



THE INFLUENCE OF COMPENSATION, JOB SATISFACTION, AND WORK ENVIRONMENT ON TURNOVER INTENTION AT DHARMA KERTI TABANAN HOSPITAL

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Abstract: The purpose of this study is to determine the effect of compensation, job satisfaction, and work environment on turnover intention. The population consisted of employees at Dharma Kerti Tabanan Hospital, with a sample of 117 respondents using a saturated sampling method. The data analysis techniques used in this research are Validity Test, Reliability, Classical Assumptions, Multiple Linear Regression, Coefficient of Determination, T Test, and F Test. Based on the research results, it can be seen that compensation has a negative and significant effect on turnover intention, job satisfaction has a negative effect and is significant to turnover intention, and the work environment has a negative and significant effect on turnover intention. Suggestions that can be given to this researcher are that Dharma Kerti Tabanan Hospital is expected to provide fair and transparent promotions to employees, always provide appropriate compensation, and always try to make employees feel satisfied and comfortable in a constructive work environment.

Keywords: Compensation, Job Satisfaction, Work Environment, Turnover Intention.

INTRODUCTION

In the era of globalization, human resources remain a key focus for companies to stay competitive. In every company activity, human resources play a crucial role. Even with adequate facilities, infrastructure, and funding, without the support of human resources, company activities will not be carried out effectively and will not yield optimal results. According to Vicky, (2018) Human resources are one of the most important factors in driving a company's activities. Human resources must be managed effectively to achieve optimal performance outcomes. This ensures that employees feel comfortable in performing their duties and achieve maximum results.

Turnover is a major problem for companies, as employees are a significant investment that greatly impacts the effectiveness and efficiency of a company. Turnover can have negative effects on companies in terms of finances, resources, and employee motivation. When turnover occurs, it means that the company has lost some of its employees. These lost

employees must be replaced with new ones, and the company must also bear all the associated costs, from recruitment to training (Pawesti & Wikansari, 2016).

One thing that company management needs to pay attention to is compensation. Compensation is a reward or remuneration received by employees from the company based on their contributions and productive performance within an organization. Direct forms include wages, salaries, commissions, and bonuses. Indirect forms include insurance, social assistance, leave pay, pension, training, and so on. Additionally, non-financial forms include job-related factors and the work environment. The provision of compensation to employees also serves specific purposes, such as ensuring employees and their families have a source of income, improving work performance, enhancing employees' self-esteem, strengthening workplace relationships, preventing employees from leaving the company, improving work discipline, and maximizing the potential of employees' productivity. enabling the company to compete with labor in the market, facilitating the company in achieving its objectives, and complying with laws and regulations (Fachriyah & Wijayanti, 2021). The results of a study conducted by Wiguna & Surya (2017) indicate that compensation variables have a significant negative effect on employee *turnover intention*. This means that the better the compensation provided to employees, the lower the *turnover intention*. The results of a study conducted by Kumbara (2018) indicate that compensation variables have a significant positive effect on turnover intention.

Another factor that needs to be considered is job satisfaction. According to Sutrisno (2019), job satisfaction is an employee's attitude toward their job in relation to the work situation, cooperation among employees, rewards received at work, and factors related to physical and psychological aspects. For organizations, a discussion of job satisfaction will involve efforts to improve organizational effectiveness by making employee behavior at work more effective. Dissatisfaction at work can lead to aggressive behavior or, conversely, withdrawal from social contact. Employee job satisfaction is an important issue in relation to employee productivity, and dissatisfaction is often associated with high job demands and complaints. The research findings of Widyantara and Ardana (2015) indicate that job satisfaction has a negative impact on turnover. This means that the higher the job satisfaction of employees, the lower the turnover intention. The results of Tampubolon and Sagala (2020) state that job satisfaction does not have a significant impact on turnover.

In addition, the work environment needs attention from management. According to Nitisemito (2013:183), the work environment is everything that surrounds workers that can influence them in carrying out their

assigned tasks. A conducive work environment provides a sense of security and enables employees to work optimally. If employees enjoy the work environment where they work, they will feel comfortable in their workplace, perform their activities, and use their working time effectively. Conversely, an inadequate work environment can reduce employee performance. According to research by Metariani & Heryanda (2022), the work environment has a negative and significant effect on turnover intention. This means that the better the work environment, the lower the *turnover intention*. The research findings of Ramadhoani (2020) indicate that the work environment has a negative and significant impact on Turnover Intention. However, these findings are inconsistent with the research results of Ussu et al. (2023), which suggest that the work environment has a positive and significant impact on Turnover Intention.

Compensation, job satisfaction, and work environment will affect turnover intention. *Turnover intention* is the desire of the workforce to resign from a company based on various reasons, one of which is to obtain a better job or position. *Turnover intention* can result in resignation, leaving the organization, or the death of a member within an organization. The decision to change jobs is usually one of the last options for employees if they find that their working conditions do not meet their expectations. The presence of *turnover intention* not only eliminates organizational talent but also hinders the smooth operation of the organization.

Dharma Kerti Tabanan Hospital is one of the hospitals located in Tabanan. The demands of the community regarding needs, expectations, and value for customers require the hospital to further improve the quality of its services. However, the hospital faces challenges, particularly in terms of human resources, such as high turnover rates among both employees and staff in other fields. On-site observations reveal a trend where employees choose to leave the hospital due to economic difficulties, dissatisfaction with the work environment, and other factors, despite the existence of a contract system at the hospital. The following data shows the employee turnover rate at RS Dharma Kerti Tabanan from 2021 to 2023.

