



## The Mediating of Job Satisfaction on Effect of Organizational Commitment and Compensation Turnover Intention



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### Abstract

The purpose of this study was to determine the effect of organizational commitment and compensation on turnover intention mediated by job satisfaction. This research was conducted at the SPA in Bali with a total population of 568 therapists. Of the three SPA studied, a total of 235 therapists were selected using proportionate random sampling. This research data was processed using PLS (Partial Least Square) analysis technique. The results found that organizational commitment had a significant negative effect on turnover intention. Compensation has a significant negative effect on turnover intention. Job satisfaction has a significant negative effect on turnover intention. Compensation has a significant positive effect on job satisfaction. Organizational commitment has a significant positive effect on job satisfaction.

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## 1 Introduction

The SPA industry is now beginning to develop towards the achievement of physical health, mind, and spirit. It can be seen from the emergence of types of SPA that only concentrate on physical health such as Day SPA to the type of SPA that offers comprehensive health treatment and lasts weekly and even monthly, called the Destination SPA / Wellness Center. This development was also followed by the emergence of SPA trends from year to year. Body care and beauty are identical to the needs of women as happened in the era of the 90s where SPA was more intended for women but after 2000 SPA has directed its orientation to the market for men and also adolescents.

The SPA business in Bali continues to grow, it can be interpreted that the SPA business in Bali can absorb a large number of workers to reduce the unemployment rate in Bali. To find out the problems that are often faced by SPA companies, researchers conducted interviews with management in three SPA. Based on the agreement with the SPA, the three names of the SPA will be disguised. The three SPA's namely SPA X, SPA Y, and SPA Z which have been operating for a long time in Bali and already have several outlets. The first SPA interviewed was SPA X. The General Manager of SPA X revealed that one of the problems often encountered was the entry and exit of SPA therapists. So it is quite common to recruit employees, especially therapists, to cover the number of therapists who will leave the company. Various reasons are used by therapists to resign. Going home, looking after children, and working in other places are some of the reasons mentioned by the therapist. The HR manager also explained that the therapist did not directly say the reason for leaving was because he wanted to work elsewhere, but some were eventually discovered after leaving the company and had worked elsewhere.

Widjaya et al. (2008) if the annual turnover in a company is above 10%, then it can be categorized as high. The high level of employee turnover in the company will increase the cost losses in terms of recruitment costs, training, and others. Time will be wasted because the recruitment process and training of new employees require a lot of time to be able to produce the employees needed by the company (Santoni & Harahap, 2018). The intention to leave work is considered a reliable indicator of turnover rates. In a study also mentioned that the intention to leave work is the strongest predictor of predicting the actual turnover rate (Liu & Onwuegbuzie, 2012). Employee turnover intention is the level of intensity of the desire to leave the company. Many reasons cause the desire to move which is the desire to get a better job (Santoni & Harahap, 2018). Based on the results of interviews with the management of the three SPA's, the factors that cause individuals to have turnover intentions include compensation, organizational commitment, and employee job satisfaction with a company.

Organizational commitment specifically refers to the emotional attachment of employees, the desire, and involvement to be in the organization (Allen & Meyer, 1991). The relationship between organizational commitment with turnover intention seen by the existence of a statistically significant relationship between the three forms of commitment and turnover intention, where the study results state that organizational commitment affects one's turnover intention towards the company where he works. Other research also states that commitment significantly affects employee turnover intention. The research findings are expected to help policymakers and practitioners to understand how they can reduce turnover intention by increasing organizational commitment

Next is also one of the trigger factors turnover intention is compensation. Compensation is all income in the form of money, direct or indirect goods received by employees in return for services provided to the company (Lauren, 2017). According to Holston (2018), of the five factors used as research models proved to have a statistically significant effect and of the five factors compensation was included. The study found that employees who have a positive perception about compensation then they will tend not to want to leave their organization (Ghafoor et al., 2017).

Another factor discussed as a factor influencing turnover intention is job satisfaction. Job satisfaction means evaluating how much feedback is offered by the company in the form of salaries and promotions that satisfy the individual, how comfortable he is with coworkers and superiors, and how many tasks are given to the employee so that the employee feels comfortable in the company. Research conducted in China examines more and more doctors who leave or have the intention to leave the organization because of job dissatisfaction. From the results of these studies statistically proven that job satisfaction affects turnover intention (Zhang & Feng, 2011). Research conducted by O'Connor (2018) on the administrator of the executive level headquarters in the Texas public school district obtained significant results regarding the relationship of job satisfaction with turnover intention. It was concluded that, when job satisfaction among executive-level headquarters staff increased, their turnover intention would decrease.

