

The Effect Of Compensation And Work Motivation On *Intention To Stay* Through Job Satisfaction And Organizational Commitment To Employees

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Abstract

This research is descriptive quantitative, and explanatory research. The independent variables of this study are the Compensation Variable (X1) and Work Motivation Variable (X2), and the Bound Variable is the Intention to Stay (Y). At the same time, the Mediation Variable is Job Satisfaction Variable (Z1) and Organizational Commitment Variable (Z2). The results of this study indicate that (1) Compensation variable has a positive and significant effect on Intention to Stay, (2) Work Motivation has a positive and significant effect on Intention to Stay, (3) Job Satisfaction has a positive and significant effect on Intention to Stay, (4) Organizational Commitment has a positive and significant effect on Intention to Stay, (5) Compensation variable has a positive and significant effect on Organizational Commitment, (6) Work Motivation has a positive and significant effect on Organizational Commitment, (7) Job Satisfaction has a positive and significant effect on Organizational Commitment , (8) Compensation variable has a positive and significant effect on Job Satisfaction, (9) Work Motivation has a positive and significant effect on Job Satisfaction, (10) Compensation Variable, (11) Work Motivation has a positive and significant effect on Intention to Stay through Organizational Commitment, (12) Job Satisfaction has a positive and significant effect on p Intention to Stay through Organizational Commitment, (13) Compensation variable has a positive and significant effect on Intention to Stay through Job Satisfaction, (14) Work Motivation has a positive and significant effect on Intention to Stay through Job Satisfaction.

Keywords: *Compensation, Work Motivation, Job Satisfaction, Organizational Commitment, Intention to Stay*

INTRODUCTION

Human Resource Management is one of the most effective systems in the running of an organization or company in achieving its vision, mission, and goals. With the presence of human resources or company employees, it will be faster to meet company goals. The good or wrong way of a company depends on the existing human resources. The better the employees work in the company, the faster it will meet its goals and vice versa. The worse the employees in the company, the more difficult it will be to achieve goals. An employee's Intention to remain or stay in a company is a condition where employees tend to want to stay or stay in a company until an employee is forced to leave or leave the company for specific reasons and conditions. If the conditions provided by the company are not what is expected of the employee, the employee will tend to leave the company (Ibrahim, 2016).

Intention to stay is a desire or willingness to stay an employee in a company where the employee lives or settles to work for the company (Larkin, 2015).

The Intention to remain an employee also plays an essential role in the company, such as at PG Kebon Agung, Malang Regency. Employees who work there are expected to help the company so that the company can achieve its goals. However, the fact is that many employees do not have the Intention to remain or be in the company, so many employees choose to leave or stop working at the company, which makes it more difficult for the company to achieve its goals.

The following is data on the number of employees for the last three years:

Table 1 Data on The Number of Permanent Employees at PG Kebon Agung

No	Part/Section	Number of Employees each year		
		2020	2021	2022
1	T.U.K	72	63	53
2	Plant	36	26	28
3	Manufacturing	32	24	30
4	Quality Control (QC)	6	6	5
5	Engineering	72	65	63
	Total	218	184	179

Source: PG. Kebon Agung Malang Regency, 2022

Based on the data above, permanent employees at PG. Kebon Agung Malang Regency, the last three years decreased in 2020, and the total number of permanent employees was 218. In 2021 the total number of permanent employees was 184. In 2022 the total number of permanent employees is 179, so with the decrease in human resources at PG Kebon Agung Malang Regency, the Intention to stay or the Intention to stay employees has decreased. Therefore, the Intention to retain employees needs to be improved so that employees feel comfortable and work in the company.

According to Bangun (2012), compensation is one of the most critical factors for a company or organization. With compensation, the company or organization can maintain and get the human resources desired by the company. Compensation is all income received by employees or workers, either directly or indirectly, as a reward for services provided to the company or organization (Hasibuan, 2016). Mujanah (2019) states that compensation is a form of remuneration or award given to individuals by the company for carrying out and completing a particular job assigned to them or having achieved a standard or target set by the company. Thus, compensation is an activity in return for services the company provides to employees or workers for carrying out or achieving a target set by the company.

According to Farisi et al. (2020), work motivation is a person's willingness to make efforts for a company goal, where these efforts are conditioned with particular abilities to meet particular needs, while work is an activity carried out to achieve a predetermined goal. Sutrisno (2011) explains that work motivation is a factor that supports or encourages someone to take a particular action. Therefore work motivation is also defined as a factor that encourages someone to behave.

According to Afandi (2018), the notion of job satisfaction is a positive attitude of the workforce, including feelings and behavior towards their work through the assessment of one job as a sense of respect in achieving one of the essential values of the job. Boleh (2015) states that job satisfaction is a worker's attitude toward his job. Therefore, job satisfaction is an attitude or action expressed individually or in an employee's sense of work through job identification in the company.

