culture applied by the company. Indirectly, by applying good organizational culture, perceptions can reduce employee turnover intention because they have a high organizational commitment.

Albanchez et al. (2022) confirmed that employees who perceive organizational culture as inadequate organizational support tend to have a higher level of commitment to the organization and their work. It will reduce their intention to switch from the organization. Therefore, organizational commitment mediates the relationship between perceptions of organizational culture and employee turnover intention in the company. Alzamel et al. (2020) concluded that increasing the perception of organizational culture among Malaysian nurses would improve the relationship between organizational culture (quality of work life), commitment to the organization, and turnover intention would increase.

H₇ : Organizational commitment mediates the relationship between perceptions of organizational culture and turnover intention.

Based on the discussion above, the research framework can be summarized in Figure 1.

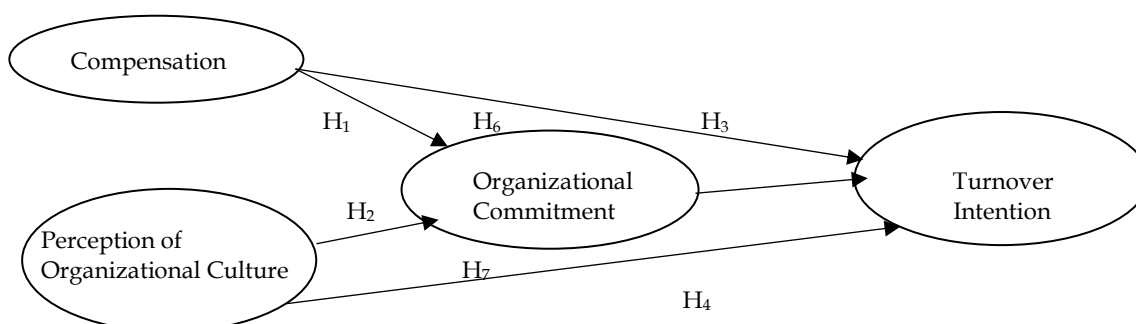


Figure 1. Research framework

3. RESEARCH METHOD

Sample and Data Collection

This study uses a quantitative and positivist method to test the sample and is causality research. This research was conducted at PT Andalan Busana Boyolali, Indonesia, involving 155 respondents who were employees at PT Andalan Busana Boyolali, Indonesia, and met the criteria with a sampling technique admired as simple random sampling. The data collection technique in this research used a questionnaire distributed (via Google form) to a sample of employees. This research combines primary data and secondary data to support the analysis. The primary data collected is obtained from respondents' answers containing data on compensation, perceptions of organizational culture, organizational commitment, and turnover intention. All the respondents, 155 employees, have filled out and showed a 100 percent response rate. Meanwhile, secondary data is sourced from journals, books, theses, and publications in the academic field.

Analysis Technique

This research data analysis technique uses Structural Equation Modeling (SEM) with the help of AMOS 21 software and Sobel tests. The SEM is used to test hypotheses by first conducting confirmatory factor analysis (CFA) to analyze the validity of the factor structure of the measuring variable. After validation, the SEM is used to test the validity of the model and the hypothesis proposed. Meanwhile, the Sobel test determines the indirect influence between variables. The value of the parameter coefficient for the Sobel test is obtained from the estimate (loading factor) and S.E. (standard error) values obtained from standardized regression weights in AMOS results.