From the results of the previous elaboration, several study results mention the relationship between compensation, job satisfaction, organizational commitment to turnover intention. Organizations continue to seek to benefit from their competitors by improving company performance. One of them is by maintaining a workforce that has reliable and

skilled performance. This study also aims to explore the role of job satisfaction as a mediator in the relationship between compensation and organizational commitment turnover intention. This research will be conducted in three SPA, namely SPA X, SPA Y, and SPA Z, because based on interviews with the SPA found related problem turnover intention employees at the SPA.

### *Literature review and hypothesis development*

Dissatisfaction with compensation will lead to employee intentions to leave the company. According to [Holston \(2018\)](#) compensation is one important factor for employees who can affect their intention to leave the company. Because if too often there is a change of employees among hotel employees affecting some of the workings of the organization and threatening the quality of service to customers. Subsequent research also states that compensation has a significant effect on the turnover intention of 200 nurses enrolled in the analyzed hospital union ([Singh & Loncar, 2010](#); [Güteryüz et al., 2008](#); [Chang et al., 2010](#)). Also found in other studies that compensation has an effect on turnover intention. Where the compensation variable has a negative and significant effect on the turnover intention of the International Language Center (ILC) teacher staff in Jakarta ([Parashakti et al., 2017](#)). A university in Ghana researches turnover intention. From the research results obtained that compensation has a significant relationship to one's intention to leave an organization ([Agyapong et al., 2019](#)).

#### *H1: Compensation has a negative effect on turnover intention*

In the review of this article, the researcher sought to explore the consequences of organizational commitment and job satisfaction on the turnover intention of academics in Pakistan's higher education institutions. The results of the study stated organizational commitment and job satisfaction had a significant negative effect and relationship on turnover intention ([Khan et al., 2013](#)). The results of the analysis suggest that organizational commitment is significantly and negatively related to turnover intention ([Paré & Tremblay, 2000](#)). In the review of this article, the researcher sought to explore the consequences of organizational commitment and job satisfaction on the turnover intention of academics in Pakistan's higher education institutions. The results of the study stated organizational commitment and job satisfaction had a significant negative effect and relationship on turnover intention. The results of the analysis suggest that organizational commitment is significantly and negatively related to turnover intention ([Paré & Tremblay, 2000](#)). In the review of this article, the researcher sought to explore the consequences of organizational commitment and job satisfaction on the turnover intention of academics in Pakistan's higher education institutions. The results of the study stated organizational commitment and job satisfaction had a significant negative effect and relationship on turnover intention.

#### *H2: Organizational commitment has a negative effect on turnover intention*

Research conducted in China states there is a phenomenon that more and more doctors have a desire to leave the organization due to dissatisfaction at work. The results of the study found that job satisfaction affects one's turnover intention and it is hoped that this finding will provide some clues for health sector managers to maintain their human resources ([Zhang & Feng, 2011](#)). In Karachi, 400 nurses from various hospitals were examined and the results show that job satisfaction has a significant effect on turnover intention ([Alam & Asim, 2019](#)). A study was also conducted on 193 police officers in Australia. Getting the same results as described in the previous discussion, where job satisfaction has a significant effect on turnover intention ([Brunetto et al., 2012](#); [Nielsen et al., 2009](#); [Rezvani et al., 2016](#); [Trivellas et al., 2015](#)). A similar study was also conducted on employees working in the manufacturing sector in Peshawar, Pakistan. It was found that job satisfaction has a significant effect on the turnover intention of employees who work at the company ([Ali et al., 2018](#)).

#### *H3: Job satisfaction has a negative effect on turnover intention*

Satisfied employees will contribute maximally to the organization to achieve its competitive advantage. This study is an attempt to investigate this relationship between compensation management and employee job satisfaction in the Nigerian Insurance Sector. The instrument used in gathering information using a questionnaire. In all, 250 questionnaires were given to employees of an insurance company. Statistical analysis reveals that compensation management and employee job satisfaction are significantly correlated despite being weak and that compensation

management impacts and job satisfaction of employees in a company (Adeoye & Fields, 2014). The next study is a cross-sectional study, in which a survey was conducted on students in the US, Malaysia, Vietnam. The next study is researching 224 authorized car dealers in South Sumatra. The coefficient shows that compensation has a positive effect on job satisfaction. This means the better the compensation given to the salesman, the job satisfaction of the salesman will also increase. So it can be said that compensation has a significant positive impact on job satisfaction (Noviantoro *et al.*, 2018). Other studies also explain that compensation affects the job satisfaction of all employees in a newspaper company in Jordan (Baledi & Saed, 2017). The next research is conducted on the employees of PT. Telkom Indonesia and the results show that compensation has a significant effect on job satisfaction at the company (Darma & Supriyanto, 2017).