Table 1.1
Employee Inflow and Outflow Data at Dharma Kerti Tabanan Hospital
Year 2021 to 2023

Employee Turnover Data at Dharma Kerti Hospital, Tabanan			
	2021	2022	2023
Number of employees (beginning of year)	125	124	121
Number of new hires	11	8	33
Number of employees leaving	12	11	11
Number of employees (end of year)	12	121	143
Employee turnover rate %	9.64	8.98	8.33

Source: Dharma Kerti Hospital, 2023

Based on the table above, the highest employee turnover rate was in 2021 at 9.64%, and the lowest was in 2023 at 8.33%.

Based on interviews with several employees, it was found that there was a compensation issue where employees stated that the compensation provided was not commensurate with the workload. Employees felt that the work assigned was too heavy, while the compensation provided was not optimal.

Some employees also expressed dissatisfaction with their jobs. This is because employees feel that they do not have enough opportunities for promotion during their employment. Employees also stated that becoming a permanent employee requires a long period of service and unclear regulations, leading employees to feel undervalued by the company in their work. Other employees also mentioned workplace environment issues, where employees are dissatisfied with the social relationships they have while working. This is because there is a lack of good relationships among employees, making them feel uncomfortable at work.

LITERATURE REVIEW

Human Resource Management

According to Selviana (2018), human resource management is an effort to improve the quality of employees' work so that they can achieve the objectives of an organization. Human resources are a very central factor in an organization. Human resource management is used to regulate and manage human resources based on the organization's vision so that the organization's objectives can be achieved.

This section contains an explanation of the influence between variables, supported by previous research and underlying theories. From the explanation of the influence between variables, hypotheses are then formulated.

Grand Theory (Maslow's Hierarchy of Needs)

The Grand Theory used in this study is Maslow's Hierarchy of Needs. Maslow's Hierarchy of Needs is a theory in psychology proposed by Abraham Maslow in 1943 in his article entitled "*A Theory of Human Motivation*" published in *Psychological Review*. Maslow later expanded his ideas to include his observations of "innate human curiosity." His theories are parallel to many other theories in human developmental psychology, some of which focus on describing the stages of human growth. Maslow used the terms "physiological," "safety," "belongingness," "love," "self-

esteem," "self-actualization," and "self-transcendence" to describe the patterns of human motivation in general.

Maslow's Hierarchy of Needs theory was chosen as the main theory in this study because it has a good relationship with the problems that occur in the place to be studied. *Turnover intention* (the desire to move or leave) from a company is the desire of employees because there are several things that make them want to leave the company.

Organizational Behavior

According to Triatna (2015:2), organizational behavior explains the study of what people do in an organization and how that behavior affects their performance in the organization. Meanwhile, according to Utaminingsih (2014: 2), organizational behavior is a field of study that encompasses theories, methods, and principles from various disciplines to study individual perceptions and actions when working in groups and within organizations as a whole. According to Wijaya (2017:1), organizational behavior is a discipline that studies individual behavior within organizations and its impact on performance, including individual, group, and organizational performance.

Compensation

According to Mathis (2014:82), "Compensation is anything received, whether physical or non-physical, that must be calculated and given to someone who is generally exempt from income tax." According to Mangkunegara (2015:87), compensation is "Any form of payment or reward given to employees arising from their work." Based on the above explanation, it can be concluded that compensation is a form of reward given by a company to employees, either in material or non-material form, which employees use to fulfill their needs.

Job Satisfaction

According to Sutrisno (2019), job satisfaction is an employee's attitude toward their job that is related to the work situation, cooperation among employees, rewards received at work, and factors related to physical and psychological aspects. Handoko (2020) defines job satisfaction as an employee's pleasant or unpleasant feelings about their job, which are evident in their behavior toward their work and everything they experience in the work environment. Therefore, based on the above definitions by experts regarding job satisfaction, it can be concluded that job satisfaction is an emotional state that is pleasant or unpleasant for employees when they view their work.

Work Environment

According to Nitisemito (2013:183), "the work environment is everything that surrounds workers and can influence them in carrying out their assigned tasks". According to Sutrisno (2014:43), the work environment is "a very important component in employees' work activities." It can be concluded that the work environment in this study refers to everything around workers that can influence them in carrying out their assigned tasks. A comfortable work environment can affect employee performance and, of course, have an impact on job satisfaction.

Turnover Intention

According to Chin (2013:97), turnover intentions are indicated as individual characteristics that refer to the results of evaluations regarding the continuity of their relationship with the organization where they work and have not yet been realized in the form of actions. According to Hoonakker (2013:106), turnover intentions are employees' intentions to quit the job where they have been working. Based on the above definitions, it can be concluded that Turnover Intentions are employees' intentions to quit their current job within a company.

The Influence of Compensation on Turnover Intentions.

Compensation is the reward received by employees for their contributions to the company. Providing good compensation to employees will motivate them well. This shows that the contributions made by employees are truly appreciated by the company, thereby motivating employees to work harder for the company. Employees who are properly appreciated by the company are also more likely to be loyal to the company. Poor compensation tends to reduce employee morale, which in turn affects Turnover Intention. According to Mangkunegara (2015), if employees are satisfied with the compensation provided by the company, they will behave positively and reduce Turnover Intention. Meanwhile, according to Ganyang (2018), compensation is everything an employee receives as a reward for their work for the company during a specific period. The main elements of compensation include the employee, the company, work results, rewards, and a specific period.

