



**Arab American University**  
**Faculty of Graduate Studies**

**Assessing the Mediating Role of Job Satisfaction in the Effect  
of Compensation System on the Turnover Intention: Al-  
Makassed Hospital as a Case**

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**This thesis was submitted in partial fulfillment of the  
requirements for the Master`s degree in Human Resources**

**Management**

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**Thesis approval**

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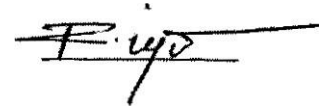
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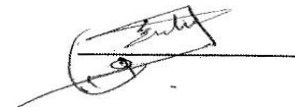
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## Declaration

I declare that this master's thesis was written by me and I'm declare this thesis was not previously written and submitted to an institution or academic degree. All resources, references, and materials that used and have been quoted in this thesis have been documented and this Master's thesis has not been accepted in any previous application for academic degree.

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### III

#### **Acknowledgment**

Conducting this thesis has been a truly transformative experience for me that would not have been possible without the patience, insistence, willpower, bestowed upon me by “GOD” to achieve my goal and reach to my dreams and ambitions. I’m acknowledge for the first time that in this experience I faced many challenges, pitfalls, and difficulties during this journey, because the only support on this path was myself, and that is because my father, my mother, my brothers, my sisters, my wife, and even my children, did not know about this journey and the path until I finished it.

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Finally, I extend my utmost gratitude to all the faculty and administrative staff of the Human Resource Management program at the Arab American University who made this journey possible.

## Abstract

This study aims to assess the mediating role of job satisfaction in the effect of the compensation system on turnover intention in AL-Makassed Hospital. The study relied on quantitative design. The target population is all the employees of AL-Makassed Hospital (Administrative, Doctors, Nurses, etc.), which consists of 950 employees. The sample size of the study was 274 employees, the data were collected using questionnaire and it was analyzed by SPSS 28 software and SMARTPLS 4, Frequencies, percentages, means and standard deviations analysis were used by SPSS 28 software, testing the assumptions and testing hypothesis were used by path analysis in SMARTPL 4.

According to direct path analysis the results show that, there is a statically significant effect of salary and promotion on job satisfaction among the employees working in Al-Makassed hospital. Moreover, there is a statically significant effect of salary on turnover intention among the employees working in Al-Makassed hospital. Therefore, there is no statically significant effect of incentives and recognition on job satisfaction among the employees working in Al-Makassed hospital. Also there is no statically significant effect of incentive, promotion and recognition on turnover intention among the employees working in Al-Makassed hospital. In addition, there is no statically significant effect of job satisfaction on turnover intention among the employees working in Al-Makassed hospital and according to Indirect path analysis whereas job satisfaction doesn't play a mediating role in the effect of (salary, incentive, promotion and recognition) on turnover intention. The study recommends some suggestions to improve the compensation system and make it competitive to enhance its ability to retain talented employees, maintain employee satisfaction, and reduce turnover intention.

Keywords: Compensation system, job satisfaction, turnover intention, AL-Makassed Hospital.

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## **Chapter 1 – Introduction**

### 1.1 Background

Organizations have their own culture, internal system, laws, and policies, and their work is done through managed human resources, following its organizational structure, and applying its internal systems, policies, and laws to reach the organization's goals to be achieved. Human resources management is considered an essential pillar of within the organizational structure of the organization, which works to attract human competencies and talented people that help the organization achieve its goals and place it in a competitive position in the local market, it also works to reduce turnover intention and increase employee retention through the compensation system (Silaban & Syah, 2018).

In the work environment, organizations face many challenges as a result of technological development, such as implementing mobile phone technology, hiring the best candidates, and working on a new work plan, which led to a change in human resources strategies in order to provide a suitable work environment for employees, achieve job satisfaction, and reduce turnover intention. As well as to increase the retention of employees in the organization through the compensation system and create a wonderful working relationship with employees to achieve the organization's goals (Prasetio, Azis, & Anggadwita, 2019).

Compensation system satisfaction can be achieved through employees' views and perceptions, in proportion to their abilities, about what the organization offers regarding the compensation system, such as salary, incentives, training, and development. Employees who perceive that the compensation system is rewarding tend to remain in the organization, which leads to increased organizational commitment and reduces turnover intention. (Silaban & Syah, 2018).

The compensation system covers financial and non-financial, that are provided to employees in exchange for completing tasks. Therefore, the employee's performance and productivity should be greater than what the organization provides to achieve a high percentage of profits (Misra, Jain & Sood, 2013). In addition, the work environment, employee satisfaction, and performance are directly affected by the compensation system, as well as, employees cannot carry out their duties without a good work environment and appropriate compensation system; as a result, this would lead to increased turnover intention and reduced employee retention in the organization (Noviantoro, Moeins, & Madiistriyatno, 2018).

The organization should manage the employees in the organization well, and turnover intention in the organization is considered one of the main problems facing human resources management, as is the desire of employees to move to other organizations to obtain a better compensation system and an appropriate work environment (Arif, Syaifani, Siswadi, & Jufrizen, 2019). Therefore, the organization must manage employees by motivating them and providing a good compensation system, which leads to increased job satisfaction, improved employee performance, increased job commitment, increased productivity, reduced turnover intention, and increased retention in the organization. (Murtiningsih, 2020). In addition, job satisfaction plays a critical role in determining whether employees stay or not, through the positive or negative behavior of employees toward the organization, (Noviantoro, Moeins, & Madiistriyatno, 2018).

The purpose of this study is to assess the mediating role of job satisfaction in the effect of the compensation system on turnover intention at AL-Makaased Hospital. This study contains five chapters: the first chapter is an introduction, the second chapter is a theoretical and empirical literature review, the third chapter contains an overview of the

methodology used to conduct the study; chapter four presents the results and data analysis; and finally, chapter five contains a discussion of the results, conclusions, recommendations, limitations, and future studies.

### 1.2 Problem Statement

In recent years, there have been a number of publications focusing on the effect of compensation systems on turnover intention. Compensation systems can lead to motivating and improving employees, increasing their performance and efficiency, and increasing the loyalty and affiliation of workers in the organization (Rinny, Purba, & Handiman, 2020). Compensation contains many processes that push organizations or employers to attract qualified employees and retain them. (Abadi & Renwarin, 2017). The compensation system contributes to motivating and encouraging employees to work and also works on the environmental and professional growth of employees, which reduces turnover intention and increases employee retention (Saman, 2020).

According to prior research I am found that there is an empirical gap in the effect of compensation system on turnover intention in healthcare in Palestine, because of most of the prior studies were conducted in independent countries and developed countries, while here in Palestine, the reality is different from these countries because of their presence under Israeli occupation, as well as identify possible strategies that increase job satisfaction and decrease turnover intention in Palestine and. In this context, this study seeks to fill gap in the literature by critically examining, the mediating role of job satisfaction in the effect of the compensation system on turnover intention at the Palestinian organization.

According to my knowledge, this study has never been undertaken before in Palestine. However, this process is vital for AL-Makassed Hospital, which contributes to enhancing job satisfaction among employees and employee retention in the hospital, and this reflects

the successful achievement of the organization's goals. Therefore, the study tends to assess the mediating role of job satisfaction in the effect of the compensation system on turnover intention at Al-Makassed Hospital.

Furthermore, this study will benefit the managers and decision-makers of AL-Makassed Hospital, as well as the decision-makers in the Palestinian healthcare sector, also human resources management in reconsidering the compensation system, as well as interested researchers, and finally, the students who could benefit from the results of this thesis in this field.

### 1.3 Research Significance and Justifications

Al-Makassed Association Hospital is considered the ancient hospital in the capital of Palestine (Al-Quds Al-Sharif). The hospital is considered the first destination for Palestinian citizens in the West Bank, Gaza, Jerusalem and the 48 occupied territories to receiving treatment, as the hospital provides rare health services in several areas that are not available in other hospitals, and this hospital has been operating for more than 65 years, and during this period it provided many health services throughout history, conflict and wars between the Palestinians and the Israeli occupation state, it was the first incubator for the injured in all the occupied territories during the 1967 war, also the first and the second intifada, during the invasions of the West Bank and the wars on Gaza and the events of the Al-Aqsa Mosque, There are 950 employees working in the hospital.

However, this hospital has been suffering for several years from crises in the compensation system, interruption of salaries for months, irregular salaries, and the cessation of incentives and bonuses, and there is also dissatisfaction of employees about promotion and recognition system , Which made employees complains about job insecurity and employees not fulfilling their obligations and carrying out their personal

responsibilities and this led to job dissatisfaction among employees, and these reasons created motivation and desire among employees to leave the hospital and search for a place in which more concern for the rights of employees.

Prior research's has found that there is a positive impact compensation system on turnover intention, suitable of compensation system will lead to decreased turnover intention and compensation system not suitable lead to increased turnover intention (Silaban & Syah, 2018).

Many studies found that there is a positive and significant impact compensation system on job satisfaction and the studies show job satisfaction will be increased when improve compensation system (Ramli, 2018).

Also many of studies have found there is negative and significant impact of job satisfaction on turnover intention (Dewi, Januraga & Suarjana, 2019: Astiti & Surya, 2021).

So accordingly, this study will be to assess the mediating role of job satisfaction in the effect of the compensation system on turnover intention at AL-Makaased Hospital.

#### 1.4 Research Objectives

The main objective of this study is to investigate the mediating role of job satisfaction in the effect of the compensation system on turnover intention in AL-Makassed Hospital.

