

## The Interplay of Job Satisfaction, Compensation, Organizational Commitment, and Prophetic Leadership in Reducing Turnover Intention

**Nadilla Triasih Agustin, Agus Samekto\***

Akuntansi, Fakultas Ekonomi Bisnis, Universitas Hayam Wuruk Perbanas, Jl. Wonorejo Utara no.16, Rungkut, Surabaya, Jawa Timur 60296, Indonesia

DOI: <https://doi.org/10.61656/sbamr.v6i4.262>

**ABSTRACT:** *This research aims to measure the financial performance of PT Siloam International Hospitals In the current era of globalization, many employees are competing fiercely for seats in existing large companies. However, not a few are also willing to leave and move from one company to another for various reasons. The purpose of this study is to examine the negative influence of job satisfaction, compensation, organizational commitment, and prophetic leadership style on turnover intention. The population of this study consists of the employees of PT. Pysil Lasibe Kasanea. The sample was determined using the convenience sampling method, where the sample selection is based on the willingness of volunteers from the population to become respondents. A quantitative method was employed in this study, with data collected through questionnaires. The data analysis technique used Partial Least Squares (PLS) with the WarpPLS 7.0 program. The results of this study indicate that job satisfaction, compensation, organizational commitment, and prophetic leadership style have a significant negative effect on turnover intention. These findings suggest that enhancing job satisfaction, compensation, organizational commitment, and prophetic leadership style can effectively reduce turnover intention, thereby improving employee retention and overall organizational performance.*

**Keywords:** *Compensation, Job Satisfaction, Organizational Commitment, Prophetic Leadership, Turnover Intention.*

---

**Article info:** Received: 15 Desember 2024; Revised: 27 Desember 2024; Accepted: 30 Desember 2024

**Correspondence:**

\*Agus Samekto. Email: [a.samekto@gmail.com](mailto:a.samekto@gmail.com)

**Recommended citation:**

Agustin, N. T. & Samekto, A. (2024). The Interplay of Job Satisfaction, Compensation, Organizational Commitment, and Prophetic Leadership in Reducing Turnover Intention, *Sustainable Business Accounting and management Review (SBAMR)*, 6 (4), pp 9-21.



## INTRODUCTION

In the era of globalization, employees often face fierce competition to get a position in a leading company (Colquitt et al., 2015). However, many are also willing to leave the organization where they work in order to seek better opportunities, a phenomenon known as turnover intention. Turnover intention is defined as the psychological and behavioral tendency of employees to consider leaving their current workplace (Chen et al., 2019). This phenomenon is very visible in Indonesia, as shown by a survey conducted by Mercer Indonesia on 545 companies. The survey revealed that 53% of employees cited the lack of clear career advancement and 47% cited uncompetitive salaries as the main reasons for their desire to leave. Mediana (2024) stated that many employees intend to leave their jobs due to unfair wages, uncertainty about career paths and organizational culture.

This problem also occurs in startup companies, including PT. Pysil Lasibe Kasanea, which experiences a relatively high turnover rate. Table 1 shows monthly employee turnover data, which illustrates the fluctuation of employee entry and exit. The company's founders also acknowledged that turnover is a significant challenge, caused by factors such as limited career development opportunities, inadequate compensation, low organizational commitment, and mismatched leadership styles.

**Table 1. Employee Turnover Data at PT. Pysil Lasibe Kasanea**

Month	Employee entry (person)	Employee Out (person)	Total Active Employees
Januari	1	2	57
Februari	-	1	56
Maret	-	-	56
April	-	3	53
Mei	1	2	52
Juni	4	-	56
Juli	-	-	-
Agustus	-	-	-
September	-	5	51

Source: PT. Pysil Lasibe Kasanea, processed.

Previous studies have explored factors that influence turnover intention, such as job satisfaction, compensation, organizational commitment, and leadership style. Several studies have shown a positive effect on turnover intention (Khaidir et al., 2017), while other studies have found a negative effect (Rismayanti et al., 2018; Monica & Putra, 2017). Other studies have found that compensation generally has a negative effect on turnover intention (Sartono et al., 2018; Wiguna & Surya, 2017), although other findings suggest otherwise (Khaidir et al., 2017). Several studies have also highlighted the negative effect of organizational commitment on turnover intention (Sartono et al., 2018; Monica & Putra, 2017), but other studies have reported a positive relationship (Effendi & Sunani, 2022). Meanwhile, other research results have found that the role of leadership, especially prophetic leadership style, is still rarely explored even though its potential to influence employee retention is quite large. Although previous studies have addressed factors such as job satisfaction, compensation, and organizational commitment, there are inconsistencies in the findings indicating a lack of consensus. Furthermore, studies rarely investigate the interaction of these factors with prophetic leadership style, a new concept characterized by a leader's ability to inspire and influence employees in accordance with prophetic principles. This gap suggests the need to analyze how these variables collectively influence turnover intention in the startup context.