Research by Kumbara (2018) shows that compensation, career development, and job satisfaction together have a significant effect on turnover intention. In line with the research conducted by Yanti (2022), there is a positive and significant effect between compensation and turnover intention. Based on the theoretical statements from previous studies, the following hypothesis can be formulated:

H1: Compensation has a positive and significant effect on employee turnover intention at Dharma Kerti Hospital in Tabanan.

The Influence of Job Satisfaction on Turnover Intention.

Job satisfaction is an individual's positive feeling about their job, which is the result of an evaluation of its characteristics (Robbins and Judge, 2008). The workload received by employees greatly influences their job satisfaction, such as lower job satisfaction found in higher workloads. Susanti (2013) explains in her research findings that the higher the level of individual job satisfaction, the lower the desire to leave.

Research by Yantu (2023) shows that job satisfaction has a positive influence on turnover intention. In line with the study by Rostandi (2021), it was found that job satisfaction partially has a positive and significant influence on Turnover Intention. However, the study conducted by Mawadati (2020) shows that the job satisfaction variable does not influence Turnover Intention. Based on the theoretical statements from previous research findings, the following hypothesis can be formulated:

H2: Job satisfaction has a positive and significant effect on employee turnover intention at Dharma Kerti Hospital in Tabanan.

The Influence of Work Environment on Turnover Intention.

The work environment encompasses everything that surrounds employees as they perform their duties. It is important to pay attention to the work environment in order to improve employee comfort in the workplace (). A safe and comfortable work environment with adequate supporting facilities is essential for employees to perform their duties effectively. A work environment that does not support employees in their work will have a negative impact on their comfort. Feelings of discomfort and insecurity can lead to anxiety in the workplace, while inadequate facilities make employees feel uncomfortable staying at work. According to Schultz (2006), the work environment is defined as conditions related to the characteristics of the workplace that influence employee behavior and attitudes, which are connected to psychological changes resulting from experiences in their work or specific circumstances that must be continuously monitored by the organization, including job boredom, monotonous work, and fatigue. Meanwhile, according to Nitisemito (2013), a well-maintained work environment leads to employee comfort while working, thereby preventing the emergence of employees' intentions to leave the company (Turnover Intention).

Research by Hidayati (2021) shows that the work environment has a positive effect on employee turnover intention at PT. Asrindo Citraseni Satria Duri Riau. Budianto (2015) states that the work environment leads to several aspects, including management, organizational structure, job

descriptions, freedom, and a satisfying physical environment. Based on the theoretical statements from previous research findings, the following hypothesis can be formulated:

H3: The work environment has a positive and significant influence on employee *turnover intention* at Dharma Kerti Hospital in Tabanan.

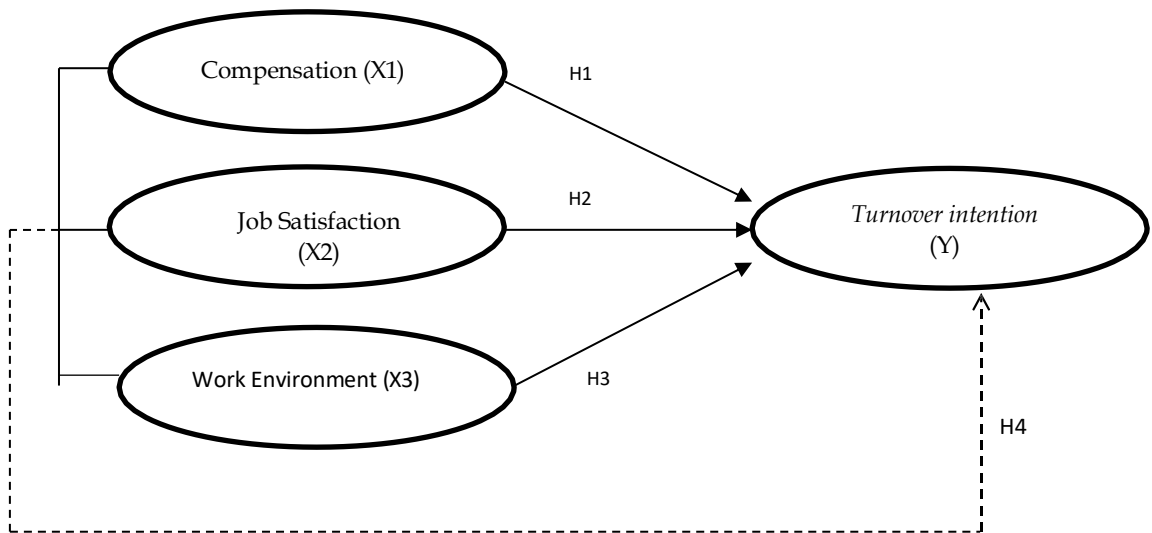
The Influence of Compensation, Job Satisfaction, and Work Environment on Turnover Intention

The compensation received is not commensurate with the contributions they make. Poor compensation encourages employees to work suboptimally and have high *turnover intentions*. If there are job opportunities that offer more promising compensation to employees, it is possible that their *turnover intentions* will result in their resignation. Job satisfaction and a work environment that does not support employees in their work will have a negative impact on their comfort. Feelings of discomfort and insecurity can lead to anxiety in the workplace, and inadequate facilities make employees feel uncomfortable staying at work. As a result, employee *turnover intentions* arise due to unsatisfactory work satisfaction and an unsupportive work environment. According to Hoonakker (2013), providing attractive compensation to employees, along with job satisfaction () and a work environment that makes employees feel comfortable, will make employees feel at home in their work and less likely to leave the company.