Variable Definition and Indicator

The measurement of the variables of this research refers to and adopts previous research modified according to the research purpose. In this research, independent variables were compensation (X1) and perception of organizational culture (X2). The compensation variable (X1) was measured using 8 statement (question) items referring to the research of Albrecht et al. (2017) and Asriani et al. (2020), using indicators of (1) salaries and benefits, (2) facilities, and (3) career opportunities. This organizational culture perception variable (X2) was measured using 8 statement (question) items referring to the research of Hussain et al. (2018), using indicators of (1) engagement and (2) rules. The dependent variable is turnover intention (Y), which was measured using 7 statement (question) items referring to the research of Naidoo (2017) and Koo et al. (2019), with indicators of (1) thinking about stopping, (2) thinking about searching, and (3) intention to leave. In addition, the variable that mediates the relationship between the independent and dependent variables is the employee's organizational commitment (Z). The organizational commitment variable (Z) was measured using 8 statement (question) items referring to the research of Albrecht et al. (2017) and Koo et al. (2019), with indicators of (1) a sense of pride and belonging to the company, (2) a sense of care and responsibility towards work, and (3) similarity of value with the company. There 31 statement (question) items covering all variables will be examined. The measurement scale for all statement (question) items is a five-point Likert scale: 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, and 1 = Strongly Disagree.

4. DATA ANALYSIS AND DISCUSSION

Demographic Characteristics of Respondents

This research uses quantitative data. Data collection is done by distributing questionnaires (via Google form) containing respondent data, including gender, age, length of service, and educational background, to respondents over one month. A total of 155 respondents have been selected and have met the specified requirements. Based on gender criteria, 53 respondents were men, and 102 respondents were women. Based on age criteria, there were 68 respondents aged 18–25 years, 48 respondents aged 26–32 years, 24 respondents aged 33–40 years, and 15 respondents aged 41–47 years. Based on the length of work periods, 58 respondents have a working period of 1 year, 39 respondents have a working period of 1-3 years, 31 respondents have a working period of 3-5 years, 19 respondents have a working period of 5-10 years, and 8 respondents have a service period of > 10 years. Based on their educational backgrounds, 1 respondent are junior high school graduates, 90 are high school graduates, 16 are a diploma, 45 are a bachelor's degree, and 3 are a master's degree.

Descriptive statistical results

The results of the respondents' answers are given as descriptive statistics. The purpose of descriptive statistics on research variations is to determine each indicator's mean or average value. For the measurement of respondents' responses, interval class values of 1.00-1.79 are very low, 1.80-2.59 are low, 2.60-3.39 are medium, 3.40-4.19 are high, and 4.20-5.00 are very high. Table 1 shows descriptive statistical calculations for each variable tested. Respondents' answers for the compensation and turnover intention variables were categorized as high. Meanwhile, the average value of respondents' responses for the perceptions of organizational culture and commitment variable was categorized as a medium.

Validity and reliability test results

Validity and reliability testing is obtained by testing the quality of the instrument with AMOS for the entire list of statements representing each variable tested. This study's validity and reliability test used a confirmatory factor analysis (CFA) test. The CFA test performs unidimensional validity and reliability testing on constructed measurement models that cannot be measured directly (Ghozali, 2016).

The validity test results are declared to meet the requirements of valid indicators if they meet the loading factor value of > 0.5 for each statement representing each indicator. The value of the loading factor (LF) shows a correlation between the indicator's value and its construct (Ghozali, 2016). Model reliability tests can be calculated from composite construct reliability (CCR) and average variance extracted (AVE) values. A variable is deemed reliable if the CCR value is 0.70 and the AVE value is 0.50 (Hair et al., 2017). The results of the validity and reliability tests are given in Table 2.

Table 1. Descriptive statistical results

Variable	Mean	Conclusion
Compensation	3.45	High
Perceptions of Organizational Culture	2.89	Medium
Organizational Commitment	2.89	Medium
Turnover Intention	3.54	High

