

Analysis of the Influence of Organizational Climate, Compensation, and Work Motivation on Employee Performance with Turnover Intention as an Intervening Variable

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Abstract

This study examines the connection among employee performance and turnover intention at PT Surfgold Indonesia, a division of PT Acer Indonesia, and the organizational climate, compensation, and work motivation. Using a quantitative methodology and an associative strategy, the research surveys 102 employees. Panel data regression and the Sobel test were used to evaluate the data. The findings show that effort incentive, compensation, and structural weather all have a important impact on employee's intentions to leave, both individually and collectively. Furthermore, these elements consume a important influence on worker presentation and the intention to leave. The results emphasize that in order to lower the likelihood of employee turnover and improve performance, it is critical to establish a healthy workplace culture, offer competitive compensation, and encourage employee motivation. The education enhances to the form of information by giving managers helpful advice on how to increase productivity and retention, as well as empirical data on the significant factors influencing employee outcomes in the setting of an Indonesian technology company.

Keywords: Climate, Compensation, Motivation, Organizational, Performance.

This research was conducted at PT. Surfgold Indonesia is a company under PT Acer Indonesia. PT. Surfgold Indonesia is located at the Graha Literature Building, 5th Floor, Room 501. Jalan Raya Struggle No 21 Kebon Jeruk Jakarta was founded in 1996. PT. Surfgold Indonesia is responsible for distributing Acer brands, including notebooks, netbooks, LCDs, PCs, projectors, and others. The current business era 5.0 is required to develop employee

performance so that they can compete in the industrial sector, which focuses on integrating humans with robots, machine learning, AI, big data, etc. Purwati et al. (2020). Presentation can be recognised and slow if an separate or collection of staffs has established criteria or benchmarks for success. It is impossible to know a person's performance or company performance if here are no benchmarks for success. Employee performance (Authar, 2019). Individual

performance is the outcome of the task they accomplish in accordance with the job requirements. According to the author's observations, there is a phenomenon at PT Surfsgold Indonesia where the performance is subpar. The following are the responses of pre-survey questionnaire respondents regarding

employee performance at PT. Surfsgold Indonesia. This is reinforced by the effects of an initial survey or pre-survey of 30 PT Surfsgold Indonesia employees using a statement questionnaire via questionnaire distribution on March 25, 2023. The consequences of the early questionnaire distribution can be seen in Table 1.

Table 1. Distribution of Respondents' Answers PT.Surfsgold Indonesia employee performance (N=30)

No	Indicator	Information					N	Total Score		Note
		5	4	3	2	1		Score	Mean	
Number of Jobs										
1	Employees can work following established work standards determined.	12	11	2	4	1	30	119	79 %	CB
Quality										
2	Employees can get the job done carefully and neatly.	10	11	7	2	0	30	119	79 %	CB
Punctuality										
3	The company's starting and leaving work hours regulations are effective for employees.	8	10	5	6	1	30	108	72 %	CB
Presence										
4	Always arrive on time to start work	6	3	18	3	0	30	96	64 %	CB
Collaboration Ability										
5	Able to choose and see problems from different points of view from other employees	14	5	6	3	2	30	116	78 %	CB
Total Variable Average							150	558	74 %	CB
Note: In the calculation of results, our employees										

Source: Processed research results, 2024

From Table 1, the company still considers employee performance relatively poor. The findings of the questionnaire evaluation above demonstrate that, although the average score in

the pretty good category is 74%, the performance of PT Surfsgold Indonesia staff is still low, as evidenced by various indicators. This demonstrates that PT Surfsgold Indonesia

employees' attendance performance is still subpar. Naturally, the appearance of the performance-related issues listed above may affect employee competence and performance, which may lead to several unfavourable outcomes in the process, including missing company goals (Setiadji, 2004).

According to Johannes et al (2014), income meaning is the propensity or intention of an worker to permission their job voluntarily or relocate to a different workplace of their choosing. An arrangement's aptitude to meet its objects directly correlates with the calibre of work its members produce. Every employee's desire or intention to leave their job—known as their turnover intention—is the first step toward turnover. These intentions can arise when employees work at the company and can be influenced by many factors (Ghozali, 2009). Employees with turnover intentions will always think about leaving the company and start feeling uncomfortable with their work environment.

The culture of the organization plays a significant part in raising employee performance. The atmosphere within an organization creates environmental patterns that focus on rational perceptions, motivation, and the effect on worker performance. Organizational climate is a set of environmental patterns and collection factors that govern the development of motivation and concentrate on reasonable or measurable views to directly influence the performance of organization members.

Kurt Lewin's work dates back to 1939, and empirical research on organizational climate has been the main emphasis of this field ever since. "A subtle blend of interpretations or perceptions by people in the organization of work or roles in relationships with others and interpretations of the roles of others in the organization" is what is meant to be understood by the term "organizational climate" (Datta & Singh, 2018).

The state of organizational culture is reflected in the organizational climate. According to (Permarupan et al., 2013), finding

a supple and original effort setting that fosters job gratification and novelty is the most prevalent management challenge that firms now confront. Rendering to (Akbaba & Altındağ, 2016), organizational weather mentions to the subjective insight of educations on the bodily, impartial setting, structural request, and disorder. The objective of the company is to develop staff by offering favourable working conditions and setting them up to assist workers in achieving job satisfaction, which reflects the organizational climate (Bahrami et al., 2016).

