

THE EFFECT OF PAY SATISFACTION AND SATISFACTION WITH SUPERVISOR ON TURNOVER INTENTION MEDIATED BY WORK MOTIVATION

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Abstract

Ulfa, The Effect of Pay Satisfaction and Satisfaction With Supervisor on Turnover Intention is mediated by Work Motivation (Study at PT. Kalimantan Prima Persada Rantau), Zakhyadi Ariffin (Supervisor). This research aims to determine and analyze the influence of pay satisfaction on turnover intention, satisfaction with supervisor on turnover intention, work motivation on turnover intention, the mediating role of work motivation on pay satisfaction on turnover intention, and the mediating role of work motivation on satisfaction with supervisor on Turnover intention in PT studies. Kalimantan Prima Persada Rantau. This research uses a quantitative type of research. The research method uses a questionnaire with a total of 128 samples as respondents. Variable measurement uses an interval scale, specifically a Likert scale with a scale weight of 1 (strongly disagree) to 5 (strongly agree). Moreover, data analysis in this research uses Structural Equation Modeling Partial Least Squares (PLS) with the help of SmartPLS software. The results of this study are concluded as follows: (1) there is a negative influence of pay satisfaction on turnover intention, (2) there is a negative influence of satisfaction with supervisor on turnover intention, (3) there is a negative influence of work motivation on turnover intention, (4) there is a positive influence of pay satisfaction on work motivation, (5) there is a positive influence of satisfaction with supervisor on work motivation, (6) there is an influence of work motivation mediating the relationship between pay satisfaction and turnover intention, and finally, (7) there is an influence of work motivation mediating the relationship of satisfaction with supervisors on turnover intention.

Keywords: Pay Satisfaction; Satisfaction With Supervisor; Turnover Intention; Work Motivation

1. INTRODUCTION

Turnover Intention is a problem faced by employees in various companies. This term refers to the desire or intention of employees to voluntarily leave their jobs or leave the company. While employee turnover refers to the total number of employees who leave the organization Turnover intention tells us how many employees want to leave. Turnover intention refers to the likelihood of an employee to leave the organization. (Pratama et al., 2022). High turnover rates can be detrimental to

businesses because they increase costs associated with human resources, such as recruiting and retraining staff, and create instability and uncertainty in the workforce. The loss of experienced workers and the need to train new employees can make organizations less productive. Many businesses struggle with high turnover rates due to the detrimental impacts it can have, including making it harder to find workers with the right skills and increasing the time and cost of recruiting new staff. (Hidayat, 2018). Research and literature currently published show a strong correlation between turnover and Pay Satisfaction. Pay Satisfaction is an incentive received by employees from the company for carrying out tasks that are their responsibility, and the amount of the incentive is in accordance with the initial contract. In essence, workers have all the demands that must be met. Therefore, employers must pay attention to the welfare of their workers by paying them fairly every month and meeting their basic needs. This is done so that workers feel calm and do not need to worry about their safety while working, which will improve and maximize their work results. Companies must consider the importance of Pay Satisfaction because if an employee is not satisfied with their salary, they may consider looking for another job.

According to (Rhoades & Eisenberger, 2002), Supportive supervisors provide guidance, assistance and feedback to their employees which is very important for employee adaptation in the workplace. With guidance, supervisors provide significant direction to their employees to know their responsibilities and how to carry out these responsibilities. With assistance, supervisors help eliminate obstacles that may hinder their employees in performing their tasks accurately. Regarding feedback, supervisors provide valuable information that helps employees to improve their performance in the work environment. The guidance, assistance and feedback that employees receive from their supervisors have been known to help employees cope with complex situations that occur in the workplace, thereby reducing work stress that can affect employee psychological well-being, work-family conflict in job satisfaction.

Based on the background that has been discussed, the researcher is interested in conducting research with the title **"The Effect of Pay Satisfaction and Satisfaction With Supervisor on Turnover Intention Mediated by Work Motivation"**.