Sources: Data Processing Results, 2022

Table 2. Validity and reliability test results

Variable	Code	Statement	LF	CCR	AVE
Compensation (X1)	X1_1	I am delighted with the salary received.	0.716	0.88	0.52
	X1_2	I am delighted with the last salary increase received.	0.623		
	X1_3	The employee benefits received at work are excellent.	0.843		
	X1_4	My workplace cares about the well-being of its employees.	0.741		
	X1_5	My workplace has equipment that facilitates my work.	0.706		
	X1_6	My workplace has a decent and comfortable working environment.	0.500		
	X1_7	My workplace provides opportunities to develop my skills and competencies.	0.633		
	X1_8	My workplace provides career promotion opportunities for employees.	0.697		
Perceptions of Organizational Culture (X2)	X2_1	I feel like everyone who works is part of a team.	0.855	0.95	0.69
	X2_2	My workplace provides investment in the form of employee upgrades.	0.862		
	X2_3	The company sees my ability as an essential source of competitive advantage.	0.852		
	X2_4	I get accessible information when I have difficulties in the work process.	0.637		
	X2_5	I feel that there is a relationship between employees working together to reach the best solution and benefit both parties if there is a dispute.	0.854		
	X2_6	My workplace has clear and consistent rules governing how to do my job.	0.856		
	X2_7	My workplace has a code of ethics that guides employee behavior and explains right and wrong.	0.859		
	X2_8	My workplace has seniors who follow company guidelines and rules and apply them to all members.	0.836		

Table 2. (continued)

Variable	Code	Statement	LF	CCR	AVE
Organizational Commitment (Z)	Z_1	I can work in this workplace, which has significant personal meaning.	0.830		
	Z_2	I am lucky to be able to work at my current workplace.	0.787		
	Z_3	I would love to spend the rest of my career in this workplace.	0.798		
	Z_4	I am willing to accept any job given to me by my employer to continue working in this workplace.	0.814		
	Z_5	I am willing to help my workplace grow and achieve success.	0.712	0.93	0.64
	Z_6	I often care about the future development of the place where I work.	0.767		
	Z_7	I feel that the problems faced by the workplace are also my problems.	0.818		
	Z_8	I have the same vision and mission as the workplace.	0.856		
Turnover Intention (Y)	Y_1	I often consider leaving my current job.	0.847		
	Y_2	I don't intend to stay in this job forever.	0.752		
	Y_3	I don't see much prospect for a future at my job.	0.679		
	Y_4	I will probably look for a new job in soon.	0.854	0.91	0.59
	Y_5	I have already started looking for another job.	0.805		
	Y_6	I have the intention of quitting my current job.	0.679		
	Y_7	I will leave this job as soon as I find a better one.	0.739		

Sources: Data processing results, 2022

Note: CCR = Composite Construct Reliability; AVE = Average Variance Extracted.

Table 2 shows that all statement indicators representing four variables are declared valid with a loading factor value of > 0.5 . The results of composite construct reliability (CCR) and average variance extracted (AVE) values meet the reliability test requirements with CCR values of ≥ 0.7 and $AVE \geq 0.5$. It is known that the variables compensation, perception of organizational culture, organizational commitment, and turnover intention have good reliability, with the AVE value and CCR value of each variable meeting the requirements of the reliability test to show that convergent validity is acceptable.

Table 3 shows that the validity of the discriminant is greater than 0.50, meaning that each is an independent construct. Therefore, this research instrument satisfies the discriminant validity requirement and is replaced because all square roots of the mean extracted variance (AVE) range from 0.72 to 0.83. It means that each construct measures something different from the others.

Structural Equation Modeling (SEM) Data Analysis

According to Ghazali (2016), the number of representative samples in the SEM model ranges from 100 – 200 samples. This research used a sample of 155 respondents, and they qualified the assumptions needed in the SEM test. In multivariate data analysis, the most basic premise is normality, so the data used has a normal distribution. To see the normal distribution data, z value (critical ratio or C.R. in AMOS 21 software results) and skewness and kurtosis distribution values can be used. This research obtained normality test results univariately, with most of the normal distribution. It is because the result of the critical ratio (C.R.) value for skewness and kurtosis is still in the range of critical values, which is -2.58 to +2.58. Meanwhile, multivariate data does not qualify for critical values because it has a value of more than 2.58, which is 13.207.

