

The Effect of Motivation and Work Environment on Intention to Leave with Compensation as Moderator: Evidence from Logistics Employees of Indonesian Manufacturing Industry

Achmad Sofi'i^{a,1}, Rohmat Dwi Jatmiko^{a,2}, Ilyas Masudin^{a,3}, Dian Palupi Restuputri^{a,4}

^a Universitas Muhammadiyah Malang, Malang, Indonesia

¹ kenas1482@gmail.com; ² jetto@umm.ac.id; ³ masudin@umm.ac.id; ⁴ restuputri@umm.ac.id

* Corresponding Author

ABSTRACT

This study aims to examine the effect of motivation and work environment on intention to leave with compensation as a moderating factor for logistics workers. The sample used was logistics employees of the Indonesian manufacturing industry, with a total of 245 employees. The analysis of this study uses Moderated Regression Analysis (MRA). This study indicates that the direct effect of achievement motivation on the intention to leave is positive and significant. Furthermore, the direct effect of the work environment on the intention to leave is negative and significant. The effect of compensation can weaken the relationship between achievement motivation and intention to leave. On the other hand, the effect of compensation can strengthen the influence of the work environment on the intention to leave.

KEYWORDS

Achievement motivation
Work environment
Compensation
Intention to leave



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1. Introduction

Employees who survive or leave their jobs and organizations have various reasons, but the bigger problem in many organizations is quitting voluntarily (Mathis & Jackson, 2006). According to Swasto (2011), if a large number of employee turnover occurs in large numbers, then that means an organization needs to explore information about the real reasons why employees leave work. High employee turnover can affect employee morale and result in their ability to meet task needs and reduce their ability to provide quality services (Mosadeghrad, 2013). An organization must consider employee turnover because a high employee turnover can be dangerous and hinder organizational development in achieving their goals. The high intention to leave plays an essential role in managing the turnover of employees. The employees who are no longer productive would be replaced with the productive ones.

Previous studies on intention to leave were influenced by demands for workload, work resources, motivation, satisfaction, compensation, and work environment (Mensah, Boateng, Sulemana, & Kosi, 2015); Tzeng (2002); Karatepe et al. (2008); Putianti, Hamid, and Mukzam (2014), Applebaum, Fowler, and Fiedler (2010); and Tsani and Farlianto (2016a). Research from Mensah et al. (2015) shows that motivation significantly affects employee intention to quit. This result is also supported by Tzeng (2002) and Srinandi and Supartha (2015). In contrast to the research of Hidayati and Saputra (2018) and supported Karatepe, Yavas, and babkus (2008) and Putianti et al. (2014), which results that motivation does not affect the intention to leave. In addition to motivation, work environment factors can also affect whether or not employees are comfortable staying in an organization. A harmonious work environment will also have a good impact on employees because it will reduce the desire of employees to leave the company. After all, the company has given employees a sense of comfort and safety to keep working in companies (Wijono, 2010). Research from Applebaum, Fowler, and Fiedler (2010), Polii (2014), and Minarsih, Fathoni, and Halimah (2016) found that the work environment factors significantly influence the intention to change employees. In contrast to these studies, the results of the study (Maulana & Syah, 2016), Tsani and Farlianto (2016a) and Riani and Putra (2017) states that the work environment does not affect the intention to leave.

Based on the gap in the results of previous research, this study assesses the need for control or controlling variables. The variable that the researcher uses as control is compensation. Motivation has a

close relationship with the performance of employees so that it is also closely related to the intention to move employees. Motivation itself can be interpreted as a state in a person to be motivated to carry out an activity or activity. Fulfillment of motivation needs is inevitable for all employees because if motivation is adequately fulfilled, it will impact job peace (Koesmono, 2005). According to Simamora (2006), compensation is remuneration given to employees to increase competitive advantage, commonly called achievement motivation. Therefore, this study uses the compensation variable as a moderating variable.

2. Literature Review

2.1. Intention to Leave and Work Environment

Intention to leave is the intention of employees to leave the organization as a deliberate desire (Tett & Meyer, 1993). Meanwhile, Martin (1979) explains that the intention to leave is the level of employee desire or intention to leave the organization or company. In addition, Mobley (1986) also explains that employee turnover and behavior such as absenteeism and lethargy are often grouped in resignation behavior or also referred to as intention to leave. It can be concluded that the intention to leave is the desire or individual intention to leave an organization. There are times when the changeover has a positive impact, but most of the employee turnover has an unfavorable impact on an organization or company.