Research by Astuti (2022) shows that compensation has a positive and significant effect on employee turnover at PT. Distributor Motor Indonesia. Handry (2021) found that compensation, work commitment, and job satisfaction have a positive and significant effect on employee turnover at PT. Puri Wira Mahkota Medan, both partially and simultaneously. This finding aligns with the research conducted by Kumbara (2018), which concluded that compensation and work environment positively influence turnover intention. Based on the theoretical statements and previous research findings, the following hypothesis can be formulated:

H4: Compensation, job satisfaction, and work environment have a positive and significant simultaneous effect on employee *turnover intention* at Dharma Kerti Hospital in Tabanan.

The conceptual framework for the study of the influence of job satisfaction compensation and work environment on *turnover intention* at Dharma Kerti Hospital in Tabanan is as follows:



Source: Theoretical review and previous research findings

Figure

Conceptual Framework of the Study on the Influence of Compensation, Job Satisfaction, and Work Environment on *Turnover Intention* at Dharma Kerti Hospital, Tabanan

METHOD

This study is a causal associative study with a quantitative approach that aims to analyze the influence of compensation, job satisfaction, and work environment on *turnover intention* at Dharma Kerti Hospital in Tabanan. This study uses independent variables (compensation, job satisfaction, work environment) and dependent variables (turnover intention). All employees, except managers and directors, totaling 117 individuals, were selected as the sample using a saturated sampling method. Data was collected through observation, interviews, document analysis, and questionnaires using a Likert scale. The research instruments were tested for validity and reliability, and the data was analyzed using multiple linear regression assisted by SPSS software.

Data analysis techniques include classical assumption tests such as normality, multicollinearity, and heteroscedasticity tests. The analysis is continued with multiple linear regression, a determination test to determine the contribution of independent variables to the dependent variable, as well as partial significance tests (t-test) and simultaneous significance tests (F-test). The results of these tests will determine whether the influence of each independent variable on *turnover intention* is significant or not. The ultimate goal is to provide an understanding of the factors that influence employees' intention to leave their jobs, so that it can be used as a reference in human resource management decision-making.

RESULTS AND DISCUSSION

Results of the Research Instrument Testing

Validity Test

According to Sugiyono (2018), validity testing is used to measure the validity of a questionnaire. If the correlation between each item's score and the total item score is greater than *Pearson Correlation* (0.3), then the research instrument is considered valid. The following are the results of the validity test as shown in Table 2 below:

Table 2
Validity Test Results

No	Variable	Question Item	Correlation Coefficient	Standard Correlation Coefficient	Description
1	Compensation (X1)	X1.1	0.87	0	Valid
		X1.2	0.854	0	Valid
		X1.3	0.890	0	Valid
		X1.4	0.916	0	Valid
		X1.5	0.843	0	Valid
		X1.6	0.894	0	Valid
		X1.7	0.902	0	Valid
		X1.8	0.903	0	Valid
2	Job satisfaction (X2)	X2.1	0.883	0	Valid
		X2.2	0.900	0.30	Valid
		X2.3	0.867	0	Valid
		X2.4	0.853	0	Valid
		X2.5	0.844	0	Valid
		X2.6	0.851	0	Valid
		X2.7	0.909	0	Valid
		X2.8	0.838	0	Valid
		X2.9	0.877	0	Valid
		X2.10	0.850	0	Valid
		X2.11	0.811	0	Valid
		X2.12	0.819	0	Valid
		X2.13	0.852	0	Valid
		X2.14	0.920	0	Valid
		X2.15	0.803	0	Valid
3	Work environment (X3)	X3.1	0.808	0	Valid
		X3.2	0.851	0	Valid
		X3.3	0.836	0	Valid
		X3.4	0.788	0	Valid
		X3.5	0.768	0	Valid
		X3.6	0.767	0	Valid
		X3.7	0.824	0	Valid
		X3.8	0.738	0	Valid
		X3.9	0.715	0	Valid
		X3.10	0.731	0	Valid
		X3.11	0.830	0	Valid
		X3.12	0.806	0.30	Valid
		X3.13	0.783	0	Valid

No	Variable	Question Item	Correlation Coefficient	Standard Correlation Coefficient	Description
		X3.14	0.811	0	Valid
		X3.15	0.814	0	Valid
4	<i>Turnover intention</i> (Y)	Y.1	0.916	0	Valid
		Y.2	0.938	0	Valid
		Y.3	0.933	0	Valid
		Y.4	0.925	0	Valid
		Y.5	0.935	0	Valid

Source: Data processed, 2024

Based on the results of the instrument test with a questionnaire distributed to 117 respondents, as shown in Table 2, it can be seen that all indicators of the variables in this study, namely compensation, job satisfaction, work environment, and *turnover intention*, are valid because they have a correlation coefficient value of more than 0.30.

Reliability Test

According to Sugiyono (2018), reliability testing is the extent to which measurement results using the same object are consistent. A construct or variable is considered reliable if it gives a *Cronbach's alpha* value > 0.70. The test results show the following *Cronbach's alpha* values:

Table 3
Reliability Test Results

No	Variable	Cronbach's Alpha	Cronbach's Alpha Standard	Description
1	Compensation (X1)	0.959	0.70	Reliable
2	Job satisfaction (X2)	0.974	0.70	Reliable
3	Work environment (X3)	0.957	0.70	Reliable
4	<i>Turnover intention</i> (Y)	0.960	0.70	Reliable

Source: Processed data, 2024

Classic Assumption Test

Before using multiple linear regression analysis, classical assumption tests must be performed to determine the suitability of the regression model so that it provides good prediction results. Classical assumption tests must be used specifically in research with multiple linear regression analysis, while simple linear regression analysis does not use classical assumption tests. The classical assumption tests used consist of multicollinearity, heteroscedasticity, and normality tests. The results of each classical assumption test, processed using SPSS version 27 for Windows, are described below.