Table 3. Discriminant validity test results

Variable	Discriminant Value (AVE)
Compensation	0.72
Perceptions of Organizational Culture	0.83
Organizational Commitment	0.80
Turnover Intention	0.77

Sources: Data processing results, 2022

According to Anderson (2017), abnormal data can be estimated with the maximum estimation technique because obtaining data with a normal distribution is difficult. An outlier is an observation or data with unique characteristics that differ from other data and appear in extreme values (Hair et al., 2019). Data can be determined from the Mahalanobis Distance value to evaluate multivariate outliers. In this study, the most considerable Mahalanobis Distance value was 51,931, which means it is still below the Mahalanobis Distance limit value used is 61,098, and the Mahalanobis Distance value is more significant than the limit is a multivariate outlier.

Based on the estimation results from data processing, AMOS 21 software is used to identify the data model in SEM analysis. This analysis can be used if the results of model identification are classified as over-identified (having a degree of freedom > 0) or can be obtained from the degrees of freedom value (df > 0) of the designed model (Haryono, 2013). In this research data, the df value of the model was accepted as much as 428 (df > 0). It shows that the model used belongs to the category of over-identified and has a positive value. Therefore, the data analysis in this research can proceed to the next stage. The causality relationship tested in SEM data analysis can be expressed as a flowchart of forming the structural equation model in Figure 2.

Model goodness of fit testing is used to test the model in explaining relationships between hypothesized variables. Table 4 summarizes the model’s goodness of fit test results, showing Chi-square, probability, RMSEA, GFI, AGFI, CMIN/DF, and TLI values that provide conformity indices that conform to recommended limits. Referring to the results in Table 4, it is known that this research model is sufficient to be said to be a good fit.