According to Mobley (1982), turnover intention is an employee's intention to quit his job or voluntarily move from one workplace to another. Generally, the tendency of an employee to change workplaces is due to finding a better job. According to Robbins and Judge (2015), the turnover intention is the tendency or level at which an employee can leave the company both voluntarily and involuntarily due to the lack of attractiveness of the current job and the availability of other alternative jobs. Harnoto (2002) states that indicators are used to predict employee turnover intention in a company. The indicators of turnover intention are increased absenteeism, laziness to start working, increased violations of work rules, protests against superiors, and positive behavior that is very different from usual.

2.2. Work Environment

The work environment is around workers and affects them in carrying out the tasks assigned Nitisemito (2006). Furthermore, according to Sedarmayanti (2010), the work environment is the overall tools and materials faced, the surrounding environment in which a person works, his work methods, and his work arrangements both as individuals and as groups. According to Tulenan (2015), the work environment is a workplace where employees work or where all work activities occur. It can be concluded that the work environment is the whole individual and the objects that are around that are in contact or come into direct contact with someone when working.

According to Lewa, Iip, and Subowo (2005), the work environment is designed to create a binding work relationship between workers and their environment. A good work environment is if employees can carry out activities optimally, healthy, safe, and comfortable. A poor working environment can require more labor and time and does not support efficient work system plans. Meanwhile, according to Schultz and Schultz (2006), the work environment is defined as a condition related to the characteristics of the workplace towards employee behavior and attitudes where it is related to psychological changes due to things experienced in his work or in certain circumstances which must continue to be considered by organizations that include work boredom.

The work environment is divided into two, namely, non-physical work environment and physical work environment. According to Sedarmayanti (2001), a non-physical work environment is all the conditions related to work relationships, both relationships with superiors and relationships with colleagues or relationships with subordinates. Non-physical work environment aims to form positive employee attitudes that can support employee performance. Wursanto (2009) argues that there are several important elements in the formation of employee attitudes and behaviors that are indicators of the non-physical work environment as follows: supervision is carried out continuously using a strict supervision system, a work atmosphere that can provide encouragement and high morale, an attractive reward system (both salary and other stimuli), good treatment, humane, not equated with a robot or machine, the opportunity to develop a career as much as possible in accordance with the limits of the

ability of each member, there is a sense of security from members, both inside and outside the ministry, relationships take place in harmony, are more informal, full of family, and members are treated fairly and objectively.

While the physical work environment is all physical forms around the workplace that can affect employees both directly and indirectly (Sedarmayanti, 2001). The physical work environment has the following indicators (Sukmawati, 2008): quality of workspace settings, air quality, lighting quality, color quality, and noise control.

2.3. Compensation

Compensation is anything material and non-material that an employee receives to reward their work (Gomes, 2003). Compensation is a remuneration provided by the organization/company to employees, which can be financial or non-financial in a predetermined period. A good compensation system will provide decisions for employees and enable companies to find, hire and retain a qualified employee. Compensation is an important factor influencing how and why employees work in an organization that refers to all forms of retribution for employees who come from completing their work (Robert L Mathis & Jackson, 2002).

According to Simamora (2006), compensation is a payment given by a company to increase employee productivity to achieve a competitive advantage. According to Siswanto (2003), compensation is the compensation for services/remuneration provided by companies to workers because these workers have contributed energy and thoughts for the company's progress to achieve the goals set. Meanwhile, according to Handoko (2000), compensation is defined as everything employees receive as compensation for their work. According to Hasibuan (2002), compensation is all income in the form of money, direct or indirect goods received by employees in return for services provided to the company. Generally, it can be said that compensation is a remuneration received by employees in connection with the sacrifice that has been given to the company.

According to Simamora (2006), some indicators of financial compensation are salary, incentives, and benefits. According to Andreani & Wijaya (2015), there are three indicators to assess compensation: satisfied with the salary, satisfied with facilities, and satisfied with benefits.

