

**The Influence of Compensation and Work Environment on Employee Turnover Intention with Job Satisfaction as an Intervening Variable at PT. Suryamas Cipta Perkasa I, Pulang Pisau Regency, Central Kalimantan**

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**Kata kunci:**

Kompensasi;  
Lingkungan Kerja;  
Kepuasan Kerja;  
Keinginan  
Berpindah Kerja.

**ABSTRAK**

Industri perkebunan kelapa sawit di Indonesia memainkan peran vital dalam perekonomian nasional, menyumbang sekitar 3-4% dari PDB dan mempekerjakan jutaan tenaga kerja. Namun, sektor ini menghadapi tantangan serius terkait tingginya tingkat turnover intention karyawan, khususnya di tingkat supervisor, yang dapat mengganggu produktivitas dan efisiensi operasional. Tujuan penelitian ini adalah untuk menguji pengaruh kompensasi dan lingkungan kerja terhadap turnover intention karyawan, dengan kepuasan kerja sebagai variabel intervening, pada PT. Suryamas Cipta Perkasa I di Kabupaten Pulang Pisau, Kalimantan Tengah. Penelitian ini menggunakan pendekatan kuantitatif. Sampel dalam penelitian ini sebanyak 116 karyawan supervisor. Data dikumpulkan dengan menggunakan kuesioner dan dianalisis dengan menggunakan software Smart PLS versi 3.3.3. Hasil penelitian ini menunjukkan bahwa variabel kompensasi berpengaruh positif dan signifikan terhadap kepuasan kerja. Lingkungan kerja berpengaruh positif dan signifikan terhadap kepuasan kerja. Lingkungan kerja berpengaruh positif dan signifikan terhadap kepuasan kerja. Kompensasi berpengaruh positif dan signifikan terhadap turnover intention. Lingkungan kerja berpengaruh positif dan signifikan terhadap turnover intention. Kepuasan kerja berpengaruh positif dan signifikan terhadap turnover intention. Kepuasan kerja mampu memediasi pengaruh kompensasi terhadap turnover intention. Kepuasan kerja mampu memediasi pengaruh lingkungan kerja terhadap turnover intention.

**Keywords:**

Compensation; Work  
Environment; Job  
Satisfaction;  
Turnover Intention.

**ABSTRACT**

*The palm oil plantation industry in Indonesia plays a vital role in the national economy, contributing approximately 3-4% to GDP and employing millions of workers. However, this sector faces serious challenges related to high employee turnover intention rates, particularly at the supervisory level, which can disrupt productivity and operational efficiency. The purpose of this study was to examine the effect of compensation and work environment on employee turnover intention, with job satisfaction as an intervening variable, at PT. Suryamas Cipta Perkasa I in Pulang Pisau Regency, Central Kalimantan. This study used a quantitative approach. The sample in this study consisted of 116 supervisory employees. Data were collected using questionnaires and analyzed using Smart PLS version 3.3.3 software. The results of this study indicate that the compensation variable has a positive and significant effect on job satisfaction. The work environment has a positive and significant effect on job satisfaction. The work environment has a positive and significant effect on job satisfaction. Compensation has a positive and significant effect on turnover intention. The work environment has a positive and significant*

*effect on turnover intention. Job satisfaction has a positive and significant effect on turnover intention. Job satisfaction is able to mediate the effect of compensation on turnover intention. Job satisfaction is able to mediate the effect of the work environment on turnover intention.*



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## INTRODUCTION

Palm oil plantation companies face the challenge of increasing productivity and operational efficiency to enhance competitiveness in the global market (Pacheco, Gnych, Dermawan, Komarudin, & Okarda, 2017) The palm oil global value chain: Implications for economic growth and social and environmental sustainability. A key factor influencing the performance of palm oil plantation companies is the quality of human resources, particularly supervisory employees (anak Anggak, Linang, & Ing, 2025). Amid this complexity, lower-level supervisory employees, often referred to as foremen and clerks, play a crucial role as the main link between management and daily field operations (Heiser, 2022). The company's success in achieving its vision and mission is closely related to the performance of reliable human resources within it (Akter, 2021). Human resources are the most valuable and important asset in a company; the success of a company is certainly greatly determined by the human resources within it (Šebestová & Popescu, 2022).