*H4: Compensation has a positive effect on job satisfaction*

This research is to investigate the impact of organizational commitment and employee performance on job satisfaction. The author uses a statistical population of the banking sector which includes 110 employees from 10 banks and data collected through questionnaires. The results showed a positive relationship between organizational commitment and employee satisfaction and also employee performance has a positive relationship with employee satisfaction (Ahmad *et al.*, 2014). Next, the research carried out in the pharmaceutical industry in Pakistan. A total of 450 questionnaires were sent to employees of six pharmaceutical companies. The results further concluded that organizational commitment has a strong and positive relationship with employee job satisfaction (Anis *et al.*, 2011). Other researchers also examined the impact of organizational commitment on job satisfaction in the Pakistani education sector. The results of the study have been concluded using regression analysis. The results of the study indicate that there is a positive relationship between job satisfaction and work commitment. This implies that employees who are more motivated and committed will perform well and will be more satisfied than those employees who have a low commitment to the company (Sohail *et al.*, 2014).

*H5: Organizational commitment has a positive effect on job satisfaction*

Research conducted on 200 nurses to see how the relationship between compensation with turnover intention. The results of the study mentioned that compensation has a significant effect on turnover intention (Singh & Loncar, 2010). In Karachi, 400 nurses from various hospitals were examined and the results show that job satisfaction has a significant effect on turnover intention (Alam & Asim, 2019). Research on PT. Asian GIS and found that compensation has a significant effect on job satisfaction (Bawoleh *et al.*, 2015). In analyzing turnover intention, researchers find the role of job satisfaction as a mediator. One example of job satisfaction as a mediator is a study at an airline where job satisfaction is proven to be job satisfaction fully mediates the relationship between organizational justice and turnover intention. Although there is one different variable, it is still proven that job satisfaction can be used as a mediator (Suifan *et al.*, 2017).

*H6: Job satisfaction mediates the effect of compensation on turnover intention*

The basic purpose of this study is to determine the impact of organizational commitment on turnover intention. It also investigated further effects of job satisfaction as a mediator. The level of organizational commitment and job satisfaction of workers in some important factors related to the overall success of the organization. Examples of studies that found a relationship between these two variables are research conducted on academic workers in Turkey. The results of the study found that organizational commitment has a positive effect on job satisfaction (Inanc & Ozdilek, 2015). Research conducted in a sugar factory, where 472 employees were respondents. In this research, the results show that organizational commitment has a significant negative effect on employee turnover intention in the company (Arianto, 2018). Subsequent research in which data was collected through a questionnaire from 200 employees of the Faisalabad banking sector. The results of statistical analysis show a significant negative relationship between organizational commitment and turnover intention and a significant positive relationship between organizational commitment and job satisfaction. The results of the study concluded that job satisfaction mediates the relationship between organizational commitment and turnover intention (Bhatti *et al.*, 2016).

*H7: Job satisfaction mediates the effect of organizational commitment on turnover intention*

## 2 Research Methods

This research will be conducted on SPA business in Bali. The object of this research is compensation, organizational commitment, turnover intention, and job satisfaction of therapists in three SPA businesses in Bali. This research will be conducted on three SPA businesses in Bali with a total of 568 therapists. The three companies are:

- a) SPA X, which is a SPA business located on Jalan Dewi Sri, Kuta. With a total of 300 therapists.
- b) SPA Y, which is a SPA business located in Jalan Kayu Aya, Seminyak. With a total of 170 therapists.
- c) SPA Z, which is a SPA business located on Jalan Gunung Salak. With a total of 98 therapists.

This research uses Structural Equation Modeling (SEM) analysis technique with Partial Least Square (PLS) approach. PLS is a powerful analytical method because it does not assume the data must be of a certain scale measurement, the number of samples is small, can be used to confirm the theory, and helps to obtain latent variables for predictive purposes.

## 3 Results and Discussion

### *Analysis of the research model by the PLS method*

Technique The analysis used in this research is Structural Equation Modeling (SEM) with Partial Least Square (PLS) approach.

### *Evaluation of measurement model or outer model*

In evaluating the outer model three criteria are used, namely convergent validity, discriminant validity, and composite reliability. Evaluation of measurement models based on outer loading for reflective indicators with criteria, ie reflective indicators are considered valid if they have a loading value above 0.70 and or t-statistic value greater than t-table or a p-value smaller than Alpha used which means that the model it has convergent validity.

### *Convergent validity*

Following are the results of convergent validity testing of the indicators of organizational commitment, compensation, job satisfaction, and turnover intention which are presented in Table 1. The results of processing using PLS can be seen in Table 1. The outer model value or the correlation between variables has fulfilled convergent validity because all indicators have a loading factor value above 0.70 and the p-value is smaller than Alpha( $\alpha = 0,05$ ).