Normality Test

According to Haryono et al. (2023), the normality test is a test conducted to analyze the distribution of data to determine whether the data is normally distributed or not. The normality test is performed using *the One-sample Kolmogorov-Smirnov Test*.

Table 4
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		1
Normal Parameters ^{a, b}	Mean	.000000
	Std. Deviation	3.98258599
Most Extreme Differences	Absolute	.04
	Positive	.040
	Negative	-.040
Test Statistic		.04
Asymp. Sig. (2-tailed) ^c		.200 ^d
Monte Carlo Sig. (2-tailed) ^e	Sig.	.917
	99% Confidence Interval	
	Lower Bound	.909
	Upper Bound	0.924

Source: Processed data, 2024

Based on the normality test shown in Table 4.11, the value of Asymp. Sig. (2-tailed) is 0.200, which is greater than 0.05, indicating that the data is normally distributed (), thus concluding that the model meets the normality assumption.

Multicollinearity Test

According to Sugiyono (2018), the multicollinearity test aims to test whether the regression model finds a correlation between independent variables. The general values that can be used are Tolerance > 0.1 or VIF < 10, meaning that there is no multicollinearity. In this study, the results of the multicollinearity test are as follows:

Table 5
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	37.131	2.180		17,031	.000		
1 Compensation	-.244	.058	-.309	-4,218	.000	.784	1,276
Job satisfaction	-.173	.032	-.431	-5.446	.000	.673	1,485
Work environment	-.098	.036	-.195	-2.761	.007	.842	1.188

a. Dependent Variable: Turnover intention

Source: Processed data, 2024

Based on Table 5 above, it can be seen that all independent variables have tolerance values > 0.10, as well as the VIF values, which are all < 10. This means that there is no multicollinearity in the regression model.

Heteroscedasticity Test

According to Sugiyono (2018), the variance of the independent variable is constant for each specific value of the independent variable (homoscedasticity). A good regression model does not exhibit heteroscedasticity. To test for heteroscedasticity, the Glejser test is used.

Table 6
Results of the Heteroscedasticity Test
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.172	1.287		.911	.364
1 Compensation	-.007	.034	-.021	-.202	.841
Job satisfaction	.010	.019	.058	.518	.605
Work Environment	.032	.021	.154	1,522	.131

Source: Data processed, 2024

Based on Table 6, it is shown that each model has a significance value greater than 0.05. This means that in this regression model, there is no similarity in the variance of the residuals from one observation to another or no heteroscedasticity.

Multiple Linear Analysis

According to Sugiyono (2018), multiple linear regression is a regression where the dependent variable is related to or explained by more than one independent variable, possibly two, three, or more (X1, X2, and X3), but still showing a linear relationship diagram.

Table 7
Results of Multiple Linear Regression Test
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	37,131	2,180		17,031	.000
1 Compensation	-.244	.058	-.309	-4,218	.000
Job satisfaction	-.173	.032	-.431	-5.446	.000
Work environment	-.098	.036	-.195	-2.761	.007

Source: Processed data, 2024

Based on the table above, the regression equation can be determined as

$$Y = \alpha + b_1X_1 + 0.b_2X_2 + 0.b_3X_3$$

From the above equation, the regression equation for this study is:

$$Y = 37.131 - 0.244X_1 - 0.173X_2 - 0.098X_3$$

Interpretation of the regression coefficients:

a = 37.131 statistically indicates that if compensation, job satisfaction, and work environment remain unchanged, the *turnover intention* is 37.131.

b1 = -0.244 statistically indicates that if compensation increases by one unit, *turnover intention* will decrease by -0.244. This means that every increase in compensation can reduce turnover intention.

b2 = -0.173 statistically indicates that if job satisfaction increases by one unit, *turnover intention* will decrease by -0.173. This means that every increase in job satisfaction can reduce turnover intention.

b3 = -0.098 statistically shows that if the work environment increases by one unit, *turnover intention* will decrease by -0.098. This means that every increase in the work environment can reduce turnover intention.

Determination Coefficient Analysis (R^2)

Determination analysis is used to determine the magnitude of the contribution or contribution of changes in two or more independent variables to changes in the dependent variable. The results of the coefficient of determination can be seen in the table below.

Table 8
Results of the Determination Coefficient Analysis Test (R^2)
Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.723 ^a	.523	.511	4.035

Source: Processed data, 2024

Based on the table above, the coefficient of determination indicated by the Adjusted R Square value is 0.511.

$$D = R^2 \times 100\%$$

$$D = 0.511 \times 100\%$$

$$D = 51.1\%$$

This means that 51.1% of the variation in the *turnover intention* variable (Y) can be explained by the variation of the three independent variables of compensation (X1), job satisfaction (X2), and work environment (X3). The remaining 48.9% is explained by other factors outside the research model. Such as the variables of job satisfaction and work environment.

