



The Effects of Job Satisfaction, Organizational Culture, and Work Motivation on Employee Retention: Compensation as a Moderating Variable

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Abstrak

Turnover karyawan pada perusahaan makanan beku di Tangerang masih menjadi perhatian manajerial karena tuntutan produksi yang intensif, kondisi kerja yang menantang, serta mobilitas karyawan yang berulang dapat mengganggu keberlangsungan operasional dan meningkatkan pentingnya penerapan strategi retensi yang berkelanjutan. Penelitian ini bertujuan untuk menganalisis pengaruh kepuasan kerja, budaya organisasi, dan motivasi kerja terhadap retensi karyawan, serta menguji kompensasi baik sebagai prediktor langsung maupun sebagai variabel moderasi dalam hubungan antara ketiga faktor tersebut dengan retensi karyawan pada perusahaan makanan beku di Tangerang. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei kausal dan teknik purposive sampling. Kebutuhan sampel minimum adalah 250 responden berdasarkan 25 indikator, sedangkan data yang dianalisis terdiri dari 305 responden karyawan yang valid dari PT Adilmart CCK (Jofrans), PT Dagsap Endura Eatore (Hemato), PT Essem Food, dan PT Porto Food Indonesia (Bartos). Analisis data dilakukan menggunakan Partial Least Squares Structural Equation Modeling (PLS-SEM) dengan bantuan SmartPLS 3. Hasil penelitian menunjukkan bahwa kepuasan kerja ($\beta=0,389$; $p<0,001$), budaya organisasi ($\beta=0,285$; $p<0,001$), motivasi kerja ($\beta=0,473$; $p<0,001$), dan kompensasi ($\beta=0,185$; $p=0,008$) berpengaruh positif dan signifikan terhadap retensi karyawan. Kompensasi juga terbukti memperkuat pengaruh kepuasan kerja ($\beta=0,142$; $p=0,015$) dan budaya organisasi ($\beta=0,144$; $p=0,025$) terhadap retensi karyawan. Namun, kompensasi tidak terbukti memoderasi hubungan antara motivasi kerja dan retensi karyawan ($\beta=0,011$; $p=0,438$). Temuan ini menunjukkan bahwa motivasi kerja merupakan prediktor langsung yang paling kuat terhadap retensi karyawan, sementara mekanisme motivasi nonfinansial tetap memiliki peran penting dalam mempertahankan karyawan meskipun kompensasi telah diperhitungkan.

Kata kunci : Kepuasan Kerja, Budaya Organisasi, Motivasi Kerja, Kompensasi, Retensi Karyawan, PLS-SEM.

Abstract

Employee turnover in frozen food companies in Tangerang remains a managerial concern because intensive production requirements, demanding work conditions, and repeated employee mobility can undermine operational continuity and make sustainable retention strategies increasingly important. This study examines the effects of job satisfaction, organizational culture, and work motivation on employee retention and evaluates compensation both as a direct predictor and as a moderator of the relationships between the three antecedents and employee retention in frozen food companies located in Tangerang. A quantitative causal survey was conducted using purposive sampling; the minimum sample requirement was 250 respondents based on 25 indicators, while 305 valid employee responses from PT Adilmart CCK (Jofrans), PT Dagsap Endura Eatore (Hemato), PT Essem Food, and PT Porto Food Indonesia (Bartos) were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 3. The results show significant positive effects of job satisfaction ($\beta=0.389$, $p<0.001$), organizational culture ($\beta=0.285$, $p<0.001$), work motivation ($\beta=0.473$, $p<0.001$), and compensation ($\beta=0.185$, $p=0.008$) on retention; compensation strengthens the effects of job satisfaction ($\beta=0.142$, $p=0.015$) and organizational culture ($\beta=0.144$, $p=0.025$) but does not moderate the motivation-retention relationship ($\beta=0.011$, $p=0.438$), indicating that work motivation is the strongest direct predictor and that non-financial motivational mechanisms remain important even when compensation is considered.

Keywords: Job Satisfaction, Organizational Culture, Work Motivation, Compensation, Employee Retention, PLS-SEM

A. Introduction

Employee retention has become a central human resource management concern because organizational continuity depends not only on technology and capital but also on the availability of competent employees who are willing to remain and contribute over time. Retention refers to systematic organizational efforts to preserve capable employees, reduce avoidable turnover, and maintain workforce stability (Hersey & Blanchard (2004); (Reiningsih Reke et al., 2023). Recent evidence also shows that employees leave organizations for a wide range of reasons beyond pay, including career opportunities, health and family considerations, work-life balance, and management quality (Work Institute, 2025). This broader pattern implies that retention is shaped by both economic and psychosocial dimensions of the employment relationship.

