The Effect of Compensation, Work Environment, Work Motivation on Teacher Turnover Intention at SMK PGRI 4 Surabaya

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Abstract. This study was conducted to examine the effect of compensation, work environment, and work motivation on teachers' intention to leave in SMK PGRI 4 Surabaya. This research uses quantitative as the method. Using 52 people as respondents and using saturated sampling. The analysis was done using Partial Least Square (PLS). This study found that: 1) Compensation affects teachers' turnover intention, 2) The work environment affects teachers' turnover intention, 3) Work motivation affects teachers' turnover intention.

Keywords: Compensation; Turnover Intention; Work Environment; Work Motivation

1. INTRODUCTION

In good human resource management, companies must pay attention to several aspects in order to maintain the existence of resources so that they are still able to contribute to the company. According to Savitri and Sukarno (2023), in order for companies to remain competitive and increase their competitiveness, companies need to make large investments in their human resources. According to Metariani and Heryanda (2022), the intention to change jobs is the reason for leaving a job that is triggered by various reasons, one of which is the employee's desire to find a better job than the previous one.

The phenomenon that occurs in SMK PGRI 4 Surabaya cannot be separated from several factors that influence turnover intention. Turnover intention can be seen from the annual turnover report of SMK PGRI 4 Surabaya. In SMK PGRI 4 Surabaya, there is a fluctuation in turnover from 2021 to 2023, and it is suspected that there is teacher dissatisfaction.

Compensation is one of the important elements that is a major concern for many organizations in their efforts to retain and attract a qualified workforce. According to Hasibuan (2020: 118), compensation includes all forms of income, both monetary and non-monetary, direct or indirect, that employees receive in return for the services they provide to the organization.

The work environment includes all the things around employees that can affect them in performing their assigned tasks. According to Aditya et al., (2021), the ideal work environment is one in which employees can perform their jobs optimally, healthily, safely, and comfortably. An inadequate work environment may require employees to spend more time and may not help in achieving the best results.

Motivation comes from the root word "motive," which describes the impetus in the human character to act or move, which is directly reflected in behavior directed toward organizational or business goals. According to Rulianti & Nurpribadi (2023), employees who have high morale tend to be more enthusiastic in performing their duties and generally feel more satisfied with their work. This results in their higher work effectiveness and more satisfying results.

The phenomenon that occurs in SMK PGRI 4 Surabaya is inseparable from several factors that influence turnover intention. Compensation, working environment and motivation in the agency influence turnover intentions. Therefore, based on the above phenomena and background, the authors are interested in research entitled "THE EFFECT OF COMPENSATION, WORK ENVIRONMENT AND MOTIVATION OF TEACHERS AT SMK PGRI 4 SURABAYA".

2. LITERATURE REVIEW

Turnover Intention

Turnover intention is the desire or intention of employees to move to a new job that is better than the previous job and more in line with the employee's wishes. According to Fajrin et al., (2020), employees communicate this goal or desire when they voluntarily leave the previous job. The possibility that employees plan to leave their job or look for a new job is called turnover intention. According to Deswarta et al., (2021), the indicators that can be used to measure turnover intention are: thinking about leaving, looking for a new job, and employees comparing their jobs.

Compensation

Compensation is a term used to describe the company's efforts to maintain and improve the quality of life of its employees, both financially and non-financially.. According to Raytasyah & Santoso (2023), compensation is a reward for work done, which can be in the form of salaries or wages, incentives and benefits. According to Savitri and Sukarno (2023), companies provide salaries to their employees for various reasons such as rewarding performance, ensuring fair wages, reducing or maintaining turnover rates, recruiting quality employees, controlling costs, and complying with regulations. Indicators that can be used to evaluate compensation. According to Saputra (2021), the following indicators can be used to assess compensation: salaries, incentives, benefits and facilities.

Work Environment

The work environment includes all aspects around employees that may affect them in performing their assigned tasks. According to Aditya et al., (2021), a good work environment is a condition in which employees can perform their activities very effectively, healthily, safely, and comfortably. Conversely, a poor work environment can make employees feel burdened, take more time, and not be supportive in achieving optimal results. Indicators that can be used to assess work motivation according to Zahroh and Kurniawati (2023) are; work atmosphere, relationship with coworkers, relationship between subordinates and leaders, and availability of facilities for employees.