2. LITERATURE REVIEW

2.1 Pay Satisfaction

According to (Tnay et al., 2013), pay satisfaction refers to a person's opinion about what they receive from their superiors in relation to their demands and expectations. Thus, if employee pay satisfaction is in line with their expectations, they can be considered satisfied with the compensation they receive. According to (Rosnania, 2021), pay satisfaction is when someone feels satisfied with their salary, or when they believe their salary meets their expectations, they are said to experience pay

satisfaction. Pay satisfaction is a type of periodic and ongoing remuneration that employees receive from their employers for fulfilling the terms of their employment contract. According to (Nurrahman & Yusuf, 2023), efforts to increase employee productivity will be impacted by low levels of pay satisfaction, on the other hand, it is a challenge to ensure increased pay satisfaction at very low levels of productivity.

2.2 Satisfaction With Supervisor

Satisfaction with Supervisor describes how staff members feel about their assessment of daily encounters with their supervisors, whether positive or negative. Organizational science research shows that supervisors have a significant impact on the attitudes of their subordinates. Supervisors can significantly influence employee well-being, as the quality of supervision influences the level of employee satisfaction with their jobs (Scarpello & Vandenberg, 1987). According to (Rhoades & Eisenberger, 2002), supportive supervisors provide guidance, assistance and feedback to their employees which is very important for employee adaptation in the workplace. With guidance, supervisors provide significant direction to their employees to know their responsibilities and how to carry out these responsibilities.

2.3 Turnover Intention

Turnover refers to the total number of employees who leave the organization, turnover intention tells us how many employees want to leave. Turnover intention is the likelihood that an employee will leave the company (Pratama et al., 2022).

2.4 Work Motivation

According to Steers et al., (2004) Work Motivation is a person's readiness to make maximum efforts to fulfill certain personal requirements, which impacts their capacity to fulfill company goals. (Asmawiani & Goh, 2023) said that Work Motivation theory can help employees and management in finding the best strategy to achieve company goals or work results. The successful application of this theory also allows managers to support their employees more efficiently. Work Motivation is an ongoing process, and managers utilize motivation theory to increase productivity, profitability, employee retention, and job satisfaction.

3. RESEARCH METHOD

The type of research conducted is quantitative research. In quantitative methods, including experimental and survey methods, according to the explanation (Sugiyono, 2018). This research was conducted at PT. Kalimantan Prima Persada Rantau which is located on Jl. In research, the unit of analysis is a specific unit that is considered as a research topic; the unit of analysis can also be seen as something related to the emphasis or component to be studied (Sugiyono, 2018). In this study, each employee of PT. Kalimantan Prima Persada Rantau acts as a unit of analysis. The population in this study were all permanent employees totaling 128 people, male employees totaling 106

and female employees totaling 22 people (Non-Managers) at PT. Kalimantan Prima Persada Rantau. The sampling technique in the study used distant sampling, namely all parts of the population were taken as samples (Sugiyono, 2018). The types of data used in this study are primary and secondary data. The results of interviews and questionnaires with individuals are also called primary data (Umar, 2002). Primary data in this study came from questionnaires distributed to employees, supported by interviews to strengthen the basis of the study. The questionnaire was filled out by respondents (Non-Managers). At PT. Kalimantan Prima Persada Rantau. Data Analysis Techniques in this study used the help of an analysis application, namely SmartPLS version 3.2.9.

4. RESULT AND DISCUSSION

4.1 Respondent Characteristics

Table 1 Respondent Identity

Category	Item	Frequency	Percentage%
Type sex	Man	106	82.8
	Woman	22	17.2
Status marriage	Not married yet	36	28.1
	Marry	85	66.4
	Already Once Marry	7	5.5
Education highest	Passed SENIOR HIGH SCHOOL	46	35.9
	Passed diploma	10	7.8
	Passed bachelor	68	53.1
	Passed Master	4	3.1
Age	< 20 year	4	3.1
	20-30 years	50	39.1
	30-40 years	45	35.2
	40-50 years	22	17.2
	> 50 year	7	5.5
Status work	Employee still (PKWTT)	128	100
Time Work	< 5 year	67	52.3
	5-10 years	20	15.6
	10-15 years	16	12.5
	15-20 years	22	17.2
	20 year or more	3	2.3