According to Robbins (2002), organizational commitment is an attitude that reflects feelings of pleasure or displeasure toward the organization. This feeling of liking for the organization can be shown through the employee's interest in the goals, values, and goals and willingness to be affiliated with the organization and work hard to achieve organizational sustainability. Luthans (2006) defines organizational commitment as a strong desire to remain a member of the organization and work hard to fulfill the organization's wishes and receive value from the organization. Therefore organizational commitment is an attitude to remain a member of the organization and work hard to meet organizational goals with feelings of pleasure towards the organization.

Intention to stay is where human resources (HR) remain in the company. The company's human resources (HR) have a diverse mindset towards work. Is the work given by the company what is expected or not by what is expected? Suppose PG Kebon Agung Malang gives the job. If by what is expected by the employee, the employee will remain in the company, but if given by PG. Kebon Agung Malang is unsuitable, and the employee will leave the company. Things directly related to work, such as compensation, work motivation, job satisfaction, and organizational commitment, must be considered so that employees remain in the company.

Therefore, based on the explanation above, it is necessary to conduct a study to see how vital the Intention to remain an employee is and to determine the effect of compensation and work motivation on the Intention to stay through job satisfaction and organizational commitment of employees PG Kebon Agung Malang Regency.

RESEARCH METHODS

This explanatory research explains the relationship between variables by analyzing numbers or numerical data through statistical data (Cresswell, 2013). This research variable uses compensation variable (X1) and work motivation (X2) as independent variables, Intention to stay variable (Y) as a dependent variable, and job satisfaction variable (Z1) and organizational commitment (Z2) as mediating variables. The research is mentioned as explanatory research because this study wants to know the effect of direct and indirect relationships between variables, namely: compensation (X1), work motivation (X2), *Intention to stay* (Y), job satisfaction (Z1), and organizational commitment (Z2). The population in this study were employees of PG Kebon Agung Malang Regency. The sample in this study used the Slovin formula with *Probability Sampling sampling*. According to Sugiyono (2013), this sampling technique is used when the population has one member/element that is not homogeneous and stratified proportionally. The following is the sub-structure equation of this research:

$$\begin{aligned} Z_1 &= \beta X_1 + \beta X_2 + e \\ Z_2 &= \beta X_1 + \beta X_2 + \beta Z_1 + e \\ Y &= \beta X_1 + \beta X_2 + \beta Z_1 + \beta Z_2 + e \end{aligned}$$

Description :

Y : *Intention to Stay*

β : Beta Coefficient

X₁ : Compensation

X₂ : Work Motivation

Z₁ : Job Satisfaction

Z₂ : Organizational Commitment

e : Standard Error

RESULTS AND DISCUSSION

The characteristics of respondents in this study are as follows:

Table 2 Gender of Respondents

No	Gender	Number of Respondents	Percentage
1	Male	96	61,1%

2	Female	61	38,9%
Total		157	100%

From the table above, it can be seen that from the number of research samples, there is a male gender with a percentage of 61.1% with a total of 96 respondents and a female gender with a percentage of 38.9% with a total number of 61 respondents.

Table 3 Age of Respondents

No	Age	Frequency	Percentage
	< 26 – 26 Years	18	11,5%
	27 – 37 Years	38	24,2%
	38 – 48 Years	71	45,2%
	> 48 Years	30	19,1%
Total		157	100%

The table above shows that the age of the most vulnerable respondents is 38-48 years and the fewest respondents with an age range of <26-26 years.

Table 4 Respondent's Marital

No	Marital Status	Number of Respondents	Percentage
1	Married	136	86,6%
2	Not Married	21	13,4%
Total		157	100%

From the table above, it can be seen that the marital status of respondents with a percentage of married 86.6% and unmarried 13.4%.

Table 5 Respondent's Last Education

No	Last education	Number of Respondents	Percentage
1	High School Equivalent	64	40,8%
2	D3 Equivalent	10	6,4%
3	S1 Equivalent	59	37,6%
4	S2 Equivalent	24	15,3%
Total		157	100%

The table above shows that the most recent education is high school or equivalent, with a percentage of 40.8%, and the least recent education is D3 equivalent, with a percentage of 6.4%.