Work Motivation

According to Mangkunegara (2012: 61), motivation is a force or condition that encourages employees to focus on achieving organisational goals. According to Harianja et al., (2023), work motivation is a determining factor for productivity, assuming that without motivation, work will feel lazy and boring; without motivation, enthusiasm for work can change. Indicators that can be used to assess work motivation according to Rahayu and Aprianti (2020) are; adequate rewards, opportunities for advancement and gaining recognition.

Hypothesis

Hypotheses are estimates of tentative answers in research that are not yet strong, so they need to be tested empirically. The following is therefore a hypothesis based on the formulation of the problem above, namely

1. Compensation has a negative effect on the turnover intention of teachers at SMK PGRI 4 Surabaya.
2. Work environment has a negative effect on teacher turnover intention in SMK PGRI 4 Surabaya.
3. Work motivation has a negative effect on teacher turnover intention at SMK PGRI 4 Surabaya.

Figure 1. Research Conceptual Framework
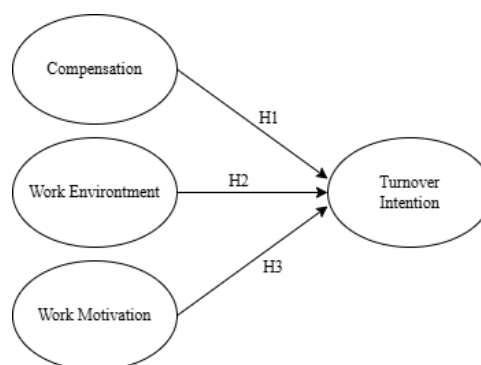
3. METHODS

This quantitative study uses Elementary and secondary data. Elementary data is collected from respondents who completed the questionnaire. While secondary data is obtained from third parties such as company records, books, literature, articles and websites. The method used in this research is purposive sampling with the aim of exploring in more depth the factors that influence turnover intention in relation to compensation, work environment & motivation.

The subject of this research was conducted in SMK PGRI 4 Surabaya. There are 52 teachers who are respondents with many needs to perform their duties, so compensation, work environment and good work motivation are needed in the agency. Non-probability saturated sampling is the sampling technique used in this research. In the saturated sampling technique, the sample used is the whole population. So the sample used in this study were all teachers in SMK PGRI 4 Surabaya, namely 52 respondents.

4. RESULTS AND DISCUSSION

Based on the results of distributing questionnaires to up to 52 respondents, there were 23 teachers with permanent teacher status (GTY) with a percentage of 55.76% and 29 teachers with non-permanent teacher status with a percentage of 44.24%.

Table 1. Averge Variance Extracted (AVE)

	Average Variance Extracted (AVE)
X1 COMPENSATION	0.635
X2 WORK ENVIRONMENT	0.655
X3 WORK MOTIVATION	0.710
Y TURNOVER INTENTION	0.782

Source: Elementary data processed, 2024

The measurement model of the Average Variance Extracted (AVE) value to show the amount of indicator variance contained in the latent variable. to meet the requirements of good validity for latent variables, the AVE value must be greater than 0.5. The test results showed that the AVE value for the variable pay (X1) was 0.635, the variable working environment (X2) was 0.655, the variable work motivation (X3) was 0.710 and the variable turnover intention was 0.782. These results conclude that all variables in this study have good validity.

Table 2. Composite Reliability

	Composite Reliability
X1 COMPENSATION	0.874
X2 WORK ENVIRONMENT	0.883
X3 WORK MOTIVATION	0.879
Y TURNOVER INTENTION	0.915

Source: Elementary data processed, 2024

The results of the composite reliability measurement in the table above show that the value of each variable is greater than 0.7 with the value of compensation variable (X1) (0.874), work environment (X2) (0.883) and work motivation (X3) (0.879) and the turnover intention variable (Y). Therefore, all variables in this study can be considered reliable.

Building the measurement model in PLS involves identifying the characteristics of the indicators of the latent variables. In PLS, the construction of a measurement model (outer model) is very important because it is related to the type of indicator, whether it is reflective or formative.