4.2 Descriptive Analysis of Respondents' Answers

4.2.1 Descriptive Analysis of Pay Satisfaction Variable

Table 2 Descriptive Analysis of Pay Satisfaction Variables

Variables	Item	STS		TS		N		S		Item mean	Indicator Mean		
		F	%	F	%	F	%	F	%				
Levels wages	X1.1	4	3.1	23	18.0	35	27.3	43	33.6	23	18.0	3.45	3.45
	X1.2	2	1.6	26	20.3	34	26.4	44	34.4	22	17.2	3.45	
	X1.3	0	0	26	20.3	41	32.0	41	32.0	20	15.6	3.43	
	X1.4	0	0	28	21.9	36	28.1	42	32.8	22	17.2	3.45	
Allowance	X1.5	2	1.6	25	19.5	35	27.3	42	32.8	24	18.8	3.48	3.34
	X1.6	3	2.3	24	18.8	38	29.7	44	34.4	19	14.8	3.41	
	X1.7	4	3.1	24	18.8	37	28.9	42	32.8	21	16.4	3.41	
	X1.8	6	4.7	40	31.3	39	30.5	26	20.3	17	13.3	3.06	
Ascension wages	X1.9	7	5.5	39	30.5	38	29.7	27	21.1	17	13.3	3.06	3.08
	X1.10	6	4.7	41	32.0	35	27.3	29	22.7	17	13.3	3.08	
	X1.11	8	6.3	40	31.3	37	28.9	25	19.5	18	14.1	3.04	
	X1.12	4	3.1	41	32.0	35	27.3	29	22.7	19	14.8	3.14	
Structure and administration	X1.13	10	7.8	34	26.6	38	29.7	28	21.9	18	14.1	3.08	3.45
	X1.14	3	2.3	22	17.2	37	28.9	40	31.3	26	20.3	3.50	
	X1.15	2	1.6	25	19.5	32	25.0	43	33.6	26	20.3	3.52	
	X1.16	1	.8	25	19.5	31	24.2	47	36.7	24	18.8	3.53	
	X1.17	3	2.3	23	18.0	32	25.0	43	33.6	27	21.1	3.53	
	X1.18	2	1.6	24	18.8	31	24.2	46	35.9	25	19.5	3.53	
Variable Means											3.33		

Based on the research results, from the eighteen indicators obtained results with a high range of values, which means that the eighteen indicators of pay satisfaction have a great influence on PT. Kalimantan Prima Persada Rantau.

4.2.2 Descriptive Analysis of Satisfaction With Supervisor Variable

Table 3 Descriptive Analysis of Satisfaction With Supervisor Variables

Variables	Item	STS		TS		N		S		SS		Item mean
		F	%	F	%	F	%	F	%	F	%	
Satisfaction with my supervisor Scale (MWMSS)	X2.1	6	4.7	36	28.1	40	31.3	26	20.3	20	15.6	3.14
	X2.2	7	5.5	35	27.3	39	30.5	27	21.1	20	15.6	3.14
	X2.3	6	4.7	35	27.3	38	29.7	29	22.7	20	15.6	3.17
	X2.4	8	6.3	36	28.1	38	29.7	25	19.5	21	16.4	3.12
	X2.5	24	3.1	37	28.9	36	28.1	29	22.7	22	17.2	3.22
	X2.6	9	7.0	33	25.8	37	28.9	28	21.9	21	16.4	3.15
	X2.7	1	.8	19	14.8	39	30.5	40	31.3	29	22.7	3.60
	X2.8	1	.8	21	16.4	34	26.6	43	33.6	29	22.7	3.61
	X2.9	2	1.6	20	15.8	32	25.0	47	36.7	27	21.1	3.60
	X2.10	2	1.6	20	15.8	33	25.8	43	33.6	30	23.4	3.62
	X2.11	1	.8	20	15.8	33	25.8	46	35.9	28	21.9	3.63
	X2.12	1	.8	20	15.8	33	25.8	42	32.8	32	25.0	3.66
	X2.13	1	.8	21	16.4	33	25.8	43	33.6	30	23.4	3.63
	X2.14	1	.8	19	14.8	34	26.6	44	34.4	30	23.4	3.65
	X1.15	1	.8	20	15.8	38	29.7	42	32.8	27	21.1	3.58
	X2.16	1	.8	21	16.4	35	27.3	43	33.6	28	21.9	3.59
	X2.17	1	.8	21	16.4	35	27.3	44	34.4	27	21.1	3.59
	X2.18	1	.8	23	18.0	38	29.7	42	32.8	24	18.8	3.51
Means Variable											3.45	

Based on Table 3, the frequency distribution of the satisfaction with supervisor variable can be explained as follows: The satisfaction with my supervisor scale indicator is explained by items X2.1 to X2.18. Of the eighteen items, the average respondent's answer is 3.45. Therefore, from these eighteen items, the results are obtained with a range of values in the "High" category. This means that the eighteen satisfaction with my supervisor scales have an effect on the company PT. Kalimantan Prima Persada Rantau.