The descriptive analysis of this study is to determine the tendency of respondents' answers to statements or questions in questionnaires or questionnaires. The interpretation of respondents' answers (Narimawati. 2008) is as follows:

Table 6 Interpretation of the Average Item Score on Research Variables

No.	Score	Interpretation
1	1,00 – 1,79	Very low
2	1,80 – 2,59	Low
3	2,60 – 3,39	Currently
4	3,40 – 4,19	High
5	4,20 – 5,00	Very High

The descriptive analysis of compensation variables is as follows:

Table 7 Compensation Variable Scale Range

No.	Question/Statement Items	Mean
X1.1	I get a Salary from the company which is given every month.	3,81
X1.2	I get incentives or rewards given by the company.	3,91

X1.3	I get a bonus from the company for meeting performance goals.	3,87
X1.4	I get paid or paid according to the length of an hour worked.	3,85
X1.5	I get premiums or prizes paid extra on top of regular payments.	3,77
X1.6	I received treatment to cope with the health risks.	3,84
X1.7	I get insurance to cover the risk of losses caused by uncertain events.	3,84
Average Score		3,84

From the overall results of the variable compensation instrument, it has a score of 3.84 or high. The compensation given by the company is high. The provision of compensation indicates this by the company to employees.

The descriptive analysis of work motivation variables is as follows:

Table 8 Work Motivation Variable Scale Range

No.	Question/Statement Items	Mean
X2.1	I was given a decent service fee as well as a pension guarantee by the company	3,51
X2.2	I am allowed to take time off from work for some reason	3,42
X2.3	The company gave me adequate rest time	3,45
X2.4	I work with work safety insurance	3,57
X2.5	I work to get an old age guarantee from the company	3,21
X2.6	I am allowed to file various work-related complaints	3,40
X2.7	Every time I get into trouble, my co-workers are willing to help me	3,33
X2.8	If there is a problem, my boss always provides a solution	3,36
X2.9	My boss and co-workers at work care about me as an employee	3,49
X2.10	The company rewards me for the work I do	3,19
X2.11	I get praise from the leadership for the work I do	3,38
X2.12	The leadership allowed me to be creative at work	3,31
X2.13	The company provides opportunities to participate in decision making	3,35
Average Score		3,38

From the overall results of the work motivation variable instrument, it has a score of 3.38 or moderate. Where the work motivation provided by the company to employees is moderate. The provision of work motivation indicates this by the company to employees

Analisis deskriptif variabel kepuasan kerja adalah sebagai berikut:

The descriptive analysis of job satisfaction variables is as follows:

Table 9 Job Satisfaction Variable Scale Range

No.	Question/Statement Items	Mean
Z1.1	I am satisfied with my chances of promotion.	3,85
Z1.2	The opportunities for promotion in my job are too small.	3,88
Z1.3	Those who do a good job have a fair chance of being promoted.	3,88
Z1.5	My boss is competent enough to do his job.	3,62
Z1.8	I like my boss.	3,85
Z1.9	When I do a good job, I receive the recognition I deserve.	3,89
Z1.12	There are several awards for those who work here.	3,89
Z1.13	My efforts to do a good job are rarely hindered by bureaucracy	3,62
Z1.17	I like the people I work with.	3,84
Z1.18	I have to work harder because of the incompetence of the people I work with.	3,89
Z1.19	I enjoy working with my co-workers.	3,89
Z1.21	I feel proud of doing my job	3,63
Z1.23	I like to do the things I do at work	3,85
Z1.24	The work I do is delightful.	3,89
Z1.25	I feel good communication within the company.	3,90
Z1.27	I do not know what is going on with the organization.	3,63

Average Score	3,81
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The overall results of the variable job satisfaction instrument have a score of 3.81 or high. When employees generate job satisfaction, their work is high. It is indicated by the employee's job satisfaction with the work and what the company gives.

The descriptive analysis of organization commitment variables is as follows:

Table 10 Organization Commitment Variable Scale Range

No.	Question/Statement Items	Mean
Z2.2	I boast of the organization to others outside the organization	3,64
Z2.4	I think I will not easily become attached to other organizations like I am attached to this organization	3,59
Z2.5	I feel part of the family in this organization	3,82
Z2.6	I feel emotionally attached to this organization.	3,34
Z2.7	This organization means a lot to me.	3,64
Z2.9	I worry about what might happen if I quit my job without having another similar job.	3,59
Z2.10	It would be difficult to leave this organization now, even if I wanted to.	3,82
Z2.11	Many things in my life would be disrupted if I decided I wanted to leave this organization now.	3,34
Z2.13	Working in this organization is both a necessity and a desire for me.	3,64
Z2.14	I feel that I have little choice in wanting to leave this organization	3,59
Z2.17	I think nowadays. People move from one organization to another too often	3,82
Z2.18	I do not believe a person should always be loyal to his or her organization.	3,34
Z2.19	Switching from one organization to another seems unethical to me.	3,64
Z2.20	One of the main reasons for continuing to work for this organization is that I believe loyalty is essential. Therefore I feel that staying with the company is a moral obligation.	3,59
Z2.21	If I received a better job offer from another organization, I would not feel that the offer was a good reason to leave my organization.	3,82
Z2.22	I was taught to believe in the value of staying loyal to one organization	3,34
Average Score		3,59

From the overall results of the instrument, the organizational commitment variable has a score of 3.59 or high. Employees' organizational commitment to their work and organization is high, this is indicated by the employee commitment to his work and organization.