The issue is particularly relevant in the frozen food industry in Tangerang. The sector combines labor-intensive production processes, strict food-safety standards, shift-based operations, and a need for consistent quality, making workforce stability operationally important. Internal mobility data reported in the thesis for March-August 2025 show repeated inflows and outflows across four sampled companies: PT Adilmart CCK recorded 108 employees entering and 112 leaving, PT Dagsap Endura Eatore 111 entering and 106 leaving, PT Essem Food 98 entering and 103 leaving, and PT Porto Food Indonesia 107 entering and 102 leaving. The near balance between entries and exits masks a high frequency of replacement, which signals a persistent retention challenge rather than a stable employment structure.

Job satisfaction is a positive evaluation of one's work and reflects the extent to which work experiences correspond with employee expectations (Indrasari et al., 2017). Prior studies commonly find that satisfied employees are more willing to remain with their organizations (Biason (2020); Lutfiansyah (2021); Khosi'ah et al. (2023); (Gunawan & Rizky, 2024). However, the relationship is not universally consistent: studies such as Heriyanti & Nasim (2023), Permata Sari (2024), and Ningsih et al. (2024) indicate that job satisfaction may not always produce a statistically significant retention effect. These mixed findings justify examining the relationship in a specific industrial and geographic context.

Organizational culture represents the shared system of values, norms, and assumptions that guides how members behave and interpret organizational life Ariawuri Wicaksana et al. (2021); (Robbins & Judge, 2024). Strong and supportive cultures can enhance belonging, stability, and commitment, and several studies report positive links between organizational culture and retention (Omokhabi & Fajimi (2023); Dian Lestari & Kristiana Sri Utami (2024); Hasym et al. (2024); (Ginting et al., 2025). Yet Nathania & Wijaya (2024) and Gina Octaviani & Muhandi (2022) report contrasting results, suggesting that the retention value of culture may

depend on organizational conditions and the way cultural values are translated into everyday employment practices.

Work motivation provides the internal and external drive that directs employee effort and persistence. The study adopts Maslow's hierarchy of needs as an operational basis for motivation, spanning physiological, safety, social, esteem, and self-actualization needs (Maslow, 1987). Empirical studies generally support a positive relationship between motivation and employee retention Rina Pratiwi et al. (2021); Nuvriasari & Ruslarta (2024); Saidi (2024), although some evidence remains inconsistent (Nathania & Wijaya, 2024). In a demanding frozen food production environment, motivation may be especially consequential because employees need both material security and psychological reasons to sustain effort and remain with the organization.

Compensation is included not only as a direct antecedent of retention but also as a moderating variable. Compensation comprises wages or salary, incentives, benefits, and facilities provided in return for employee contributions (Yuniarti, 2021). Prior research has associated equitable and competitive compensation with stronger employee retention Millena & Donal Mon (2022); Krishna & Bhavani (2022); Hasym et al. (2024); Nuvriasari & Ruslarta (2024), while other studies report weaker or nonsignificant effects (Nathania & Wijaya, 2024). Theoretically, compensation may intensify the retention value of satisfaction or a positive culture because it signals organizational recognition and reciprocity, but it may be less important when employees are already intrinsically or socially motivated.

The model is grounded in Social Exchange Theory and Organizational Commitment Theory. Social Exchange Theory proposes that individuals maintain relationships when perceived rewards, reciprocity, and benefits outweigh costs Homans (1961); Thibaut & Kelley (1959); Emerson (1962); (Blau, 2017). Organizational Commitment Theory further explains retention through affective attachment, perceived costs of leaving, and normative obligation Meyer & Allen (1997); (Noraazian & Khalip, 2016). Integrating these perspectives, this study investigates whether job satisfaction, organizational culture, work motivation, and compensation explain employee retention and whether compensation changes the strength of the three focal antecedent-retention relationships.