This main objective is divided into the following sub-objectives.

- To identify the level of the compensation system in AL-Makassed Hospital from the employee's point of view.
- To identify the level of turnover intention in AL-Makassed Hospital from the employees' point of view.

- To identify the level of job satisfaction in AL-Makassed Hospital from the employee's point of view.
- To examine the direct effect of the compensation system on turnover intention in AL-Makassed Hospital from the employee's point of view.
- To examine the direct effect of the compensation system on job satisfaction in AL-Makassed Hospital from the employee's point of view.
- To examine the direct effect of job satisfaction on turnover intention in AL-Makassed Hospital from the employee's point of view.

### 1.5 Research Questions

The Main Research Question is: what is the Mediating Role of Job Satisfaction in the Effect of Compensation System on Turnover Intention in AL-Makassed hospital?

- What is the Level of Compensation System Dimensions (Salary, Incentive, Promotion, Recognition) in AL-Makassed Hospital?
- What is the Level of Turnover Intention in AL-Makassed Hospital?
- What is the Level of Job Satisfaction in AL-Makassed Hospital?

### 1.6 Research hypotheses.

H.1. salary play a role in the effect on turnover intention in the AL-Makassed Hospital.

H.2. incentive play a role in the effect on turnover intention in the AL-Makassed Hospital.

H.3. promotion play a role in the effect on turnover intention in the AL-Makassed Hospital.

H.4. recognition play a role in the effect on turnover intention in the AL-Makassed Hospital.

H.5. salary play a role in the effect on job satisfaction in the AL-Makassed Hospital.

H.6. incentive play a role in the effect on job satisfaction in the AL-Makassed Hospital.

H.7. promotion play a role in the effect on job satisfaction in the AL-Makassed Hospital.

H.8. recognition play a role in the effect on job satisfaction in the AL-Makassed Hospital.

H.9. Job satisfaction play a mediating role in the effect of salary on turnover intention in the AL-Makassed Hospital.

H.10.b Job satisfaction play a mediating role in the effect of incentives on turnover intention in the AL-Makassed Hospital.

H.11. Job satisfaction play a mediating role in the effect of promotion on turnover intention in the AL-Makassed Hospital.

H.12. Job satisfaction play a mediating role in the effect of recognition on turnover intention in the AL-Makassed Hospital.

H.13 Job satisfaction play a role in the effect on turnover intention in the AL-Makassed Hospital.

## Chapter 2 – Literature Review

This chapter is divided into three sections, the first section deals with theoretical background, which includes compensation system (concept, important, dimensions) and job satisfaction (concept, important) in addition to turnover intention (concept, important), and the second section deals with the conceptual model, and third section deals with empirical background, hypothesis development for (compensation system, job satisfaction, turnover intention).

### 2.1 Theoretical Background

#### 2.1.1. The compensation system

Compensation is one of the forms of pay, going to employees and includes all forms, either direct financial forms such as salaries, bonuses, wages, commissions, incentives, or indirect financial forms such as vacations, and insurance (Dessler, 2020, Anggitaningsih & Handriyono, 2019, Arif, Syaifani, Siswadi, & Jufrizen, 2019). Therefore, compensation it's a reward used by employers to appreciate employees (Murtiningsih, 2020).

Compensation which direct cash includes salaries, wages, and incentives and indirect cash compensation includes medical benefits, annual leave allowances, and training opportunities (Osibanjo, Adeniji, Falola & Heirsmac, 2014). Also, the compensation system is considered one of the tasks and responsibilities of the human resources department, which deals with all the benefits and rewards that are provided to employees (Osibanjo, Adeniji, Falola & Heirsmac, 2014). In addition, the compensation system depends on many philosophies processes, and strategies, that are formed, to reach high levels, to maintain benefits wages, and many different forms of remuneration (Akpa, Egwuonwu, Akintaro, Shonubi & Herbertson, 2016). Moreover, compensation consists of two important elements: a payment system, which consists (salaries, wages, and

incentives) and non-payment system (transportation, vacations, and health insurance) (Saman, 2020). So can lead to improved productivity, and performance, and increase job satisfaction, through financial and Non-financial compensation systems (Rinny, Purba, & Handiman, 2020).

#### 2.1.1.1. the Importance of Compensation System.

Compensation is one of the most important elements of organizations, and it's of particular interest to organizations, (Abadi & Renwarin, 2017). Also, the compensation department in the organization, considered important departments, because it's based on building philosophies and strategies, that contain policies, guidelines, and structuring system, (Akpa, Egwuonwu, Akintaro, Shonubi & Herbertson, 2016).

In addition to that compensation department is based on many goals that aim to attract, training and development, motivate, that's lead to increase job satisfaction of employees, also given employees financial or non-financial payments exchange for performing a task, (Anggitaningsih & Handriyono, 2019, Osibanjo, Adeniji, Falola & Heirsmac, 2014). So compensation leads to motivating and improving employees increasing their performance and efficiency, and achieving the loyalty and affiliation of employees in the organization, (Rinny, Purba, & Handiman, 2020). Moreover, compensation contains many processes that push organizations or employers to attract qualified employees and retain them, (Abadi & Renwarin, 2017). Therefore, the compensation department is designed and structured through the human resources department, setting benefits, structuring compensation, and granting it to employees in exchange for achieving goals set by the organization. (Arif, Syaifani, Siswadi, & Jufrizen, 2019).

Also, the organization achieves goals through the employees, by carrying out tasks, services, and activities, that's assigned by the organization to the employees in exchange for Financial and non-financial compensation (Murtiningsih, 2020). Moreover,

compensation system contributes to motivation of employees and encourage of employees to achieved organizational goals (Saman, 2020).

#### 2.1.1.2. Dimensions of the compensation system

Salary that an employee receives from his employer, in order to perform tasks and duties, salary is considered the primary determinant of job satisfaction, (Malik, Danish & Munir, 2012). In addition, salary has an important role in retaining employees within the organization. It is an important factor, in carrying out tasks and duties and motivating employees to work (Shah & Beh, 2016).

Moreover, Salary is one of the main requirements that an employee needs, and salary that's received from the employer must be fair, and balance the salary he receives with tasks performs (Parashakti, Nashar & Usliawati, 2017). Also, the salary is always considering, the basic needs for the employee (Mendis, 2017). Moreover, it's considered one of the most important factors for job satisfaction because it meets the employee's basic needs and provides them with living satisfaction (Naqvi, Malik & Mahmood, 2013). Furthermore, salary is the primary determinant of job satisfaction (Lum, Kervin, Clark, Reid & Sirola, 1998). So, salary contributes about 30.8% of employee retention, pay practices are a very important factor in attracting talented employees, and pay practices are related to job satisfaction and the employee's affiliation with the organization (Iqbal, Guohao & Akhtar, 2017). Moreover, also considered the primary factor in motivating employees, improving their performance, and increasing their productivity (Young, Milner, Edmunds, Pentsil & Broman, 2014).

One of the basic elements that play a role in encouraging employees to work, it's organization salary or wage (Wynen & Beeck, 2014). In addition, Salary contributing to attracts and retains employees to achievement and commitment to work and achieving the organization's goals (Alzahrani & Shaddady, 2021). Moreover, salary considered one

of the main costs of operating an organization, and salary is distributed according to positions within the organization, (Falahat, 2019).

Incentives dimension. The incentives used by the company are divided into financial and non-financial, which are paid to employees, for their high performance and achievements within the company (Erbaşı & Arat, 2012, Rajgarhia, 2020). Also, the incentive system is considered part of the rewards system that is linked to the performance and production of employees, and it's given to encourage and motivate employees, (Hermanto, 2018). Furthermore, it's a gift given to employees to encourage and motivate them and improve their performance, which reflects an important effect on the company (Nair, Biju & Muthulakshmi, 2023).

In addition, incentives are considered one of the important factors that contribute to providing comfort to employees, it's an appreciation from the company and acknowledgment of the efforts (Naqvi, Malik & Mahmood, 2013). the concept of incentives has become the cornerstone of encouraging, and attracting competent employees and retaining them in the organization, (Oni-Ojo, Salau, Dirisu & Waribo, 2015).

Furthermore, Incentives consider appreciation for the efforts of employees, in addition to the employee's basic salary, he is given incentives for outstanding work and great effort, and this leads to improving the performance of employees and increasing their efficiency (Rbehat & Amirah, 2018).

Promotion dimension. Promotion is one of the non-financial compensations, that indicates the employee's move from one position to a greater position, that requires greater responsibilities and duties (Alzahrani & Shaddady, 2021). Additionally, it's an appreciation of the individual, for his job performance within the organization, and his

efficiency and commitment to the organization, (Wynen & Beeck, 2014). Promoting an employee correctly depends on the quality of services he provides to the organization, and in accordance with the policies of the organization's promotion system (Naqvi, Malik & Mahmood, 2013).

Moreover, promotions refer to showing appreciation for the employees' achievements, and contributions to achieving the organization's goals, and can be written, verbal, confidential, or public, (Nanle, Ozioma & Kelechi, 2018). Furthermore, employees are promoted according to their performance, training and development in the organization, while giving them better powers and privileges than others (Aburumman, Salleh, Omar & Abadi, 2020).

So, promotion is the shifting of an employee from one place to a higher place in the organizational structure (Malik, Danish & Munir, 2012).