Indonesia's palm oil sector stands as one of the world's largest producers, contributing approximately 3-4% to the national GDP and accounting for over 50% of global palm oil exports (Indonesian Palm Oil Association, 2023). The industry manages approximately 16.7 million hectares of plantation area and directly employs more than 4.5 million workers across the country (Ministry of Agriculture, 2023). However, despite its economic significance, the sector faces persistent operational challenges, with employee turnover emerging as one of the most critical issues affecting productivity and sustainability (Agarwal, Mathiyazhagan, Malhotra, & Saikouk, 2022). Industry data reveals that turnover rates in palm oil plantations, particularly among supervisory staff, can reach 15-25% annually, significantly exceeding the acceptable threshold of 10% and resulting in substantial costs related to recruitment, training, and operational disruption (Indonesian Plantation Association, 2022). This high turnover rate not only affects operational continuity but also undermines knowledge transfer and skill development within organizations, directly impacting the sector's long-term competitiveness (Firdaus & Amin, 2025).

According to Larasati (2018), human resources are a key factor within a company or organization. Companies and organizations are established based on various visions and missions, making humans a central factor in all company/organization activities. In today's increasingly competitive era, every company or organization is required to improve performance to win the competition. Supervisory employees play an important role in palm oil

plantation companies, performing tasks of overseeing and directing field employees to achieve the desired production targets and quality (Hakim, Ningsih, & Rida, 2023). However, in recent years, palm oil plantation companies have faced the problem of high turnover rates among supervisory employees, which can negatively impact company performance (Asamoah-Appiah & Aggrey-Fynn, 2017).

The high rate of employee turnover intention today has certainly become a very serious problem for many companies, which can have adverse effects on the company's sustainability in the future (Florek-Paszkowska & Hoyos-Vallejo, 2023). Many companies have even been found to fail to compete and fall behind competitors due to high turnover intention within the company (Mürşide & Hamitoğlu, 2019). A high turnover rate will certainly have negative impacts on the company; if this continues, it could lead to instability in the workforce. Employee turnover also affects increased training costs, as the company is required to provide retraining for new employees (Malek, Kline, & DiPietro, 2018). High and uncontrolled employee turnover can result in the company becoming ineffective in achieving its planned goals, as the company loses employees who possess expertise in their fields. That of course can disrupt the stability of the company's performance.

According to Putri (2017), turnover intention leads to significant negative impacts for companies, including an uncondusive work environment, increased costs, decreased productivity, and the expense of recruiting new staff. Turnover itself is the movement of employees out of a company (Prawitasari, 2016), and its intention is often caused by low job satisfaction, influenced by financial compensation and an inadequate work environment. A good compensation system is vital as it can motivate employees and improve performance (Sikula, 2019); without it, motivation and satisfaction drop, raising turnover intention. Besides compensation, the work environment is another critical factor.

A good work environment, defined as everything around employees that influences their work (Nitisemito and Nasution, 2015), makes employees feel comfortable, safe, and satisfied. Job satisfaction, which is an individual's general attitude toward their work (Robbins, 2015), acts as a key to discipline and morale; low satisfaction increases the tendency for employees to leave. Therefore, a well-implemented compensation system coupled with a safe and comfortable work environment is essential for employee happiness and loyalty. A turnover rate exceeding 10% is considered high (Fahrizal et al. in Putra, 2019), indicating serious issues requiring management attention.

Previous research has established important foundations for understanding turnover intention in organizational contexts (Ahmad, 2018). Indrawan (2014) demonstrated that compensation significantly affects employee job satisfaction in service industries, while Gulo (2017) confirmed the relationship between work environment and job satisfaction in educational settings. More recently, Saputra (2022) found that compensation directly influences turnover intention in manufacturing contexts, and Guridno (2024) established the work environment's impact on turnover intention in public sector organizations. Furthermore, Wiliyanto (2020) identified job satisfaction as a mediating variable between compensation and

turnover intention, and Asmaradinanda et al. (2024) confirmed similar mediating effects for the work environment-turnover relationship. However, these studies have predominantly focused on manufacturing, service, or public sectors, with limited attention to the unique characteristics of plantation industries, particularly palm oil plantations in remote areas of Indonesia (Hidayat, Offermans, & Glasbergen, 2018). The specific working conditions in plantation settings—including geographical isolation, physically demanding work, extended operational hours, and limited access to urban amenities—create a distinctive context that may influence how compensation, work environment, and job satisfaction interact to affect turnover intention.