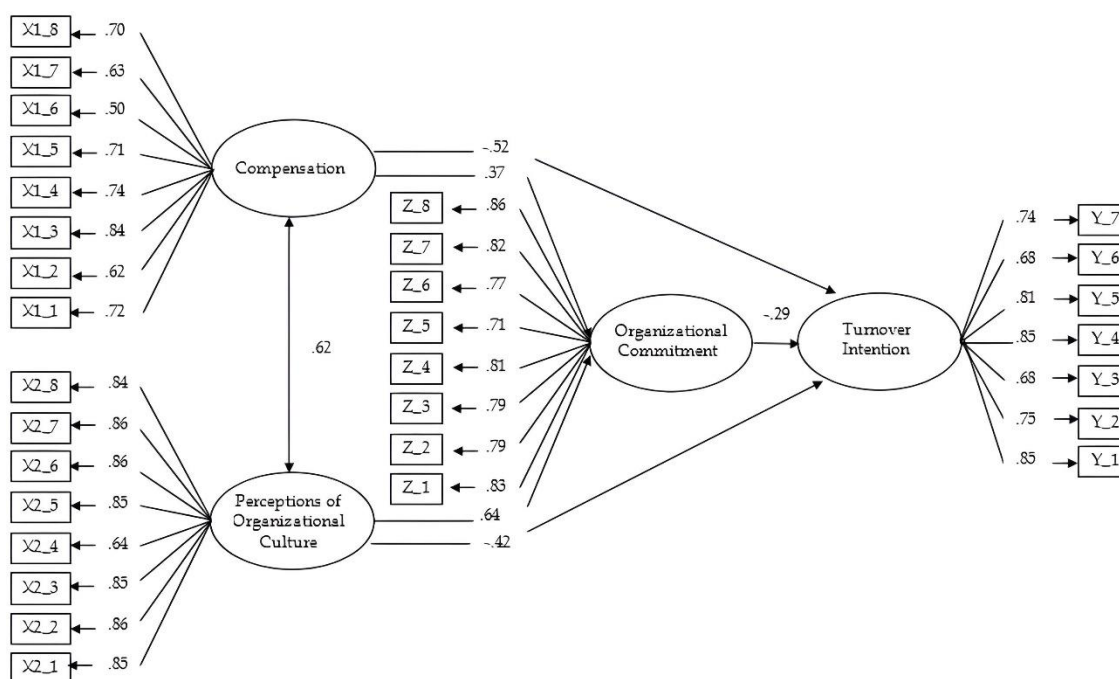


Figure 2. Flowchart of structural equation model

Table 4. The goodness of fit model test results

Criteria	Fit Index	Results Index	Conclusion
Chi-Square	-	427.635	Marginal
Probability	≥0.05	0.009	Marginal
RMSEA	≤ 0.08	0.035	Fit
GFI	≥ 0.90	0.860	Marginal
AGFI	≥ 0.90	0.808	Marginal
CMIN/DF	≤ 2.00	1.185	Fit
TLI	≥ 0.90	0.978	Fit

Sources: Data processing results, 2022

Hypothesis Testing

In this research, testing of 7 hypotheses was carried out and used to answer several questions and analyze the structural relationships of the model. The hypothesis in the research is supported if there is an influence between one variable and another variable. It has a critical ratio value greater than ± 1.96 at a significant level of 0.05 or ± 2.58 at a significant level of 0.01. Meanwhile, the estimated value (loading factor) obtained from standardized regression weights in the processed AMOS 21 software is used to determine the direction and strength of the relationship if the hypothesized effect proves to be significant. The independent variable is linked to the dependent variable to see the effect directly without going through the mediation variable. The results of the relationships between variables are given in Table 5.

Meanwhile, to determine the mediation relationship between independent variables (compensation and perception of organizational culture) and dependent variables (turnover intention) through mediating variables (organizational commitment) can be obtained by comparing the value of standardized direct effect with standardized indirect effects from the processed results of AMOS 21 software. Suppose the standardized direct effect's value is smaller than the standardized indirect effects' value. It means that the mediation variable indirectly affects the independent and dependent variables. The results of the values of standardized direct effects and standardized indirect effects are given in Table 6.

In addition, indirect effects can be tested through the Sobel test using the help of the Sobel test calculate software. The value of the parameter coefficient for the Sobel test is obtained from the estimated (loading factor) and S.E (standard error) values obtained from the standardized regression weights in the processed results of AMOS 21 software.

Discussion

The results of hypothesis testing (H_1) show that "compensation affects organizational commitments" is supported, and it can be concluded that compensation has a direct positive effect on organizational commitments. These results are shown in Table 5. The parameter of estimating the value of the standard regression weight coefficient for the effect of compensation on organizational commitment obtained a value of 0.369 with a critical ratio value of C.R. $5.621 > \pm 1.96$ and a significance value of $0.000 (< 0.001) < 0.05$. It means that the better employees get compensation from the company, expected to increase their organizational commitment and make employees stay in the company. These results support the social exchange theory of Blau (1964) that with reciprocity for the performance given and compensation received satisfactorily, employees will likely be more committed to the organization. The results of this study support the results of previous research conducted by Vizano et al. (2021), Ashraf (2020) and Daniel (2019) that compensation is an essential part of increasing organizational commitment.

Table 5. Relations of variables

Relationship	Estimate Value	Critical Ratio	Sig.
Compensation → Organizational Commitment	0.369	5.621	0.000
Perceptions of Organizational Culture → Organizational Commitment	0.643	9.736	0.000
Compensation → Turnover Intention	-0.520	-3.059	0.002
Perceptions of Organizational Culture → Turnover Intention	-0.425	-2.246	0.025
Organizational Commitment → Turnover Intention	-0.287	-2.228	0.022

Sources: Data processing results, 2022

Table 6. Standardized direct and indirect effects

Relationship	Standardized direct effects	Standardized indirect effects
Compensation → Turnover Intention	-0.520	-0.088
Perceptions of Organizational Culture → Turnover Intention	-0.425	-0.193