The main problem of this study is to understand the factors that contribute to the high turnover rate at PT. Pysil Lasibe Kasanea. Specifically; how do job satisfaction, compensation, organizational commitment, and prophetic leadership style influence turnover intention and which factors have the most significant impact on employees' decisions to stay or leave.

This study introduces prophetic leadership style as a key variable in understanding turnover intention, expanding the literature that has previously focused more on conventional leadership approaches. This study also explores the combined impact of job satisfaction, compensation, and organizational commitment, providing a more holistic analysis.

This study aims to first, Provide empirical evidence on the influence of job satisfaction, compensation, organizational commitment, and prophetic leadership style on turnover intention. Second,

provide practical recommendations for PT. Pysil Lasibe Kasanea and similar startup companies to develop strategies to reduce employee turnover. Third, enrich the theoretical framework by integrating the concept of prophetic leadership into the study of turnover intention. This study will contribute to both academic discourse and practical solutions to managing employee retention in a competitive business landscape.

## LITERATURE REVIEW

### Job Satisfaction and Turnover Intention

Job satisfaction is a feeling of workers who are happy or not in carrying out their work (Dziuba et al., 2020). Job satisfaction can be interpreted as a condition where employees view how enjoyable their work is. While turnover intention is a condition where employees can no longer view their work as enjoyable, so that a desire to move arises. This is in line with the statement that job satisfaction is a positive, happy, or unpleasant emotional state in the workplace (Handoko, 2019). Employees who no longer have positive feelings about their work may not feel satisfied and there will be a desire to change jobs (Robbins & Judge, 2018). Herzberg's Motivation Theory explains that there are two types of factors that encourage individuals to strive to achieve satisfaction and distance themselves from dissatisfaction. The two factors are internal factors and external factors. Internal factors include achievement, recognition, progress in life, etc. While external factors include interpersonal relationships, rewards, environmental conditions, and so on (Herzberg, 1966). Research related to job satisfaction on turnover intention has been conducted by Rismayanti et al. (2018) showing the results that the variable of job satisfaction has a negative effect on turnover intention. This means that the higher the employee's job satisfaction, the lower the employee's desire to move to another company.

**Hypothesis 1: Job satisfaction has a negative effect on turnover intention.**

### Compensation and Turnover Intention

Compensation is everything that is received by employees as a reward for their work (Siahaan & Bahri, 2019). When employees feel that the compensation they receive is not commensurate with their efforts and contributions, they tend to feel unappreciated. This can increase the intention to look for work elsewhere that provides better rewards. Based on Herzberg's motivation theory, compensation is included in external factors that can affect job satisfaction. The better the compensation received, the lower the employee's desire to leave the company. Research related to compensation on turnover intention has been conducted by Sartono et al. (2018) and Wiguna & Surya (2017) showing the results that the compensation variable has a negative effect on turnover intention.

**Hypothesis 2: Compensation has a negative effect on turnover intention.**

### Organizational Commitment and Turnover Intention

Organizational commitment is a state in which employees have an emotional attachment, identification, and desire to remain part of the organization (14). Based on Allen & Meyer's theory (1997), organizational commitment is divided into three main dimensions:

1. Affective Commitment: Emotional attachment and identification of employees with the organization.
2. Continuance Commitment: Employee decision to stay because of considering the costs or risks that will arise if they leave the organization.
3. Normative Commitment: Feelings of obligation to remain in the organization because of a debt of gratitude or loyalty.

Based on Herzberg's motivation theory (1966); organizational commitment is an internal factor, including emotional aspects, loyalty, and employee involvement in the company (Istiana & Manurung, 2018). When organizational commitment is high, employees tend to feel more emotionally and morally attached, so their intention to leave the company is lower. Previous studies by Sartono et al., (2018) and Wiguna & Surya (2017) showed that organizational commitment has a negative effect on turnover intention. This means that the higher the organizational commitment, the lower the level of employee intention to leave the organization.

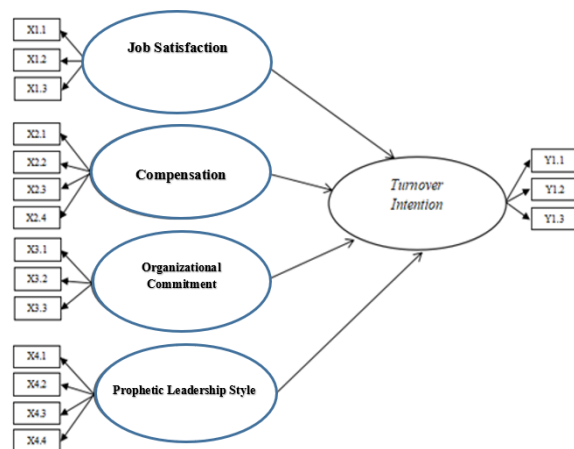
**Hypothesis 3: Organizational commitment has a negative effect on turnover intention.**

### Prophetic Leadership Style and Turnover Intention

Prophetic leadership style is the ability of a leader to motivate and inspire employees to achieve goals, as the prophets did (Assyofa, 2016). Herzberg's motivation theory explains that there are two types of factors that encourage individuals to strive to achieve satisfaction and stay away from dissatisfaction, first, internal factors include achievement, recognition, progress in life, etc. Second, external factors include interpersonal relationships, rewards, environmental conditions, and so on (Herzberg, 1966). Prophetic leadership style is included in the category of external factors that are able to motivate and inspire subordinates to innovate and achieve goals like the prophets. Leaders with this style tend not to be authoritarian, but rather more supportive and create comfort for employees. If the leader does not demonstrate this leadership style, employees may feel uncomfortable and increase their intention to leave the company.