The descriptive analysis of Intention to stay variables is as follows:

Table 11 Intention to Stay Variable Scale Range

No.	Question/Statement Items	Mean
Y.1	I never intended to quit my current job	3,92
Y.2	I never thought of looking for another company to work for	3,76
Y.3	I will not leave my job if I get a job with the same conditions and income in another company	3,83
Y.4	I feel lost if I quit my current job	3,89
Average Score		3,85

The Intention to Stay variable instrument's overall results show a score of 3.85 or high. The Intention to stay owned by employees towards their work and organization is high. It is indicated by the employee's Intention to stay towards his work and organization.

The results of the reliability test are as follows:

Table 12 Reliability Test Results

Variable	Cronbach Alpha	Description
Compensation (X1)	0,976	Reliable
Work Motivation (X2)	0,980	Reliable
Job Satisfaction (Z1)	0,978	Reliable

Organizational Commitment (Z2)	0,977	Reliable
Intention to Stay (Y)	0,896	Reliable

From the table of reliability test results above, it can be concluded that each variable used in this study is reliable or the measuring instrument used is reliable and consistent if the measurement is repeated, where the *Cronbach Alpha* generated from each variable is > 0.6

The results of the multicollinearity test are as follows:

Table 13 Multicollinearity Test Results (Test 1)

Variable	Collinearity Statistics		Description
	Tolerance	VIF	
Compensation (X1)	0,976	1,024	Multicollinearity does not occur
Work Motivation (X2)	0,976	1,024	Multicollinearity does not occur

The results of the multicollinearity test table above show that the compensation variable (X1) with a tolerance score of $0.976 > 0.1$ and VIF $1.024 < 10$. The work motivation variable (X2) with a tolerance score of $0.976 > 0.1$ and VIF $1.024 < 10$. It can be concluded that the variable compensation (X1) and work motivation (X2) on job satisfaction (Z1) do not occur or is free from symptoms of multicollinearity.

Table 14 Multicollinearity Test Results (Test 2)

Variable	Collinearity Statistics		Description
	Tolerance	VIF	
Compensation (X1)	0,900	1,111	Multicollinearity does not occur
Work Motivation (X2)	0,943	1,061	Multicollinearity does not occur
Job Satisfaction (Z1)	0,877	1,141	Multicollinearity does not occur

Compensation (X1) with a tolerance score of $0.900 > 0.1$ and VIF $1.111 < 10$. Work motivation variable (X2) with a tolerance score of $0.943 > 0.1$ and VIF $1.061 < 10$. Job satisfaction variable (Z1) with a score tolerance of $0.877 > 0.1$ and VIF $1.141 < 10$. It can be concluded that the variables of compensation (X1), work motivation (X2), and job satisfaction (Z1) on organizational commitment (Z2) do not occur or are free from symptoms of multicollinearity

Table 15 Multicollinearity Test Results (Test 3)

Variable	Collinearity Statistics		Description
	Tolerance	VIF	
Compensation (X1)	0,850	1,176	Multicollinearity does not occur
Work Motivation (X2)	0,891	1,123	Multicollinearity does not occur
Job Satisfaction (Z1)	0,850	1,176	Multicollinearity does not occur
Organizational Commitment (Z2)	0,811	1,232	Multicollinearity does not occur

Compensation (X1) with a tolerance score of $0.850 > 0.1$ and VIF $1.176 < 10$. Work motivation variable (X2) with a tolerance score of $0.891 > 0.1$ and VIF $1.123 < 10$. Job satisfaction variable (Z1) with a score tolerance of $0.850 > 0.1$ and VIF $1.176 < 10$. Organizational commitment variable (Z2) with a tolerance score of $0.811 > 0.1$ and VIF $1.232 < 10$. It can be concluded that the compensation variable (X1), work motivation (X2), job satisfaction (Z1), and organizational commitment (Z2) to the Intention to stay (Y) do not occur or are free from symptoms of multicollinearity.

The results of the heteroscedasticity test are as follows:

Table 16 Heteroscedasticity Test Results (Test 1)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,786	2,515		1,506	,134
	Compensation	,090	,066	,110	1,361	,175
	Work Motivation	,005	,046	,010	,118	,906

a. Dependent Variable: Abs_ResZ1

From the results of the Glejser test above, it can be seen that the compensation variable (X1) has a significance value of 0.175 > 0.05, and the work motivation variable (X2) has a significance value of 0.905 > 0.05, so it can be concluded that compensation (X1) and motivation work (X2) to job satisfaction (Z1) Homoscedasticity occurs or does not occur heteroscedasticity.