Conceptual Framework

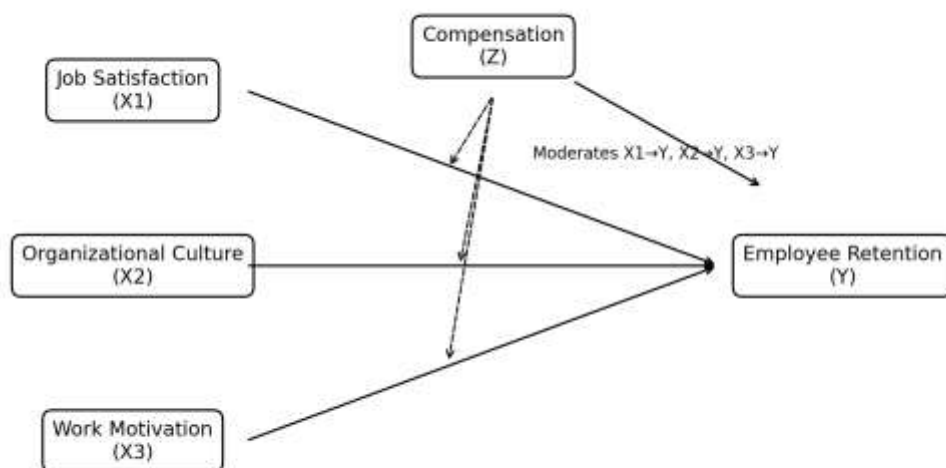


Figure 1. Conceptual framework of the study

The framework proposes direct paths from job satisfaction, organizational culture, work motivation, and compensation to employee retention. Compensation is additionally specified as a moderator of the relationships between job satisfaction and retention, organizational culture and retention, and work motivation and retention.

Hypotheses

H1: Job satisfaction has a positive and significant effect on employee retention.

H2: Organizational culture has a positive and significant effect on employee retention.

H3: Work motivation has a positive and significant effect on employee retention.

H4: Compensation has a positive and significant effect on employee retention.

H5: Compensation positively moderates the effect of job satisfaction on employee retention.

H6: Compensation positively moderates the effect of organizational culture on employee retention.

H7: Compensation positively moderates the effect of work motivation on employee retention.

B. Methodology

This study used a quantitative research design with a causal approach to test directional relationships among job satisfaction, organizational culture, work motivation, compensation, and employee retention. The unit of analysis was the individual employee. The study was conducted in frozen food companies located in Tangerang and used PLS-SEM because the model contains multiple latent constructs and interaction terms and is prediction-oriented Hair et al. (2022); (Perdana Kusumah, 2023).

1. Sample

The population comprised active employees of selected frozen food companies in Tangerang. A non-probability purposive sampling technique was used. Respondents had to be active employees with at least six months of tenure, work in relevant operational divisions including production, packaging, or distribution, and hold either contract or permanent employment status. The thesis calculated a minimum sample of 250 respondents using 25 measurement indicators multiplied by ten; the final dataset contained 305 valid responses. Respondents came from PT Adilmart CCK (Jofrans), PT Dagsap Endura Eatore (Hemato), PT Essem Food, and PT Porto Food Indonesia (Bartos).

2. Data Collection

Primary data were collected through a structured questionnaire distributed using Google Forms. Each item was assessed on a five-point response scale ranging from 1 (strongly disagree) to 5 (strongly agree). The instrument contained 25 indicators covering job satisfaction, organizational culture, work motivation, compensation, and employee retention. The electronic format supported broad distribution and direct digital processing of responses.

3. Data Analysis Technique

Data were analyzed in SmartPLS 3 using PLS-SEM. The measurement model was evaluated through indicator loadings, Average Variance Extracted (AVE), Heterotrait-Monotrait (HTMT), the Fornell-Larcker criterion, cross-loadings, Cronbach's alpha, and composite reliability. The structural model was assessed using inner VIF, Standardized Root Mean Square Residual (SRMR), R^2 , f^2 , Q^2 , and bootstrapped path coefficients. Statistical significance for hypothesis decisions was evaluated primarily at $p < 0.05$, and the direction and magnitude of effects were interpreted from the original sample coefficients.