Several previous researches have identified organizational climate variables as characteristics that may consume an influence on employee occupation gratification. According to (Kirilo et al., 2018), the excellence of labor lifecycle, which is associated with emotion and satisfaction, is directly impacted by the organizational environment. One of the important components required to increase a business's presentation is worker presentation. Good worker presentation and achievements aimed at the benefit of the business are, without a doubt, what the manager needs. Because labors idea, execute, and recommend different occupations inside the organization as part of their obligations (Ardana, 2012).

Several variables, including pay and work motivation, have an impact related to the activity of the workers. Labor inspiration has been shown to have a optimistic and important impact on worker presentation (Shahzadi et al., 2014). According to a study (Jannah et al., 2017), worker performance and work motivation are related. According to a study carried out work motivation has a positive and significant impact on workers' performance. According to a study carried out (Efendi et al., 2020) work motivation has a positive and significant impact on workers' presentation. (Ikhsan et al., 2019) It was discovered that work motivation also has a significant effect on performance. Every organization seeks to achieve its goals and to achieve this. Human behaviour theatres a vital part in moulding employees into the ideal

workplace. As a result, it is critical to understand the motivation of those who work for an organization, as this motivation shapes employees' work behaviours. In another way, behaviour is the most fundamental expression of motivation.

Employees perform better when they are more motivated at work. Accordingly, boosting employee motivation will greatly impact how well workers perform when doing their jobs. An environment that is favourable and conducive to work can be produced by motivated employees. The outcomes will also be positive if they are sufficiently motivated to keep up their good work.

Every business has human resources management as a determining factor in its existence and as a means of effectively and efficiently attaining its objectives. Acknowledging this, the business needs dependable and superior human resources. Turnover is one of the things that happens when workers are dissatisfied with the work they accomplish. One way to think about turnover is the labour leaving the company. As a result, businesses need to be as adept at managing and giving attention to human resources management as they can.

Turnover intention is one of the major concerns that is now being addressed, according to Hidayat (2018). For many organizations, the present problem of high turnover intention has

turned into a major concern (Nasution, 2017). The goal of lowering turnover may benefit workers' productivity at work (Asmara, 2018). According to (Setiyanto & Hidayati, 2017), employee turnover is one of the most crucial aspects of any business since it can affect the work and pay that employees receive from the organization. Turnover is one issue that needs to be treated seriously since it can have a detrimental impact on the status of a company, according to (Irfatah et al., 2019).

According to (Fidiyanto et al., 2018), compensation has a favourable and considerable impact on employees' performance. According to research by Sholihin M, 2019. According to research by employee performance is positively and significantly impacted by remuneration.

As a result of improved employee performance, the company will be able to enhance its own performance, which will ultimately help to increase revenue for the business, its workers, and the nation as a whole. It also helps to address the issue of employee or community poverty (Efendi et al., 2019). It is evident from the occurrence and different research findings that employee performance is correlated with Staff incentive and recompense. The aim of this study was to determine the impact of remuneration and work motivation on workers' activity. Participation in corporate decision-making for the attainment of shared goals, both employees and organization.

Table 2. Turnover Intention PT. Surfgold Indonesia 2022

Year	Initial Number of Employees	Number of Incoming Employees	Number of Employees Leave	Number of employees	Percentage %
2020	113	10	14	109	12.8
2021	109	9	11	107	10.2
2022	107	8	13	102	12.7

Source: Secondary data PT. Surfgold Indonesia 2024

From Table 2, it can be seen that the overall average worker income rate of PT Surfgold Indonesia is above 10% per year starting from 2020 to 2022. Apart from that, another problem found is that compensation has not been implemented; every employee who has more

competency than other employees will automatically get a salary increase according to their level of competency.

Formulation of the problem

The problem formulation in this research can be identified when the problem has been

identified, and the research's scope has been established, specifically:

- Does the structural weather consume a optimistic and substantial the result of the intention to rotate,
- Hypothesis test value of 2.707 and a meaning level of 0.008.
- Does recompense have a optimistic and substantial result on income meaning, with a hypothesis test value of 0.233 and a meaning level of 0.000.
- Does motivation have a optimistic and substantial effect on turnover intention, with a hypothesis test value of 0.356 and a significance level of 0.001.
- Do structural weather, compensation, and incentive have a optimistic and substantial the result of the intention to rotate,
- hypothesis test worth of 2.616 and a significance level of 0.000.
- Does the organizational climate have a positive and significant impact on employee performance, with a hypothesis test value of 0.628 and a significance level of 0.000.
- Does recompense have a positive and substantial effect on employee performance, with a hypothesis test value of 0.771 and a significance level of 0.000.
- Does motivation consume a optimistic impact and substantial impact on employee performance, with a hypothesis test value of 1.387 and a significance level of 0.008.
- Do the work environment, pay, and motivation at work all have a optimistic and substantial impact on the performance of employees,
- Hypothesis test value of 0.965 and a significance level of 0.000.
- With a hypothesis test worth of 0.965 and a significance level of 0.000, Turnover Intention takes a optimistic and substantial impact related to the activity of the workers.