Partial Significance Test (t-Test)

The t-test is used to test the regression coefficients partially. The results of the t-test are presented in the table below:

Table 9
t-Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	37.131	2.180		17,031	.000
1 Compensation	-.244	.058	-.309	-4,218	.000
Job satisfaction	-.173	.032	-.431	-5.446	.000
Work environment	-.098	.036	-.195	-2.761	.007

Source: Data processed, 2024

Based on the results of data processing in the table above, the results of the t-test can be explained as follows:

The effect of compensation (X1) on turnover intention (Y) at Dharma Kerti Hospital, Tabanan

Formulating the hypothesis:

Ho: $\beta_1 = 0$, meaning there is no negative and significant effect between compensation and turnover intention.

H1: $\beta_1 > 0$, meaning there is a negative and significant effect between compensation and turnover intention.

Testing conditions:

Using a confidence level of 95% or a significance level of 5% ($\alpha = 0.05$), and degrees of freedom $n-k-1$ ($117-3-1$) = 113, a one-tailed left-sided test yields a t-table value ($0.05; 113$) = -1.658 (Appendix 8).

Determining the t-calculated value:

Calculated t-value = -4.218 and significance 0.000

Drawing the Acceptance and Rejection Regions for Ho:

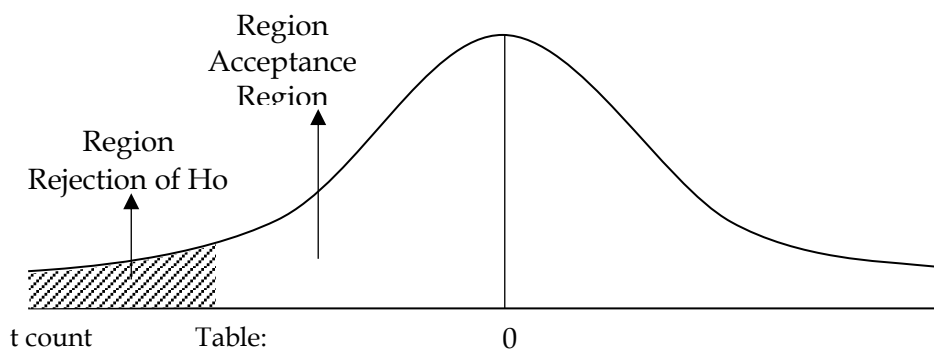


Figure
Curve of Acceptance and Rejection Areas
Hypothesis of Compensation Against Turnover Intention

Test criteria:

H0 is rejected if the t-test is greater than the t-table value or significant and less than 0.05, indicating a significant effect

H0 is accepted if the t-test is less than the t-table value or the significance level is greater than 0.05, indicating a significant effect

Obtaining the Decision:

The calculated t-value = -4.218 is greater than the t-table value of -1.685, and the significance level (sig) = 0.000 is less than 0.05 at a 5% significance level (0.05). Therefore, H_0 is rejected and H_1 is accepted. This means that statistically, at a confidence level (α) = 5%, compensation has a negative and significant effect on turnover intention. Thus, the hypothesis is proven to be true.

The effect of job satisfaction (X^2) on turnover intention (Y) at Dharma Kerti Hospital in Tabanan

Determining the hypothesis formulation:

$H_0: \beta_2 = 0$, meaning that there is no negative and significant effect between job satisfaction and turnover intention.

$H_2: \beta_2 > 0$, means that there is a partial negative and significant effect between job satisfaction and turnover intention.

Testing conditions:

Using a confidence level of 95% or an error rate of 5% ($\alpha = 0.05$), and degrees of freedom $n-k-1$ ($117-3-1$) = 113, one-tailed left-sided test, the t-table value ($0.05;113$) = -1.685 (Appendix 8).

Determining the t-calculated value:

The t-calculated value = -5.446 and significance = 0.000.

Drawing the Acceptance and Rejection Regions for H_0 :

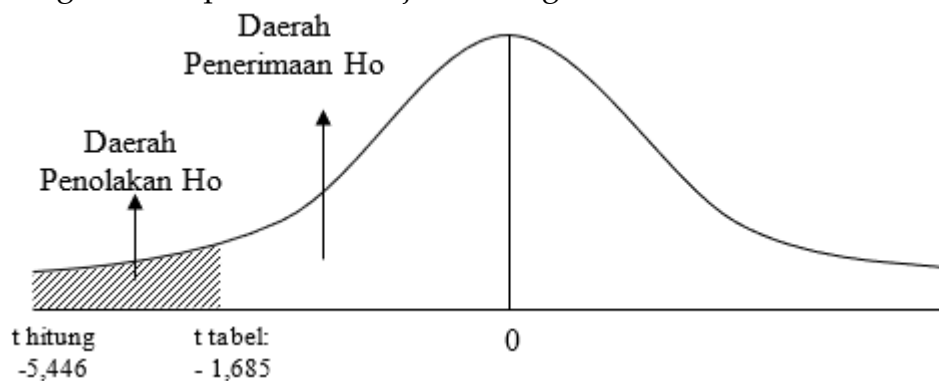


Figure 3
Acceptance and Rejection Region Curve
Hypothesis of Job Satisfaction on Turnover Intention

Test criteria:

H_0 is rejected if the t-test is greater than the critical t-value or the p-value is less than 0.05, indicating a significant effect.

H_0 is accepted if the t-test is less than the t-table or significant is greater than 0.05, meaning there is a significant effect

Obtaining the Decision:

The calculated t-value = -5.446 is greater than the t-table value of -1.685, and the significance level (sig) = 0.000 is less than 0.05 at a 5% significance level (0.05). Therefore, H_0 is rejected and H_2 is accepted. This means that statistically at a confidence level (α) = 5%, job satisfaction has a negative and

significant effect on turnover intention. Thus, the hypothesis is proven to be true.