Table 17 Heteroscedasticity Test Results (Test 2)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,270	3,011		3,411	,001
	Compensation	-,113	,066	-,144	-1,717	,088
	Work Motivation	-,064	,045	-,118	-1,443	,151
	Job Satisfaction	,022	,044	,042	,492	,624

a. Dependent Variable: Abs_ResZ2

From the results of the geyser test above, it can be seen that the compensation variable (X1) has a significance value of 0.088 > 0.05. The work Motivation variable (X2) has a significance value of 0.151 > 0.05. Furthermore, the Job Satisfaction variable (Z1) has a significance value of 0.654 > 0.05. it can be concluded that Compensation (X1), Work Motivation (X2), and Job Satisfaction (Z1) to Organizational Commitment (Z2) have homoscedasticity or there is no heteroscedasticity.

Table 18 Heteroscedasticity Test Results (Test 3)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1,802	,706		2,550	,012
	Compensation	-,016	,014	-,093	-1,076	,284
	Work Motivation	,003	,010	,022	,262	,794
	Job Satisfaction	,010	,009	,090	1,038	,301
	Organizational Commitment	-,017	,010	-,148	-1,666	,098

a. Dependent Variable: Abs_ResY

From the results of the geyser test above, it can be seen that the compensation variable (X1) has a significance value of 0.284 > 0.05. The work Motivation variable (X2) has a significance value of 0.794 > 0.05. The job Satisfaction variable (Z1) has a significance value

of $0.301 > 0.05$. Furthermore, the Organizational Commitment (Z2) variable has a significance value of $0.098 > 0.05$. it can be concluded that Compensation (X1), Work Motivation (X2), Job Satisfaction (Z1), and Organizational Commitment (Z2) to Intention to Stay (Y) have homoscedasticity or not heteroscedasticity

The results of the normality test are as follows:

Table 19 Normality Test Results (Test 1)

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual	
N		157	
Normal Parameters ^{a,b}	Mean	,0000000	
	Std. Deviation	7,91936495	
Most Extreme Differences	Absolute	,066	
	Positive	,055	
	Negative	-,066	
Test Statistic		,066	
Asymp. Sig. (2-tailed)		,094 ^c	
Monte Carlo Sig. (2-tailed)	Sig.	,484 ^d	
	95% Confidence Interval	Lower Bound	,474
		Upper Bound	,494

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Based on 10000 sampled tables with starting seed 92208573.

From the *Kolmogorov-Smirnov test* above, it has *Asymp. Sig.* $0.094 > 0.05$, it can be concluded that the data is typically distributed.

Table 20 Normality Test Results (Test 2)

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual	
N		157	
Normal Parameters ^{a,b}	Mean	,0000000	
	Std. Deviation	7,15485510	
Most Extreme Differences	Absolute	,047	
	Positive	,043	
	Negative	-,047	
Test Statistic		,047	
Asymp. Sig. (2-tailed)		,200 ^{c,d}	
Monte Carlo Sig. (2-tailed)	Sig.	,861 ^e	
	95% Confidence Interval	Lower Bound	,854
		Upper Bound	,868

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Based on 10000 sampled tables with starting seed 1335104164.

From Kolmogorov-Smirnov above has Asymp. Sig. $0.200 > 0.05$, it can be concluded that the data is typically distributed.

Table 21 Normality Test Results (Test 3)

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual	
N		157	
Normal Parameters ^{a,b}	Mean	,0000000	
	Std. Deviation	1,43833073	
Most Extreme Differences	Absolute	,068	
	Positive	,050	
	Negative	-,068	
Test Statistic		,068	
Asymp. Sig. (2-tailed)		,076 ^c	
Monte Carlo Sig. (2-tailed)	Sig.	,448 ^d	
	95% Confidence Interval	Lower Bound	,438
		Upper Bound	,457

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Based on 10000 sampled tables with starting seed 329836257.

From Kolmogorov-Smirnov above has Asymp. Sig. $0.076 > 0.05$, it can be concluded that the data is typically distributed.

The results of the t-statistical test are as follows:

Table 22 t-Statistical Test Results

Test 1		
Variable	t _{count}	Sig.
Compensation (X ₁)	3,615	0,000
Work Motivation (X ₂)	2,338	0,021
Test 2		
Compensation (X ₁)	2,992	0,003
Work Motivation (X ₂)	2,989	0,003
Job Satisfaction (Z ₁)	2,190	0,030
Test 3		
Compensation (X ₁)	3,502	0,001
Work Motivation (X ₂)	3,806	0,000
Job Satisfaction (Z ₁)	6,847	0,000
Organizational Commitment (Z ₂)	3,880	0,000

It can be seen from the table above that if the significance value is less than 0.05, then H₀ is rejected, or H_a is accepted. That is, the independent variable partially has a significant effect on the dependent variable.