Understanding turnover intention among supervisory employees in palm oil plantations carries both practical and theoretical significance (Chin, Choong, Alwi, & Mohammed, 2016). Practically, the findings of this study can provide evidence-based recommendations for the management of PT. Suryamas Cipta Perkasa I to develop more effective human resource policies aimed at reducing turnover rates, thereby improving operational stability and reducing recruitment and training costs. Given that supervisory employees serve as the critical link between management and field workers, retaining experienced supervisors can significantly enhance operational efficiency, knowledge transfer, and overall plantation productivity (Gamage & Wickramaratne, 2020). Theoretically, this study contributes to the extension and validation of established organizational behavior theories—particularly the Theory of Planned Behavior and Social Exchange Theory—within the specific context of palm oil plantation operations. By examining how compensation and work environment influence turnover intention through the mediating role of job satisfaction in this unique setting, the study tests whether theoretical relationships established in conventional organizational settings hold true in the challenging environment of remote plantation operations. This theoretical validation is crucial for developing more robust and context-sensitive models of employee retention in agricultural industries.

The novelty of this research lies in three distinct dimensions. First, the research object itself is relatively underexplored: supervisory employees in palm oil plantations in Central Kalimantan, a region characterized by remote geographical location, limited infrastructure, and unique socio-cultural dynamics. While previous studies have examined turnover in manufacturing plants, service industries, or urban-based organizations, few have investigated the specific challenges faced by supervisory staff in agricultural plantations operating in frontier regions of Indonesia. Second, this study proposes an integrated research model that simultaneously examines the direct and indirect effects of compensation and work environment on turnover intention, with job satisfaction as a mediating variable, specifically tailored to the plantation context. This comprehensive approach allows for a more nuanced understanding of how multiple factors interact in influencing employee retention decisions in challenging work environments. Third, methodologically, this study employs Smart-PLS, a variance-based structural equation modeling technique particularly suited for exploratory research and

complex models with mediating variables. This approach enables more robust testing of indirect effects and provides greater flexibility in handling non-normal data distributions often encountered in organizational research conducted in remote settings. Collectively, these novel elements position this study to make significant contributions to both academic literature and practical human resource management in Indonesia's palm oil industry.

## RESEARCH METHOD

This research is a quantitative study, with a descriptive and associative approach. In this study, the associative approach is used to determine the influence of compensation, work environment, and job satisfaction on turnover intention. In this study, the population of lower-level supervisory employees, consisting of foremen and clerks at PT. Suryamas Cipta Perkasa I Pulang Pisau, Central Kalimantan Province, amounted to 164 people, divided into four work departments. In this study, a sample was taken from the population with an allowable error rate of 5% (0.05). Using the Slovin formula, based on the calculation, it was found that the sample size in this study consisted of 116 supervisory employees. Data were collected using questionnaires and analyzed using Smart PLS version 3.3.3 software.

## RESULT AND DISCUSSION

### 1) Analysis of Measurement Model (Outer Model).

Table 1. Validity and Reliability Test

Indicator	Outer Loading	Result	CA	CR	AVE	Result
<b>Compensation (X1)</b>			<b>0,952</b>	<b>0,963</b>	<b>0,841</b>	<b>Reliable</b>
The company where I work, in providing monthly salaries, has been able to meet the daily needs of its employees.	0,859	Valid				
The salary I receive meets my expectations	0,867	Valid				
I feel that the provision of incentives is already in accordance with employee performance.	0,950	Valid				
I feel secure with the insurance provided by the company	0,943	Valid				
The company where I work has a severance program for retiring employees and employees who pass away.	0,960	Valid				
<b>Work Environment (X2)</b>			<b>0,924</b>	<b>0,943</b>	<b>0,770</b>	<b>Reliable</b>
A conducive work environment greatly supports the smooth implementation of work.	0,909	Valid				
Indicator	Outer Loading	Result	CA	CR	AVE	Result