Table 1  
Outer loading research indicators

	Original Sample (O)	T Statistics (  O / STDEV  )	P Values
Pay	0.807	30,197	0,000
Promotion	0795	27,588	0,000
Supervision	0.856	35,706	0,000
Fringe Benefit	0.806	25,292	0,000
Contingent Rewards	0873	41,746	0,000
Operating Procedures	0850	33,876	0,000
Coworkers	0864	34,860	0,000
Nature of Work	0836	36,095	0,000
Communication	0.856	35,267	0,000
Affective Commitment	0.918	62,639	0,000
Continuous Commitment	0.911	56,574	0,000
Normative Commitment	0.938	99,172	0,000
Salary	0.886	42,518	0,000
Incentive	0871	45,765	0,000
Alimony	0.909	53,419	0,000

Amenities	0.884	50,808	0,000
Thought to get out	0.811	29,916	0,000
Intention to find alternatives	0.910	68,895	0,000
Intention to quit the job	0.924	82,201	0,000

Primary Data, 2020

Based on Table 1 above shows that the nine indicators of job satisfaction consisting of pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, coworkers, nature of work, and communication have outer loadings values greater than 0.70. Indicator contingent reward is the strongest measure of the variable job satisfaction because it has the highest outer loading value with a value of 0.873. Because of the whole indicator already has an outer loading value of more than 0.70, it can be concluded that the ninth indicator this is indicator which is valid for measuring job satisfaction variables.

Next indicators are affective commitment, continuous commitment and normative commitment has an outer loadings value greater than 0.70. Indicator normative commitment is the strongest measure of organizational commitment variable because it has the highest outer loading value with a value of 0.938. Because of the whole indicator already has an outer loading value of more than 0.70, it can be concluded that the third indicator it is indicator which is valid for measuring organizational commitment variables.

Indicators of salary, incentives, benefits and facilities has an outer loadings value greater than 0.70. Indicator fringe benefit is the strongest measure of the compensation variable because it has the highest outer loading value with a value of 0.909. Because of the whole indicator already has an outer loading value of more than 0.70, it can be concluded that the fourth indicator it is indicator valid for measuring compensation variables.

Then the indicators of thought to get out, intention to find alternatives and intention to get out of work too has an outer loadings value greater than 0.70. Indicator intention to quit the job is the strongest measure of the variable turnover intention because it has the highest outer loading value with a value of 0.924. Because of the whole indicator already has an outer loading value of more than 0.70, it can be concluded that the third indicator it is indicator which is valid for measuring turnover intention variables.

#### *Discriminant validity*

Evaluation of measurement models based on cross loading is used to assess whether the construct has good discriminant validity. Discriminant validity is considered valid if it has a cross loading of each indicator on the variable concerned has the greatest value compared to the cross loading of other latent variables. The results of cross loading of the four variables are presented in Table 2.

Table 2  
Cross Loading

	Job Satisfaction	Org. Commitment	Compensation	Turnover Intention
Pay	<b>0.807</b>	0.506	0.488	-0.560
Promotion	<b>0.795</b>	0.585	0.567	-0.532
Supervision	<b>0.856</b>	0.566	0.496	-0.541
Fringe Benefit	<b>0.806</b>	0.641	0.543	-0.592
Contingent Rewards	<b>0.873</b>	0.550	0.513	-0.589
Operating Procedures	<b>0.850</b>	0.465	0.364	-0.510
Coworkers	<b>0.864</b>	0.615	0.510	-0.542
Nature of Work	<b>0.836</b>	0.552	0.469	-0.557
Communication	<b>0.856</b>	0.595	0.476	-0.578
Affective Commitment	0.597	<b>0.918</b>	0.495	-0.613
Continuous Commitment	0.627	<b>0.911</b>	0.578	-0.558
Normative Commitment	0.647	<b>0.938</b>	0.649	-0.688
Salary	0.505	0.556	<b>0.886</b>	-0.603

Incentive	0.499	0.500	<b>0.871</b>	-0.498
Alimony	0.540	0.589	<b>0.909</b>	-0.567
Amenities	0.549	0.568	<b>0.884</b>	-0.600
Thought to get out	-0.637	-0.501	-0.436	<b>0.811</b>
Intention to find alternatives	-0.542	-0.620	-0.630	<b>0.910</b>
Intention to quit the job	-0.591	-0.657	-0.618	<b>0.924</b>

Primary Data, 2020

As seen from Table 2 it is known that the cross loading correlation value obtained from each latent variable is higher than the other latent variables. The value of the cross loading correlation construct of job satisfaction with the indicator is higher than the correlation with organizational commitment indicators (X1), compensation indicators (X2) and Turnover Intention (Y), so that it can be said that material, promotion, supervision, fringe benefits, contingent rewards, operating procedures, coworkers, nature of work, and true communication are indicators of job satisfaction variables. Furthermore, the correlation value of organizational commitment constructs with indicators is higher than the correlation with turnover intention indicators (Y), compensation indicators (X2) and job satisfaction (M), so it can be said that affective commitment, organizational commitment, normative commitment are indicators of organizational commitment variables. Next the correlation value of the compensation construct with its indicator is higher than the correlation with the turnover intention indicator (Y), the indicator of organizational commitment (X1) and job satisfaction (M), so it can be said that salary, incentives, benefits, facilities are indicators of compensation variables. The correlation value of turnover intention construct with its indicator is higher than the correlation with organizational commitment indicator (X1), compensation indicator (X2) and job satisfaction indicator (M), so it can be said that thought to leave, intention to seek alternatives, intention to leave work is an indicator of variable turnover intention. Thus it can be concluded that the latent variable has fulfilled discriminant validity.