Literature Review

Understanding Management

According to the justification given above, management is the process of organizing, planning, directing, and coordinating in order to establish and accomplish objectives by utilizing resources, including human resources. Existing inside the business (Fatari & Wiguna, 2023).

The culture of the organization plays a significant part in raising employee performance. The atmosphere within an organization creates environmental patterns that focus on rational perceptions, motivation, and the effect on worker performance. The organization's climate is defined as a set of environmental patterns that impact the formation of motivation and concentrate on rational or measurable perceptions, with the result that it directly affects how well organization members perform.

Every firm or group presents its business in a different way. An organization's climate is, therefore, distinct from that of other organizations. Every organization has a different work climate since it can be neutral, oppressive, or supportive depending on who is in charge of it. Companies often draw and keep employees based on the culture they foster; thus, long-lasting patterns can be observed. The insight of the memberships of the group (separately and jointly) and of persons who are in permanent connection with the association (for example, suppliers, consumers, advisors and contractors) is an organizational environment (Wirawan, 2007), about the forgiveness that is taking place in the internal environment of the organization. The following shall be indicated: *organizational iklim to better understand the organizational climate. Routine, which affects the organization's mood, behaviour, and member performance, all of which have an impact on the organization's overall success. Organizational climate, according to (Luthans, 1995), is "internal environment or organization psychology."*

Members of the organization's climate have an impact on acceptable HR practices and policies. Note that the organizational climate will

vary from organization to organization. These variations will be demonstrated by the variety of positions created inside the company or by the characteristics of its personnel.

According to Anoraga and Widiyanti, (2004), "work ethic, work discipline, satisfaction, communication, stress and conflict in organizations are the factors that influence the organizational climate." (Nia K, 2005) made it apparent that the discrepancy between the actual and predicted climates can be used to quantify climatic organization.

In an attempt to gauge the organizational climate, the following seven dimensions are measured:

1. Conformity: in many firms, regulations are enforced on employees even when they are irrelevant or unrelated to the activity being done;
2. Responsibility: An organization is considered to have a negative organizational climate if all decisions are made by the leadership because, in essence, subordinates are not given the chance to engage in the organization;
3. In exchange, every action taken that yields positive outcomes or accomplishments is not recognized by the organization; on the other hand, if an employee does anything incorrectly, they face harsh consequences; this kind of environment is known as one with minimal rewards;
4. Group spirit: a low work morale environment is one in which there is a lack of group spirit, trust issues, and suspicion among employees;
5. Clarity: When work procedures are confusing, people feel as though they are unsure of their roles and authority.
6. Standards: There are requirements for the calibre of work that members must complete.
7. Leadership: To establish a productive workplace, there must be a culture of high standards for employees, a positive outlook, a well-structured curriculum, employee rewards, and extensive procedures.

According to (Kreitner et al., 2001), motivation is a mental process that directs behaviour toward the accomplishment of objectives. Motivation, according to Mathis and Jackson (2006), is the drive a person has to move

and accomplish their goals. Motivation is the readiness to perform an action in order to accomplish goals (Safitri, 2018). Another way to conceptualize motivation is as a stimulating driving force that fosters group projects, work passion, and integration to realize professional goals. Conversely, work motivation, according to is an incentive from the organization to meet an employee's demands and enhance performance. Ivancevich et al. (2014) List a number of markers of work motivation. These indicators include: "1). Psychological need,

2). Safety need, 3). Social need, 4). Esteem needs, 5). Need for self-actualization".

Salary parity refers to the situation in which an employee's pay is commensurate with their actual compensation (Mobley, 1982). Additionally, there are two types of compensation: external and internal. Mardiyanti et al. (2018) State that compensation encompasses all sorts of benefits, both monetary and non-monetary, that employees receive. In the meantime define compensation as any and all forms of payment that employees receive from the company, including non-financial, indirect, and direct financial remuneration. There are a number of signs that indicate compensation. These indicators include monetary remuneration and non-monetary compensation. In the meantime, three compensation indicators make up (Dessler, 2000) list: 1. direct financial, 2. indirect financial, and 3. non-financial., which covers non-financial compensation, indirect financial compensation, and direct financial compensation, is used in this study.

Performance is the outcome of an individual's activities while performing their profession (Armstrong, 1999). Employee performance is defined as the actions they take or do while working. Performance is a component of the work that is connected to quality and strength in completing tasks, according to. Performance, in the opinion of is the outcome of carrying out duties and obligations assigned by the company. Performance is measured by a number of

indicators. Of these, there are five indicators related to performance: Work quantity, quality, timeliness, effectiveness, and reliability are the first five factors. state that number, quality, timeliness, attendance, and cooperation are the basis for measuring performance metrics.

According to Robbins et al. (2018), turnover intention refers to an employee's propensity to leave the organization either willingly or unwillingly because they find their current position to be unappealing and decide to look for new employment. According to (Suifan et al., 2016), turnover intention is sometimes described as an assessment of an employee's intention to leave their job permanently in the near future. Based on the two assertions about turnover intention, it can be deduced that turnover intention refers to an employee's potential or propensity to quit their job permanently, either willingly or unwillingly, since they don't want to work there and receive a better offer elsewhere.

Fundamentals of management

As per Gusroni, 2021, the fundamentals of management consist of the following:

- There is cooperation between a group of people in formal ties.
- There are shared goals and the same interests that will be achieved.
- There is an orderly division of work, tasks, and responsibilities.
- There is a formal relationship and good regulatory ties.
- There is a group of people and work to be done.
- The existence of a human organization.