The results of the path analysis test from this study are as follows:

Table 23 Path Analysis Test Results

Variable	Direct Effect	Total
X ₁ → Y	0,209	-

X2 → Y	0,222	-
X1 → Z1	0,276	-
X1 → Z2	0,230	-
X2 → Z1	0,179	-
X2 → Z2	0,224	-
Z1 → Z2	0,174	-
Z1 → Y	0,408	-
Z2 → Y	0,237	-
Variable	Indirect Effect	Total
X1-Z1→Y	0.276x0,408=0,112	0,388
X1-Z2→Y	0,230x0,237=0,054	0,284
X2-Z1→Y	0,179x0,408=0,073	0,252
X2-Z2→Y	0,224x0,237=0,053	0,277
Z1-Z2→Y	0,170x0,237=0,040	0,21

Table 24 Direct Hypothesis Testing

Model	Beta	t _{count}	t _{table}	Sig.
X1 → Y	0,209	3,502	1,975	0,001
X2 → Y	0,222	3,806	1,975	0,000
X1 → Z1	0,276	3,615	1,975	0,000
X1 → Z2	0,230	2,992	1,975	0,003
X2 → Z1	0,179	2,338	1,975	0,021
X2 → Z2	0,224	2,989	1,975	0,003
Z1 → Z2	0,174	2,190	1,975	0,030
Z1 → Y	0,408	6,847	1,975	0,000
Z2 → Y	0,237	3,880	1,975	0,000

Table 25 Indirect Hypothesis Testing

Line Model	Direct Effect	Indirect Effect	Total
X1 – Z1 → Y	0,209	0,112	0,388
X1 – Z2 → Y	0,209	0,054	0,284
X2 – Z1 → Y	0,222	0,073	0,252
X2 – Z2 → Y	0,222	0,053	0,277
Z1 – Z2 → Y	0,408	0,040	0,21

Discussion

The Effect of Compensation (X1) on Intention to Stay (Y)

The linear regression results show that the compensation variable positively and significantly affects the Intention to stay in PG. Kebon Agung Malang Regency employees with a significance value of $0.001 < 0.050$. it can be interpreted that if the compensation increases, the Intention to stay at PG. Kebon Agung Malang Regency employees have increased. The significant effect of compensation on the Intention to stay was because most of the respondents rated the compensation as high (Mean 3.84), so the Intention to stay was PG Kebon Agung Malang Regency employees became high (Mean 3.85). The results of this study support Johari (2012), Sanjeev Kumar (2012), Hidayati (2018), Monica (2021), and Yokhebed (2018).

The Effect of Work Motivation (X2) on Intention to Stay (Y)

The results of linear regression indicate that the variable of work motivation has a positive and significant effect on the Intention to stay in PG. Kebon Agung Malang Regency employees with a significance value of $0.000 < 0.050$. it can be interpreted that if work motivation increases, the Intention to stay is PG. Kebon Agung Malang Regency employees have increased. The significant effect of work motivation on the Intention to stay is that most of the respondents rated work motivation as moderate (Mean 3.38), so the Intention to stay was PG. Kebon Agung Malang Regency employees became high (Mean 3.85). The results of this study support Shahid (2018), Shin (2014), Suhendra (2021), Mutiara (2022), and Perdana (2021).

The Effect of Job Satisfaction (Z1) on Intention to Stay (Y)

The linear regression results indicate that the variable job satisfaction has a positive and significant effect on the Intention to stay in PG. Kebon Agung Malang Regency employees with a significance value of $0.000 < 0.050$. it can be interpreted that if job satisfaction increases, the Intention to stay is PG. Kebon Agung Malang Regency employees have increased. The significant effect of job satisfaction on the Intention to stay is that most of the respondents rated job satisfaction as high (Mean 3.81), so the Intention to stay was PG. Kebon Agung Malang Regency employees became high (Mean 3.85). The results of this study support Sudibjo (2020), Bang (2015), Hidayati (2018), Shin (2014), Monica (2021).

The Effect of Organizational Commitment (Z2) on Intention to Stay (Y)

The linear regression results show that the organizational commitment variable positively and significantly affects the Intention to stay in PG. Kebon Agung Malang Regency employees with a significance value of $0.000 < 0.050$. it can be interpreted that if organizational commitment increases, the Intention to stay is PG. Kebon Agung Malang Regency employees have increased. The effect of organizational commitment on Intention to stay is because most respondents assess organizational commitment as high (Mean 3.59), so the Intention to stay is PG. Kebon Agung Malang Regency employees became high (Mean 3.85). The results of this study support Hansen (2003), Sanjeev Kumar (2012), Chami (2013), Orion (2018), Nasyira (2014), Monica (2021).