Recognition dimension. Recognition is a positive emotional state, felt by the employee, as a result of evaluating the work and appreciating the efforts and performance, (Danish & Usman, 2010). So, recognitions also, a perception of the performance of individuals, within institutions, it's awarded based on the exceptional performance of the individual, whether good behavior, cooperation between employees, and commitment to attendance (Ali & Ahmed, 2009).

The non-financial compensation system is used in companies as a vital system in business strategies, by appreciating talent in the company, retaining them, and motivating them in exchange for their high performance (Misra, Jain & Sood, 2013).

Also, it's a reward that is given to employees in appreciation of their efforts, which contributes to commitment, loyalty, and belonging to the organization (Sahibzada & Khawrin, 2023). Moreover, appreciation is one of the main factors to motivation of

employee, and many institutions and organizations consider that contributes to enhance employee performance (Vijayakumar & Subha, 2013). Additionally, recognition is positive and constructive feedback about an employee's performance that leads to their appreciation (Zeb, Rehman, Saeed & HamidUllah, 2018).

Also, it's a system of rewards that are given to employees in appreciation of their discipline in their work and contributes to increasing employee satisfaction and motivation within the organization (Dong, 2020). Moreover, appreciation is a fulfillment of employees and appreciation for their work and achievements within the organization, it contributes to organizational commitment and job satisfaction (Naqvi, Malik & Mahmood, 2013).

#### 2.1.2 job satisfaction.

Job satisfaction is defined as, the emotional response of employees in their workplace through various factors that link them to work that lead to development, growth, finding pleasure, comfort, and a positive sense of work (Ndulue & Ekechukwu, 2016). So considered one of the most widely used, in various studies fields such as organizational behavior and psychology (Dardar, Jusoh & Rasli,2012). Also refers to the functional, psychological, and emotional aspects of employee satisfaction, with the job factors in the work environment (Lee, Yang & Li, 2017).

In addition, it's an emotional state and a pleasurable positive feeling of happiness resulting from employees' appraisal of their work through experience and their job status ( Weihui & Deshpande, 2014). Therefore, employees who have a negative feeling about their work, find their level of job satisfaction is low, and employees who have a positive feeling about their work, find the level of job satisfaction is high (El Badawy & Magdy, 2015).

Moreover, job satisfaction is considered a set of emotions and feelings that employees have regarding their role in their workplace (Raziq & Maulabakhsh, 2015). Organizational behavior and human resources experts define job satisfaction as employees' general feeling about their work, and decision-making by employees based on many factors, including the work environment, policies, procedures, supervisors' behavior, and working conditions (Sudiardhita, Mukhtar, Hartono, Herlitha, Herlitha & Nikensari, 2018).

Many researchers indicate that job satisfaction it's an emotional and enjoyable feeling that is evaluated by employees during their work and experience, so if employers are given a good evaluation of their work, this leads to an increase in employee satisfaction and enjoyable (Bernarto, Bachtiar, Sudibjo, Suryawan, Suryawan & Asbari, 2020: Pawirosumarto, Sarjana & Gunawan, 2017).

In conclusion, we can understand, that job satisfaction it's a group of internal emotions and feelings that employees have toward different aspects of the organization, which reflects satisfaction, in a positive or negative toward the workplace, if job satisfaction is positive this improves the level of employee performance, increasing their productivity, and achieving the organization's goals, and this is leads to employees feeling happy, However, if job satisfaction is negative this leads to decrease level of employees performance, and decrease their productivity, which leads to the failure to achieve the goals of the organization and this is leads to employees feeling unhappy (El Badawy & Magdy, 2015).

#### 2.1.2.1 The importance of job satisfaction.

Enhancing job satisfaction among employees is of great importance to the employees and the organization, and is considered one of the important effects on improving work and performance, and leads to increased productivity among employees (Park, Tseng &

Tseng, 2016). Also, job satisfaction is considered a major factor in maintaining and enhancing job loyalty and maintaining the organization's total return through better performance and high service quality, (Frempong, Agbenyo & Darko, 2018).

It's considered very important within the organization, as it reflects organizational behavior on employees this leads to providing maximum productivity within the organization, and this also leads to an increased profitability of the organization and a sense of belonging of employees to the organization (Riyanto, Endri & Herlisha, 2021). So, productivity is measured by the highly qualified, skilled workforce, it has been proven that the high productivity of skilled employees in the organization results from the job satisfaction of employees with the organization (Marasinghe & Wijyaratne, 2018).

Also, the importance of job satisfaction for employees is considered one of the goals of the organization, dissatisfaction among employees in the organization is the result of employees' feelings lack of comfort in their workplace, and this negatively effects on performance and productivity of employees (Shaikh, Shaikh & Shaikh, 2019).

Job satisfaction was used as a tool to reduce job turnover and employee absenteeism (Dardar, Jusoh & Rasli, 2012). So, employees are motivated and encouraged to work and get the best performance through the main component of work, job satisfaction (Raziq & Maulabakhsh, 2015).

Moreover, there are different ways to measure job satisfaction, and it is not a single specific method, this is done through a questionnaire that is used with different dimensions that include all aspects of job satisfaction (Ndulue & Ekechukwu, 2016). And the difference between what the employees receive and what the employees expect and imagine is a measure of the employees' job satisfaction, if the employees' achievement is greater than their perception, this is lead to increases the employees' satisfaction, and

if the employees' achievement is less than their perception, the employees' satisfaction will decrease (Sudiardhita, Mukhtar, Hartono, Herlitha, Herlitha & Nikensari, 2018, Pawirosumarto, et al., 2017).

In addition, organizations are created based on the relationship between work outcomes, expectations, and employees ((El Badawy & Magdy, 2015). The job satisfaction index is considered one of the important indicators that are distinguished in determining the productivity of the workforce (Khan, Nawaz, Aleem & Hamed, 2012).

### 2.1.3 Turnover Intention.

Turnover intention it's the serious action taken by employees to leave their work and replacement of their jobs with new jobs (Mbah & Ikemefuna, 2012). Also, employees have a background of their working conditions, and the economic situation, which leads to motivating employees to seek alternatives and intent to leave the organization voluntarily (Ahmad, 2018). In addition, turnover intention it's desire of employee to leave their current jobs, and any organization, has a concern about employee turnover intention (Belete, 2018).

Moreover, turnover intention it's termination of the relationship, between employee and the organization (Cao, Chen & Song, 2013). And its withdrawal from the organization, through several sequential psychological decisions, job dissatisfaction, job appraisal, and resignation, (KIM, 2014). So the movement of an employee outside the organization is due to many factors that affect the employees stay in the organization (Puni, Agyemang & Asamoah, 2016). Moreover, it refers to the conscious and intentional willingness to leave the organization voluntarily without being forced, due to many factors (Elci, Sener, Aksoy & Alpan, 2012).

In addition, it's an individual or group behavior that shows the desire of employees in the organization to leave their job voluntarily, (Long, Perumal & Ajagbe, 2012, Foon, Leong

& Osman, 2010). Moreover, turnover is a conscious and intentional behavior of leaving a job and an indication of the withdrawal of employees from the organization and the employees are unable to stay in their workplace (Iqbal, Ehsan, Rizwan & Noreen, 2014). Employees with drawing from their jobs and moving to another location, and this is considered a source of concern for many organizations, due to the high cost of employee turnover, from replacing one employee with another and working to train and develop the new employee (Dysvik & Kuvaas, 2010). In addition to that, it's the employee's idea of leaving his job, searching for a different job, and retiring from the organization. (Rahman & Nas, 2013). It's also believed that job turnover is a result of organizational behavior and job satisfaction, which creates intentions among employees to leave their work, (Ponnu & Chuah, 2010). Leaving the organization leads to indirect non-financial costs, which is a decrease in the work spirit of the remaining employees within the organization. and increase in work pressure on remaining employees (Hussain & Asif, 2012).

the possibility he or she, thinking and planning to leave work permanently in the near future (Long, Thean, Ismail & Jusoh, 2012). Therefore, turnover intention considered the real and closest variable to the behavior of employees in the organization. It determines the desire of employees to stay or withdraw from the organization, and thus the intention of employees can be predicted from their behavior. (Kurniawaty, Ramly & Ramlawati, 2019, Khan, 2014).

#### 2.1.3.1 the importance of turnover intention.

Many researchers and academics have been interested in the turnover intention in organizations, due to high rate of employee turnover intention in organizations (Jehanzeb, Rasheed & Rasheed, 2013).in addition, considered one of the important topics and elements because it has a great effect on organizations and institutions, organizations face very intense competition, which constitutes a challenge and competition for other

organizations, and job turnover has a negative effect on the organizers in general, ( Iqbal, Ehsan, Rizwan & Noreen, 2014).

Therefore, many factors that play an important role in employee turnover have been classified, organizational factors (policies and practices of the organization) and individual factors (age, nature of work, and family responsibility) also external factors (economic conditions at the level of the individual and the organization) (Puni, Agyemang & Asamoah, 2016). Moreover, turnover intention is mainly influenced by employee commitment and job dissatisfaction (Elci, Sener, Aksoy & Alpkhan, 2012).

Also, the turnover intention motivates employees to look to another alternative which leads to an effect on the psychological state of the employees (Ahmad, 2018). Therefore, high cost of employee turnover is important to the organization because of the cost of terminating employees and attracting employees (Belete, 2018; Foon, Leong & Osman, 2010). In addition, Human resources overcome the turnover intention and solving the problems that facing the organization, such as the performance and productivity of employees, which are considered basic and important matters for human resources. (Long, Perumal & Ajagbe, 2012).