Figure 2. Outer Loading
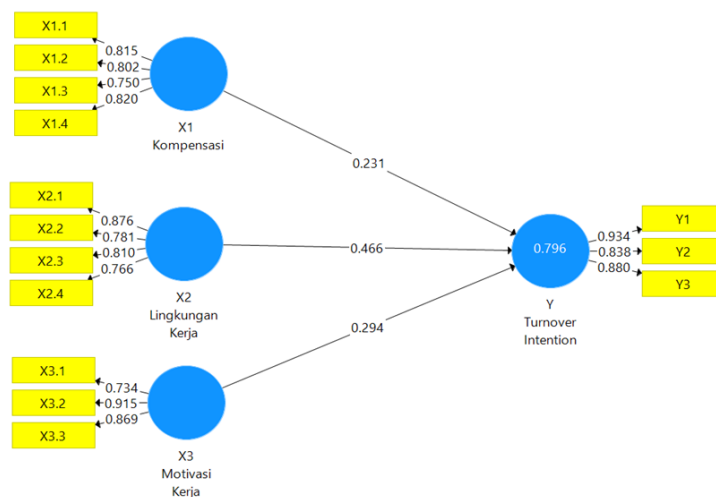
Source : Output SmartPLS

The figure above is the output of the PLS, which shows the value of the factor loading of each indicator, which is located above the arrow between the variable and the indicator; the figure also shows the value of the path coefficient (path coefficient). which is located above the arrow line between the exogenous variable and the endogenous variable and the value is above 0.7. The figure also shows the amount of R-squared that is within the circle of the endogenous variable (sales intention variable).

Table 3. R Square

	R Square
Y	0.796

Source : Elementary data processed, 2024

The value of $R2 = 0.796$ The model is able to explain the phenomenon of turnover intention. It is influenced by the following independent variables (X1) compensation, (X2) work environment and (X3) work motivation with a variance of 79.60%, while the remaining 20.40% is not included in this study (other than pay, working environment and motivation).

The purpose of hypothesis testing is to understand how much influence the independent variable has on the dependent variable. To provide answers to the hypotheses in the study, it can be seen in the following table.

Table 4 Path Coefficients

	Path Coefficient (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
X1 COMPENSATION -> Y *TURNOVER INTENTION*	0.231	0.222	0.091	2.531	**0.012**
X2 WORK ENVIRONMENT -> **Y** *TURNOVER INTENTION*	0.466	0.465	0.117	3.991	**0.000**
X3 WORK MOTIVATION -> Y *TURNOVER INTENTION*	0.294	0.309	0.100	2.934	**0.003**

Source; Processed, Output SmartPLS

The above table can be explained as follows:

1. Compensation (X1) has an effect on turnover intention (Y) can be accepted with path coefficients of 0.231 and a T-Static value of 2.531> 1.96 (from the table value $Z\alpha$ = 0.05) or a P-value of 0.012 <0.05. Then the first hypothesis is rejected.

2. The working environment (X2) has an effect on turnover intention (Y) can be accepted with path coefficients of 0.466 and a T-Static value of 3.991> 1.96 (from the table value $Z\alpha$ = 0.05) or a P-value of 0.000 <0.05. The second hypothesis is then rejected.

3. Work motivation (X3) affects turnover intention (Y) can be accepted with path coefficients of 0.294 and a T-Static value of 2.934> 1.96 (from the table value $Z\alpha$ = 0.05) or a P-value of 0.003 <0.05. The third hypothesis is then rejected.

Effect of Compensation on Turnover intention

From the research conducted, the results show that compensation has an impact on turnover intention in SMK PGRI 4 Surabaya.

It can be seen that the indicator of compensation that has the highest mean is facilities. The content of the indicator is that I feel that the facilities provided are adequate and meet my needs. Facilities in compensation can be in the form of training and insurance. The frequent provision of training and health insurance certainly supports teachers' enthusiasm for their work. With the training, teachers can improve their skills or abilities at work and the insurance can support the needs of teachers. The complete facilities at SMK PGRI 4 Surabaya can make teachers feel valued by the school, which in turn increases job satisfaction. This sense of comfort and satisfaction is important to promote teacher loyalty because they feel supported and valued. When teachers are satisfied, the desire to seek employment elsewhere (turnover intention) tends to decrease, allowing schools to retain experienced educators in the long term. The phenomenon that occurs at SMK PGRI 4 Surabaya is that it is known that the lack of salary and facilities is rarely compensated in the form of training. Of course, this condition makes the

spirit of the teachers decrease because they are less satisfied and there are no activities that can support the work.