Operational Variables

Variable	Code	Indicators	Scale
Job Satisfaction	X1	Satisfaction with pay; work itself; coworkers; promotion; supervision	5-point ordinal
Organizational Culture	X2	Innovation/risk taking; attention to detail; result orientation; people orientation; team orientation; aggressiveness; stability	5-point ordinal
Work Motivation	X3	Physiological needs; safety needs; social needs; esteem needs; self-actualization needs	5-point ordinal
Compensation	Z	Wages/salary; incentives; benefits; facilities	5-point ordinal
Employee Retention	Y	Organizational career opportunities; rewards; employee relationships	5-point ordinal

Table 1. Operationalization of variables

C. Results and Discussion

Respondent Characteristics

The final sample consisted of 305 respondents. Men accounted for 51.80% and women for 48.20%. The largest age group was 26-35 years (41.64%), 50.82% had senior high

school/vocational school education, 42.30% had worked for 5 to 9 years and 11 months, and 52.13% earned Rp4,900,000-Rp5,499,999 per month. Most respondents were married (74.75%), and 92.79% lived within 10 km of their workplace. These characteristics indicate a relatively established workforce with substantial tenure and close geographic access to work.

Construct	Mean	SD	Distribution tendency
Job Satisfaction	3.80	1.15	Negative skew; kurtosis near 0
Organizational Culture	3.65	1.17	Negative skew; kurtosis near 0
Work Motivation	3.89	1.13	Negative skew; low positive kurtosis
Compensation	3.90	1.17	Negative skew; kurtosis near 0
Employee Retention	3.77	1.20	Negative skew; kurtosis near 0

Table 2. Descriptive statistics

Average scores were above the scale midpoint for all constructs, with compensation and work motivation receiving the highest mean evaluations. Employee retention also showed a positive average level, although its standard deviation was the largest among the constructs, indicating more heterogeneous retention perceptions.

Measurement Model

Construct	Loading range	AVE	Cronbach α	Composite reliability
Job Satisfaction	0.823-0.892	0.747	0.915	0.936
Organizational Culture	0.814-0.853	0.699	0.928	0.942
Work Motivation	0.835-0.895	0.753	0.918	0.938
Compensation	0.871-0.926	0.816	0.925	0.947
Employee Retention	0.892-0.893	0.797	0.915	0.940

Table 3. Measurement-model quality

All indicator loadings exceeded 0.70 and all AVE values exceeded 0.50, supporting convergent validity. Cronbach's alpha and composite reliability values were above 0.90 for every construct, indicating strong internal consistency. The thesis also reports all HTMT values below 0.90, satisfaction of the Fornell-Larcker criterion, and higher cross-loadings on the intended constructs than on alternative constructs; therefore, discriminant validity was considered adequate.

Structural Model

Indicator	Result	Interpretation
Inner VIF	1.754-3.279	Below 5; no problematic collinearity
SRMR	0.045 saturated; 0.063 estimated	Both below 0.10
R ² (Retention)	0.617 (Adj. 0.608)	Moderate explanatory power
Q ² (Retention)	0.466	Strong predictive relevance under thesis criterion

Table 4. Structural-model diagnostics

The model explains 61.7% of the variance in employee retention. Among the direct predictors, work motivation also produced the largest f^2 (0.251), followed by job satisfaction (0.184), organizational culture (0.121), and compensation (0.050). The interaction effect sizes were small for job satisfaction $\times$ compensation (0.040) and organizational culture $\times$ compensation (0.039), while the motivation $\times$ compensation interaction had no meaningful effect (0.000).

Hypothesis Testing Use the "Insert Citation" button to add citations to this document.

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Hyp.	Path	β	t	p	Decision
H1	Job Satisfaction → Retention	0.389	5.050	<0.001	Supported
H2	Organizational Culture → Retention	0.285	3.520	<0.001	Supported
H3	Work Motivation → Retention	0.473	5.102	<0.001	Supported
H4	Compensation → Retention	0.185	2.417	0.008	Supported
H5	Job Satisfaction × Compensation → Retention	0.142	2.166	0.015	Supported
H6	Organizational Culture × Compensation → Retention	0.144	1.960	0.025	Supported*
H7	Work Motivation × Compensation → Retention	0.011	0.156	0.438	Not supported

Table 5. Path coefficients and hypothesis decisions

*H6 is retained as supported in accordance with the thesis decision and its reported *p*-value criterion ($p < 0.05$).

Discussion

Job satisfaction has a positive and significant effect on employee retention ($\beta=0.389$). This supports the view that employees who are satisfied with their work, pay, supervision, promotion prospects, and coworker relationships are more likely to remain. The result is consistent with the Job Characteristics Model, which links meaningful and well-designed work to favorable psychological states Hackman & Oldham (1976), and with empirical findings from Biason (2020), Lutfiansyah (2021), Khosi'ah et al. (2023), and (Gunawan & Rizky, 2024). For frozen food companies, the implication is that retention programs should address the quality of the work experience rather than treat retention solely as a compensation problem.