Sources: Data processing results, 2022

The results of hypothesis testing (H₂) show that “perceptions of organizational culture affects organizational commitment” is supported, and it can be concluded that perceptions of organizational culture have a direct positive effect on organizational commitment. These results are shown in Table 5. The parameter of estimating the value of the standardized regression weights coefficient on the effect of perceptions of organizational culture with organizational commitment resulted in a value of 0.643 with a critical ratio value of C.R. $9.736 > \pm 1.96$ and a significance value of $0.000 (< 0.001) < 0.05$. It means that a strong perception of organizational culture will form organizational solidarity, loyalty, and commitment so that employees choose to remain in the company. These results support the social cognitive theory of Wood and Bandura (1989) that organizational culture is formed as a result of human behavior as a triadic, dynamic, and reciprocal interaction of personal, behavioral, and environmental factors. Therefore, perceptions of individual and organizational culture in the work environment will determine attitudes and behaviors, especially those related to commitment, loyalty, and motivation at work. The results of this research are supported by previous research by Shahriari et al. (2023), Giao et al. (2020), and Sarhan et al. (2019).

The results of hypothesis testing (H₃) show that “compensation has a significant effect on turnover intention” is supported, and it can be supposed that compensation has a direct negative effect on turnover intention. These results are shown in Table 5. The parameter of estimating the value of the standardized regression weights coefficient on the effect of compensation on turnover intention obtained a value of -0.520 with a critical ratio value of C.R. $-3.059 > \pm 1.96$ and a significance value of $0.002 < 0.05$. Therefore, it can be concluded that the better the compensation provided, the lower the turnover rate of employees. On the other hand, if the compensation is not reasonable, the employee feels dissatisfied and tends to want to leave the company. The results of this research are also supported by previous research by Kebede et al. (2022) and Koo et al. (2019) that compensation greatly contributes to reducing employee turnover intention towards the company.

The results of hypothesis testing (H₄) show that “perceptions of organizational culture have a significant effect on turnover intention” is supported, and it can be concluded that perceptions of organizational culture have a direct negative effect on turnover intention. These results are shown in Table 5. The parameter of estimating the value of the standardized regression weights coefficient on the influence of perceptions of organizational culture on turnover intention obtained a value of -0.425 with a critical ratio value of C.R. $-2.246 > \pm 1.96$ for a significance level of 5% and a significance value of $0.025 < 0.05$. Robbins (2017) states that the perception of a strong organizational culture will considerably influence employee behavior and directly reduce the turnover rate of employees. The results of this research are also the same as those conducted by Omar et al. (2022) and Mashile et al. (2019), which showed that perceptions of organizational culture are an essential part of decreasing turnover intention.

The results of hypothesis testing (H₅) show that “organizational commitment has a significant effect on turnover intention” was supported, and it can be concluded that organizational commitment has an effect directly against turnover intention. These results are shown in Table 5. The parameter of estimating the value of the standardized regression weights coefficient on the effect of organizational commitment on turnover intention resulted in a value of -0.287 with a critical ratio value of C.R. $-2.228 > \pm 1.96$ and had a significance value of $0.022 < 0.05$. The negative impact on the relationship of organizational commitment is the turnover intention, indicating that employees with a high organizational commitment to the company will have a low turnover intention rate to leave the company. The results of this research are similar to other research previously investigated by Tran et al. (2020), Guzeller et al. (2019), and Alom et al. (2019).