2.4. Achievement Motivation Towards Intention to Leave

Previous studies of motivation towards intention to leave/turnover intention produce motivation to leave/turnover intention. A study by Mensah et al. (2015) showed that motivation significantly affects employee intention to quit. Align research from Tzeng (2002) indicated that motivation significantly affects employee intention to quit. Other relevant studies by Srinandi and Supartha (2015) states that motivation negatively influences the intention to leave. Haryani (2013) also found that motivation negatively influences the intention to leave.

On the other hand, a study by Hidayati and Saputra (2018) concluded that motivation does not affect the intention to leave. Moreover, other studies from Karatepe et al. (2008) resulted that motivation does not affect the intention to move employees. Subsequent research from Putianti et al. (2014) indicated that motivation has no significant effect on turnover intention. The research was supported by Putri and Rumangkit (2017), who found that motivation does not affect the intention to leave. Previous contradictory results indicated that motivation has a different effect on the employee intention to leave. Therefore, in this study, the perspective of Indonesian manufacturing industry employees working in the logistics sectors could enrich the discussion of the relationship between those two variables. Thus, in this research, we posit a hypothesis:

H1: Achievement motivation has a significant negative effect on the intention to leave

2.5. Work Environment Against Intention To Leave

Previous studies of the work environment on intention to leave / turnover intention produce that compensation affects the intention to leave / turnover intention. Research from Applebaum et al. (2010) showed that the work environment factors significantly influence the intention to change employees. Research conducted by Polii (2014) states that the work environment has a significant effect on leaving. Then research conducted by Putra and Utama (2017) results in the work environment having a negative and significant effect on the intention to leave. Unlike research by Khristanto (2018), the work

environment has no significant effect on the intention to leave. The research was also supported by Maulana and Syah (2016), which state that the work environment does not affect turnover intention. Research from Minarsih et al. (2016) shows that the work environment does not affect turnover intention. Research by Tsani and Farlianto (2016a) shows that the work environment does not affect turnover intention. Research from Riani and Putra (2017) found that the work environment does not affect turnover intention. Thus, this study tests the hypothesis:

H2: The work environment has a significant negative effect on the intention to leave

2.6. Compensation Affects Between Achievement Motivation and Intention to leave

Compensation is an incentive received by employees of a company or institution where they work. According to Hasibuan (2002), the objective of giving compensation to employees is to increase motivation. This study sees that motivation and work environment affect intention to leave or intention to leave from employees.

Research conducted by Astutik (2017) states that compensation and motivation have a negative and significant effect on leaving. Research conducted by Putrianti, Hamid, and Mukzam (2014) found that compensation and motivation significantly affect the intention to leave. Other research by Sudarsono (2008) states that compensation influences significantly on motivation. The research was also supported by Surya (2011), who believe that compensation affected work motivation. Research from Mensah, Boateng, Sulemana, and Kosi (2015) results that motivation significantly affects employee intention to leave work. Aligned research from Tzeng (2002) produced that motivation has a significant effect on quitting employees. Other studies from Karatepe, Yavas, and Babakus (2008) produced that motivation affects the intention to move employees. Subsequent research Putrianti, Hamid, and Mukzam (2014) produced that motivation significantly affects turnover intention. Based on the description and results of previous studies, this study draws the following hypothesis:

H3: Compensation strengthens the relationship between achievement motivation towards intention to leave

2.7. Compensation Affects Between Work Environment Against Intention to leave

This study looks at the extent to which compensation will affect the relationship between work environments to leave. Research conducted by Irbayuni (2012) states that compensation has a positive role in employees' intention to leave. Whereas the work environment towards intention to leave is as Applebaum, Fowler, and Fiedler (2010), work environment factors significantly affect employee's intention to leave. Research from Minarsih, Fathoni, and Halimah (2016) indicated that the work environment does not affect turnover intention. Moreover, Farlianto and Tsani (2016) found that the work environment does not affect turnover intention. Another study conducted by Pranowo (2016) and Maulana and Syah (2016) stated that compensation and work environment significantly influence turnover intention. Based on the description and results of previous studies, researchers draw the following hypothesis:

H4: Compensation strengthens the relationship between work environment towards intention to leave

3. Methodology

The type of research used in this study is explanatory research. According to Singarimbun and Effendi (2003), explanatory research is a study in which the researcher explains causal relationships between variables through testing hypotheses. This study aims to determine the contribution of motivation and work environment to intention to leave. The effect of compensation on the relationship and the direction of the relationship occur. The population is also called the target population (target population), whole, or sampling frame. In essence, the population is where the sample is taken.