Understanding Human Resources Management

The study of human connections and roles in business organizations is the focus of the management discipline known as human resource management. The employees of the corporation make up the organizational components of human resources. As a result, the study of human resource management exclusively addresses problems pertaining to labour (Kuswahyudi et al., 2022).

As per Umar (2005), human resource management is a crucial organizational resource that plays a significant role in accomplishing objectives. Consequently, the role of humans in an organization's business agenda, both in the short and long term, must be more valuable than that of other organizations.

Human resource management, according to, is the science and art of successfully and efficiently managing the responsibilities and relationships of the workforce in order to accomplish the objectives of the business, the employees, and society.

It states that HR management is the process of addressing different issues pertaining to workers, managers, employees, and other workers in order to support organizational operations and meet predefined goals (Utama & Basri, 2023). Human resource management, according to (TJ, 2020), is a set of organizational initiatives meant to draw in, nurture, and keep a skilled labour force.

The management and utilization of personnel through the process of acquiring, progressing, developing, and retaining a competent workforce in order to successfully and efficiently accomplish corporate goals is known as human resource management (Soedarmadi et al., 2017).

Methodology

Place and time of research

A research location is a scientific target to gather data with a specified purpose and use something objective according to Sugiyono,(2016). This research was conducted at PT. SurfGold Indonesia is located at JL. Raya Perjuangan, Jakarta Sastra Graha Building, 5 Floor suite 501, 11530, RT.11/ RW.10, Kebon Jeruk, West Jakarta City, Jakarta 11530. The study is based on factors that facilitate data collection, such as the data collection process, the use of insulamentos funds, and the saving of time and energy.

Time The research was carried out in March 2023 – June 2023. Depending on how much the

author needed, the research was done in phases. This series of research includes three stages, namely:

- First is research preparation, which includes preliminary research, proposal preparation, research permit processing, and proposal examination.
- Second, I will carry out research, which includes collecting data, tabulating data, analyzing data, and checking data.
- Third, the end of the research includes preparing the research report, examination, final preparation, presentation of the report/research examination, and report revision.

Study Design

The design of this study used quantitative descriptive approaches. Research data phenomena are explained by descriptive quantitative methodologies. In the meantime, this research employs quantitative methodologies to explain how the independent variable affects the dependent variable. A survey

method is also used in this study (Saputra et al., 2022).

According to the survey method is used to gather information from specific natural (as opposed to artificial) locations; however, researchers employ treatments in the data collection process, such as distributing questionnaires, administering tests, conducting structured interviews, and so on. This particular survey research aims to test hypotheses and explain the connection among the research variables, which include one dependent variable (employee performance), one intervening variable (turnover intention), and three independent variables (organizational climate, compensation, and work motivation).

Results and Discussion

Respondents Based on Gender

The respondents based on gender can be seen in the table 3 below:

Table 3. Composition of Respondents Based on Gender

Gender		Amount
Man	Woman	
65	37	102
Amount		102

Source: Processed research results, 2024

Based on these results, it is known that there are 65 male employees and 37 female employees. Respondents Based on Age

The respondents based on age can be seen in the table 4 below:

Table 4. Composition of Respondents Based on Age

Age			Amount
20-30 Years	30-40 Years	40-50 Years	
45	42	15	102
Amount			102

Source: Processed research results, 2024

Based on these results, it is known that there are 30 employees aged 20-30 years, 57 people aged 30-40 years and 40-50 years there are 15 people.

The data description section describes the Likert measurement method used in descriptive analysis, which includes Organizational Climate Style, Compensation Commitment, Motivation, Turnover Intention, and Employee Performance

(Riduwan & Akdon, 2013). By determining the scale range of each measured variable, the statement contains five alternative answers. The

following intervals can be found to give a good interpretation, as shown in Table 5.

Table 5. Likert Scale and Scale Range Criteria

Answer	Weight	Scale Range	Criteria
Strongly Agree (SS)	5	4.20 – 5.00	Very Good (SB)
Agree (S)	4	3.40 – 4.19	Good (B)
Simply Agree (CS)	3	2.60 – 3.39	Not enough good (KB)
Disagree (TS)	2	1.80 – 2.59	Not Good (TB)
Strongly Disagree (STS)	1	1.00 – 1.79	Very not-good (STB)

Source: (Sugiyono, 2016)

Research Data on Organizational Climate Variables (X1)

The following table displays the results of an analysis conducted using the percentage answer

method on the responses provided by 102 respondents to the Organizational Climate variable, which consists of 11 statements, as shown in the following table 6.