**Hypothesis 4: Prophetic leadership style has a negative effect on turnover intention.**

Based on the research objectives and hypothesis development, Figure 1 shows the research framework that depicts the relationship between variables.



**Figure 1. Research Framework**

Source: Previous Research

## RESEARCH METHOD

This study is classified as quantitative descriptive research, aiming to describe, explain, or summarize various conditions, situations, phenomena, or research variables as they occur. These are captured through photographs, interviews, observations, and documented materials.

### Operational Definitions and Variable Measurement

#### 1. Turnover Intention.

- a. Thinking of Quitting: Reflects an individual's thoughts about leaving their job or staying in their work environment. This is initiated by the employee's dissatisfaction with their job, leading them to contemplate leaving their current workplace.
- b. Intention to Search for Alternatives: Reflects an individual's desire to look for a job at another organization. If employees frequently think about leaving their job, they will likely begin searching for a position outside their current company that they perceive as better.
- c. Intention to Quit: Reflects an individual's determination to leave their job. Employees will intend to leave once they secure a better position elsewhere, ultimately resulting in their decision to stay or resign.

2. Job Satisfaction.
  - a. Working Conditions: Working conditions refer to all factors or environmental elements present in the place where work is carried out. Good working conditions can improve performance and productivity, allowing the company to more easily achieve its goals.
  - b. Fair Salary or Wages: Fair salary or wages refers to the financial compensation given to employees as a reward for their work, which aligns with legal requirements, company policies, or societal norms.
  - c. Supportive Colleagues: Supportive colleagues are individuals within a company who can collaborate and motivate each other to achieve common goals.
3. Compensation
  - a. Salary: Salary is the financial payment given to employees as a reward for the work they have done, as well as a motivator for carrying out future activities.
  - b. Insurance: Insurance is a protection mechanism for the insured party in case of risks in the future, where the insured pays premiums to receive compensation from the insurer.
  - c. Office Facilities: Office facilities refer to everything within a company that is used and enjoyed by employees, either directly or to facilitate their work activities.
  - d. Allowances: Allowances are sums of money given to employees in addition to their salary. For employees, allowances are regular and periodic payments made by the company as extra compensation for the work they perform.
4. Organizational Commitment
  - a. Affective Commitment: Affective commitment refers to the emotional connection members have with the organization. Individuals want to continue working for the organization because they agree with its goals and values. People with high affective commitment desire to stay in the organization because they support its goals and are willing to help achieve them.
  - b. Continuance Commitment: Continuance commitment refers to the desire of employees to stay with the organization based on a cost-benefit analysis, where the perceived economic value of remaining in the organization outweighs leaving it. The longer employees stay with the organization, the more they fear losing what they have invested in the company over time.
  - c. Normative Commitment: Normative commitment refers to the feelings employees have that they are obligated to remain with the organization due to external pressures. Employees with high normative commitment are very concerned about what others might think of them if they leave the organization. They do not want to disappoint their supervisors and are worried about the negative judgments of their colleagues due to their resignation.
5. Prophetic Leadership Style
  - a. Sidiq: This means being truthful and honest, a quality that is essential for leaders to emulate in order to be role models for Muslims.
  - b. Amanah: This means being trustworthy, reliable, and never breaking promises.
  - c. Tabligh: This refers to conveying all the truth (God's revelation) that has been received to the people.
  - d. Fatanah: This means being wise, intelligent, and prudent.

Table 2 shows the indicator for each variable and the measurement of respondents' responses in this study used a Likert scale with a value of one to five (1-5), with 1 for strongly disagree and 5 for strongly agree. Data analysis was conducted to determine the effect of job satisfaction, compensation, organizational commitment, prophetic leadership style on turnover intention. The average value (mean) based on class intervals, is calculated using the following formula:

$$IK = \frac{STt - STr}{JK} \dots\dots\dots (1)$$

Legend:  
IK = Class Interval                      STr = Lowest Score (1)  
JK = Number of Classes                STt = Highest Score (5)

**Table 2. Variables Indicators and Measurement**

No	Variables	Variable Indicator	Measurement
<b>Dependent</b>			
1	Turnover Intention	1. Thinking of quitting 2. Intention to search for alternatives 3. Intention to quit (Mobley et al., 1978)	Likert scale
<b>Independent</b>			
2	Job Satisfaction	1. Working Conditionon 2. Wage or a fair salary 3. Supportive Co-workers (Hargono, 2013)	Likert scale
3	Compensation	1. Wage 2. Insurance 3. Office Facilities 4. Ollowance (Riana et al., 2017)	Likert scale
4	Organizational Commitment	1. Affective Commitment 2. Normative Commitment 3. Continuance Commitment (Allen & Meyer, 1997)	Likert scale
5	Prophetic Leadership Style	1. Sidiq 2. Amanah 3. Tabligh 4. Fathonah (Assyofa, 2016)	Likert scale