4.2.3 Descriptive Analysis of Turnover Intention Variables

Table 4 Descriptive Analysis of Turnover Intention Variables

Variables	Item	ST	T	N	S	S	Item mean	Indicator Mean
		S	S			S		

		F	%	F	%	F	%	F	%	F	%		
Thought For stop	Y1	0	0	24	18.8	3	30.5	33	25.8	32	25.0	3.57	3.60
	Y2	0	0	22	17.5	3	28.1	35	27.3	35	27.3	3.65	
	Y3	0	0	25	19.5	35	27.3	37	28.9	31	24.2	3.58	
Intention to stop	Y4	0	0	24	18.8	37	28.9	3	28.1	31	24.2	3.58	3.58
	Y5	0	0	25	19.5	3	28.1	3	28.1	31	24.2	3.57	
Intention to look for work other	Y6	0	0	25	19.5	34	26.6	3	29.7	31	24.2	3.59	3.60
	Y7	0	0	25	19.5	34	26.6	35	27.3	34	26.6	3.61	
Variable Means											3.59		

Based on the research results, from the seven indicators obtained results with a high range of values, which means that the seven indicators of Turnover Intention greatly influence PT. Kalimantan Prima Persada Rantau.

4.2.4 Descriptive Analysis of Work Motivation Variables

Table 5 Descriptive Analysis of Work Motivation Variables

Variables	Item	STS		TS		N		S		SS		Item mean
		F	%	F	%	F	%	F	%	F	%	
Motivati onn at work scale (MAWS)	Z1	2	1.6	19	14.8	39	30.5	37	28.9	31	24.2	3.59
	Z2	2	1.6	20	15.8	36	28.1	38	29.7	32	25.0	3.61
	Z3	2	1.6	19	14.8	35	27.3	38	29.7	34	26.6	3.65
	Z4	1	.8	19	14.8	39	30.5	39	30.5	30	23.4	3.61
	Z5	0	0	20	15.8	39	30.5	37	28.9	32	25.0	3.63
	Z6	4	3.1	32	25.0	39	30.5	25	19.5	28	21.9	3.32
	Z7	7	5.5	29	22.7	38	29.7	26	20.3	28	21.9	3.30
	Z8	6	4.7	31	24.2	35	27.3	28	21.9	28	21.9	3.32
	Z9	8	6.3	30	23.4	37	28.9	24	18.8	29	22.7	3.28
	Z10	4	3.1	29	22.7	37	28.9	28	21.9	30	23.4	3.40
	Z11	9	7.0	28	21.9	35	27.3	27	21.1	29	22.7	3.30
	Z12	1	.8	17	13.3	38	29.7	35	27.3	37	28.9	3.70
Means Variable											3.48	

Based on Table 5, the frequency distribution of the Work Motivation variable can be explained as follows: The Work Motivation indicator is explained by items Z1 to Z12 of these twelve items showing an average respondent answer of 3.48, so from these twelve items the results were obtained with a range of values in the "High" category. This means that the twelve Work Motivations have an effect on the company PT. Kalimantan Prima Persada Rantau.

4.3 Test of Instrument Validity and Reliability

4.3.1 Validity Test

Convergent validity is a component of the measurement model, sometimes referred to as CFA in covariance-based SEM and outer model in SEM-PLS. Two requirements must be met to ensure convergent validity: the p-value must be significant (<0.05) and the factor loading value must be more than 0.7 (Sholihin & Ratmono, 2021).