The influence of work environment (X3) on turnover intention (Y) at Dharma Kerti Hospital, Tabanan

Formulating the hypothesis:

Ho: $\beta_3 = 0$, meaning there is no negative and significant influence between the work environment and turnover intention.

H3: $\beta_3 > 0$, meaning that there is a partial negative and significant influence between the work environment and turnover intention.

Testing criteria:

Using a confidence level of 95% or a significance level of 5% ($\alpha = 0.05$), and degrees of freedom $n-k-1$ ($117-3-1$) = 113, a one-tailed left-sided test was conducted, yielding a t-table value $(0.05;113) = -1.685$ (Appendix 8).

Determining the t-calculated value:

Calculated t-value = -2.761 and significance = 0.007

Plotting the Acceptance and Rejection Regions for Ho:

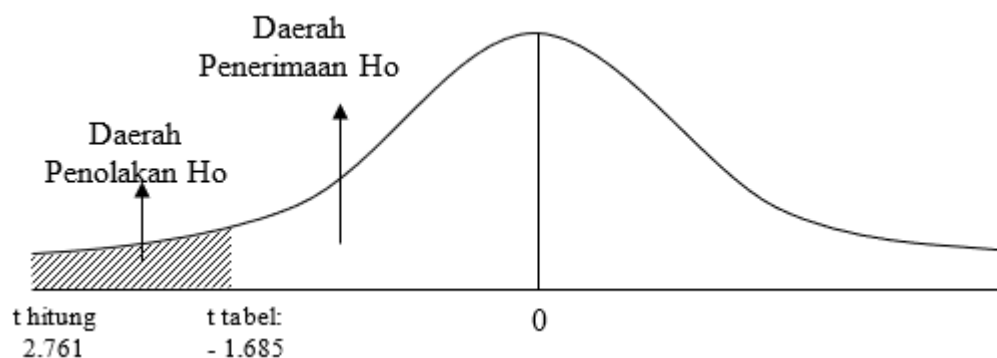


Figure 4

Hypothesis of Work Environment on Turnover Intention

Test criteria:

H0 is rejected if the t-test is greater than the t-table value or the significance level is less than 0.05, indicating a significant effect

H0 is accepted if the t-test is less than the t-table value or the significance level is greater than 0.05, indicating a significant effect

Obtaining the Decision:

The t-value = -2.761 is greater than the t-table value of -1.685, and the significance level (sig) of 0.007 is less than 0.05 at a 5% significance level (0.05). Therefore, the null hypothesis (Ho) is rejected, and the alternative hypothesis (H3) is accepted. This means that statistically, at a confidence level (α) = 5%, the work environment has a negative and significant effect on turnover intention. Thus, the hypothesis is proven to be true.

Simultaneous Significance Test (F-Test)

The F-test is a test of the regression coefficients simultaneously to determine the significance of the influence of all independent variables in the model together (simultaneously) on the dependent variable. Simultaneous significance testing is performed using the following formula:

Table 10
F-Test Results
ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2018.911	3	672.970	41,332	.000 ^b
	Residual	1,839.875	113	16,282		
	Total	3,858.786	116			

Source: Data processed, 2024

Based on the results of data processing in the table above, the results of the F-test can be explained as follows:

Testing the simultaneous effect of compensation (X1), job satisfaction (X3), and work environment (X3) on *turnover intention* (Y) at Dharma Kerti Hospital in Tabanan

Formulating the hypothesis:

H0: $\beta_1, \beta_2, \beta_3 = 0$, meaning there is no significant simultaneous influence between compensation, job satisfaction, and work environment on turnover intention.

H4: $\beta_1, \beta_2, \beta_3 > 0$, meaning there is a significant simultaneous effect between compensation, job satisfaction, and work environment on *turnover intention*.

Testing conditions:

Using a confidence level of 95% or a margin of error of 5% ($\alpha = 0.05$), and degrees of freedom ($k, n-k-1$); (3), $(117-3-1) = 113$, the t-table value (3;113) = 2.68 is obtained.

Determining the F-calculated value:

The F-calculated value = 41.332 and significance = 0.000.

Plotting the Acceptance and Rejection Regions for Ho:

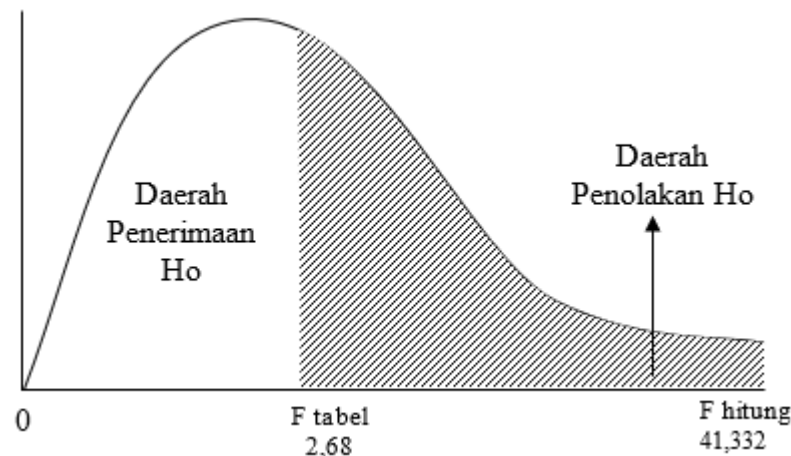


Figure 5

Figure of the Rejection Region and Acceptance Region The Influence of Compensation, Job Satisfaction, and Work Environment on Turnover Intention

Test criteria:

H_0 is rejected if the F-test is greater than the F-table value or the significance level is less than 0.05, indicating a significant effect.