Effect of Work Environment on Turnover intention

From the research conducted, the results show that the work environment affects turnover intention in SMK PGRI 4 Surabaya.

It can be seen that the indicator in the work environment that has the highest mean is the work atmosphere. The content of the indicator is I feel that the work atmosphere supports my comfort. The working atmosphere at SMK PGRI 4 Surabaya does not support the teachers' comfort, for example because of the limited working space and inadequate facilities. Discomfort in such a working atmosphere has the potential to cause stress or dissatisfaction, which may encourage teachers to consider leaving and looking for another job with a more conducive working environment. Therefore, an unsupportive working atmosphere contributes significantly to the increased turnover intention of teachers at SMK PGRI 4 Surabaya.

The phenomenon in SMK PGRI 4 Surabaya is that it is known that the condition of teachers' room in SMK PGRI 4 is less comfortable, This is mainly due to the fact that the size of the table is too small to accommodate the various tools and teaching materials required by the teacher. This makes the teacher feel less free and comfortable in organising and compiling materials to be used in the learning process. Physical comfort in the workplace is very important for job satisfaction as it can help teachers to feel calmer and more focused in carrying out their duties. By improving the physical comfort of teachers' workspaces, for example by providing larger and more appropriate desks, schools can reduce teacher dissatisfaction. This has the potential to reduce turnover, as teachers who feel comfortable and supported in their workplace tend to be more loyal and remain in the profession for longer.

The Effect of Work Motivation on Turnover intention

From the research conducted, the results show that job motivation affects turnover intention in SMK PGRI 4 Surabaya.

It can be seen that the indicator that has the highest mean is the opportunity to get promoted. The content of the indicator is that the school provides promotion opportunities for competent teachers. Teachers at SMK PGRI 4 Surabaya feel that the development of their career in the school is hindered due to limited opportunities for promotion or advancement. This condition encourages some teachers to consider alternative employment in other institutions that may offer more promising career prospects. In this situation, limited opportunities for advancement lead to dissatisfaction, so that the teacher begins to 'think about

leaving' or looking for opportunities elsewhere with better career prospects. This in turn increases turnover intentions among teachers in the school.

5. CONCLUSION AND LIMITATION

Conclusion

Based on the analysis of testing the effect of compensation, work environment and work motivation on teacher turnover intention at SMK PGRI 4 Surabaya using SEM PLS data analysis, it can be concluded as follows; Compensation has a contribution to teacher turnover intention in SMK PGRI 4 Surabaya. This shows that the better the compensation, the lower the turnover intention of teachers in SMK PGRI 4 Surabaya. If the compensation is in the form of adequate facilities, the lower the turnover intention that occurs at SMK PGRI 4 Surabaya. The work environment has a contribution to the turnover intention of teachers at SMK PGRI 4 Surabaya. This shows that the better the working environment, the lower the turnover intention of teachers at SMK PGRI 4 Surabaya. The better the work environment, the lower the turnover intention of teachers at SMK PGRI 4 Surabaya. Work motivation has a contribution to the turnover intention of teachers at SMK PGRI 4 Surabaya. This shows that the higher the work motivation, the lower the turnover intention that occurs at SMK PGRI 4 Surabaya. With many opportunities for promotion, the lower the turnover intention that occurs at SMK PGRI 4 Surabaya.

Limitation

There are several suggestions from researchers that can be considered and used based on the above conclusions SMK PGRI 4 Surabaya to reduce turnover intention, including SMK PGRI 4 Surabaya The aim is to have an increase in the level of compensation from agencies, such as the provision of appropriate facilities. Adequate facilities such as the provision of training and insurance for teachers can reduce high turnover. Agencies are also expected to better understand the needs and requirements of teachers. SMK PGRI 4 Surabaya is expected to improve the working environment in schools, such as the working atmosphere. This is done through regular routine checks of the school's physical condition. Agencies are also expected to pay more attention to the physical conditions and working atmosphere of teachers. SMK PGRI 4 Surabaya is expected to increase teacher motivation such as opportunities for promotion. Namely by providing frequent opportunities for competent teachers to be promoted so that they can reduce turnover intentions.

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