Organizational culture also positively affects retention ($\beta=0.285$). Shared values, consistent expectations, teamwork, and a supportive environment can create a sense of belonging and reduce employees' desire to leave. The result is aligned with Omokhabi & Fajimi (2023), Dian Lestari & Kristiana Sri Utami (2024), Hasym et al. (2024), and Ginting et al. (2025), while differing from the nonsignificant relationships reported in some other settings Nathania & Wijaya (2024); (Oktaviani et al., 2025). This contrast reinforces the contextual nature of culture: its retention effect depends on whether organizational values are experienced in concrete employment practices.

Work motivation is the strongest direct predictor of retention ($\beta=0.473$) and has the largest direct effect size. The finding indicates that employees who perceive their physiological, safety, social, esteem, and self-development needs as being met are more willing to maintain their employment relationship. It is consistent with Maslow's motivational framework Maslow (1987) and with prior retention studies emphasizing motivation Rina Pratiwi et al. (2021); Nuvriasari & Ruslarta (2024); (Saidi, 2024). In an industry characterized by repetitive production routines, demanding shifts, and strict operating standards, motivational practices such as recognition, development opportunities, clear career paths, and supportive supervision can therefore have substantial retention value.

Compensation directly increases employee retention ($\beta=0.185$), although its direct effect is smaller than those of job satisfaction and work motivation. This finding supports Social Exchange Theory: fair rewards communicate organizational reciprocity and recognition (Blau, 2017; Kumar & Shailaja, 2024). It is also consistent with Millena & Donal Mon (2022), Krishna & Bhavani (2022), Hasym et al. (2024), and (Nuvriasari & Ruslarta, 2024). Managers should therefore maintain competitive, transparent compensation systems, but the smaller coefficient cautions against assuming that pay alone is sufficient to retain employees.

The significant job satisfaction × compensation interaction ($\beta=0.142$) indicates that compensation strengthens the relationship between satisfaction and retention. Satisfaction derived from the job and work environment becomes more effective in retaining employees when employees also perceive rewards as fair and appropriate. This pattern is theoretically coherent with a reciprocal employment relationship: intrinsic or relational satisfaction and extrinsic rewards operate jointly rather than independently.

The organizational culture $\times$ compensation interaction is also reported as significant ($\beta=0.144$, $p=0.025$). A positive culture is therefore more likely to translate into retention when organizational values are matched by compensation practices perceived as equitable and transparent. This finding suggests a consistency mechanism: a company that communicates fairness, teamwork, and respect through its culture must also express those values through its reward system. Cultural messages that are not supported by compensation practice may have less influence on employees' decisions to stay.

By contrast, compensation does not moderate the relationship between work motivation and retention ($\beta=0.011$, $p=0.438$). The thesis interprets this in light of respondent characteristics: 52.13% earned Rp4,900,000-Rp5,499,999 per month, 50.82% had senior high school/vocational education, and 92.79% lived within 10 km of the workplace. Under these conditions, stable income, work accessibility, routine, social relationships, and psychological comfort may already provide important motivational value. Thus, compensation remains relevant as a direct retention factor but does not materially change the strength of the motivation-retention relationship. The result underscores a managerial blind spot: increasing pay may not substitute for meaningful motivation systems when employees' decisions to stay are strongly shaped by non-financial and situational factors.

D. Conclusion

This study concludes that employee retention in frozen food companies in Tangerang is significantly shaped by job satisfaction, organizational culture, work motivation, and compensation, with work motivation emerging as the strongest direct predictor. Compensation also has a significant direct effect and strengthens the positive relationships of job satisfaction and organizational culture with retention, but it does not moderate the relationship between work motivation and retention. These findings indicate that an effective retention strategy should combine fair and competitive compensation with non-financial practices that improve work satisfaction, reinforce a supportive and consistent organizational culture, provide recognition, strengthen interpersonal relationships, and create credible opportunities for growth. The model explains 61.7% of the variance in retention and shows substantial predictive relevance, but its generalizability is limited because the study focuses on four frozen food companies in Tangerang and a specific set of predictors. Future research should broaden the industrial and geographic scope, test additional antecedents or alternative mediators/moderators, and consider longitudinal, qualitative, or mixed-method designs to capture how retention decisions evolve over time.

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