The respondents of this study were the employees of the Indonesian manufacturing industry in the position of logistical areas (Table 1).

The sample is a portion of the population used as a basis for concluding the study. According to Sugiyono (2015), samples are part of the number and characteristics possessed by the population.

Researchers use samples as the primary way to estimate behavior in a population. Therefore, this sampling should be seriously considered. The sampling technique in this study used random sampling.

Table 1. Characteristics of the respondents

Characteristics	Population	Sample
Warehouse	86	43
Clove Logistics	20	10
Import Export	15	8
Primary Manufacture Department	53	27
Secondary Manufacture Department	54	27
Utility and Service	63	32
Quality	70	35
Sourcing	35	18
Total	396	200

According to Arikunto (2010) if the study population is less than 100, then the samples taken are all, but if the study population amounts to more than 100, then the sample can be taken 20-25% or more. This study took a sample of 200 permanent employees from the Indonesian companies from several divisions. The divisions taken are from the Warehouse, Logistics, Export Import, PMD, NDC, Utility and Service, Quality, and Sourcing departments. From this division, 50% of random samples will be taken to be used as research subjects.

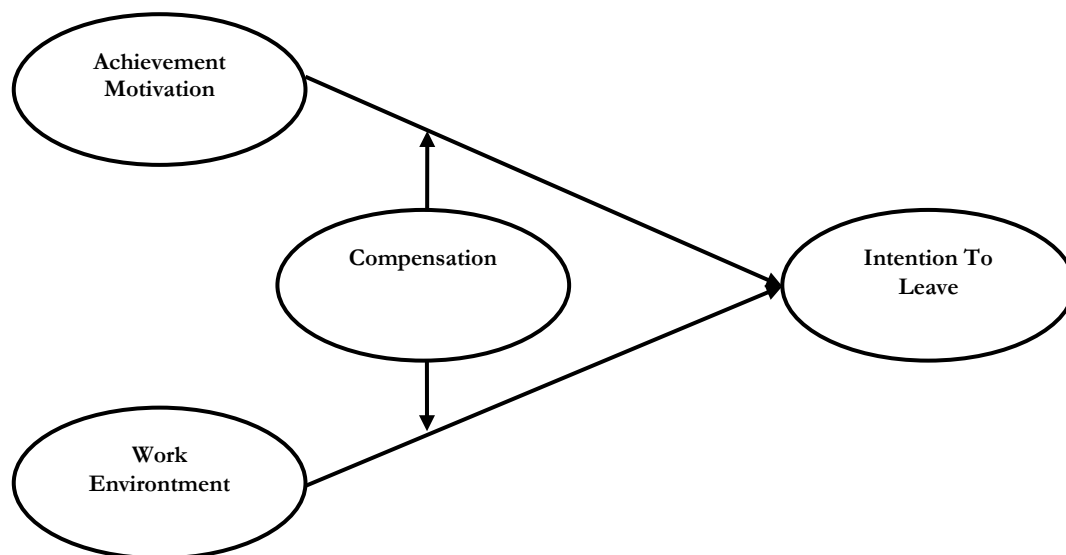


Fig. 1. Research Subjects

4. Results and Discussion

A validity test is used to measure the validity of a questionnaire. A questionnaire is said to be valid if the questions on the questionnaire can reveal something that the questionnaire will measure. Valid measurement means the measuring tool used to get the data (measurement) is valid. Data can be valid if the value of $r\text{-count} > r\text{ table}$ or $p\text{-value} < 0.05$. Based on the instrument results for validity testing, all indicators have $r\text{ count}$ greater than $r\text{ table}$ or valid. Therefore, it can be said that all indicators describe the accuracy of the indicators in the variables Motivation, Work Environment, Compensation, and Intention to Leave.

Reliability is a measure intended to show the level of reliability of an instrument. A reliability test is a tool used to measure a questionnaire which is an indicator of a variable, and item questions are said to be reliable or reliable if someone's answer to a question is consistent and stable over time. Measuring measures will be said to be reliable if at least the alpha value is 0.60. Based on the results of the analysis of the instrument for reliability testing, Cronbach's Alpha value > 0.60 . Therefore, all variables can be said to be reliable.