Table 6. Description of Organizational Climate Variables (X1)

No	Statement	Information					Total			
		5 (SS)	4 (S)	3 (N)	2 (TS)	1 (STS)	N	Score	Average Score	Category
Responsibility Indicators										
1	Personnel regulations apply to all employees	40	21	12	9	20	102	358	3.51	B
2	Given the freedom to complete your work	39	31	21	6	5	102	399	3.91	B
3	It is important to find your solutions when completing work.	37	27	11	6	21	102	359	3.52	B
Average Dimensions of Responsibility		116	79	44	21	46	306	1116	3.65	B
Support Indicator										
4	Superiors always provide support to subordinates in completing tasks and work.	37	23	19	12	11	102	369	3.62	B
5	Bosses always provide support for employees' careers.	39	30	19	8	6	102	394	3.86	B
Average Support Dimensions		76	53	38	20	17	204	763	3.74	B
Individual Identity Indicators										
6	The level of communication between subordinates is well-established	31	20	24	11	16	102	345	3.38	KB
7	Communication between colleagues is well-established	43	25	15	16	3	102	395	3.87	B
Average Individual Dimensions		74	45	39	27	19	204	740	3.63	B

Indicator of Warmth Between Employees										
8	Feel comfortable in the workplace environment	14	20	13	27	28	102	271	2.66	KB
9	Feel comfortable when communicating with superiors	38	32	21	5	6	102	397	3.89	B
Average Warmth Dimension		52	52	34	32	34	204	668	3.27	KB
Attitude/Conflict Indicators										
10	Employees are not allowed to complete tasks independently	31	24	16	15	16	102	345	3,38	KB
11	Superiors still feel seniority towards subordinates	26	38	19	13	6	102	371	3,64	B
Average Attitude/Conflict Dimensions		57	62	35	28	22	204	716	3,51	B
Amount		375	291	190	128	138	1122	4,04	B	
Percentage		33,42	25,94	16,93	11,41	12,30	100			

Source: Processed Data, (2024)

Based on the results of distributing questionnaires for the Organizational Climate variable, it can be concluded that Organizational Climate has the smallest weight in statement 8, "Feeling comfortable in the workplace environment", which is in the "Warmth between employees" dimension with the lowest average value of 2.66. This value, on a scale of 2.60 – 3.39, is categorized as poor, and it can be said

that the problem identified is the environment or attitude of co-workers at PT. Surfgold Indonesia has a less warm attitude, where colleagues, superiors, and the environment are less able to lighten the atmosphere, so the situation in the office is very close.

Substructural Analysis 1 (Y) Normality Test

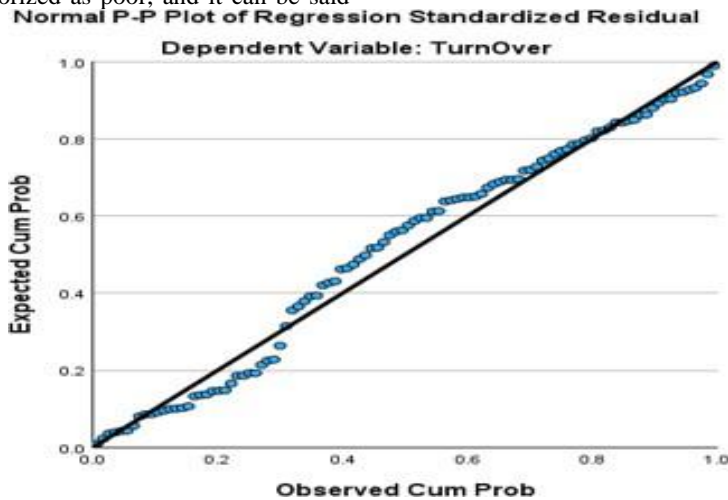


Figure 1. Normality Test Results

The normality test is performed with a normal probability graph, around the diagonal distribution line of data and following the direction of the diagonal line. Based on the image above, it can be concluded that the data from this study meet the requirements of a normal probability plot, so the desisting model in

the study meets the case of normality (normal distribution). This means that the data in this study come from a normally distributed population.

Heteroscedasticity Result Substructural 1 (Y)

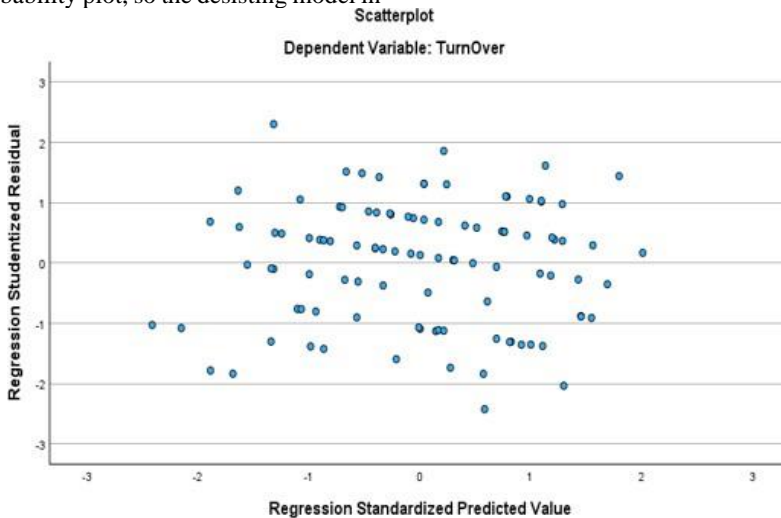


Figure 2. Heteroscedasticity Test Results

According to the image above, the dots do not form a clear pattern and the dots extend

above and below the number 0 of the Y-axis. Therefore, it can be concluded that there are no heterocetic problems in the regression model

Table 7. Multicollinearity Test Results

Model		Unstandardized Coefficients		Standardize d Coefficient	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	31.047	4.246		7.312	<.001		
	Iklim Organisasi	-.157	.056	-.277	-2.790	.006	.959	1.043
	Kompensasi	.045	.068	.065	.661	.510	.972	1.028
	Motivasi	-.039	.081	-.048	-.488	.627	.973	1.028

a. Dependent Variable: TurnOver

Source: Hasil Olahan Data (SPSS 25), 2024

According to the table of coefficients above, the tolerance value of an independent variable has a tolerance value lower than 0.10, and the value of the inflation factor of the independent

variable (IVF) does not have a value greater than 10, so it can be concluded that the retroactivity of this study is multicolored.