Source: Previous Research

### Population, Sample, and Data Collection

Population and sample Respondents of this study were all employees of PT. Pysil Lasibe Kasanea who are still actively working. Data collection for this study used convenience sampling techniques through online questionnaires (Google form). The questionnaire began to be distributed on January 6, 2022, with a deadline for collection on January 13, 2022. Of the 102 employees of PT. Pysil Lasibe Kasanea who were sent online questionnaires (Google form), all were returned and could be processed.

The respondents of this study (see Table 3) are employees of PT. Pysil Lasibe Kasanea who are still actively working. The questionnaire was distributed via Google Forms through WhatsApp. The distribution of the questionnaire started on January 6, 2022, and the deadline for submission was January 13, 2022.

**Table 3. Research Data Acquisition**

Number of Respondents	Questionnaire Distributed	Total Processed Questionnaire
102	102	102

Source: Primary Data Processed

### Data Analysis Techniques.

The data analysis technique used in this study is Partial Least Squares (PLS) with the WarpPLS 7.0 program, which includes descriptive analysis and inferential analysis. Inferential analysis consists of two evaluations:

#### ***The measurement model evaluation (Outer Model)***

The outer model explains how to define the relationship between latent variables and their indicators. Tests conducted on the outer model:

1. Convergent Validity. The convergent validity value is the factor loading value on the latent variable with its indicators. The expected value is  $> 0.7$ .
2. Discriminant Validity. The discriminant validity of the measurement model with the indicator reflection is assessed by comparing the square root of AVE must be greater than the correlation between latent constructs.



3. Composite Reliability. Data that has composite reliability > 0.7. The above test is a test conducted on the outer model for reflective indicators. For formative indicators, the tests conducted include:
  - a. Significance of weights. The weight value of the formative indicator with the construct must be significant.
  - b. Multicollinearity. The multicollinearity test is conducted to determine the relationship between indicators. To find out whether the formative indicator experiences multicollinearity is by knowing the VIF value. A VIF value between 5 - 10 can be said that the indicator is experiencing multicollinearity.

#### ***The structural model evaluation (Inner Model).***

Inner model is evaluated by looking at the percentage of variance explained in the R-Square value. R-Square value  $\leq 0.70$  indicates a strong model,  $\leq 0.45$  indicates a moderate model and  $\leq 0.25$  indicates a weak model (Ghozali & Latan, 2014: 106). The significance test of P-value and path coefficient value to determine the influence between variables based on the hypothesis built through the resampling procedure. The significance value used is two-tailed with a p-value of 0.05 (significance level = 5%). The method used to determine whether a hypothesis is accepted or rejected requires determining the statistical hypothesis formula.

## **RESULTS AND DISCUSSION**

### **Descriptive Analysis**

#### ***Respondent Characteristics***

In this study, male respondents dominated the completion of the questionnaire, with 97 individuals (95.1%). Respondents aged 20 to 30 years were the majority in filling out the questionnaire, with 35 individuals (34.3%). Respondents with 1 to 3 years of work experience were the most prevalent, with 51 individuals (50%). Respondents working at the Surabaya office branch were also the majority, with 59 individuals (57.8%).

#### ***Description of Research Variables***

The average response score for the job satisfaction variable was 4.388, which falls into the "strongly agree" category. The highest average mean was found in the working conditions indicator, with an average mean of 4.450, indicating that respondents strongly agreed that good working conditions could reduce high turnover intention levels.

The average response score for the compensation variable was 4.333, which also falls into the "strongly agree" category. The highest average mean was found in the insurance indicator, with an average mean of 4.450, indicating that respondents strongly agreed that having health insurance could minimize turnover intention levels. The average response score for the organizational commitment variable was 4.436, which falls into the "strongly agree" category. The highest average mean was found in the Affective Commitment indicator, with an average mean of 4.519, indicating that respondents strongly agreed that issues in the workplace are their concerns as well. The average response score for the prophetic leadership style variable was 4.365, which falls into the "strongly agree" category. The highest average mean was found in the Sidiq indicator, with an average mean of 4.441, indicating that leaders who uphold honesty can minimize turnover intention. The overall average (mean) response score for the turnover intention variable was 4.336, which falls into the "strongly agree" category. The highest average mean was found in the "Thinking of quitting" indicator, with a mean score of 4.372, indicating that respondents strongly agreed that they had never thought of leaving their current job.

### **Outer Model Analysis**

#### ***Outer Loading***

Table 4 and Figure 2 is the outer model construct formed from the latent variables of the study, which include Job Satisfaction, Compensation, Organizational Commitment, Prophetic Leadership Style, and Turnover Intention. In the figure, it can be seen that each independent variable has a coefficient value smaller than 0.5 with respect to the dependent variable.