I feel that my work environment is harmonious, both with my superiors and with my colleagues.	0,940	Valid				
I feel a close, family-like relationship with my coworkers.	0,937	Valid				
I feel that there is good communication and coordination among coworkers as well as with supervisors.	0,829	Valid				
I feel that the work facilities provided by the company are complete and can support smooth work.	0,760	Valid				
Job Satisfaction (Z)			0,960	0,968	0,834	Reliable
I feel that supervisors always appreciate the employees' work results.	0,928	Valid				
I feel comfortable with the working environment in the company	0,942	Valid				
I feel that the promotion system established by the Company is in accordance with employee performance.	0,921	Valid				
I feel that there is support from my coworkers when I encounter difficulties.	0,938	Valid				
I feel that the work given by my supervisor is challenging and can improve my skills.	0,878	Valid				
I feel that the company has been paying employees according to the applicable standards.	0,868	Valid				
Turnover Intention (Y)			0,937	0,951	0,765	Reliable
I feel dissatisfaction with my job	0,943	Valid				
I have always thought about leaving the company.	0,922	Valid				
I always have the desire not to go to work	0,858	Valid				
I have a desire to leave my job	0,871	Valid				
I have a desire to leave the company in the near future	0,917	Valid				
I am eager to try to find a better job	0,716	Valid				

As shown in Table 1 above, all constructs in this model, consisting of Compensation, Work Environment, Job Satisfaction, and Turnover Intention, meet the criteria for convergent validity and high construct reliability based on the standards of Cronbach's Alpha > 0.70, Composite Reliability > 0.70, and Average Variance Extracted (AVE) > 0.50.



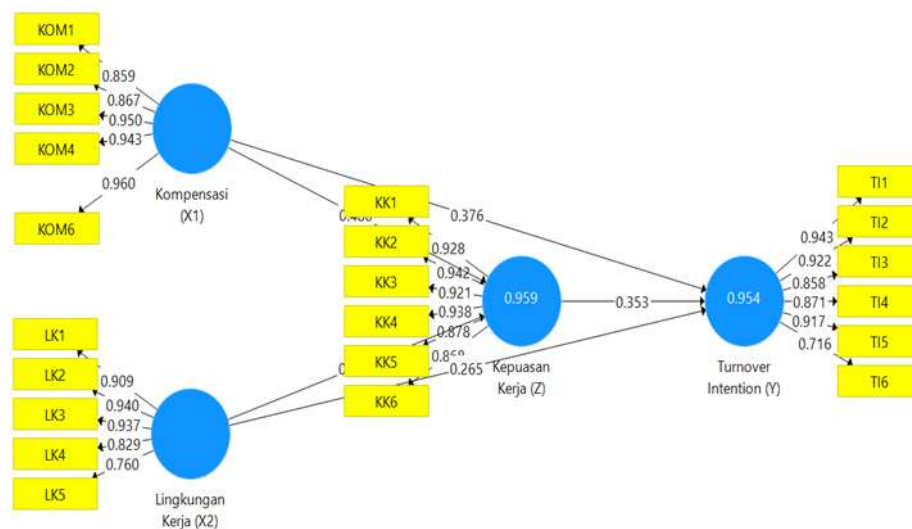


Figure 1. Structural Equation Modeling (SEM)

## 2) Structural Model Analysis (Inner Model)

Table 2. R-Square Test

Research Variables	R Square	R Square Adjusted
Job Satisfaction (Z)	0,959	0,958
Turnover Intention (Y)	0,954	0,953

As shown in Table 2 above, The R-square test results for the Job Satisfaction variable (Z) obtained an R-square value of 0.959, which means that the Compensation (X1) and Work Environment (X2) variables are able to predict Job Satisfaction (Z) by 95.9%. Meanwhile, for the Turnover Intention variable (Y), the value shows 0.954. This means that the Compensation (X1) and Work Environment (X2) variables together have a very significant influence in predicting Turnover Intention (Y), which is 95.4%.

Table 3. F-Square Test

Variable	Compensation (X1)	Work Environment (X2)	Job Satisfaction (Z)	Turnover Intention (Y)
Compensation (X1)			0,825	0,247
Work Environment (X2)			0,959	0,115
Turnover Intention (Y)				
Job Satisfaction (Z)				0,111

Based on Table 3 above, the F-Square, the Compensation variable (X1) has a large influence on Job Satisfaction (Z) with an F-Square value of 0.825, and has a moderate influence on Turnover Intention (Y) with a value of 0.247. Furthermore, the Work Environment variable (X2) has a large influence on Job Satisfaction (Z) with a value of 0.959, and a moderate influence on Turnover Intention (Y) with a value of 0.115. Meanwhile, the Job Satisfaction variable (Z) has a low influence on Turnover Intention (Y) with an F-Square value of 0.111, which falls into the small category.