Another way to assess discriminant validity is to look at the average variance extracted for each construct in the model. The model has sufficient discriminant validity if the AVE value is above 0.50. The results of discriminant validity testing are presented in the model as shown in Table 3.

In Table 3 it can be explained that all variables have a AVE value above 0.50, and the value for each variable has a higher value than the correlation value among other variables. These results indicate that the latent variable indicator itself is better than the other latent variable indicators. Based on the results of this analysis it can be said that the data have good discriminant validity.

Table 3  
Comparison of  $\sqrt{AVE}$  and Correlation Values

Research variable	AVE	$\sqrt{AVE}$	Correlation			
			Turnover Intention (Y)	Job Satisfaction (M)	Compensation (X2)	Organizational Commitment (X1)
Turnover Intention (Y)	0.780	.883	1,000	-	-	-
Job Satisfaction (M)	.703	0.838	-0,665	1,000	-	-
Compensation (X2)	0.788	.887	-0,641	0.590	1,000	-
Organizational Commitment (X1)	.851	0.922	-0,675	.676	0.624	1,000

Primary Data, 2020

#### Composite reliability

The construct reliability of the measurement model with reflective indicators can be measured by looking at the value of composite reliability. Good composite reliability value if it has a value  $\geq 0.70$ . Following are the results of the instrument reliability research presented in Table 4.

Table 4  
Composite Reliability

Research variable	Composite Reliability
Turnover Intention (Y)	0.914
Job Satisfaction (M)	0.947
Compensation (X2)	0.910
Organizational Commitment (X1)	0.912

Primary Data, 2020

Based on Table 4 shows that, the composite reliability value for all constructs has a value of more than 0.7. Thus in the research model, each research construct fulfills good reliability.

Evaluate the Structure Model or Inner Model

Testing the inner model or structural model is done to see the relationship between the construct, the significance value and the R-square of the research model. The results of testing the inner model can be seen in Figure 1.

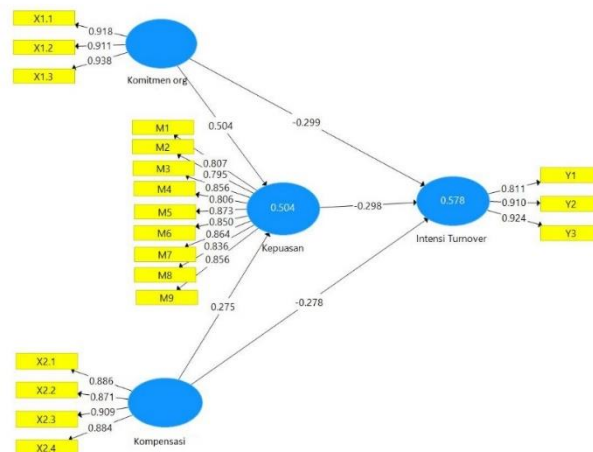


Figure 1. Structural model

The structural model is evaluated using Q-square predictive relevance to measure how well the value of observation is generated by the model and its estimated parameters. To calculate the value of Q-square predictive relevance, R-square turnover intention and job satisfaction are needed, which are presented in Table 5.



Table 5  
R-Square

Construct	R-square
Turnover Intention	0.578
Job satisfaction	0.504

Primary Data, 2020

In Table 5 it can be seen if the R-square value of the turnover intention variable is 0.578, and job satisfaction is 0.504. This value will be used later to calculate Q-square predictive relevance, which is used to measure how well the observations produced by the model and also the estimated parameters. Q-square value > 0 indicates the model has predictive relevance. Based on Table 5.11, the predictive relevance (Q<sup>2</sup>) value is calculated:

$$\begin{aligned}
 Q^2 &= 1 - (1 - R_1^2)(1 - R_2^2) \\
 &= 1 - (1 - 0.578)(1 - 0.504) \\
 &= 1 - (0.422)(0.496) \\
 &= 1 - 0.209 \\
 &= 0.791
 \end{aligned}$$

The results of this calculation indicate that the value Q<sup>2</sup> amounted to 0.791, this value greater than 0. So that it can be interpreted that the model is good because it has a relevant predictive value, which is 79.1 percent. This shows that variations in turnover intention variables can be explained by the variables used, namely organizational commitment, compensation, and job satisfaction variables. While the remaining 20.9 percent is explained by other variables not yet included in the model.