Table 6 Validity and Reliability Test

Variables	Item	loading factor	Composite AVE Reliability	
Pay Satisfaction	X1.1	0.904	0.985	0.782
	X1.2	0.903		
	X1.3	0.924		
	X1.4	0.931		
	X1.5	0.891		
	X1.6	0.935		
	X1.7	0.927		
	X1.8	0.878		
	X1.9	0.858		
	X1.10	0.851		
	X1.11	0.848		
	X1.12	0.881		
	X1.13	0.831		
	X1.14	0.880		
	X1.15	0.859		
	X1.16	0.875		
	X1.17	0.839		
	X1.18	0.890		
Satisfaction With Supervisor	X2.1	0.871	0.984	0.775
	X2.2	0.850		
	X2.3	0.836		
	X2.4	0.837		
	X2.5	0.872		
	X2.6	0.834		
	X2.7	0.909		
	X2.8	0.886		
	X2.9	0.911		
	X2.10	0.868		

	X2.11	0.916		
	X2.12	0.866		
	X2.13	0.892		
	X2.14	0.886		
	X2.15	0.907		
	X2.16	0.895		
	X2.17	0.902		
	X2.18	0.903		
Turnover Intention	Y1	0.986	0.994	0.957
	Y2	0.971		
	Y3	0.978		
	Y4	0.976		
	Y5	0.984		
	Y6	0.980		
	Y7	0.973		
Work Motivation	Z1	0.921	0.984	0.836
	Z2	0.930		
	Z3	0.882		
	Z4	0.930		
	Z5	0.916		
	Z6	0.928		
	Z7	0.924		
	Z8	0.926		
	Z9	0.923		
	Z10	0.928		
	Z11	0.898		
	Z12	0.859		

It is known that all loading factor values are >0.7 , which indicates that these values have met the validity criteria based on the loading factor values, according to the loading factor validity test in Table 6. In addition, the Average Variance Extracted (AVE) value serves as the basis for the validity test. An AVE value greater than 0.5 is recommended. In this case, Table 6 shows that each AVE value is greater than 0.5, indicating that the validity standard based on AVE has been met. This indicates that each observed variable can adequately explain the variability.

4.3.2 Instrument Reliability

Reliability testing based on Composite Reliability (CR) values. This test aims to evaluate the extent to which each observed variable is consistent in measuring the established construct. The expected CR value must exceed the minimum threshold, usually above 0.7, to indicate that the measurement instrument has adequate reliability. A CR value of more than 0.7 is recommended. Since all CR values are >0.7 , it can be concluded from the observation findings in Table 6 that all CR values in significant variables meet CR-based reliability standards. This indicates that the research measuring

instrument meets CR reliability standards and can be relied on to consistently assess the constructs studied.

4.3.3 Discriminant Validity Testing

Table 7 Discriminant Validity Testing: Fornell & Lacker

	Pay satisfaction	Satisfaction with supervisor	Turnover intention	Work motivation
Pay satisfaction	(0.884)			
Satisfaction with supervisor	0.007	(0.881)		
Turnover intention	-0.415	-0.369	(0.978)	
Work motivation	0.402	0.372	-0.600	(0.914)

Based on the observation findings in Table 7 This shows that each construct has more variability that can be explained by itself. indications related to the variability explained by other model components. Therefore, by showing that each construct contributes uniquely to explaining the variability in the phenomenon studied, it can be said that the model meets the criteria for discriminant validity. In addition, the use of Heterotrait-Monotrait Ratio (HTMT) in discriminant validity testing analyzes the relationship between latent variables with themselves (monotrait) to the relationship between latent variables with other latent variables (heterotrait).

Table 8 Discriminant Validity Testing: HTMT

	Pay satisfaction	Satisfaction with supervisor	Turnover intention
Satisfaction with supervisor	0.159		
Turnover intention	0.403	0.353	
Work motivation	0.393	0.359	0.606

Based on Table 8 containing the results of discriminant validity testing using the HTMT (Heterotrait-Monotrait Ratio) approach, it can be concluded that all recorded HTMT values are less than 0.9. A decrease in the HTMT value indicates that the relationship between different constructs (heterotrait) tends to be lower than the relationship between the same construct (monotrait). In this context, a value close to or less than 1 indicates that the empirically measured constructs have sufficient separation in the model. As a result, this finding indicates that the research model has met the requirements for discriminant validity based on the HTMT approach. In other

words, different constructs in the model have measurements that are quite different from each other, which is an important indicator that the constructs studied in the study are unique and can be distinguished from each other statistically.