Moreover, lack of job satisfaction and the tension at work are among the most important reasons for employees' turnover intentions (Iqbal, Ehsan, Rizwan & Noreen, 2014). Globalization system in the world has created competitiveness among organizations, it's necessary to invest in employees through training and development and reduce employees' turnover intention (Mbah & Ikemefuna, 2012). In addition, many researchers have proven that job dissatisfaction is one of the reasons for the desire for turnover intention due to several factors such as salary, incentives, and organizational structure (Cao, Chen & Song, 2013).

## 2.2 Conceptual model

The figure (1) explain the study variables, as shown in the figure below, there are three variables the independent variable: compensation system, and its dimensions (Salary, Incentive, Promotion, Recognition). In addition, dependent variable is turnover intention, also the mediator variable is job satisfaction.

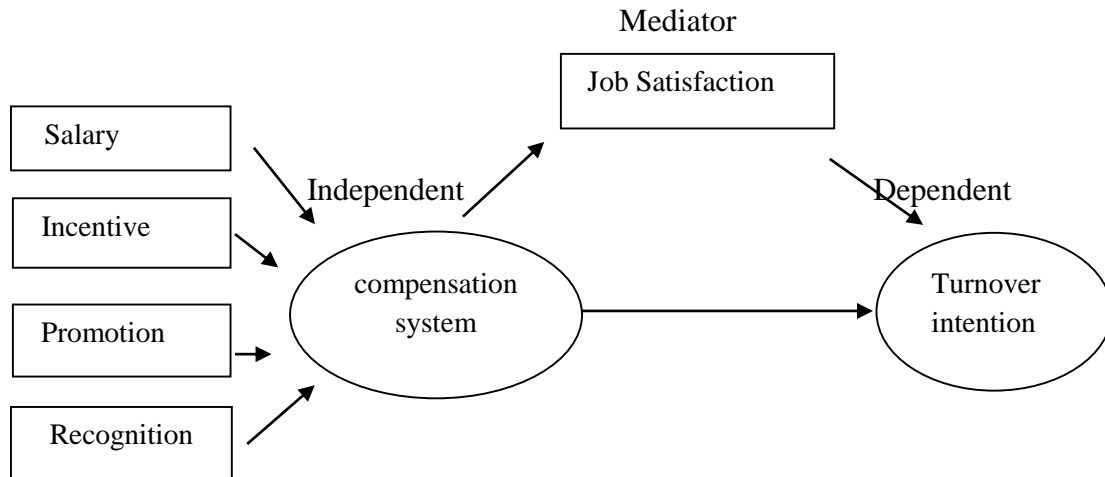


Figure (2.1) Conceptual Model

## 2.3 Hypothesis Development

### 2.3.1. compensation system and job satisfaction.

In this section, the study will present the result of the previous research's hypothesis and direct measurement of the effect Compensation system on job satisfaction and show the direct measurement of the effect of Compensation dimensions (salary, incentive, promotion, recognition) on job satisfaction.

Compensation has a significant positive effect on job satisfaction (Nawab & Bhatti, 2011; Islam, Ahmad, Ahmed, Ahmad, Saeed, & Muhammad, 2012; Misra, Jain & Sood, 2013; Sidabutar, Syah & Anindita, 2020; Salisu, Chinyio & Suresh, 2015; Murtiningsih, 2020; Ramlah, Sudiro & Juwita, 2021; Hidayah & Ananda, 2021; Hidayah & Ananda, 2021; Prasetio, Luturlean & Agathanisa, 2019; Abadi & Renwarin, 2017; Noviantoro, Moeins & Madiistriyatno, 2018; Kumar, 2016, Ramli, 2018; Adeoye & Fields, 2014). Ramli

(2018) argues that there is a significant negative effect of compensation on job satisfaction.

In addition, several studies have discussed the relationship between salary as one of the components of the compensation system and job satisfaction. Sahibzada and Khawrin (2023) and Ramli (2018) mention that salary is not correlated with job satisfaction. Nevertheless, other studies confirm that there is a significant relationship between salary and job satisfaction (Saeed, Mir, Hamid, Ayaz & Billah, 2023; Salisu, Chinyio & Suresh, 2015; Hidayah & Ananda, 2021; Falahat, Kit & Min, 2019; Iqbal, Guohao & Akhtar, 2017; Naqvi, Malik & Mahmood, 2021; Malik, Danish & Munir, 2012).

Also, literature proves that there is a significant relationship between incentives and job satisfaction (Nair, Biju, & Muthulakshmi, 2023; Hermanto, 2018; Erbaşı & Arat, 2012; Ahmad, Maochun, & Rehman, 2019; Rajgarhia, 2020; Naqvi, Malik, & Mahmood, 2021; Rbehat & Amirah, 2018). Whereas Oni-Ojo, Salau, Dirisu, and Waribo (2015) found no significant relationship between incentives and job satisfaction (Oni-Ojo, Salau, Dirisu, & Waribo, 2015).

Furthermore, one of the most important components of compensation system is promotion, and the promotion plays a role in enhancing job satisfaction in the business context. The results show that job satisfaction is positively affected by promotion (Alzahrani & Shaddady, 2021; Naqvi, Malik & Mahmood, 2013; Nanle, Ozioma, Norom & Kelechi, 2018; Malik, Danish & Munir, 2012; Mustapha & Zakaria, 2013; Rahaman & Uddin, 2022; Butt, Rehman & Safwan Noor, 2007; however, Qasim and Syed (2012). find a dissimilar result, which is that there is a negative effect of promotion on job satisfaction.

Moreover, previous studies mention that recognition plays a significant role in improving job satisfaction. The findings of the literature argue that there is a positive effect of recognition on job satisfaction (Sahibzada & Khawrin, 2023; Ali & Ahmed, 2009; Vijayakumar & Subha, 2013; Zeb, Rehman, Saeed & Hamidullah, 2014; Danish & Usman, 2010; Naqvi, Malik & Mahmood, 2023; Nanle, Ozioma, Norom & Kelechi, 2018); whereas Ali and Ahmad (2017) provide different findings; they show that job satisfaction is negatively affected by recognition.

### 2.3.2 compensation system and turnover intention.

In this section, the study presents the result of the previous research's hypothesis and direct measurement of the effect of the compensation system on turnover intention and show the direct measurement of the effect of compensation dimensions (salary, incentive, promotion, and recognition) on turnover intention.

The compensation system has a significantly positive effect on turnover intention (Silaban & Syah, 2018, Mansyah & Rojuaniah, 2021; Noviantoro, Moeins & Madiistriyatno, 2018; Murphy & Williams, 2005; Vizano, Sutawidjaya, Endri, 2021), whereas (Ramlah, Sudiro & Juwita, 2021; Prasetio, Azis & Anggadwita, 2019; Aburumman, Salleh, Omar & Abadi, 2020; Parashakti, Nashar & Usliawati, 2017; Asriani & Riyanto, 2020) finds that the compensation system has a significantly negative effect on turnover intention.

several studies have discussed the relationship between salary and turnover intention, and there is founds is a significant relationship between salary and turnover intention (Alzahrani & Shaddady, 2021; Lum, Kervin, Clark, Reid & Sirola, 1989), whereas other studies mention that there is no relationship between salary and turnover intention (Wynen & Beeck, 2014; Cao, Chen & Song, 2013; Aburumman, Salleh, Omar & Abadi,

2020; Parashakti, Nashar & Usliawati, 2017; Mendis, 2017; Asriani & Riyanto, 2020). In addition, several studies have discussed the relationship between incentives and turnover intention, and there are founds is a significant relationship between incentives and turnover intention (Arianto & Syihabudhin, 2018; Ahmad, Maochun, & Rehman, 2019; Atiq & Bhatti, 2014). Whereas other previous studies mention that there is no significant relationship between the incentives and turnover intention (Prasetiyo, Sudjadi & Indrayanto, 2020; Bio & Sambung, 2022; Setiawati, Indriyanti & Yunita, 2019; Mendis, 2017).

Furthermore, some of the studies have discussed the relationship between promotion and turnover intention, they are found the promotion has a positive effect on turnover intention (Wynen & Beeck 2014). Whereas other previous studies found the promotion has a negative effect on turnover intention. (Aburumman, Salleh, Omar & Abadi, 2020; Busar, Mughal, Khan, Rasool & Rasool, Kiyani, 2017; Weng & McElroy, 2012; Rubel & Kee, 2015).

Also, some of the studies have discussed the relationship between recognition and turnover intention, they are found the recognition has a positive effect on turnover intention, (Dong, 2020), Whereas, other previous studies found that the recognition has a negative effect on turnover intention. (Cao, Chen & Song, 2013, Mendis, 2017, Ali & Baloch, 2008, Bindu & Srikanth, 2019).

### 2.3.3. job satisfaction on turnover intention.

In this section, the study presents the results of previous research hypotheses and direct measurement of the effect of job satisfaction on turnover intention. Job satisfaction has a positive and significant effect on turnover intention (Samad, 2006; Rizwan & Mukhtar,

2014; Alam & Asim, 2019). Whereas, job satisfaction has a negative effect on turnover intention (Poon, 2004; Pratama, Suwarni, & Handayani, 2022; Astiti & Surya, 2020; Ibrahim, Hilman, & Kaliappen, 2016; Kurniawaty, Ramly, & Ramlawati, 2019; Amah, 2009; Jehanzeb, Hamid, & Rasheed, 2013)

## **Chapter 3- Methodology**

This chapter deals with a methodology used in this study, by illustrating the research design, study population a, questionnaire design, ethical approval, internal validity and reliability, types & dimension of analysis statistical approach and measurement model evaluation.