#### *Hypothesis test*

The significance of the estimated parameters provides very useful information about the relationship between the research variables. The basis used in testing hypotheses is the probability value (p-value) contained in the output path coefficients presented in Table 6.

Table 6  
Path Coefficients

Construct	Path coefficient	P Values	Information
Job satisfaction -> Turnover Intention	-0.298	0.001	Received
Compensation -> Turnover Intention	-0.278	0.001	Received
Compensation -> Job satisfaction	0.275	0.001	Received
Org commitment -> Turnover Intention	-0,299	0.001	Received
Org commitment -> job satisfaction	0.504	0,000	Received

Primary Data, 2020

Hypothesis testing is done using the p-value. If the p-value < 0.05 (alpha 5 percent), the research hypothesis is accepted. Table 6 it can be seen that work satisfaction on turnover intention has a path coefficient of -0.298 and a p-value of 0.001. This shows that there is a significant negative effect between job satisfaction on turnover intention. The higher job satisfaction felt by the therapists, the lower the turnover intention in a company.

The compensation variable against turnover intention has a path coefficient of -0.278 and a p-value of 0.001. This shows that there is a significant negative effect between compensation on turnover intention. The more satisfied with the compensation obtained by the therapist, the lower the level of turnover intention at the therapist's place.

The compensation variable on job satisfaction has a path coefficient value of 0.275 and a p-value of 0.001. This shows that there is a significant positive effect between compensation on job satisfaction. The more satisfied the level of compensation the therapist gets, the higher the satisfaction of the therapist's work will be.

The variable organizational commitment to turnover intention has a path coefficient of -0.299 and a p-value of 0.001. This shows there is a significant negative effect between organizational commitment to turnover intention. The

higher the therapist's commitment to the company during work, the lower the level of turnover intention where the therapist works.

The variable organizational commitment to job satisfaction has a path coefficient of 0.504 and a p-value of 0,000. This shows that there is a significant positive effect between organizational commitment to job satisfaction. The higher the therapist's commitment to the company while working, the higher the level of satisfaction with the work they do in the company. Based on the data above, it can be concluded that the hypothesis in this study is entirely accepted.

*Testing the role of job satisfaction mediation in compensation for turnover intention*

Testing the role of job satisfaction mediation is done by calculating the value of Variance Accounted For (VAF). The mediating variables of job satisfaction are included in the model, so the indirect effect of compensation on job satisfaction and job satisfaction on turnover intention must be significant.

Table 7  
Direct Effects

Direct Effect	Coefficient	P-values
Job Satisfaction -> Turnover Intention	-0,298	.001
Compensation -> Turnover Intention	-0,278	.001
Compensation -> Job Satisfaction	0.275	.001

Primary data, 2020

In Table 7 it is known that the direct effect of the relationship between the two variables has a p-value smaller than the alpha that has been determined at 5 percent (0.05). This shows that there is a significant positive effect between compensation for job satisfaction, and a significant negative effect between job satisfaction on turnover intention. With this it can calculate the coefficient value of the indirect effect of compensation on turnover intention through job satisfaction, and the following results are obtained.

$$\text{Indirect effect} = 0.275 \times 0.298 = 0.082$$

The coefficient value of the indirect effect of compensation on turnover intention through job satisfaction is 0.082. Next is calculating the value of VAF, where the coefficient of total effect is needed to be able to calculate the value of VAF. The coefficient of total effect is obtained by the sum of the coefficient of indirect effect of compensation on turnover intention through job satisfaction and the coefficient of direct effect of compensation on turnover intention which can be seen in Table 1, the following results are obtained.

$$\text{Total effect} = 0.278 + 0.082 = 0.36$$

The value of the total effect coefficient is 0.36. By knowing the value of the coefficient of indirect effect and total effect, the value of Variance Accounted For (VAF) is obtained by calculating the distribution of the indirect coefficient and the total effect coefficient, the following results are obtained.

$$\text{VAF} = \frac{\text{Indirect Influence}}{\text{Total Effect}}$$

$$\text{VAF} = \frac{0,082}{0,360} = 0.228$$

From the results of calculations in Table 7 it is explained that the role of job satisfaction as a mediator has a VAF value of 0.228 (22.8%). These results indicate that job satisfaction has a role as a partial mediation (partial mediation) relationship between compensation and turnover intention, which means compensation is able to effect turnover intention directly or indirectly through job satisfaction. This shows that the more satisfied the compensation obtained by the therapist, the higher their job satisfaction at work and will be able to reduce the level of turnover intention in

the therapist to the company, so the hypothesis stating that job satisfaction acts as a mediating relationship between compensation and turnover intention is proven.