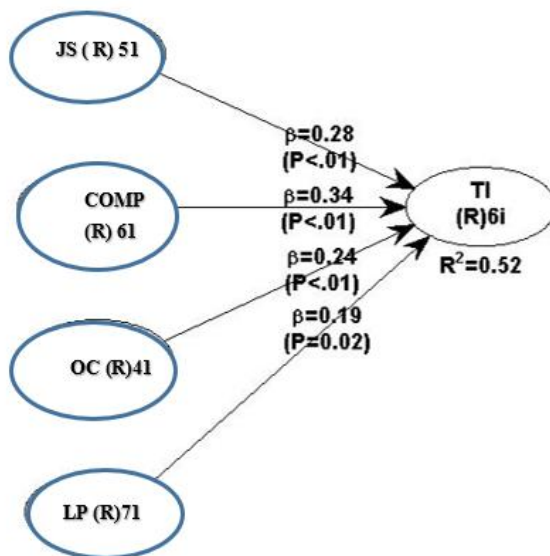


Figure 2 Research Outer Model

Source: Processed Data

Table 4. Outer Loading Results

Variable	Indicator	Loading Factor					AVE	CA	CR
		JS	COMP	OC	LP	TI			
JS	X1.1	<b>0.825</b>	0.082	-0.174	0.375	-0.277	0.512	0.759	0.839
	X1.2	<b>0.740</b>	0.421	-0.144	-0.173	0.411			
	X1.3	<b>0.691</b>	-0.026	-0.288	0.265	-0.248			
	X1.4	<b>0.617</b>	-0.350	-0.075	-0.021	0.090			
	X1.5	<b>0.689</b>	-0.212	0.718	-0.509	0.059			
COMP	<b>X2.1</b>	<b>0.158</b>	<b>0.628</b>	<b>-0.218</b>	<b>-0.055</b>	<b>0.445</b>	<b>0.535</b>	<b>0.820</b>	<b>0.871</b>
	X2.2	-0.183	<b>0.725</b>	-0.015	-0.177	-0.086			
	X2.3	-0.073	<b>0.565</b>	-0.470	0.630	0.416			
	X2.4	0.077	<b>0.873</b>	0.183	-0.235	-0.131			
	X2.5	0.089	<b>0.818</b>	0.559	-0.307	-0.219			
	X2.6	-0.088	<b>0.732</b>	-0.279	0.359	-0.217			
OC	X3.1	-0.057	0.070	<b>0.784</b>	0.125	-0.091	0.621	0.796	0.867
	X3.2	-0.216	0.146	<b>0.793</b>	0.291	0.207			
	X3.3	0.376	-0.345	<b>0.780</b>	-0.324	-0.033			
	X3.4	-0.098	0.124	<b>0.795</b>	-0.095	-0.085			
LP	X4.1	-0.125	0.322	0.531	<b>0.704</b>	-0.098	0.613	0.890	0.916
	X4.2	-0.073	0.259	-0.470	<b>0.541</b>	0.416			
	X4.3	0.069	-0.116	0.103	<b>0.820</b>	0.063			
	X4.4	-0.020	-0.122	0.008	<b>0.873</b>	0.145			
	X4.5	-0.017	-0.078	-0.140	<b>0.778</b>	-0.083			
	X4.6	0.033	0.018	0.111	<b>0.870</b>	0.120			
	X4.7	0.086	-0.144	-0.036	<b>0.840</b>	-0.195			



Variable	Indicator	Loading Factor					AVE	CA	CR
		JS	COMP	OC	LP	TI			
TI	Y1.1	-0.204	0.526	0.209	-0.336	<b>0.818</b>	0.671	0.902	0.924
	Y1.2	0.321	-0.284	-0.107	0.051	<b>0.803</b>			
	Y1.3	-0.053	-0.132	-0.006	-0.019	<b>0.795</b>			
	Y1.4	0.137	0.118	-0.012	-0.019	<b>0.844</b>			
	Y1.5	-0.150	-0.026	-0.173	-0.093	<b>0.823</b>			
	Y1.6	-0.049	-0.212	0.087	0.206	<b>0.831</b>			

Source: Processed Data

Based on the results of the validity and reliability tests in Table 4, it can be concluded that the sample for the variables of job satisfaction, compensation, organizational commitment, prophetic leadership style, and turnover intention is valid because the loading factor values of each statement are above 0.5, and the composite reliability values meet the reliable criteria with values above 0.7.

### Inner Model Analysis

#### Path Coefficient and P-Values

The path coefficient is the value of the path coefficient or relationship between the influence of the construct and the latent variable. Table 5 shows the test results in this study obtained a P-value between exogenous variables affecting the endogenous variable turnover intention (Y), where job satisfaction (X1) with a coefficient of 0.284 with p-values less than 0.010, it can be explained that variable X1 has a significant negative effect, then the exogenous variable compensation (X2) on the endogenous variable turnover intention (Y) with a coefficient value of 0.338 with a P-value of less than 0.010, it can be explained that for variable X2 on Y has a significant negative effect, then for the exogenous variable organizational commitment (X3) on the endogenous variable turnover intention (Y) with a coefficient value of 0.238 with a p-value of less than 0.010, it can be explained that variable X3 on Y has a significant negative effect, then for the exogenous variable prophetic leadership (X4) on the turnover intention variable (Y) with a coefficient value of 0.191 with a p-value of less than 0.010, it can be explained that variable X4 on Y has a significant negative effect.