### **3.1 Research Design**

The study used the correlational design in order to assessing the mediating role of job satisfaction in the effect of compensation system on the turnover intention, structured questionnaire was used as the data collection tool to gather primary data from the employees in the Al-Makassed Hospital.

### **3.2 Study population**

The target population, all of employees in the Al-Makassed hospital (Administrative, Doctors, Nurses, etc.) according to the official reports in the AL-Makassed hospital for the year of 2023, the number of employees reached up to (950) employee. According to Robert (1989), the sample size is 274 participants. the total number of distributed questionnaires was (274) questionnaires and (252) questionnaires was analyzed after excluding (22) questionnaires due to loss of questionnaires and non-response of respondents and responses that were neither consistent nor complete.

### **3.3 Questionnaire design**

The questionnaire consists of four sections, five questions were used in the first section, which relate to the demographic information of the respondents (gender, age, profession, educational level, years of experience).

The second section contains (22) items measure the level of the compensation system, the independent variable distributed by: Salary- six items (Parashakti, Nashar & Usliawati, 2017). Incentives- six items (Al-Nsour, 2012). Promotions- seven items (Alzahrani &

Shaddady, 2021). Recognition- four items (Mngomezulu, Challenor, Munapo, Mashau & Chikandiwa, 2015). And section three contains seven items measure the level of job satisfaction the mediation variable (Saleem, Mahmood & Mahmood, 2010). Also, Section four contains five items measure the level of turnover intention, the dependent variable (Alattari, 2022).

Likert scale was used to measure level of agreement, also Likert scale allows the respondent to choose the degree of agree or disagree with each item in questionnaire when it comes to the stimulus purpose, the different dimensions were measured on 5- point Likert scale to check the participant's degree of convenient with the statement or not, (Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), and Strongly disagree (1) (Cicenaite, 2012).

#### 3.4 Ethical approval

After getting ethical approval from Arab American University, approval was given from AL-Makassed Hospital, to conduct this study in the hospital the place where the researcher work.

#### 3.5 Internal Validity and Reliability Statistics:

According to (Oluwatayo, 2012) define validity as “the accuracy of an assessment” in another words it means does the used instruments measure what supposed to measure?, and to have the confidence about the validity of the questionnaire before distribute it to the last respondent, it has been sent to be evaluated by number of external evaluator's, the evaluator reviews the questionnaire for readability, clarity, and comprehensiveness and provides a level of consensus on which items should be included in the final questionnaire.

### 3.6 Type of analysis & Dimension analysis

Dimension analysis is used to minimize the numbers of components, as Pallant (2005) explains that the ideal sample size should be more than 100 responses.

Kaiser-Meyer-Olkin (KMO) is used to check the adequacy of the sample, depending on the correlation between all variables should be between 0 and 1 (Pallant, 2005). Field (2005) set that KMO values between 0.5 and 0.7 are moderate, values between 0.7 and 0.8 are good, values between 0.8 and 0.9 are great and values above 0.9 are excellent. In this research the KMO equals to 0.914 which represents a good result. Table (3.1), shows the Bartlett's test result, the identity of the correlation matrix, the spherical significance should be statistically significant in  $P < 0.05$ , in this research the P value equals 0.000. Thus, the dimension analysis is convenient.

Table (3.1): KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.914
Bartlett's Test of Sphericity	Approx. Chi-Square	5019.103
	Df	561
	Sig.	0.000

An eigenvalue rule or the Kaiser's criterion is one of the most common techniques. As assumed 6 dimensions should be retained table (3.2), therefore, for further investigation not all (34) components can be retained. The eigenvalue of a dimension indicates the total variance explained by that dimension (Pallant, 2005). As shown in the below table, dimension 1 has the highest score (35.114), thus, this dimension reports the most variance and explains (35.11%) of the total variance. Therefore, 6 components with the eigenvalue above than (1) with a percent of 67.402% of the variance represents the dependent variable. This means that these 6 dimensions should be retained for rotation.

Table (3.2): Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	11.939	35.114	35.114	5.426	15.959	15.959
2	4.564	13.423	48.538	5.204	15.305	31.264
3	2.244	6.599	55.136	5.128	15.081	46.345
4	1.715	5.044	60.181	3.412	10.035	56.38
5	1.333	3.921	64.101	1.955	5.75	62.129
6	1.122	3.301	67.402	1.793	5.273	67.402

Extraction Method: Principal Component Analysis.

However, in order to make better judgment and choose the proper number of dimensions,

also the Scree Plot should be used. Based on below Figure 1, as is clear that from

dimension number 6, the line is getting straight.

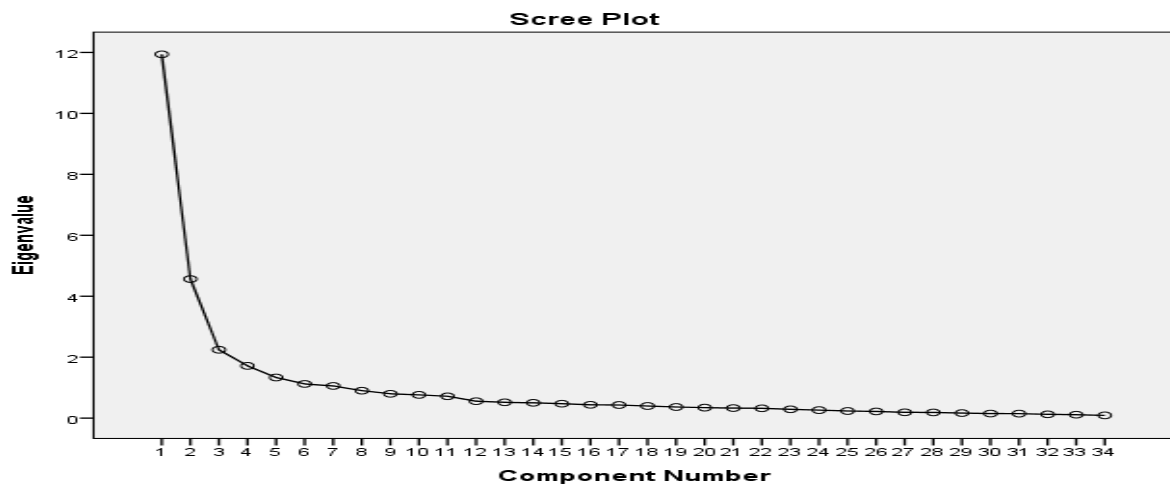


Figure (3.1) Scree Plot of Combined Data

This indicates that each consecutive dimension is the calculation of smaller quantities of the total variance. It should be noted that the researcher run dimension analysis for 6 dimensions. Since the results of dimension analyses for 6 dimensions give clear solutions generated by SPSS, 28. As the number of the dimensions has been determined, they have

to be ‘rotated’ in order to start interpretation, rotation does not change anything but it makes the translation of the analysis easier, it is used to decrease the number of variables which have high loads on each dimension (Pallant, 2005). Table (3.3) presents the loadings of the different variables as well as in which dimension it belongs.

Table (3.3): Rotated Component Matrix and Reliability Statistics

Variable	Dimension	item	1	2	3	Cronbach's Alpha
Compensation system	Salary	Sal1	0.488			0.81
		Sal2	0.543			
		Sal3	0.593			
		Sal4	0.695			
		Sal5	0.623			
	Incentives	Inc1	0.747			0.84
		Inc2	0.706			
		Inc3	0.61			
		Inc4	0.51			
		Inc5	0.586			
		Inc6	0.661			
	Promotions	Pro1	0.45			0.78
		Pro2	0.673			
		Pro3	0.726			
		Pro4	0.676			
		Pro5	0.536			
		Pro6	0.747			

		Pro7	0.718			
	Recognition	Rec1	0.692			0.87
		Rec2	0.626			
		Rec3	0.641			
		Rec4	0.635			
Job satisfaction		JS1		0.403		0.76
		JS2		0.433		
		JS3		0.602		
		JS4		0.623		
		JS5		0.714		
		JS6		0.804		
		JS7		0.482		
Turnover intention		Int1			0.898	0.95
		Int2			0.867	
		Int3			0.884	
		Int4			0.882	
		Int5			0.859	

Extraction Method: Principal Component Analysis.

Rotation Method: Oblimin with Kaiser Normalization.

An Oblimin with Kaiser Normalization rotation method discover the 6 dimensions with 34 statements, and the most important statements in each variable. As showed in table (3.3) the 34 statements in the study instrument had been loaded on the 6 dimensions and the loading is greater than 0.40 which is valid and means every item related to the dimension (Child, 2006).

While reliability mean the consistency of assessment and free of error, (Fraenkel & Wallen, 2003), which means that all items in the instrument measure the same construct, and to measure the reliability or consistency of the instrument a statistical tool was used called Cronbach Alpha, this tool developed by Lee Cronbach in 1951 to achieve the purpose mentioned before, and it is expressed with numerical value located between 0 and 1, if the score of alpha was more than 0.7 this clarify that the questionnaire is reliable and vice versa if the result was less than 0.7 this mean the questionnaire not reliable and need to be modified.