4.4 Hypothesis Testing Results

4.4.1 Path Coefficient Test and Significance of Direct Effect

Table 9 Path Coefficient Test and Significance of Direct Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (lo/STDEVI)	P values
Pay Satisfaction -> Turnover Intention	-0.243	-0.233	0.117	2,072	0.039
Satisfaction with Supervisor -> Turnover Intention	-0.209	-0.208	0.103	2,024	0.043
Work Motivation -> Turnover Intention	-0.425	-0.425	0.138	3,083	0.002
Pay Satisfaction -> Work Motivation	0.400	0.408	0.105	3,808	0.000
Satisfaction with Supervisor -> Work Motivation	0.369	0.374	0.104	3,537	0.000
Pay Satisfaction -> Work Motivation -> Turnover Intention	-0.170	-0.178	0.084	2.018	0.044
Satisfaction with Supervisor -> Work Motivation -> Turnover Intention	-0.157	-0.161	0.076	2,066	0.039

Based on the results in table 9, the following conclusions can be drawn:

1. Pay Satisfaction influential negative to Turnover Intention, with mark coefficient (column Original Sample) = -0.243, And significant, with T-Statistics = 2,072 > 1.96 And P-Values = 0.039 < 0.05 (**Hypothesis Accepted**).
2. Satisfaction with Supervisor has a negative effect on Turnover Intention, with a coefficient value (Original Sample column) = -0.209, and is significant, with T-Statistics = 2.024 > 1.96 and P-Values = 0.043 < 0.05 (Hypothesis Accepted).

3. Work Motivation has a negative effect on Turnover Intention, with a coefficient value (Original Sample column) = -0.425, and is significant, with T-Statistics = 3.083 > 1.96 and P-Values = 0.002 < 0.05 (Hypothesis Accepted).
4. Pay Satisfaction has a positive effect on Work Motivation, with a coefficient value (Original Sample column) = 0.400, and is significant, with T-Statistics = 3.808 > 1.96 and P-Values = 0.000 < 0.05 (Hypothesis Accepted).
5. Satisfaction with Supervisor has a positive effect on Work Motivation, with a coefficient value (Original Sample column) = 0.369, and is significant, with T-Statistics = 3.537 > 1.96 and P-Values = 0.000 < 0.05 (Hypothesis Accepted).
6. Work Motivation significantly mediates the relationship between Pay Satisfaction and Turnover Intention, with T-Statistics = 2.018 > 1.96 and P-Values = 0.044 < 0.05 (Mediation Hypothesis Accepted).
7. Work Motivation significantly mediates the relationship between Satisfaction with Supervisor and Turnover Intention, with T-Statistics = 2.066 > 1.96 and P-Values = 0.039 < 0.05 (Mediation Hypothesis Accepted).

4.4.2 Inner Model Testing With R-Square

Table 10R-Square	
	R-square
Turnover Intention	0.432
Work Motivation	0.298

It is known:

- The R-Square value of Turnover Intention is 0.432, which means that Pay Satisfaction, Satisfaction with Supervisor, Work Motivation are able to explain or influence Turnover Intention by 43.2%. It can be concluded that about 43.2% of the variation in Turnover Intention can be explained by Pay Satisfaction and the influence of Satisfaction with Supervisor. This explains that these factors have a significant influence on the Turnover Intention of the company.
- The R-Square value of Work Motivation is 0.298, which means Pay Satisfaction, Satisfaction with Supervisor are able to explain or influence Turnover Intention by 29.8%. It can be concluded that about 29.8% of the variation in Work Motivation can be explained by the combination of Pay Satisfaction, Satisfaction with Supervisor, and Turnover Intention. This explains that these factors have a significant influence. Thus, understanding the R-Square value provides valuable insight into assessing the importance of various factors in mining and how these factors interact to reduce Turnover Intention.