*Testing the role of job satisfaction mediation on organizational commitment to turnover intention*

Testing the role of job satisfaction mediation is done by calculating the value of Variance Accounted For (VAF). The mediating variable of job satisfaction is included in the model, so the indirect effect of organizational commitment on job satisfaction and job satisfaction on turnover intention must be significant.

Table 8  
Direct Effects

Direct Effect	Coefficient	P-values
Job Satisfaction -> Turnover Intention	-0,298	.001
Organizational Commitment -> Turnover Intention	-0,299	.001
Organizational Commitment -> Job Satisfaction	0.504	0,000

Primary Data, 2020

In Table 8 it is known that the direct effect of the relationship between the two variables has a p-value smaller than the alpha that has been determined at 5 percent (0.05). This shows that there is a significant positive effect between organizational commitment to job satisfaction, and a significant negative effect between job satisfaction on turnover intention. With this can calculate the coefficient value of the indirect effect of organizational commitment to turnover intention through job satisfaction, and the following results are obtained.

$$\text{Indirect effect} = 0.504 \times 0.298 = 0,150$$

The coefficient value of the indirect effect of organizational commitment to turnover intention through job satisfaction is equal to 0.150. Next is calculating the value of VAF, where the coefficient of total effect is needed to be able to calculate the value of VAF. The coefficient of total effect is obtained by adding up the indirect effect coefficient of organizational commitment to turnover intention through job satisfaction and the coefficient of direct effect of organizational commitment to turnover intention which can be seen in Table 8, the following results are obtained.

$$\text{Total effect} = 0,299 + 0,150 = 0,450$$

The value of the total effect coefficient is 0.450. By knowing the value of the coefficient of indirect effect and total effect, the value of Variance Accounted For (VAF) is obtained by calculating the distribution of the indirect coefficient and the total effect coefficient, the following results are obtained.

$$\text{VAF} = \frac{\text{Indirect Influence}}{\text{Total Effect}}$$

$$\text{VAF} = \frac{0,150}{0,450} = 0,333$$

From the results of calculations in Table 8 it is explained that the role of job satisfaction as a mediator has a VAF value of 0.333 (33.3%). These results indicate that job satisfaction has a role as a partial mediation (partial mediation) relationship between organizational commitment and turnover intention, which means organizational commitment is able to effect turnover intention directly or indirectly through job satisfaction. This shows that the higher the organizational commitment of the therapist, the higher their job satisfaction at work and will be able to reduce the level of turnover intention on the therapist to the company, so the hypothesis stating that job satisfaction acts as a mediating relationship between organizational commitment and proven turnover intention.

### *Effects of compensation on turnover intention*

Based on the data presented in Table 6, it is known that the compensation received by the therapists has a significant negative effect on turnover intention. Through compensation indicators can reduce the levelturnover intention on SPA therapists operating in Bali. The results of this study also support previous research conducted by universities in Ghana, where researchers conducted research on turnover intention. From the results of the study found that compensation affects a person's intention to leave an organization (Agyapong *et al.*, 2019). Based on the results of other analyzes conducted in a study, it was found that compensation had a significant negative effect on the intention to migrate to mining company employees in South Kalimantan.

### *Effect of organizational commitment on turnover intention*

Based on the data presented in Table 6, it is known that organizational commitment has a significant negative effect on turnover intention. Through indicators of organizational commitment can reduce the levelturnover intention on SPA therapists operating in Bali.

The results of the study also support previous research conducted by employees of the Djatioroto Sugar Factory in Lumajang and explained that there is a significant negative relationship between organizational commitment turnover intentionat the plant (Arianto, 2018). Subsequent research collected questionnaires from 200 employees in the banking sector. The results of statistical analysis show a significant negative relationship between organizational commitment andturnover intention (Bhatti *et al.*, 2016). The employees who want to leave their company begin to show morale and low commitment to the organization, which can also affect the way employees interact with customers while working. The purpose of the research is to examine the relationship between organizational commitment toturnover intentionthe employee. The target population consists of individuals with 2 years or more experience as call centers living in the United States. The results show a statistically significant negative relationship between the three forms of commitment andturnover intention.

### *Effect of job satisfaction on turnover intention*

Based on the data presented in Table 6, it is known that job satisfaction on the therapist has a significant negative effect on turnover intention. Through indicators of job satisfaction can reduce levelsturnover intention to therapists in three SPAs operating in Bali.

A similar study was also conducted on employees working in the manufacturing sector in Peshawar, Pakistan. It was found that job satisfaction has a significant effect on turnover intention on employees who work at the company (Ali *et al.*, 2018). In Karachi, 400 nurses from various hospitals were researched and the results show that job satisfaction has a significant effect. In Karachi, 400 nurses from various hospitals were examined and the results show that job satisfaction has a significant effect onturnover intention. The next study was carried out by Zhang & Feng (2011) conducted in China where there is a phenomenon that more and more doctors have the desire to leave the organization due to dissatisfaction at work. From the research results obtained that job satisfaction has an effect onturnover intention one and it is hoped that these findings will provide some guidance for health sector managers to maintain the resources they have.