H_0 is accepted if the F-test is less than the F-table value or the significance level is greater than 0.05, indicating no significant effect.

Obtaining the Decision:

The F-calculated value = 41.332 is greater than the F-table value of 2.68 and the sig value of 0.000 is less than 0.05, so H_0 is rejected and H_4 is accepted. This means that statistically at a confidence level (α) = 5%, compensation, job satisfaction, and work environment significantly influence turnover intention. Thus, the hypothesis has been proven to be true.

Interpretation of Research Results

The influence of compensation on *turnover intention* at Dharma Kerti Hospital in Tabanan

The results of the study indicate that compensation has a negative effect on *turnover intention* at Dharma Kerti Hospital in Tabanan. This is evidenced by the t-value of -4.218 compared to the critical t-value of -1.685, indicating that the t-value is greater than the critical t-value, and the significance level of 0.000 is less than 0.05. This means that the more appropriate the compensation, the lower *the turnover intention* at Dharma Kerti Hospital in Tabanan.

The results of this study also support previous research conducted by Wiguna & Surya (2017), which showed that the compensation variable has a negative and significant effect on turnover intention.

The influence of job satisfaction on *turnover intention* at Dharma Kerti Tabanan Hospital

The results of the study indicate that there is a negative influence of job satisfaction on turnover intention. This is evidenced by the t-value of -5.446 compared to the critical t-value of -1.685, indicating that the t-value is greater than the critical t- , and the significance level of 0.000 is less than 0.05. This means that the higher the job satisfaction, the lower *the turnover intention* at Dharma Kerti Tabanan Hospital.

The results of this study also support previous research conducted by Widyanantara & Ardana (2015), whose findings indicated that job satisfaction has a negative and significant effect on turnover intention.

The influence of the work environment on *turnover intention* at Dharma Kerti Tabanan Hospital

The results of the study indicate that there is a negative influence of the work environment on turnover intention. This is evidenced by the t-value of -2.761 compared to the critical t-value of -1.685, indicating that the t-value is greater than the critical t- , and the significance level of 0.007 is less than 0.05. This means that the better the work environment, the lower *the turnover intention* at Dharma Kerti Tabanan Hospital.

The results of this study also support previous research conducted by Metariani & Heryanda (2022), which showed that the work environment has a negative and significant effect on turnover intention.

The influence of compensation, job satisfaction, and work environment on *turnover intention* at Dharma Kerti Tabanan Hospital

The results of the study indicate that there is a simultaneous influence of compensation, job satisfaction, and work environment on turnover intention. This is evidenced by the F-calculated value of 41.332 compared to the F-table value of 2.68, indicating that the F-calculated value is greater than the F-table value, and the significance value of 0.000 is less than 0.05. This means that the better the compensation, job satisfaction, and work environment, the lower the turnover intention. Thus, the hypothesis stating that compensation, job satisfaction, and work environment simultaneously have a negative and significant effect on *turnover intention* has been proven true.

CONCLUSION

Based on the results of the analysis conducted, it can be concluded that the variables of compensation, job satisfaction, and work environment have a negative and significant effect on turnover intention at Dharma Kerti Hospital in Tabanan, both partially and simultaneously. This indicates that the better the compensation provided, the higher the level of job satisfaction, and the more conducive the work environment perceived by

employees, the lower the tendency for employees to leave their workplace. Specifically, compensation that aligns with job responsibilities has been proven to reduce the intention to leave. Similarly, high levels of job satisfaction, such as pride in one's work or satisfaction with the promotion system, also suppress the desire to quit. A supportive work environment, both in terms of interpersonal relationships and physical and psychological conditions at the workplace, also contributes to low turnover intention. Furthermore, when these three variables are combined in a simultaneous analysis, their influence on turnover intention remains significant, indicating that strategies to improve compensation, job satisfaction, and the work environment need to be implemented in an integrated manner.

However, this study has limitations that need to be considered. First, the data used in this study is cross-sectional, so it only describes conditions at a specific point in time and cannot reveal the dynamics of change over time. Second, the study focuses solely on three main variables – compensation, job satisfaction, and work environment – and does not account for other factors that may also influence turnover intention, such as leadership style, workloads, or organizational commitment. These limitations could serve as a foundation for future research.

RECOMMENDATIONS

Based on the research findings, several recommendations can be made to the management of Dharma Kerti Hospital in Tabanan. First, in terms of compensation, although employees feel that their salaries are commensurate with their job responsibilities, this statement received the lowest average score. Therefore, management is expected to develop a more competitive and fair salary policy so that employees feel more valued. Second, regarding job satisfaction, the aspect of promotion opportunities within the company also received the lowest score. The hospital is encouraged to design a transparent and fair promotion system to enhance employee motivation and loyalty. Third, in the work environment variable, the average score for good relationships among colleagues was the lowest. Therefore, it is important for the hospital to foster a collaborative and harmonious work culture to create a comfortable and supportive work environment. Fourth, regarding turnover intention, statements about the desire to leave the current workplace have the highest score, which is an important signal for management to continue improving employee well-being, job satisfaction, and a healthy work environment. Finally, for future research, it is recommended that researchers consider other variables not examined in this study to gain a more comprehensive understanding of the factors influencing turnover intention in the healthcare sector.

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