**Table 5. Path Coefficient and P-values**

Correlation	Path Coefficient	P-Values	Result
JS → TI	-0.284	<0,01	Significant Negative Impact
COMP → TI	-0.338	<0,01	Significant Negative Impact
OC → TI	-0.238	<0,01	Significant Negative Impact
LP → TI	-0.191	0.02	Significant Negative Impact

Source: Processed Data

#### Coefficient Determination

Based on Table 6, the R-square value of 0.520 or means that job satisfaction, compensation, organizational commitment, and prophetic leadership style have a 52% effect on turnover intention and the remaining 48% is influenced by other variables outside the study. The Q-squared value of the dependent variable, namely turnover intention, is 0.385, so it can be concluded that the value of predictive validity is more than 0, so the research data that has been distributed has been well constructed which has a predictive relationship.

Research with the Cronbach alpha test on the independent variable of job satisfaction (X1) is 0.759, on the independent variable of compensation (X2) with a value of 0.820, on the independent variable of organizational commitment (X3) with a value of 0.796, on the independent variable of prophetic leadership style (X3) with a value of 0.890 and turnover intention (Y) with a value of 0.902, then the test results above are declared free from collinearity because they are less than the composite reliability value.

**Table 6. Coefficient Determination**

	X1	X2	X3	X4	Y
R-squared					0,520
Cronbach Alpha	0,759	0,820	0,796	0,890	0,902
Full Collin. VIF	1,894	2,638	2,779	3,171	1,546
Q-squared					0,385

Source: Processed Data

## Discussion

### ***The Effect of Job Satisfaction on Turnover Intention***

The results of the first hypothesis inner model test show that job satisfaction has a significant negative effect on turnover intention. This means that H1 is accepted and H0 is rejected. The results of the descriptive analysis of job satisfaction show indicators with high mean values, which means that respondents strongly agree that the cleanliness of the workspace can minimize turnover intention. This shows that in general, PT Pysil Lasibe Kasanea employees, especially respondents who are dominated by employees aged 20 to 30 years, agree that the cleanliness of the workspace, employee salaries that are in accordance with applicable standards, supportive workspaces, complete work equipment facilities are adequate, making employees feel satisfied and there is no desire to leave the company. The results of this study are in line with Herzberg's motivation theory. The effect of job satisfaction on turnover intention is seen from internal factors, namely supportive working conditions, appropriate salaries or wages and supportive coworkers, which will trigger the level of job satisfaction so that turnover intention is low. The results of this study are also in line with the results of research conducted by (Rismayanti et al., 2018; Monica & Putra, 2017; Khaidir et al., 2017) showed that job satisfaction variables have an effect on turnover intention. Job satisfaction affects employees' attitudes towards work and all aspects of their work. Employee job satisfaction will be the cause of emotional reactions to low employee turnover intention.

### ***The Effect of Compensation on Turnover Intention***

The results of the second hypothesis inner model test show that compensation has a significant negative effect on turnover intention. This means that H2 is accepted and H0 is rejected. The results of the descriptive analysis of compensation show that the indicator with a high mean value means that respondents strongly agree that they get a basic salary according to the work they do, and feel safe with the insurance provided. Employees get health insurance that guarantees health and medical expenses, get adequate work equipment, and benefits given according to position (Riana et al., 2017). This is what makes employees not want to leave the company. The results of this study are in line with Herzberg's motivation theory. The higher the compensation/reward or feedback given by the company (financially or non-financially), of course it becomes a consideration for an employee to move (turnover intention). The results of this study are also in line with the results of research conducted by (Sartono et al., 2018; Wiguna & Surya, 2017) which showed that compensation has a significant negative effect on turnover intention. Financial compensation is a reward given by the company to its employees. So if the financial compensation given by the company is good, it will affect the employee's intention to leave the company.

### ***The Effect of Organizational Commitment on Turnover Intention***

The results of the third hypothesis inner model test indicate that organizational commitment has a significant negative effect on turnover intention. This means that H3 is accepted and H0 is rejected. The results of the descriptive analysis show that the organizational commitment indicator has a high mean value, which means that respondents strongly agree that organizational commitment is needed by employees to feel part of the company. Respondents feel that the company deserves employee loyalty so that there is no desire to leave the company. The results of this study are in line with Herzberg's motivation theory. Organizational commitment (internal factors), namely Affective Commitment, Continuance Commitment, and Normative Commitment, these three aspects are related to feelings, emotional attachments and also an employee's commitment to the company (Istiana & Manurung, 2018). So it can be concluded that organizational commitment negatively affects employees' intentions to move or leave the company. The results of this study are also in line with the results of research conducted by Sartono et al., (2018); Wiguna

& Surya (2017); Monica & Putra, (2017); Khaidir et al., (2017); Effendi & Sunani (2022). They showed that organizational commitment had a significant negative effect on turnover intention.