### 3) Hypotheses

**Table 4. T-statistic Significance Test of Direct Effect**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (Stdev)	T Statistics ( O/Stdev )	P Values
Compensation (X1) -> Job Satisfaction (Z)	0,480	0,485	0,080	6,038	0,000
Work Environment (X2) -> Job Satisfaction (Z)	0,518	0,513	0,079	6,516	0,000
Compensation (X1) -> Turnover Intention (Y)	0,545	0,552	0,076	7,182	0,000
Work Environment (X2) -> Turnover Intention (Y)	0,448	0,441	0,075	6,000	0,000
Job Satisfaction (Z) -> Turnover Intention (Y)	0,353	0,339	0,126	2,803	0,006

**Table 5. T-statistic Significance Test of Indirect Effect**

Research Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (Stdev)	T Statistics ( O/Stdev )	P Values
Compensation (X1)_ -> Job Satisfaction (Z)_ -> Turnover Intention (Y)	0,170	0,165	0,071	2,398	0,018
Work Environment (X2) -> Job Satisfaction (Z) -> Turnover Intention (Y)	0,183	0,173	0,067	2,742	0,007

This study has several objectives, namely to analyze the direct effect of compensation (X1) on job satisfaction (Z), the effect of compensation on turnover intention (Y), the effect of the work environment (X2) on job satisfaction (Z), the effect of the work environment on turnover intention (Y), as well as the indirect effect of compensation on turnover intention through job satisfaction, and the effect of the work environment on turnover intention through job satisfaction.



### 1. The Effect of Compensation (X1) on Job Satisfaction (Z)

The first hypothesis tests the direct effect of compensation on job satisfaction. Based on the research results, the hypothesis test obtained a t-statistic value of  $6.038 > t\text{-table } 1.98137$ , as well as a P-value of  $0.000 < 0.05$ . It can be concluded that the first hypothesis (H1) is accepted, where Compensation (X1) has a positive and significant effect on Job Satisfaction (Z). The results of this study are in line with the research conducted by Indrawan (2014), which found that compensation has a positive and significant effect on employee job satisfaction at PT. Cargo Asas International Denpasar. This means that the better the compensation provided by the company to its employees, the higher the employees' job satisfaction will be. If the compensation received by the employees is high, they will feel more satisfied. Conversely, if the compensation received is low, employees will feel dissatisfied with their work.

### 2. The Effect of Work Environment (X2) on Job Satisfaction (Z)

The second hypothesis tests the direct effect of the work environment on job satisfaction. Based on the research results, the hypothesis test obtained a t-statistic value of  $6.516 > t\text{-table } 1.98137$ , and a P-value of  $0.000 < 0.05$ . This can be concluded that the second hypothesis (H2) is accepted, where the Work Environment (X2) has a positive and significant effect on Job Satisfaction (Z).

These research results are in line with the study conducted by Gulo (2017), which found that the work environment affects teachers' job satisfaction at Senior High Schools across East Sleman. The work environment also influences employees' motivation and emotions, which impact their job satisfaction. A good and conducive work environment can increase employees' job satisfaction.

### 3. The Effect of Compensation (X1) on Turnover Intention (Y)

The third hypothesis tests the direct effect of compensation on turnover intention. Based on the research results, the hypothesis test obtained a t statistic value of  $7.182 > t\text{ table } 1.98137$ , and a p-value of  $0.000 < 0.05$ . This can be concluded that the third hypothesis (H3) is accepted, where Compensation (X1) has a positive and significant effect on Turnover Intention (Y). These research results are in line with the research conducted by Saputra (2022), which states that compensation has a positive and significant effect on employee turnover intention at PT. Bintan Megah Abadi, Tanjung Pinang. If employees feel a lack of compensation received, but due to poor economic conditions such as limited job opportunities and high unemployment, they are forced to stay despite the conditions in the company.