Autocorrelation of Substructural Results 1
(Y)

Table 8. Autocorrelation Test Results

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.272 ^a	.074	.046	1.693	2.289
a. Predictors: (Constant), Motivasi, Kompensasi, Iklim Organisasi					
b. Dependent Variable: TurnOver					

Source: Hasil Olahan Data (SPSS 25), 2024

Based on the table above, there is a Durbin-Watson value = 2,289. At a significance level of 5% with N = 100, it can be concluded that there is no positive or negative autocorrelation.

Substructural Analysis 2 (Z)

Substructural Classical Assumption Test 2 (Z) Substructural Normality Test 2 (Z)

The organizational climate, compensation, and motivation factors for the employee

performance variable have a Kolmogorov-Smirnov value of 0.200, according to the table above (Suhardi, 2001). Given that all four of these variables have values greater than 0.05, a normal data distribution for the study model can be inferred. Additionally, the author used a Normal P-plot graph. The table is displayed below in Figure 3.

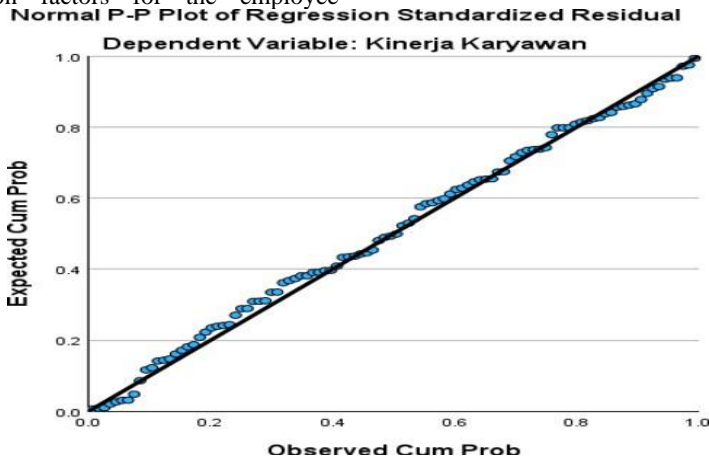


Figure 3. Normality Test Results

The data distribution for the The normality test, with a normal probability graph, should be close to the diagonal line and follow its direction. From the graph above, it can be concluded that the data in this study qualify it for a normal

probability graph, meaning that the study's rejection model satisfies the case for normality (normal distribution). This indicates population from which the study's data originated was regularly distributed.

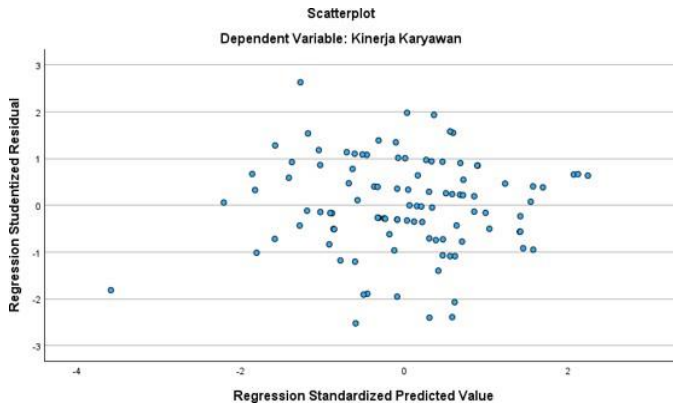


Figure 4. Heteroscedasticity Test Results

The points are dispersed above and below the number 0 on the Y-axis and do not clearly create a pattern, as can be seen in the

image above. Thus, it may be said that the regression model does not have a heteroscedasticity issue.

Substructural Multicollinearity Test 2 (Z)

Table 9. Multicollinearity Test Results

Coefficients							
Unstandardized Coefficients			Standardized Coefficients	t	Sig.	Collinearity Statistics	
Model	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	41,795	7,693		5,433	<.001	
	Organizational Climate	,075	.102	,074	,732	,466	,959
	Compensation	,069	.123	,056	,557	,579	,972
	Motivation	,208	,146	,144	1,422	,158	,973
a. Dependent Variable: Employee Performance							

Source: Prepared by the author, (2024)

It can be inferred from the coefficients above that the regression model in this study does not have multicollinearity because none of the tolerance values have a tolerance value less than

0.10 and the Variance Inflation Factor (VIF) value.

Substructural Autocorrelation Test 2 (Z)

Table 10. Autocorrelation Test Results

Model Summary b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.169a	.029	.001	3,067	2,358
a. Predictors: (Constant), Motivation, Compensation, Organizational Climate					
b. Dependent Variable: Employee Performance					

Source: Prepared by the author, (2024)

Based on the table above, there is a Durbin-Watson value = 2.358. At a significance level of

5% with N = 100, it can be concluded that there is no positive or negative autocorrelation.