The Effect of Compensation (X1) on Organizational Commitment (Z2)

The linear regression results show that the compensation variable positively and significantly affects organizational commitment to PG. Kebon Agung Malang Regency employees with a significance value of $0.003 < 0.050$. it can be interpreted that if the compensation increases, then the organizational commitment of PG. Kebon Agung Malang Regency employees have increased. The significant effect of compensation on organizational commitment is because most respondents rated the compensation as high (Mean 3.84), so the organizational commitment of PG. Kebon Agung Malang Regency employees became high (Mean 3.59). The results of this study support Paik (2007), Nawab (2011), Hidayati (2018), Monica (2021), Dhermawan (2012).

The Effect of Work Motivation (X2) on Organizational Commitment (Z2)

Results of linear regression indicate that the variable of work motivation has a positive and significant effect on organizational commitment to PG. Kebon Agung Malang Regency employees with a significance value of $0.003 < 0.050$. it can be interpreted that if work motivation increases, the organizational commitment of PG. Kebon Agung Malang Regency employees have increased. The significant effect of work motivation on organizational commitment is because most respondents rate work motivation as Medium (Mean 3.38), so the organizational commitment of PG. Kebon Agung Malang Regency employees became high

(Mean 3.59). The results of this study support Fertig (2011), Manalo (2020), Eka (2020), Tania (2013), Suputra (2018).

The Effect of Job Satisfaction (Z1) on Organizational Commitment (Z2)

The linear regression results indicate that the variable job satisfaction has a positive and significant effect on organizational commitment to PG. Kebon Agung Malang Regency employees with a significance value of $0.030 < 0.050$. it can be interpreted that if job satisfaction increases, the organizational commitment of PG. Kebon Agung Malang Regency employees have increased. The significant effect of job satisfaction on organizational commitment is because most of the respondents rated job satisfaction as high (Mean 3.81), so the organizational commitment of PG. Kebon Agung Malang Regency employees became high (Mean 3.59). The results of this study support Paik (2007), Ismail (2016), Hakim (2018), Barusman (2014), Monica (2021).

The Effect of Compensation (X1) on Job Satisfaction (Z1)

The linear regression results show that the compensation variable has a positive and significant effect on job satisfaction for PG. Kebon Agung Malang Regency employees with a significance value of $0.000 < 0.050$. it can be interpreted that if the compensation increases, the job satisfaction of PG. Kebon Agung Malang Regency employees have increased. The significant effect of compensation on job satisfaction is because most of the respondents rated the compensation as high (Mean 3.84), so the job satisfaction of PG. Kebon Agung Malang Regency employees became high (Mean 3.81). The results of this study support Nawab (2011), Baqi (2021), Bawoleh (2015), Kurnia (2013), Dhermawan (2012).

The Effect of Work Motivation (X2) on Job Satisfaction (Z1)

The results of linear regression indicate that the variable of work motivation has a positive and significant effect on job satisfaction for PG. Kebon Agung Malang Regency employees with a significance value of $0.021 < 0.050$. it can be interpreted that if work motivation increases, the job satisfaction of PG. Kebon Agung Malang Regency employees have increased. The significant effect of work motivation on job satisfaction is because most of the respondents rate work motivation as Medium (Mean 3.38), so the job satisfaction of PG. Kebon Agung Malang Regency employees became high (Mean 3.81). The results of this study support Ogunnaike (2014), Manalo (2020), Ahmed (2013), Bawoleh (2015), Dhermawan (2012).

Indirect Effect of Compensation (X1) on Intention to Stay (Y) Through Job Satisfaction (Z1)

The direct influence analysis results explain that the compensation variable's direct effect on job satisfaction is 0.276. In contrast, the indirect effect of the compensation variable on the Intention to stay through the job satisfaction variable is the result of multiplying the beta value of the compensation variable with the job satisfaction variable with the beta value of the job satisfaction variable on the Intention to stay variable, namely: $0.276 \times 0.408 = 0.112$. So the total effect obtained on the Intention to stay variable is the direct and indirect effect, namely $0.276 + 0.112 = 0.388$. Based on these calculations, it can be seen that the direct influence value is 0.209 and the indirect effect is 0.112, which means that the indirect effect value is smaller than the direct influence value. With these results, it is stated that indirectly the compensation variable on the Intention to Stay variable through the job satisfaction variable has a positive and significant effect.