### 4. The Influence of Work Environment (X2) on Turnover Intention (Y)

The fourth hypothesis tests the direct effect of the work environment on turnover intention. Based on the research results, the hypothesis test obtained a t-statistic value of  $6.000 > t\text{-table } 1.98137$ , and a p-value of  $0.000 < 0.05$ . This can be concluded that the fourth hypothesis (H4) is accepted, where the Work Environment (X2) has a positive and significant

effect on Turnover Intention (Y). These research results are in line with the study conducted by Guridno (2024), which stated that the work environment has a positive and significant effect on employee turnover intention at the Regional Office of the Directorate General of Taxes (DJP) Central Java II, Surakarta. This means that the work environment provided by the company has not been able to offer comfort to employees, making it one of the contributing factors to the high turnover intention that occurs.

#### 5. The Influence of Job Satisfaction (Z) on Turnover Intention (Y)

The fifth hypothesis tests the direct effect of job satisfaction on turnover intention. Based on the research results, the hypothesis test obtained a t-statistic value of  $2.803 > t\text{-table } 1.98137$ , and a P-value of  $0.006 < 0.05$ . It can be concluded that the fifth hypothesis (H5) is accepted, meaning that job satisfaction (Z) has a positive and significant effect on turnover intention (Y). The results of this study are in line with research conducted by Azisah Putri Ayu Ningtyas, which found that job satisfaction has a positive and significant effect on employee turnover intention at PT. Astra International Tbk. It means that job satisfaction determines the level of employee retention within the company. A high level of satisfaction will certainly make the employee loyal and stay, whereas if the employee does not experience job satisfaction, their desire to leave the company (Turnover Intention) will be high.

#### 6. The Effect of Compensation on Turnover Intention Through Job Satisfaction.

The sixth hypothesis examines the indirect effect of compensation on turnover intention through job satisfaction. Based on the hypothesis test results, the data show that the t-statistic value is  $2.398 > t\text{-table } 1.98137$ , and the P-value is  $0.018 < \alpha = 0.05$ . This can be concluded that the sixth hypothesis (H6) is accepted, where Job Satisfaction (Z) is able to mediate the effect of Compensation (X1) on Turnover Intention (Y).

These research results are in line with the study conducted by Wiliyanto (2020), which found that compensation has a positive and significant effect on turnover intention, and job satisfaction can mediate the effect of compensation on turnover intention at PT. TSA. This means that providing good compensation, as well as paying fairly and correctly, can support smooth operations and work motivation, and can minimize employees' intention to leave the company.

#### 7. The Effect of Work Environment on Turnover Intention Through Job Satisfaction.

The seventh hypothesis tests the indirect effect of the work environment on turnover intention through job satisfaction. Based on the hypothesis test results, the data obtained shows that the t-statistic value is  $2.742 > t\text{-table } 1.98137$ , and the P-value is  $0.007 < \alpha = 0.05$ . This can be concluded that the seventh hypothesis (H7) is accepted, where Job Satisfaction (Z) is able to mediate the effect of Work Environment (X2) on Turnover Intention (Y).

This research finding is in line with the study conducted by Regita Visca Asmaradinanda et al. (2024), which stated that the work environment has a positive and significant effect on turnover intention, and that job satisfaction can mediate the relationship between the work environment and turnover intention at PT. Multi Sarana Prima Nusantara. A good work environment makes employees comfortable and willing to stay at the company, thereby reducing their desire to leave the company. However, if the work environment is poor, it will increase employees' desire to leave the company (Turnover).

### CONCLUSION

The research concludes that the better the compensation provided by the company to employees, the more it will enhance employee job satisfaction. Adequate compensation will motivate employees to work well, achieve the accomplishments expected by the company, and increase employee satisfaction. Good working conditions also influence employees' enthusiasm and emotions, which impact their job satisfaction. A good and conducive work environment can improve employees' job satisfaction. Poor compensation systems provided by the company affect employees' decisions to leave the company, and the work environment provided by the company has not been able to provide comfort for employees, making it one of the causes of a high turnover intention rate. Job satisfaction determines the level of employee retention within a company. If employees do not experience a sense of satisfaction in their work, their desire to leave the company (Turnover Intention) tends to be high. Providing good compensation, as well as fair and proper payment, can support smooth workflow and motivation at work, and can minimize employees' intention to leave the company. Conversely, a poor working environment that does not support employees' tasks will certainly increase their desire to leave the company (Turnover).

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