The normality test aims to determine whether the population data is normally distributed or not. The test is done by measuring data on an ordinal scale, intervals, and ratios. Data is stated as a normal distribution if the significance value is above 0.05 or 5%. Based on the analysis results above, the data used has the result of $0.443 > 0.05$. The data used are typically distributed, with the distribution forming a straight diagonal line.

Table 2. Validity Test

Variable	Item	Correlation Value	Rtable ($\alpha = 0.05$)	Note
Motivation	X1.1	0.580	0.125	Valid
	X1.2	0.608	0.125	Valid
	X1.3	.626	0.125	Valid
	X1.4	0.571	0.125	Valid
	X1.5	0.570	0.125	Valid
	X1.6	0.597	0.125	Valid
	X1.7	0.622	0.125	Valid
	X1.8	0.595	0.125	Valid
	X1.9	0.649	0.125	Valid
	X1.10	.663	0.125	Valid
	X1.11	0.547	0.125	Valid
	X1.12	0.602	0.125	Valid
Work Environment	X2.1	0.545	0.125	Valid
	X2.2	0.515	0.125	Valid
	X2.3	0.520	0.125	Valid
	X2.4	0.577	0.125	Valid
	X2.5	0.533	0.125	Valid
	X2.6	.484	0.125	Valid
	X2.7	0.523	0.125	Valid
	X2.8	0.480	0.125	Valid
	X2.9	0.545	0.125	Valid
Compensation	Z1	0.520	0.125	Valid
	Z2	0.437	0.125	Valid
	Z3	.483	0.125	Valid
	Z4	0.588	0.125	Valid
	Z5	0.540	0.125	Valid
Intention to Leave	Y1	.669	0.125	Valid
	Y2	.629	0.125	Valid
	Y3	.661	0.125	Valid
	Y4	0.655	0.125	Valid
	Y5	.658	0.125	Valid

Table 3. Reliability Test

Variable	Alpha-Cronbach	Note
Motivation (X1)	0.900	Reliable
Work Environment (X2)	.875	Reliable
Compensation (Z)	.740	Reliable
Intention to Leave (Y)	.874	Reliable

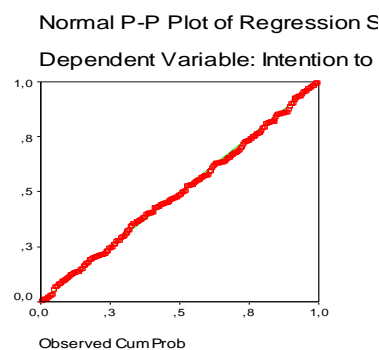


Fig. 2. Normality Test

Multi-collinearity test is used to determine whether or not there is a deviation of the classical assumption of multicollinearity, namely the existence of a linear relationship between variables in the regression model with the provisions of VIF value <10 and tolerance number > 0.1. The multicollinearity test results found that motivation, work environment, and compensation variables had a VIF value <10 and tolerance number > 0.1. thus, it can be stated that multicollinearity does not occur.

Table 4. Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
Achievement motivation	.998	1,002
Work environment	.983	1,018
Compensation	.982	1,018

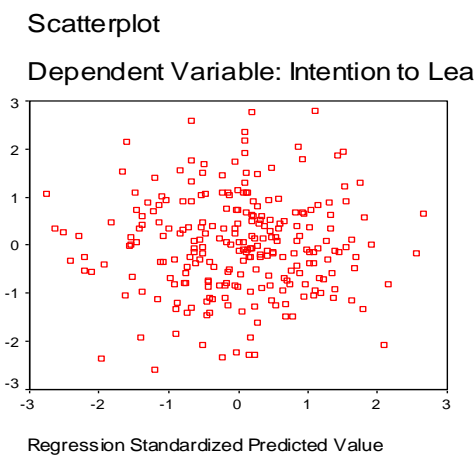


Fig. 3. Heterocedasticity Test

The explanation of the graph above is visible points scattered randomly without forming a certain pattern. Thus it can be concluded that there is no heteroscedasticity so that the regression model is feasible to use.