### *Effect of compensation on job satisfaction*

Based on the data presented in Table 6, it is known that the compensation received by the therapists has a significant positive effect on job satisfaction.Through compensation indicators can increase job satisfaction in SPA therapists operating in Bali. The results of this study also support previous researchon staff at PT. ABC with a sample of 50 people. The results of the study mentioned that compensation affects the job satisfaction of employees in the company (Berliana *et al.*, 2018). The next study is a study of 224 authorized car dealers in South Sumatra. From the results of the study mentioned the better compensation given to salesmen, job satisfaction of salesmen will increase. So it can be said that compensation has a significant positive impact on job satisfaction (Noviantoro *et al.*, 2018). Other studies also explain that compensation affects the job satisfaction of all employees in a newspaper company in Jordan (Baledi & Saed, 2017).

*Effect of organizational commitment on job satisfaction*

Based on the data presented in Table 6 it is known that organizational commitment to the therapist has a significant positive effect on job satisfaction. Through indicators of organizational commitment can increase job satisfaction in SPA therapists operating in Bali.

The results of this study also support previous research which also examines the impact of organizational commitment on job satisfaction in the Pakistani education sector. After being analyzed, the results of the study show that there is a positive relationship between job satisfaction and work commitment. This implies that employees who are more motivated and committed will perform well and will be more satisfied than those employees who have low commitment to the company (Sohail *et al.*, 2014). Subsequent supporting research investigates the impact of organizational commitment and employee performance on employee job satisfaction. The questionnaire was distributed to the banking sector which included 110 employees from 10 banks. The results showed a positive relationship between organizational commitment and employee satisfaction (Ahmad *et al.*, 2014). Next is the research carried out in the pharmaceutical industry in Pakistan. A total of 450 questionnaires were sent to employees of six pharmaceutical companies. The results further concluded that organizational commitment has a strong and positive relationship with employee job satisfaction (Anis *et al.*, 2011).

*Effect of compensation on turnover intention mediated by job satisfaction*

Testing of job satisfaction mediating variables is done by calculating the value of Variance Accounted For (VAF). Based on the calculation results obtained VAF value of 0.228 (22.8 percent). The results show that job satisfaction variable has a role as a partial mediation between compensation and turnover intention. This means that compensation can affect turnover intention directly or indirectly through job satisfaction.

The findings of this study are in line with research on employee perceptions of compensation practices, organizational commitment and turnover intention in Bangladesh's Ready-to-market (RMG) industry. The results show that employees' perceptions about compensation practices reduce the likelihood of their turnover intention. It was also found that job satisfaction mediates the relationship above (Rubel & Kee, 2015). Subsequent research was conducted on lecturers from private universities around the Klang Valley. The study wanted to find out the role of compensation and job satisfaction on turnover intention. The results obtained that the two variables have a significant negative effect on turnover intention (Rathakrishnan *et al.*, 2016).

*Effect of organizational commitment on turnover intention mediated by job satisfaction*

Testing of job satisfaction mediating variables is done by calculating the value of Variance Accounted For (VAF). Based on the calculation results obtained VAF value of 0.333 (33.3 percent). The results show that job satisfaction variables have a role as partial mediation between organizational commitment and turnover intention. This means that organizational commitment is able to effect turnover intention directly or indirectly through job satisfaction.

The results of this study are in line with research in which data were collected through a questionnaire from 200 employees of the Faisalabad banking sector. The results of statistical analysis show a significant negative relationship between organizational commitment and turnover intention and a significant positive relationship between organizational commitment and job satisfaction. The results of the study concluded that job satisfaction mediates the relationship between organizational commitment and turnover intention (Bhatti *et al.*, 2016). There are also studies involving three variables, namely job satisfaction, organizational commitment and turnover intention in one study. The study was conducted on Frontliner staff at 5 banks in Pakistan.

#### 4 Conclusion

The results showed that the variable organizational commitment and compensation negatively significantly affected turnover intention, and job satisfaction variables significantly mediated the relationship between organizational commitment and compensation for turnover intention. The results of this study can produce practical implications that can be developed by the company to reduce the emergence of turnover intention in the therapist. Organizational commitment is a predictor of turnover intention, therefore it is important for companies to hold employee gathering to increase their psychological attachment to the company. Compensation is also a predictor of turnover intention by adjusting holiday allowance so that benefits can be effectively utilized by employees.

##### *Conflict of interest statement*

The authors declared that they have no competing interests.

##### *Statement of authorship*

The authors have a responsibility for the conception and design of the study. The authors have approved the final article.

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