As shown in table (3.3), the researcher found that each dimension had a high value of Cronpach's alpha, which located between (0.76-0.95) which exceeded the 0.70 level indicating high reliability of high internal consistency.

### 3.7 Statistical approach:

Combination of (SPSS, 28) and SMARTPLS4 were used to analyze the collected data.

Frequencies, percentages, means and standard deviations analysis were used by SPSS, 28 software to analyze collected data. Moreover, path analysis was used to find the significant of the mediating role of job satisfaction in the effect of the compensation system and its dimensions on turnover intention (leaving work) in AL-Makassed hospital.

### 3.8 Measurement model evaluation

The researcher tested the assumption through (Normality) to make sure which testing hypothesis needed (parametric or nonparametric). To check the normality test Kolmogorov-Smirnov test is used, the following table shows the result:

Table (3.4) Kolmogorov-Smirnov test for normality

Test	Test value	Significance	Result
Kolmogorov-Smirnov	1.286	0.073	Accept

Our assumption is the data distributed normally, referring to the significance value=0.073 > 0.05, we accept the assumption, which means that we will use the parametric tests.

To validate measures and test hypotheses using SMART-PLS 4, we make assessment of, (1) measurement model two tests are needed (convergent validity and discriminant validity), (2) structural model test is needed (the coefficient of determination ( $R^2$ ))

-Assessment of measurement model

1-Convergent validity:

The average variance extracted (AVE) test is one of the convergent validity measures, which refers to the average of the squared loadings of all indicators related to the construct. AVE implies the construct's degree to explain its indicators' variance (Hair et al., 2019). AVE's accepted value should be 0.50 and higher, which means that the construct explains 50% of this construct's indicators variance. As shown in Table 4.7, the AVE for seven constructs exceeds the minimum level of accepted value 0.5. Hence, this indicates that AVE confirmed convergent validity for compensation system (0.55), turnover intention (0.85), job satisfaction (0.51).

Table (3.5): Results of reliability and validity analysis.

Dimensions	(AVE)
Compensation system	0.55
Incentives	0.56
Promotion	0.50
Recognition	0.68
Salary	0.57
Turnover intention	0.85
Job satisfaction	0.51

## 2- Discriminant Validity

Fornell and Larcker Criterion : Fornell and Larcker criterion (1981) is the most commonly used test for evaluating discriminant validity, that compares the square root of the average variance extracted with the correlation of constructs in the model. Where the square root of AVE for each construct should exceed the correlations with other constructs in the model (Ab Hamid et al., 2017), which means that the construct should explain more of the variance of its indicator than the variance of other constructs (Hilkenmeier et al., 2020). As shown in Table 4.8, the Fornell and Larcker test results indicate that the model constructs' discriminant validity is confirmed.

Table (3.6): Discriminant validity check Using Latent Variables Correlations

Dimension	1	2	3	4	5	6	7
Compensation	<b>0.58</b>						
Incentives	0.75	<b>0.85</b>					
Turnover intention	-0.33	-0.30	<b>0.92</b>				
satisfaction	0.70	0.50	-0.37	<b>0.71</b>			
Promotion	0.71	0.49	-0.11	0.62	<b>0.77</b>		
Recognition	0.75	0.48	-0.18	0.49	0.58	<b>0.82</b>	
Salary	0.71	0.61	-0.44	0.50	0.28	0.35	<b>0.75</b>

Heterotrait-Monotrait (HTMT) Ratio of Correlation: The accepted value of HTMT should be less than 0.85 or less than 0.90 (Ab Hamid et al., 2017). If the value exceeds this threshold, this will indicate a lack of discriminant validity. Table 4.9 shows all HTMT values greater than 0 and less than (0.90). Hence, this indicates that there is discriminant validity.

Table (3.7): Heterotrait-Monotrait Ratio of Correlations (HTMT)

Dimension	Compensation	Incentives	Turnover intention	satisfaction	Promotion	Recognition
Compensation						
Incentives	0.781					
Turnover intention	0.365	0.352				
Job satisfaction	0.752	0.581	0.417			
Promotion	0.723	0.561	0.146	0.697		
Recognition	0.841	0.534	0.201	0.545	0.659	
Salary	0.845	0.736	0.497	0.574	0.377	0.412

-Assessment of structural model

1-Coefficient of Determination ( $R^2$  Value) : Researchers classify the accepted value of coefficient  $R^2$  as substantial (0.67), medium (0.33), and weak (0.19) (Henseler et al., 2009).

Table (3.8): Results of coefficient of determination  $R^2$  analysis.

Dimensions	$R^2$
Turnover intention	0.68
Job satisfaction	0.48

Table 4.10 implies the medium coefficient of determination  $R^2$  equals (0.48) on job satisfaction, which means that 48.0% of the variance in the job satisfaction can be explained by predictor constructs in the model compensation system, also  $R^2$  equals (0.68) of turnover intention, which means that 68% of the variance in compensation system can be explained by Turnover intention.

## Chapter 4 -Data Analysis Results & Discussion

In this chapter, the study presents analysis using the combination of (SPSS, 28) and SMARTPLS 4, to answer the questions and reject or fail to reject the hypothesis. This chapter will separate into 3 section, the first section: demographic analysis, the second section is the descriptive analysis, the third section is testing the hypothesis.

### 4.1 Demographic analysis

Table (4.1): Demographic characteristics of respondents (n=252)

Variable	Level	Frequency	Percentage%
Gender	Male	129	51%
	Female	123	49%
Age	Less than 25 years	22	9%
	between 25-34 years	131	52%
	between 35-44 years	43	17%
	45 years or more	56	22%
Profession	Administrative	28	11%
	Doctor	40	16%
	Nurse	148	59%
	Technician	18	7%
	Other	18	7%
Education level	High school or less	14	6%
	Diploma	19	8%
	Bachelor's	165	65%
	Postgraduate	54	21%
Years of experience	5 years or less	57	23%
	Between 6 -10 years	80	32%

Between 11-15 years	39	15%
Between 16-20 years	24	10%
More than 20 years	52	21%

-Gender: the highest percentage is (51%) related to males' respondents, (49%) females.

-Age: The majority of sample respondents aged between 25-34 years with (52%), but the lowest period of respondents less than 25 years with (9%) of sample size.

-Profession: the majority of the sample working as nurses with (59%), followed by doctors with (16%), while the least were technicians and others with (7%) for each.

-Educational level: the education level for the sample was distributed as following:

(65%) bachelor's degree, (21%) postgraduate, (8%) diploma, (6%) high school or less.

-Years of experience: between 6 -10 years of experience has the highest percentage of the sample size with (32%), (21%) more than 20 years, while between 16-20 years is the lowest with (10%).

#### 4.2 Descriptive statistics:

The descriptive analysis part describes the gathered numerical data to make it easier when explains; also descriptive analysis results show the mean and standard deviation for each statement to determine the items that has the highest and lowest mean in each dimension.

The purpose of this analysis to identify the central tendency of the responses through mean results and the spread of a set of observations through the standard deviation results which means, when the standard deviation is low it expressed most of the respondents has the same opinion (concentrated) toward the same statement, on the other hand, if the score of the standard deviation is high it means that the respondents has a different opinion toward the same statement (Cicenaite, et al. 2012). The 5-point Likert scale was used, where 5 means strongly agree and 1 mean strongly disagree, also use interval

length=range/number of intervals, (strongly agree 5- strongly disagree 1)/3=1.33. The following scale represents the result: 1-less than 2.33 is low; 2.33- less than 3.66 is medium and 3.66-5 is high.

First question: What is the level of compensation system dimensions (salary, incentive, promotion, recognition) among employees working in the Al-Makassed hospital?

To answer this question, means and standard deviations (S.D) are calculated to know the level of compensation system dimensions (salary, incentive, promotion, recognition) among employees working in (Al-Makassed hospital).

Table (4.2): Descriptive statistics of the compensation system

Dimensions	Mean	<i>S.D</i>	Level
Salary	2.15	0.81	Low
Incentive	2.16	0.76	Low
Promotion	2.47	0.78	Medium
Recognition	2.66	0.91	Medium
Compensation system	2.235	0.65	Medium

According to Table (4.2), it is clear that the total average of the compensation system of all 4 dimensions among the employees working in the Al-Makassed Hospital represents the level of medium degree, which means that there is awareness to some extent about all 4 dimensions of Compensation system process in the in Al-Makassed (M = 2.35, SD = 0.65). the dimensions represent the level of medium and low levels located between (2.15) related to the salary dimension and (2.66) related to recognition.

This case achieves the result of Prasetio, Azis, and Anggadwita (2019). A compensation system will lead to increased employee satisfaction and decreased turnover intention.

In my opinion Compensation system level is considered medium due to employees' dissatisfaction with the salary and incentive, promotion, and recognition system at Al-makassed Hospital, Also, employment opportunities in other hospitals are few and the unemployment rate is high in Palestine, and this led to increased retention and decreased turnover intention of employees in Al- makassed hospital. The hospital must improve the compensation system in order to retain employees.