The coefficient of determination (R^2) determines the extent of the model's ability to explain variations in the dependent variable. The coefficient of determination is between zero and one. If the value of R^2 gets smaller, the ability of the independent variable to explain the variation of the dependent variable is low. If the value of R^2 is close to one, then the independent variable provides almost all the information needed to predict the variation of the dependent variable. From the above table results, it can be concluded that the R square value of 0.630, so it can be said that the motivation, work environment, and compensation variables in this research model affect the intention to leave by 63%. Moreover, 37% variable intention to leave is influenced by other variables.

This simultaneous test is used to test whether the motivation and work environment variables together influence the intention to leave. Based on the ANOVA output table above, the significance value (Sig.) The F test is $0,000 < 0.05$. The calculated F-value is $65.974 > F$ table 3.03, so it can be concluded that there is a significant influence of motivation and work environment on intention to leave. From the above table, it is produced that the influence of variable X1 or motivation on Y or intention to leave has a significance value of $0.000 < 0.05$ and t-count value $4.223 > t$ -table 1969, so it can be concluded that there is a significant influence of motivation on intention to leave. Then the significance value for the influence of the work environment X2 on Y's intention to leave is 0.

$$Y = 17.846 + 1.310 X_1 - 0.766 X_2 - 2.530 Z - 0.020 X_1 * Z + 1.049 X_2 * Z + E$$

The cost of the regression equation shows a value of 17,864, meaning that if there are no contributions to the variables X_1 , X_2 , Z , $X_1 * Z$, and $X_2 * Z$, then Y will be worth 18,065. The coefficient of achievement motivation of 0.318 shows a positive value and significance of 0.000, meaning that achievement motivation has a positive and significant effect on the intention to leave. Variable

motivation for achievement has a significant effect on the intention to leave. The effect is positive, which means the higher the motivation for employee achievement, the higher the intention to leave. Vice versa, the lower the employee achievement motivation, the intention to leave will decrease.

Several studies support this research, which states that motivation has a significant effect on leaving. Research conducted by Amrullah, Kusasi, and Nurhasanah (2018) states that motivation has a significant positive effect on turnover intention. The research was also supported by research Tjendra (2019), which states that motivation has a significant effect on leaving. Similarly, the research results from Widiawati, Amboningtyas, Rakanita, and Warso (2017) states that motivation has a positive effect on turnover intention.

This indicates an employee often thinks of resigning, often imagine working in another company, thinking of applying for another company, even applying for another company, and often telling colleagues that they want to resign. According to Ramadhan (2017), the purpose of motivation is to improve employee welfare. So that an employee will try to achieve a higher career again, one of which is to move companies. In conclusion, the more employees have high achievement motivation, the higher the level of intention to leave. If an employee has achievement motivation, the possibility of employees looking for new experiences, new positions, new knowledge, new workplaces will be higher.

Hypothesis 1: Achievement motivation has a significant negative effect on the intention to leave

The coefficient value of the work environment of -0.765 indicates a negative value and significance of 0.000, meaning that the work environment has a negative and significant effect on the intention to leave. Work environment variables have a significant effect on the intention to leave. The effect produced is negative, which means the more comfortable the work environment, the lower the employee's intention to leave. Otherwise, the more uncomfortable the work environment, the higher the intention to leave. Some previous studies that support this research are research conducted by Tsani and Farlianto (2016a) states that the work environment has a significant effect on the intention to leave. Tsani and Farlianto (2016a) also said that the results were negative. These results are supported by Minarsih et al. (2016), which state that the work environment has a negative effect on the intention to leave.

This will indicate that employees often think of resigning, often imagine working in another company, thinking of applying for another company, even applying for another company, and often telling colleagues that they want to resign. According to Koestanto and Ardi (2017), a more conducive work environment in the company will make employees feel comfortable and safe to affect the smaller intention of employees to change jobs or leave the company. It can be concluded that the less comfortable the work environment, the higher the intention to leave, so the company must pay attention to the work environment in order to create a comfortable work environment so that employees will feel comfortable and not think about leaving company.