Substructural Analysis 3 (Path Analysis)

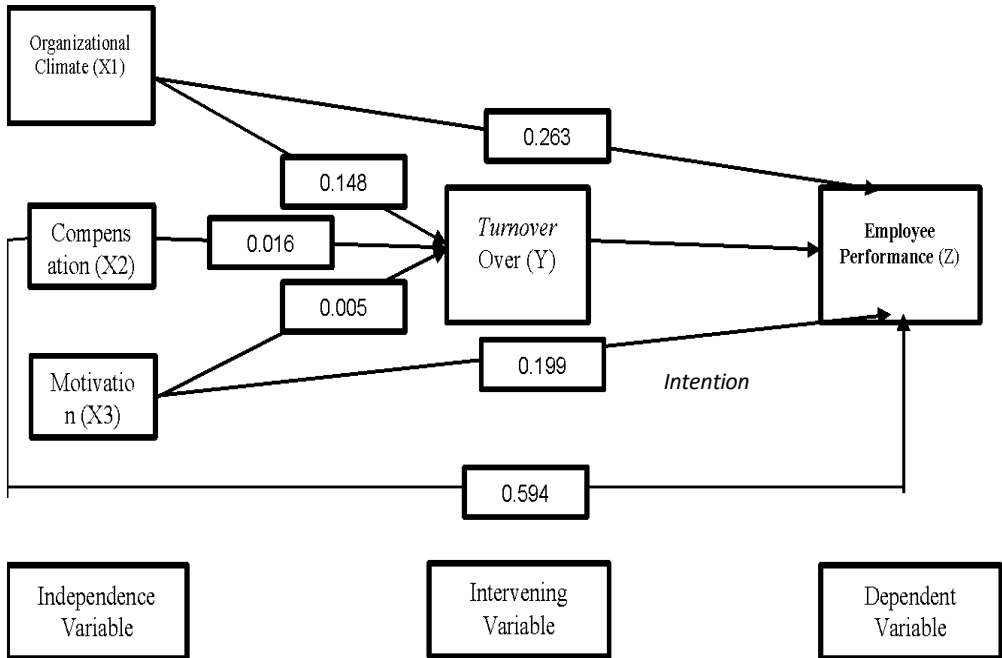


Figure 5. Path Analysis Test Results

The following is a path analysis table based on the Sobel test.

Table 11. Path Analysis

Variable	X ke Y		Y ke Z		ab	Sab
	a	Se	b	Se		
X1	0.148	0.055	56.884	4.385	8.418832	3.195221142
X2	0.016	0.069	56.884	4.385	0.910144	3.925623011
X3	0.005	0.082	56.884	4.385	0.28442	4.664539528

Source: Prepared by the author, (2024)

Information:

a = Independent Variable Constant

b = Intervening Variable Constant Se = Standard Error

Sab = $\sqrt{b^2sa^2 + a^2sb^2 + sa^2sb^2}$ (Standard Error of the Coefficient of indirect effect)

As the results of the calculation of the standard error of the indirect effect coefficient, the calculation of t statistics is immediately carried out to see the indirect effect. The results of the t-statistic calculation are as follows:

1) Organizational climate influences employee performance through turnover intention

$$t_1 = \frac{ab}{S_{ab}} = \frac{8.418832}{3.195221142} = 2.63481$$

According to the results of the above calculation, it can be observed that the value t_1 is from table $2.63481 > t_{0.1946}$, with a degree of significance of 5%, so it can be concluded that the mediation coefficient of 2.63481 is significant or H_0 is excluded and H_{10} is accepted. This shows that the average impact of the organizational climate of turnover intentions on workers' activity is a medium variable.

2) Compensation influences employee performance through Turnover Intention.

$$t_1 = \frac{ab}{S_{ab}} = \frac{0.910144}{3.925623011} = 0.23184$$

According to the results of the above calculation, the calculated t_1 value is from table $0.23184 > t_{0.1946}$, with a degree of significance of 5%, so it can be concluded that the intermediation coefficient 0.23184 is significant or H_0 is excluded and H_{11} is admitted. This highlights the average impact of compensation on workers' activity.

3) Motivation influences employee performance through Turnover Intention.

$$t_1 = \frac{ab}{S_{ab}} = \frac{0.28442}{4.664539528} = 0.06097$$

According to the results of the above calculation, the calculated t_1 value is $0.06097 > t_{0.1946}$, with a degree of significance of 5%, so it can be concluded that the intermediation coefficient 0.06097 is significant or that H_0 is accepted and H_{12} is rejected. This shows that the intention to rotate does not affect

the motivation in the performance of the workers.

Discussion of Research Results

- Influence of the entity Climate with the intention of putting down roots. He Organizational Climate hypothesis test value, according to the data, is 2.707 at a significance level of 0.008. Given that this indicates a significance level below the necessary one of 0.05, it can be said that organizational climate affects turnover intention at PT Surfgold Indonesia (Lompoliu et al., 2020). The present study yields results that are in direct proportion to those of (Akbar Tavik et al., 2020), who reported that Turnover Intention is partially positively impacted by the Organizational Climate factor. These results demonstrate that Turnover Intention is significantly impacted by Organizational Climate.