Table (4.3): Descriptive statistics of compensation system dimensions

#	Items	Mean	Standard Deviation	Level
1	The salary or wages that I receive from hospital meet my need	2.69	0.92	Medium
2	The salary or wages that I receive from hospital suits my job and its responsibilities	2.55	0.89	Medium
3	The hospital always gives salary or wages on time	1.27	0.41	Low
4	The hospital provides allowance in line with expectations	2.01	0.78	Low
5	I am satisfied with the final job payments that the hospital offers me	2.16	0.81	Low

salary		2.15	0.81	Low
1	The hospital provides rewards for skilled employees commensurate with their performance.	1.70	0.54	Low
2	The hospital provides bonuses for employees according to their post and consistent with their level of performance	1.80	0.56	Low
3	The hospital provides overtime payment to employees after working hours	2.44	0.95	Medium
4	The hospital provides transportation allowances for those who live in far areas	2.96	0.99	Medium
5	The hospital provides a fair and adequate compensation on retirement	2.27	0.74	Low
6	The hospital provides financial incentives to employees when they work professionally	1.80	0.67	Low
Incentives		2.16	0.76	Medium
1	There is a very little chance for promotion in the hospital	3.73	0.92	High

2	I feel with justice in the promotion system inside the hospital	1.94	0.68	Low
3	I Satisfied with my chances of promotion inside the hospital	2.35	0.85	Medium
4	The promotion system inside the hospital needs hard work and a discipline	2.40	0.99	Medium
5	Having opportunities for promotion encourages employees to continue working with the hospital	2.77	1.07	Medium
6	The hospital administration is keen to develop the promotion system	2.10	0.79	Low
7	The promotion system is clear and understandable for the employees in the hospital	2.00	0.80	Low
Promotion		2.47	0.78	Medium
1	I am praised regularly in my work inside the hospital	2.70	0.90	Medium
2	I receive constructive criticism about my work inside the hospital	2.86	0.93	Medium
3	I get credit for what I do inside the hospital	2.43	0.85	Medium

4	It's said to me that I achieve a progress in my work inside the hospital	2.65	0.96	Medium
Recognition		2.66	0.91	Medium
compensation system dimensions		2.35	0.65	Medium

Table (4.3) represents the descriptive statistics of the dimension items (salary, incentive, promotion, recognition) among employees working in (Al-Makassed Hospital). The statement 'there is a very little chance for promotion in the hospital' has the highest mean score (3.73) with a high level, while the lowest mean score equals (1.70) related to 'the hospital provides rewards for skilled employees commensurate with their performance', with a low level.

According to Table (4.3), the first dimension in the compensation system is salary represented at a low level ( $M = 2.15$ ,  $SD = 0.81$ ). According to the respondents' answers, the highest implemented item for the employees in the salary dimension is "the salary or wages that I receive from hospital meet my need" within the medium level ( $M = 2.69$ ,  $SD = 0.92$ ). The lowest implemented item for the employees in the salary dimension is "The hospital always gives salary or wages on time" within the low level ( $M = 1.27$ ,  $SD = 0.41$ ). These results show that salary covers the needs of employees to some extent, and this dimension is covered medium among employees according to respondents, at the same time the results show the hospital does not always give salary or wages on time and this dimension is covered low among employees according to respondents.

This analysis indicates that the salary is important for employees in hospitals which agrees with Silaban and Syah (2018) salary is a direct payment system provided to employees

through the employer in exchange for performing a specific task and the salary has a negative effect on turnover intention. This means the salary will reduce employees' turnover intention and increase retention of employees.

In my opinion, the salary level is considered medium due to employees' dissatisfaction with the salary system at Al-makassed Hospital because the salary does not meet all needs of employees most of the time, and salary is not always given on time, so decision-makers must reconsider the salary scale and reprogram it, and give employees their salary's on time.

According to Table (4.3), the second dimension in the compensation system is incentive and represented at the medium level ( $M = 2.16$ ,  $SD = 76$ ). According to the respondents' answers, the highest implemented item for the employees in the incentive dimension is "The hospital provides transportation allowances for those who live in far areas" within the medium level ( $M = 2.96$ ,  $SD = 99$ ). The lowest implemented item for the employees in the incentive dimension is "The hospital provides rewards for skilled employees commensurate with their performance." within the low level ( $M = 1.70$ ,  $SD = 0.54$ ).

These results show that incentives cover the transportation allowances to some extent, and this dimension is covered medium among employees according to respondents, and at the same time the results show the hospital does not provide rewards for skilled employees commensurate with their performance and this dimension is covered low among employees according to respondents.

This analysis indicates that incentive is important for employees in hospital which agrees with Prasetiyo, Sudjadi, and Indrayanto (2020) incentives can be used as a tool to motivate employees to realize organizational goals, and this leads to employee retention in the organization, and reduced turnover intention.

In my opinion, the incentive level is considered medium due to employees' dissatisfaction with the incentive system at Al-makassed Hospital because the hospital does not provide transportation allowances for those who live in far areas with justice and does not provide rewards for skilled employees commensurate with their performance and, so decision-makers must reconsider the incentive system and reprogram it, and should provide rewards for employees commensurate with their performance.

According to Table (4.3), the third dimension in the compensation system is promotion represented at the medium level ( $M = 2.47$ ,  $SD = 78$ ). According to the respondents' answers, the highest implemented item for the employees in the promotion dimension is "There is a very little chance for promotion in the hospital" within the high level ( $M = 3.73$ ,  $SD = 92$ ). The lowest implemented item for the employees in the promotion dimension is "I feel with justice in the promotion system inside the hospital" within the low level ( $M = 1.94$ ,  $SD = 0.68$ ).

These results show that there's little chance for promotion in the hospital, and this dimension is covered highly among employees according to respondents, at the same time the results show the hospital does not have justice in the promotion system inside the hospital, this dimension is covered low among employees according to respondents.

This analysis indicates that promotion is important for employees in hospitals which agrees with Qasim and Syed (2012), There is a consensus among the researchers that job satisfaction is strongly associated with opportunities for promotion and leads to employee retention in the organization and reduced turnover intention.

In my opinion, the promotion level is considered medium due to employee's dissatisfaction with the promotion system at Al-makassed Hospital related there is very little chance for promotion in the hospital and not present justice in the promotion system

inside the hospital, so decision-makers must reconsider the promotion system and reprogram it, and the promotion system within the hospital must be fair.

According to Table (4.3), the fourth dimension in the compensation system is recognition represented at the medium level ( $M = 2.66$ ,  $SD = 0.91$ ). According to the respondents' answers, the highest implemented item for the employees in the recognition dimension is "I receive constructive criticism about my work inside the hospital" within the medium level ( $M = 2.86$ ,  $SD = 0.93$ ). The lowest implemented item for the employees in the recognition dimension is "I get credit for what I do inside the hospital" within the medium level ( $M = 2.43$ ,  $SD = 0.85$ ).

These results show recognition is covered of employees receive constructive criticism about their work, and this dimension is covered medium among employees according to respondents, at the same time the results show the hospital does not give credit for what they are doing inside the hospital dimension is covered medium among employees according to respondents.

This analysis indicates that recognition is important for employees in hospitals which agrees with Ali and Ahmad (2017) Recognition is a verbal and nonverbal appreciation for the work an employee does, acknowledging the efforts and saying good work, and a pat on the back are ways to saying that the employees' work is recognized this is lead to increased satisfied of an employee, and the is led to employee retention in the organization and reduced turnover intention.

In my opinion, the recognition level is considered medium due to employees' dissatisfaction with the recognition system at Al-makassed Hospital because employees do not receive constructive criticism about their work inside the hospital and do not get credit for what they are doing inside the hospital, so decision-makers must reconsider the

recognition system and reprogram it. In conclusion, the results above emphasize the importance of a well-structured compensation system for employees and it is clear that AL-Makassed Hospital aware of this process and is implementing it to some extent as it's still moderate according to the results.

Table (4.4) represents the descriptive statistics of turnover intention among employees working in (Al-Makassed Hospital). The statement 'I will quit this job if the given condition gets even a little worse than now' has the highest mean score (3.30) with a medium level, while the lowest mean score equals (2.98) related to 'within the next 6 months, I expect the rising probability of leaving my current job in the hospital', with a medium level.

Second question: What is the level of turnover intention among employees working in (Al-Makassed hospital)?

To answer this question, means and standard deviations are calculated to know the level of turnover work intention among employees working in Al-Makassed hospital.

Table (4.4): Descriptive statistics of turnover work intention

#	items	Mean	S.D	Level
1	I am seriously considering leaving my current job to work at another hospital	2.99	0.88	Medium
2	I sometimes feel compelled to quit my job in my current hospital	3.22	0.90	Medium
3	I will probably look for a new job in another hospital in the next year	3.07	0.92	Medium

4	Within the next 6 months, I expect the rising probability of leaving my current job in the hospital	2.98	0.91	Medium
5	I will quit this job if the given condition gets even a little worse than now	3.30	0.95	Medium
Turnover Intention		3.1	0.80	Medium

According to table (4.4) turnover intention is represented at medium level ( $M = 3.11$ ,  $SD = 0.80$ ). According to the respondents' answers, the highest implemented item for the employees in the turnover intention is "I will quit this job if the given condition gets even a little worse than now" within the medium level ( $M = 2.86$ ,  $SD = 0.93$ ). The lowest implemented item for the employees in the turnover intention dimension is "Within the next 6 months, I expect the rising probability of leaving my current job in the hospital" within the medium level ( $M = 2.98$ ,  $SD = 0.91$ ).

These results show that turnover intention for employees will be increased if the condition of the hospital gets even a little worse than now and turnover intention covered medium among employees according to respondents, and at the same time, the results show the employee will be rising probability to leaving a current job in the hospital covered is low among employees according to respondents.