Hypothesis 2: The work environment has a significant negative effect on the intention to leave

The compensation coefficient value of 2.528 indicates a negative value and significance of 0.000, meaning that compensation has a negative and significant effect on the intention to leave. The regression coefficient value of the interaction of achievement motivation with compensation is -0.020 shows a negative value and a significance level of 0.000, meaning that compensation can weaken the influence of achievement motivation on intention to leave. The compensation variable weakens the relationship between achievement motivation and intention to leave, so it can be concluded that the higher the compensation, the lower the relationship between achievement motivation and intention to leave. Similarly, if the compensation received by employees is getting lower, it will strengthen the influence of achievement motivation on intention to leave. Research conducted by Qofiqi, Sunuharjo, and Ruhana (2016) states that compensation has a significant effect on leaving and negatively affecting.

The higher the career orientation of an employee will make the higher an employee thinks to work in another company to improve his career. The more satisfied the salary received by the employee, the less likely the employee will think of working at another company. So the influence of achievement motivation and compensation is inversely proportional. The company must pay immediate compensation on time, do not delay, so that employee confidence in the company bonafide is greater,

calmness, and work consistency will be better. If the payment of compensation is not on time will result in discipline, morale, passion, and employee work decreases, employees' desire to leave the company will be even greater. Randall and Susan (2010) suggested that if organizations want to minimize the intention to leave employees through compensation, they must ensure that they are satisfied with their pay. People compare the level of payment to what they believe they should receive. Then they are satisfied if the proper pay level is proportional to the actual pay level,

According to Kusumaningrum, Amboningtyas, Paramita, and Wulan (2017), material and non-material compensation received is more satisfying, so the intention to move decreases. It can be said that compensation can control employee achievement motivation, with good compensation can reduce achievement motivation and motivation to master an employee. So that employee achievement motivation which is often applied by moving the workplace to improve employee careers will decrease.

Hypothesis 3: Compensation strengthens the relationship between achievement motivation on intention to leave

The regression coefficient value of the interaction of the work environment with compensation of 0.048 shows a positive value and a significance level of 0,000, meaning that compensation can strengthen the influence of the work environment of achievement against the intention to leave. The compensation variable can strengthen the relationship between the work environment and intention to leave, so it can be concluded that the higher the compensation, the relationship between work environment and intention to leave will be higher, according to research Kusumaningrum et al. (2017) state that compensation has a negative effect on the intention to leave. According to Mahardika (2019), the higher or better the work environment, the turnover intention will decrease. So that compensation will increase the influence of the work environment on intention to leave.

The worse the arrangement of desks, chairs, work tools in the workspace and supported by employees' low salary, will increase the intention of employees to leave the company. According to Tsani (2016), a poor working environment often causes employees to feel uncomfortable completing their work. The inconvenience then triggers the employee's negative attitude towards the company and reinforces his desire to quit or leave the company. Reasonable compensation will be able to retain employees, so the desire to leave will be low. Compensation is significant for employees themselves as individuals because the amount of compensation is a measure of the work value of the employee itself. Compensation is important for employees and important for the company because compensation programs reflect the company's retention of human resources. It can be concluded that a good work environment and compensation can reduce the intention to leave employees conversely if the interaction between compensation and the work environment of a bad company can increase the level of intention to leave employees.

The research results on employees at companies on the influence of achievement motivation and work environment on Intention to leave with compensation as a moderator have been statistically tested using Moderated Regression Analysis (MRA) analysis. Moderated Regression Analysis (MRA) is an analytical approach that maintains sample integrity and provides a basis for controlling the influence of moderator variables. Moderator testing is done by making an interaction regression, but the moderator variable does not function independently. The following is an explanation of the effect of each variable

Hypothesis 4: Compensation strengthens the relationship between work environment on intention to leave

The compensation variable can strengthen the relationship between the work environment and the intention to leave manufacturing company employees in the logistics sector, so it can be concluded that the higher the compensation given, the higher the relationship between the work environment and the intention to leave. According to the research of Kusumaningrum et al. (2017) stated that compensation has a negative effect on the intention to leave. According to Mahardika (2019) semakin tinggi atau baik lingkungan kerja maka turnover intention akan semakin menurun. Sehingga kompensasi akan meningkatkan pengaruh lingkungan kerja terhadap intention to leave. The higher or better the work environment, the lower the turnover intention. So that compensation will increase the influence of the work environment on the intention to leave. Previous studies support the results of this study. The frequency distribution results show that the average score of respondents' assessment of the