4.4.3 Inner Model Testing With Q-Square

	$Q^2 (=1-SSE/SSO)$
Turnover Intention	0.409
Work Motivation	0.248

It is known:

- The Q-Square (Q^2) value of Turnover Intention is $0.409 > 0$, which means that Pay Satisfaction, Satisfaction with Supervisor, Work Motivation together or simultaneously have predictive relevance to Turnover Intention. This means that these variables effectively influence or explain variations in Turnover Intention.
- The Q-Square (Q^2) value of Work Motivation is $0.248 > 0$, which means that Pay Satisfaction, Satisfaction with Supervisor together or simultaneously have predictive relevance to Work Motivation. This means that these variables effectively influence or explain variations in Work Motivation.

Table 12 Goodness of Fit Model Testing
Estimated model

SRMR	0.012
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The resulting SRMR value of 0.012 is below the threshold value of 0.1, as shown by the results of the SRMR Goodness of Fit test in Table 12. This indicates that there is a reasonable level of fit between the developed model and the observed empirical data. SRMR, which is one of the important statistics in evaluating the fit of the SEM model, measures how well the model fits the residual covariance matrix. With a low SRMR value like this, it can be concluded that the model is able to capture most of the variation in the data and describe the relationship between variables well.

4.5 Research Implications

4.5.1 Implications of Theory

The theoretical implications of the results of this study emphasize the importance of understanding the factors that influence Pay Satisfaction and Satisfaction with Supervisor on Turnover Intention. In addition, this study also shows that Work Motivation has a significant impact on Turnover Intention. This highlights the important role of employees in gaining job satisfaction, gaining high commitment from the organization, improving psychological well-being, reward systems and a comfortable work environment. Therefore, the results of this study underline that it is important for companies to understand Pay Satisfaction, Satisfaction with Supervisor

and Work Motivation to reduce Turnover Intention so that employees remain with the company.

4.5.2 Managerial Implications

The managerial implications of these findings provide valuable considerations for the Manager of PT. Kalimantan Prima Persada Rantau. One of the steps that can be taken is that the Manager needs to understand the causes of Turnover intention. Turnover intention is an issue that is often faced by companies. When the turnover intention rate is high, the company loses potential employees which has a negative impact on the smooth running of the business. By understanding in depth the factors that influence Turnover Intention, the Manager of PT. Kalimantan Prima Persada Rantau. can design a strategy by ensuring that the salary given is in accordance with the responsibility and contribution of employees, provide positive and constructive feedback with employee performance appreciation and provide support when they face challenges, appreciate employee performance publicly and provide awards and recognition that can increase motivation.

4.6 Research Limitations

1. Study This only done on worker sector mining coal, so the research results could be different if it was carried out on other industries.
2. Most of the respondents were young and married, so they tend to have a higher desire to leave (resign). The demographic conditions of the respondents make the research results possible. different on organization other Which distribution demographic Respondent evenly his age or on organization Which part big employee moreold (40 years and over) on).

5. CONCLUSION AND SUGGESTIONS

5.1 Conclusion

1. *Pay Satisfaction* has a negative effect on *Turnover Intention* employee PT. Region.
2. *Satisfaction With Supervisor* has a negative effect on *Turnover Intention* to employees PT. Kalimantan Prima Persada Rantau.
3. *Work Motivation* influential negative to *Turnover Intention* on employee PT. Region.
4. *Pay Satisfaction* has a positive effect on *Work Motivation* employee PT. Region.
5. *Satisfaction With Supervisor* influential positive to *Work Motivation* to employees PT. Kalimantan First Regional Land Administration.
6. *Work Motivation* influential mediate connection between *Pay Satisfaction* and *Turnover Intention* of PT. Kalimantan Employees Prima Persada Region.
7. *Work Motivation* has a mediating effect on the relationship between *Satisfaction With Supervisor* And *Turnover Intention* on employee PT. Kalimantan Prima Persada Region.

5.2 Suggestion

1. Management needs to improve *Pay satisfaction*, by ensuring salary according to employee contribution, salary structure is also important, and focus on relations with employees.
2. Management must communicate with open And give support to employee so that connection superior And employee intertwinedwell.
3. Further research is needed to explore other factors. Which can influence *Turnover intention*, as well as For test generalization findings This on context Which more wide. With thus,effort together from various party For can repair *Pay satisfaction* And *Satisfaction with supervisor* in reduce *turnover intention* on company.

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