### ***The Effect of Prophetic Leadership Style on Turnover Intention***

The results of the fourth hypothesis inner model test show that prophetic leadership style has a significant negative effect on turnover intention. This means that H4 is accepted and H0 is rejected. Descriptive analysis of prophetic leadership style shows that the indicator with a high mean value means that respondents strongly agree that leaders who apply a prophetic leadership style are needed to minimize turnover intention. Prophetic leadership style is characterized by; upholding honesty, attitudes and words are in line or in harmony, being fair to employees, having a high sense of responsibility, being fast and responsive in decision making, will motivate and encourage employees to excel at work, and like to share knowledge. The results of this study are in line with Herzberg's motivation theory. Prophetic leadership style (external factors), this type of leader is not an authoritarian type of leader, but a leader who likes to motivate and inspire his subordinates to innovate and achieve goals as the prophets have done. So that the prophetic leadership style can influence the intention of employees to leave the company. The results of research related to the prophetic leadership style are research conducted by (Elsintania & Archianti, 2016; Assyofa, 2016).

## **CONCLUSION**

The conclusion of the research from the test results and discussion have achieved the aims of this research. Compensation, job satisfaction, organizational commitment and prophetic leadership style has significantly negative effect on turnover intention. This shows that employees who are satisfied with the salary given, get sufficient support from coworkers, and complete work equipment so that there is no desire to leave the company.

When compiling this research, there are limitations such as this research was conducted during the Covid-19 pandemic, so the distribution of research questionnaires could only be done via Google form, so the researcher could not provide instructions or explanations if there were respondents who did not understand the statements to be filled in. Another limitation is there were several respondents who refused to fill out the questionnaire because of the statement items that included privacy.

Based on the discussion and the limitations of this research, some suggestions are provided to the concerned party. Companies need to pay attention to employee job satisfaction, compensation given to employees, employee commitment to the company and also leadership styles that make employees comfortable and feel in line in order to minimize the level of turnover intention in the company. For further researchers, if at the time of the research, the Covid-19 pandemic has subsided, then the questionnaire should be distributed directly to provide an explanation of the statements to be filled in by respondents. This is 2very helpful in aligning the interpretation of statements between respondents and researchers

## **Abbreviations**

Partial Least Squares (PLS).

## **Author Contribution**

NTA and AS created the concept, NTA created the draft article. NTA and AS collected the data. NTA processes data and performs analysis. AS made the necessary additions and completes the article.

## **Author Information**

Nadilla Triasih Agustin (NTA) is a bachelor students of the Accounting, Faculty of Business Economics, Universitas Hayam Wuruk Perbanas.

Agus Samekto (AS) is a lecturer at the Accounting, Faculty of Business Economics, Universitas Hayam Wuruk Perbanas. His research interest includes public sector and managerial accounting. His google Scholar link: <https://scholar.google.com/citations?hl=en&user=sWqHEg8AAAAJ>

### Funding

This research did not receive funding from any party.

### Conflict of Interest

The authors declare that there is no conflict of interest in writing this article.

### Data and Material Availability

Data link is available in the references.