Indirect Effect of Compensation (X1) on Intention to Stay (Y) Through Organizational Commitment (Z2)

From the results of the direct influence analysis, it is explained that the direct effect of the compensation variable on the organizational commitment variable is 0.230. In contrast, the

indirect effect of the compensation variable on *the Intention to stay* through the organizational commitment variable is the result of multiplying the beta value of the compensation variable with the organizational commitment variable with the beta value of the organizational commitment variable on the *Intention to stay*, namely: $0.230 \times 0.237 = 0.054$. So the total effect obtained on the *Intention to stay* is the direct and indirect effect, namely $0.230 + 0.054 = 0.284$. Based on these calculations, it can be seen that the direct influence value is 0.209 and the indirect effect is 0.054, which means the indirect effect value is smaller than the direct influence value. With these results, it is stated that indirectly the compensation variable on the Intention to Stay variable through the organizational commitment variable has a positive and significant influence.

Indirect Effect of Work Motivation (X2) on Intention to Stay (Y) Through Job Satisfaction (Z1)

The direct influence analysis results explain that the direct influence of the work motivation variable on the job satisfaction variable is 0.179. In contrast, the indirect effect of the motivation variable job *stay* through the job satisfaction variable is the result of multiplying the beta value of the work motivation variable with the job satisfaction variable with the beta value of the job satisfaction variable on the *Intention to stay*, namely: $0.179 \times 0.408 = 0.073$. Then the total effect obtained on the *Intention to stay* is the direct effect plus the indirect effect, namely $0.179 + 0.073 = 0.252$. Based on these calculations, it can be seen that the direct influence value is 0.222 and the indirect effect is 0.073, which means the indirect effect value is smaller than the direct influence value. With these results, it is stated that indirectly the work motivation variable on the Intention to Stay variable through the job satisfaction variable has a positive and significant effect.

Indirect Effect of Work Motivation (X2) on Intention to Stay (Y) Through Organizational Commitment (Z2)

From the results of the direct influence analysis, it is explained that the direct influence of the work motivation variable on the organizational commitment variable is 0.224. In contrast, the indirect effect of the motivation variable Work on *Intention to stay* through the organizational commitment variable is the result of multiplying the beta value of the work motivation variable with the organizational commitment variable with the beta value of the organizational commitment variable on the *Intention to stay*, namely: $0.224 \times 0.237 = 0.053$ So the total effect obtained on the *Intention to stay* is the direct effect plus the indirect effect that is $0.224 + 0.053 = 0.277$. Based on these calculations, it can be seen that the direct influence value is 0.222 and the indirect effect is 0.053, which means the indirect effect value is smaller than the direct influence value. With these results, it is stated that indirectly the work motivation variable on the Intention to Stay variable through the organizational commitment variable has a positive and significant influence.

Indirect Effect of Job Satisfaction (Z1) on Intention to Stay (Y) Through Organizational Commitment (Z2)

The direct influence analysis results explain that the direct influence of the job satisfaction variable on the organizational commitment variable is 0.174. In contrast, the indirect effect of the Job satisfaction variable Work on *Intention to stay* through the organizational commitment variable is the result of multiplying the beta value of the job satisfaction variable with the organizational commitment variable with the beta value of the organizational commitment variable on the *Intention to stay*, namely: $0.170 \times 0.237 = 0.040$ So the total effect obtained on the *Intention to stay* is the direct effect plus the indirect effect that is $0.170 + 0.040 = 0.21$. Based on these calculations, it can be seen that the direct influence value is 0.408 and the indirect effect is 0.053, which means the indirect effect value is smaller than the direct

influence value. With these results, it is stated that indirectly the job satisfaction variable on the Intention to stay variable through the organizational commitment variable has a positive and significant influence.

CONCLUSION

This study concluded that the direct influence (1) variables of compensation, work motivation, job satisfaction, and organizational commitment have a positive and significant effect on the intention to stay. It's indicated the provision of compensation and work motivation from the company. as well as job satisfaction and commitment. High employees generate them, so the intention to stay employees is higher. (2) the variables of compensation, work motivation, and job satisfaction positively and significantly affect organizational commitment. It is indicated by the provision of compensation and work motivation and satisfaction shown by high employees so that the resulting organizational commitment will be high. (3) the variables of compensation and work motivation have a positive and significant effect on job satisfaction. The indirect effect is indicated by providing compensation and work motivation for good employees so that the resulting satisfaction is also high. (1) variable compensation, work motivation, and job satisfaction positively and significantly affect the intention to stay through organizational commitment. The higher the employee's intention to stay is marked by the commitment generated by the employee, where compensation, good work motivation, and employee job satisfaction are produced well. (2) the variables of compensation and work motivation have a positive and significant effect on the intention to stay through job satisfaction. The higher an employee's intention to stay is seen from the job satisfaction of employees in the company, which is influenced by the provision of compensation and work motivation from the company.

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