compensation variable is included in the sufficient category (2,9). Based on the average total results, it can be stated that compensation can moderate the relationship between the work environment and the intention to leave. To improve the relationship between the work environment and intention to leave, the company must pay attention to employee salaries, payroll systems, insurance for employees, benefits provided to employees because all of these can strengthen the relationship between the work environment and intention to leave. The worse the arrangement of tables, chairs, work tools in the workspace and supported by the low salary received by the employee will increase the employee's intention to leave the company. According to Tsani and Farlianto (2016b), a poor work environment often causes employees to feel uncomfortable completing their work. This discomfort then triggers the employee's negative attitude towards the company and strengthens his desire to quit or leave the company. Good compensation will be able to retain employees so that the desire to leave will be low. Compensation is very important for the employee himself as an individual because the amount of compensation measures the value of the employee's work itself. Compensation is not only important for employees but also important for the company itself, because compensation programs are a reflection for companies to maintain their human resources. It can be concluded that a good work environment and compensation can reduce employee intention to leave. Conversely, if the interaction between compensation and a company's work environment is terrible, it can increase the level of employee intention to leave.

5. Managerial Implication

This research is expected to provide various benefits for related parties, including as a material for company consideration to control an employee's achievement motivation. According to Ramadhan (2017), the purpose of motivation is to improve employee welfare. So that an employee will try to achieve a higher career again, one of which is to move companies. Therefore it is expected that the company can control the achievement motivation of employees, one of which is by providing good compensation so that the level of intention to leave employees is getting lower. According to Qofiqi, Sunuharjo, and Ruhana (2016), compensation has a significant effect on the intention to leave and has a negative effect. So the higher the compensation, the lower the intention to leave the employee. Compensation consisting of salaries, benefits, and incentives provided by the company must be in accordance with the work provided so that employees assume that the compensation received is based on the work performed so that employees will choose

The company is also expected to pay attention to a comfortable work environment to make an employee comfortable and has no intention of leaving the company. According to Putra and Utama (2017), the work environment negatively and significantly affects leaving. The more comfortable the work environment is felt by employees, the lower the feeling of leaving a company. The company can do one thing by providing a neat and comfortable table, chair, and office arrangement. In addition, it is expected that the company can also provide appropriate lighting so that it is not too bright and not too dark so that employees can work comfortably. Moreover, companies also need to maintain the noise level in a company to work conducive. It is hoped that this research can be entered into the company to control the intention to leave its employees to control employee turnover.

6. Conclusion

This study Based on the results of data analysis that has been done through hypothesis testing variable motivation of achievement, work environment, compensation, and intention to leave, the conclusions can be drawn as/ follows: Achievement motivation has a significant effect on the intention to leave. The effect is positive, which means the higher the achievement motivation possessed by an employee, the higher the intention to leave the employee. Moreover, the lower the achievement motivation possessed by an employee, the intention to leave the employee will also be lower. The more employees have high achievement motivation, the higher the level of intention to leave. This is because if an employee has achievement motivation, the possibility of employees looking for new experiences, new positions, new knowledge, new workplaces will be higher

- 1) The work environment has a significant influence on the intention to leave. The effect is negative, so the better the employee's work environment, the higher the intention to leave the employee. Likewise, the lower the work environment perceived by an employee, the higher the intention to leave the employee. So the company must pay attention to the work environment to create a comfortable work environment, so employees will feel comfortable and not think about leaving the company.
- 2) Compensation can weaken the influence of achievement motivation on Intention to Leave. So the indirect effect of compensation can weaken an employee's achievement motivation, which can impact the intention to leave. It can be said that compensation can control employee achievement motivation, with good compensation can reduce achievement motivation and motivation to master an employee. So that employee achievement motivation which is often applied by moving the workplace to improve employee careers, can decrease.
- 3) Compensation can strengthen the influence of the Work Environment on Intention to Leave. So the indirect effect of compensation can strengthen the influence of the work environment and have a negative impact on an employee's intention to leave or his intention to leave decreases. It can be concluded that a good work environment and compensation can reduce the intention to leave employees conversely, if the interaction between compensation and the work environment of a bad company can increase the intention to leave employees.

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