## REFERENCES

- Allen & Meyer (1997). *Commitment In The Workplace (Theory, Research and Application)*. Sage Publication London.
- Assyofa, Allya Roosallyn. (2016). Pengaruh Kepemimpinan Kenabian dan Spiritualitas di Tempat Kerja terhadap Perilaku Ekstra Peran (Organizational Citizenship Behavior) Dalam Perspektif Islam (Studi Pada Sinergi Foundation). *Jurnal Manajemen dan Bisnis: Performa*, 13(1), 76-95. <https://doi.org/10.29313/performa.v0i1.3499>
- Chen, X., Ran, L., Zhang, Y., Yang, J., Yao, H., Zhu, S., & Tan, X. (2019). Moderating role of job satisfaction on Turnover Intention and burnout among workers in primary care institutions: a cross-sectional study. *BMC public health*, 19(1), 1- 10. <https://doi.org/10.1186/s12889-019-7894-7>
- Colquitt, J. A., Lepine, J. A., & Wesson, M. (2015). *Organizational Behavior: Improving Performance and Commitment in the Workplace (4th edition)*. New York: Mc Graw-Hill, Inc
- Dziuba, S. T., Ingaldi, M., & Zhuravskaya, M. (2020), Employees' Job Satisfaction and their Work Performance as Elements Influencing Work Safety, *System Safety: Human - Technical Facility - Environment, Volume 2, Issue 1* (March 2020). <https://sciendo.com/article/10.2478/czoto-2020-0003>
- Effendi, Moch Bisyrri & Sunani, Avi. (2022). Analysis of The Turnover Intention of Private Employees in Surabaya. *International Journal of Business Marketing and Management (IJBMM)*, 7(4), 100-112. <http://www.ijbmm/vol7-issue4.html>
- Elsintania, F. & Archianti, P. (2016). Pengaruh Kepemimpinan Kenabian dan Etos Kerja Islami Terhadap Komitmen Organisasi. *Jurnal Ilmiah Penelitian Psikologi*, 2(1), 41-55. <https://journal.uhamka.ac.id/index.php/jipp/article/view/9202>.
- Ghozali, I. & Latan, H.. (2014). *Partial Least Squares: Konsep, Teknik dan Aplikasi Menggunakan SmartPLS 3.0 (edisi ke-2)*. Semarang: Universitas Diponegoro.
- Handoko, T. H. (2019). *Manajemen Personalia dan Sumber Daya Manusia*. Yogyakarta: Penerbit BPFE
- Hargono, E. (2013). *Analisis Tingkat Kepuasan Kerja Karyawan Pada PT Mitra Wibowo*. Semarang: Unika Soegijapranata. <http://repository.unika.ac.id/5214/>
- Herzberg, F (1966). *Work and The Nature of Man*. Cleveland, OH: World Publishing Company.
- Istiana & Manurung, A. D. R. (2018) Pengaruh Komitmen Organisasi, Disiplin Kerja, dan Kualitas Kehidupan Kerja Terhadap Prestasi Kerja Karyawan Universitas Mercu Buana Jakarta. *SWOT: Jurnal Ilmiah Ilmu Manajemen*, 8(2), 292-305. <http://dx.doi.org/10.22441/swot.v8i2.7034>
- Khaidir, M., Bachri, A. A., & Sugianti, T. (2017). Pengaruh Stres Kerja, Kompensasi, dan Kepuasan Kerja Terhadap Turnover Intention Studi Pada Karyawan Kontrak PT. Gajah Satria Manunggal Banjarmasin. *JWM: Jurnal Wawasan Manajemen*, 4(3), 175-186. <https://doi.org/10.20527/jwm.v4i3.93>
- Mediana (2024), *Berbagai Alasan Mengapa Karyawan Memutuskan Mengundurkan Diri*, Kompas.id, 28 Maret 2024, [https://www.kompas.id/baca/english/2024/03/27/alasan-alasan-karyawan-mau-tetap-bertahan-di-kantor-yang-sama-saat-ini?open\\_from=Translator\\_Mark](https://www.kompas.id/baca/english/2024/03/27/alasan-alasan-karyawan-mau-tetap-bertahan-di-kantor-yang-sama-saat-ini?open_from=Translator_Mark)
- Mobley, W. H., Horner, S. O., & Hollingsworth, A. T. (1978). An evaluation of precursors of hospital employee turnover. *Journal of Applied Psychology*, 63(4), 408–414. <https://doi.org/10.1037/0021-9010.63.4.408>.
- Monica, Tiya Jumani & Putra, Made Surya. (2017). Penagruh Stres Kerja, Komitmen Organisasional, dan Kepuasan Kerja Terhadap Turnover Intention. *E-Jurnal Manajemen Universitas Udayana*, 6(3), 1644-1673. <https://ojs.unud.ac.id/index.php/manajemen/article/view/28478>

- Riana, N., Fajri, K., & Alsyauami, K. (2017). Pengaruh Kompensasi Terhadap Kinerja Karyawan di Kampung Batu Malakasari Tektona Waterpark Kabupaten Bandung. *Tourism Scientific Journal*, 2(1), 1-26. <https://doi.org/10.32659/tsj.v2i1.15>.
- Rismayanti, R. D., Musadieg, M. A., & Aini, E. K. (2018). Pengaruh Kepuasan Kerja Terhadap Turnover Intention Serta Dampaknya Pada Kinerja Karyawan (Studi Pada Karyawan Tetap Pg Kebon Agung Malang). *Jurnal Administrasi Bisnis Universitas Brawijaya*, 61(2), 127-136. <https://administrasibisnis.studentjournal.ub.ac.id/index.php/jab/article/download/2581/2975>.
- Robbins & Judge., (2018). *Motivasi Kerja. Human Resources Management, Ebook, Global Edition*. Education Limited.
- Sartono, M., Yulianeu, Y., & Hasiholan, L. B. (2018). Pengaruh Kompensasi, Motivasi Kerja, dan Komitmen Terhadap Turnover Intention. *Journal of Management*, 4(4). <https://jurnal.unpand.ac.id/index.php/MS/article/view/1019>.
- Siahaan, S., & Bahri, S. (2019). Pengaruh Penempatan, Motivasi, dan Lingkungan Kerja terhadap Kinerja Pegawai. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 16–30. <https://doi.org/10.30596/maneggio.v2i1.3402>.
- Wiguna, G. N. & Surya, I. B. K. (2017). Pengaruh Kompensasi Terhadap Komitmen Organisasional dan Turnover Intention pada Agent Pru Megas. *E-Jurnal Manajemen Universitas Udayana*, 6(8), 4156-4184. <https://ojs.unud.ac.id/index.php/manajemen/article/view/31026>