- Effects of compensation on Intention to rotate. He compensation Hypothesis-proba value is 0.233 with a significance level of 0.000, according to the hypothesis testing results. This indicates a significance level below the minimum threshold of 0.05, indicating that at PT Surfgold Indonesia, remuneration has a notable and impactful influence on turnover intention. The research findings of (Lubis & Onsardi, 2021), which indicate that the Compensation component partially has a strongly favourable effect on Turnover Intention, are directly proportionate to the findings of this study. These results demonstrate that remuneration has an impact on turnover intention.

- Impact Motivation on Intention to rotate. He Motivation hypothesis test value is 0.356 with a significance level of 0.001, according to the hypothesis testing data. Given that this indicates a significance level below the necessary one of 0.05, it can be said that motivation affects Turnover Intention at PT Surfgold Indonesia (Nurjannah & Kasmiruddin, 2019). The findings of this study closely align with those of research, which found that job incentive factors significantly and favourably

influence turnover intention. These results demonstrate that motivation has a major and influential role in Turnover Intention.

- Impact of the organisational climate, compensation and work motivation on the intention to alternate. As the hypothesis test results show, the value of the Climate, Compensation, and Motivation hypothesis test is 2.616, with a significance level of 0.000. This shows a lower significance than what is required, i.e. 0.05, and it can be concluded that the Organization, Compensation and Motivation Climate has a significant and influential impact on the Indonesian turnover intention of PT Surfsgold. The results of this study are directly proportional to the results of the study (Suseno, 2021), which confirms that compensation has a positive impact on job satisfaction and increases turnover intention, and that the organizational environment has a positive, but not significant, impact on job satisfaction and increases turnover intention. In these findings, it can be observed that the organizational environment, compensation, and motivation have a positive and significant impact on turnover intention.

- Impact of the organisational climate on the activity of workers. The value of the compensatory hypothesis test, according to the results of the hypothesis test, is 0.628, with a significance level of 0.000. This indicates that, below the significance level of 0.05, it can be said that the activity of the Indonesian workers of the PT Surfsgold has a positive and significant impact on the organizational environment (Santoso, 2015).

- Influence of compensation on employee compliance. The value of the compensatory hypothesis test, according to the results of the hypothesis test, is 0.771, with a significance level of 0.000. This indicates that the significance level is less than the necessary one, which is 0.05, leading to the conclusion that employee performance at PT Surfsgold Indonesia is positively and significantly impacted by compensation (Silean, 2018).

- Impact of motivation on workers' activity. The value of the motivation hypothesis test, according to the results of the hypothesis test, is 1.387, with a significance level of 0.008. This indicates that, with an importance of less than 0.05, the activity of the Indonesian PT Surfsgold companies can be said to have a positive and significant impact as a result of motivation.

- Impact of the organisational climate, compensation and work motivation on the activity of workers. The value of the motivation hypothesis test is 0.965, with a significance grade of 0.000, as evidenced by the results of the hypothesis test. This means that it is lower than it should be, i.e. 0.05, and it must be concluded that workers' performance has a positive and significant impact on work, organisational motivation and remuneration.

- Influence of the intention to rotate on the performance of employees. The value of the motivation hypothesis test is 0.965, with a significance grade of 0.000, as evidenced by the results of the hypothesis test. From this it can be deduced that the intention to rotate has a positive and significant impact on the activity of the workers of the PT Surfsgold, since the level of meaning is less than 0.05%.

Conclusions and Recommendation

The researcher reached the following conclusions, taking into account Problem formulation, research objectives, hypotheses, and research results: "The organizational environment has a positive and significant impact on turnover intention," by a probable value of 2.707 hypotheses and a significance level of 0.008. Does compensation have a positive and significant impact on turnover intention, with a value of 0.233 in hypothesis tests and with a significance level of 0.000? Does motivation have a positive and important impact on turnover intention, with a likely value of 0.356 and a significance level of 0.001? Organizational environment, compensation, and

motivation have a positive and significant impact on turnover intention, with 2,616 hypotheses and a significance level of 0.000. The structural climate has a positive and significant impact on the activity of workers, with an accredited hypothesis worth of 0.628 and a significance level of 0.000. Does the remuneration Positive and significant impact on workers' activity, with 0.771 tests and a significance level of 0.000? Does motivation Positive and significant impact on workers' activity, with a value of 1.387 and a level of meaning of 0.008? The effort setting, salary and work motivation have a positive and significant impact on the activity of workers, with a hypothesis worth of 0.965 and a meaning level of 0.000. With a hypothesis value of 0.965 and a significance level of 0.000, turnover intent has a positive and significant impact on the presentation of PPTrild workers.

Organizational climate, compensation, and motivation in the world of work greatly influence

the quality of employee performance so that individual or employee goals and a company can achieve profits. Organizational climate, compensation, and motivation also influence turnover intention in a company to form a good team or organization. Organizational climate, compensation, and motivation can also shape the character of the individual so that they can work following the wishes of company leaders. As a result, in order to make employees feel more valued while working for a firm, employers need to focus more on the welfare of their workforce or adhere to legal requirements. Apart from that, factors outside these variables are also considered and analyzed further to improve the quality of employee performance. For example, further training should be provided to develop the individual skills of each employee according to the field in which they are working.

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