The results of hypothesis testing (H₆) show that “compensation has a significant effect on turnover intention through organizational commitment as a mediation variable” supported, meaning that organizational commitment has a role in mediating the effect of the relationship between compensation and turnover intention. To determine the effect of the compensation relationship on turnover intention, mediated by organizational commitment, compare the values of standard direct and indirect effects in Table 6. The results in the table are obtained by the standard direct effect value of $-0.520 <$ the standard indirect effect value of -0.088 , which can qualify the test requirements. In addition, this result is also strengthened through calculations in the Sobel test by testing the t count $>$ t table ($0.05; 151$) at a level of 5%, which is ± 1.975 . The Sobel test showed the calculated t value is $-2,000$, or it can be concluded that t count $>$ t table. It means there is an indirect effect between compensation and turnover intention through organizational commitment variables. In addition, the role of organizational commitments can negatively and significantly mediate the effect of compensation on turnover intention partially. The results of this research are similar to other

research previously investigated by Li et al. (2021), Chan et al. (2019), and Ruiz et al. (2019).

The results of hypothesis testing (H_7) show that “perceptions of organizational culture have a significant effect on turnover intention through organizational commitment as a mediating variable” is supported. It means that organizational commitment mediates the effect of perceptions of organizational culture relationships on turnover intention. To determine the effect of the relationship of perceptions of organizational culture relationship on turnover intention, mediated by organizational commitment, compare the values of standard direct and indirect effects in Table 6. The results in the table are obtained by the standard direct effect value of $-0.425 <$ a standardized indirect effects value of -0.193 , which can qualify the test requirements. In addition, this result is also strengthened through calculations in the Sobel test, with t count $>$ t table (0.05; 151) at a level of 5%, which is ± 1.975 . The result obtained from the Sobel test, the calculated t value is -2.091 , or it can be concluded that t count $>$ t table. In addition, the role of organizational commitment can negatively and significantly mediate the effect of perceptions of organizational culture on turnover intention partially. Employees who feel that their organizational culture perception is good will have a high organizational commitment to the company and have an impact on reducing the turnover rate of employee intentions because they choose to stay in the company. The results of this research are also supported by previous research from Albanchez et al. (2022), Abonwara et al. (2021), and Alzamel et al. (2020).

These results support the elements in the Theory of Planned Behavior (TPB) by Ajzen (1991), such as attitudes toward behavior, subjective norms, and perceived behavioral control. An individual's behavior in the form of turnover intention can occur due to the intention in the individual, which is influenced by several factors. This study's influencing factors were compensation, perception of organizational culture, and overall organizational commitment, which significantly affect turnover intentions.

5. CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

The results of this study show that all research hypotheses are accepted. The results of this research indicated that: (1) compensation has a positive and significant effect directly on organizational commitment, (2) perceptions of organizational culture have a positive and significant effect directly on organizational commitment, (3) compensation has a negative and significant effect directly on turnover intention, (4) organizational culture perception has a negative and significant effect directly on turnover intention, (5) perceptions of organizational culture have a negative and significant effect directly on turnover intention, (6) compensation has a negative and indirectly significant effect on turnover intention through organizational commitment as a mediating variable, and (7) perceptions of organizational culture have an indirect negative and significant effect on turnover intention through organizational commitment as a mediating variable.

The research has two main managerial implications. First, PT Andalan Busana Boyolali Indonesia must evaluate and improve employee compensation by increasing appreciation of employee work in financial and non-financial forms to generate employee satisfaction. Second, PT Andalan Busana Boyolali Indonesia must pay attention to the work culture implemented by evaluating and updating policies to create a better perception of organizational culture and provide a sense of comfort, security, and peace for employees while working in the company. These two implications can be used as a guideline for companies to increase employee organizational commitment and reduce high turnover rates.

Several limitations of this study need to be considered, and these become suggestions for improvement for future research. First, the study used only two independent variables: compensation and perception of organizational culture. Therefore, future studies should add independent variables to increase precision and accuracy in reinforcing the hypothetical results of previous studies. Thus, it can provide a broad representation of the subject that reflects various other factors influencing employee turnover intention in the company. Second, this study had a limited number of samples, thus limiting the generalization of the findings. Therefore, it is recommended to increase the number of respondents to anticipate what is possible so that it can be used as backup data to achieve the minimum number of respondents required.

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