The results show us that the turnover intention is medium, which goes in accordance with the following studies, (Prasetio, Azis, and Anggadwita 2019, Mansyah and Rojuaniah 2021, Silaban and Syah 2018, Ramlah, Sudiro, and Juwita ,2021).

In my opinion, this dimension of turnover intention according to the respondents' answers is medium, due to the employees who have a turnover intention if the job if the situation gets worse in the hospital, and there is also a serious desire among employees to turnover intention and move to another job, related to a various of reasons as Al-Makassed Hospital does not provide salary on time also the hospital not provides rewards for skilled employees commensurate with their performance and the employees do not feel justice in the promotion system inside the hospital, there is also a lack of appreciation for what they do inside the hospital, despite that, the level of turnover intention is medium related of the high unemployment rate and reduced job opportunities in Palestine led to employees retaining their jobs.

Question three: What is the level of job satisfaction among employees working in (Al-Makassed hospital)?

To answer this question, means and standard deviations are calculated to know the level of job satisfaction among employees working in Al-Makassed hospital.

Table (4.5): Descriptive statistics of job satisfaction

#	items	Mean	S.D	Level
1	I am often feeling bored from my work in the hospital.	3.41	0.77	Medium
2	I feel satisfied for some extent about my current job in the hospital.	3.12	0.70	Medium
3	Most days I am enthusiastic for my work in the hospital.	2.66	0.75	Medium

4	I find a real enjoyment during my work inside the hospital.	2.74	0.71	Medium
5	I am satisfied from the recognition I get for my good work in the hospital.	2.28	0.60	Low
6	I am satisfied with the chances of promotion inside the hospital.	2.11	0.64	Low
7	I am satisfied with the amount of variety in my job inside the hospital.	2.69	0.81	Medium
Job Satisfaction		2.72	0.71	Medium

Table (4.5) represents the descriptive statistics of job satisfaction among employees working in (Al-Makassed Hospital). The statement ‘I am often feeling bored from my work in the hospital’ has the highest mean score (3.41) with a medium level, while the lowest mean score equals (2.11) related to ‘I am satisfied with the chances of promotion inside the hospital’, with a low level.

According to Table (4.5) job satisfaction is represented at a medium level ( $M = 2.72$ ,  $SD = 0.71$ ). According to the respondents’ answers, the highest implemented item for the employees in job satisfaction is “I am often feeling bored from my work in the hospital.” within the medium level ( $M = 3.41$ ,  $SD = 0.77$ ). And the lowest implemented item for the employees in the job satisfaction dimension is “I am satisfied with the chances of promotion inside the hospital” within the low level ( $M = 2.11$ ,  $SD = 0.64$ ).

These results show that job satisfaction, the employees are feeling bored from their work in the hospital to some extent and covered medium among employees according to

respondents, and at the same time, the results show the employee dissatisfaction about chances of promotion in hospital and covered is low among employees according to respondents.

The results show us that job satisfaction is medium, which goes in accordance with the following studies, (Lee, Yang, and Li (2017, Dardar and Rasli 2012).

In my opinion this dimension of job satisfaction according to the respondents' answers is medium. This might be related to various reasons repetitive of the same tasks performance every day which might cause boredom for the employee and employees are unhappy with their chances of promotion.

#### 4.3 Testing hypothesis and Discussion

According of Figure (4.1) and table (4.6) also table (4.7), they are show the testing all hypothesis using the path analysis in SMARTPLS4, it shows the effect of the independent variables (salary, incentives, promotion, and recognition) on the dependent variable (turnover intention). Also, shows the effect of the independent variables (salary, incentives, promotion, and recognition) on the mediating variable (job satisfaction). In addition, show the mediating variable (job satisfaction) in the effect of the independent variables (salary, incentives, promotion, and recognition) on the dependent variable (turnover intention).

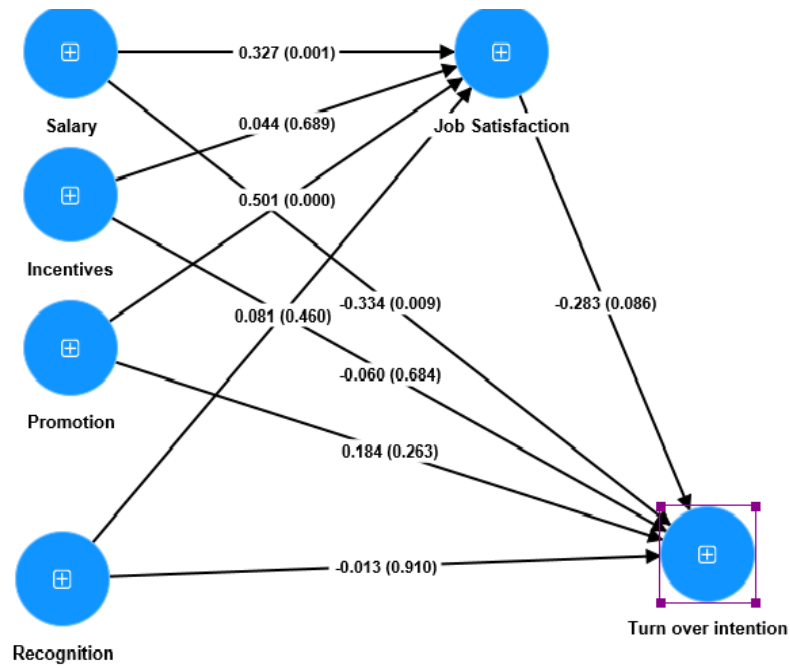


Figure (4.1) Model fit estimation using the bootstrapping procedure

Table (4.6) show the direct path coefficient results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Salary -> Job Satisfaction	0.33	0.33	0.10	3.21	0.00
Salary -> Turn over intention	-0.33	-0.34	0.13	2.61	0.01
Incentives -> Job Satisfaction	0.04	0.05	0.11	0.40	0.69
Incentives -> Turn over intention	-0.06	-0.06	0.15	0.41	0.68
Promotion -> Job Satisfaction	0.50	0.49	0.14	3.65	0.00

Promotion -> Turn over intention	0.18	0.17	0.16	1.12	0.26
Recognition -> Job Satisfaction	0.08	0.09	0.11	0.74	0.46
Recognition -> Turn over intention	-0.01	-0.01	0.12	0.11	0.91
Job Satisfaction -> Turn over intention	-0.28	-0.29	0.17	1.72	0.09

Table (4.7) show the indirect path coefficient results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
Salary -> Job Satisfaction -> Turn over intention	-0.09	-0.10	0.06	1.48	0.14
Incentives -> Job Satisfaction -> Turn over intention	-0.01	-0.02	0.04	0.31	0.76
Promotion -> Job Satisfaction -> Turn over intention	-0.14	-0.14	0.08	1.72	0.09
Recognition -> Job Satisfaction -> Turn over intention	-0.02	-0.03	0.04	0.54	0.59

H1. The role of job satisfaction mediating the effect of salary on turnover intention in AL-Makassed hospital.

In order to test the hypothesis H1, we need to test the direct and indirect effect using the path analysis in SMARTPLS4:

First: Direct effect

According to figure (4.1) and table (4.6) we test the following hypothesis derived from the first alternative hypothesis:

(H1, a). There is a statically significant effect of salary on job satisfaction among the employees working in Al-Makassed hospital.

According to figure (4.1) and table (4.6) the bootstrapped test results of the model for salary (Independent variable) and the job satisfaction (dependent variable), the result indicated accept the hypothesis, which means there is a statically significant effect of salary on job satisfaction among the employees working in (Al-Makassed hospital), the inner path coefficient is significant ( $P=0.000$ ) which less than 0.05, with a positive path coefficient equals (0.33), which means if salary increased the job satisfaction increased significantly among the employees working in (Al-Makassed hospital).

(H1, b). There is a statically significant effect of salary on turnover intention among the employees working in Al-Makassed hospital.

According to figure (4.1) and table (4.6) shows the bootstrapped test results of the model for salary (Independent variable) and Turnover intention (dependent variable), depending on the inner path coefficient ( $P=0.01$ ) which is less than 0.05, we accept the hypothesis, which means, there is statically significant effect of salary on turnover intention among the employees working in (Al-Makassed hospital). the negative path coefficient equals (-0.33), which means if salary increased the turnover intention decreased significantly among the employees working in (Al-Makassed hospital).

Second: Indirect effect

(H1). Job satisfaction plays a mediating role in the effect of salary on turnover intention in the AL-Makassed Hospital.

According to figure (4.1) and table (4.7) shows the bootstrapped test results of the model for the role of job satisfaction mediating the effect of salary on turnover intention in AL-Makassed hospital, depending on the inner path coefficient ( $P=0.14$ ) which is greater than 0.05, we reject the hypothesis, which means, the role of job satisfaction is not significantly mediating the effect of salary on turnover intention (leaving work) in AL-Makassed hospital.

The researcher attributes this result to, the hospital does not give employees their salaries on time and the hospital does not grant allowances that are in line with employee expectations, in addition, employees are dissatisfied with the final job payments provided by the hospital.

This study is original, so there are no studies supporting this result as mediation, but according to the literature review, there are many studies showing the effect of salary on job satisfaction, and also the effect of salary on turnover intention.

Many studies they are found a significant relationship between salary and job satisfaction (Saeed, Mir, Hamid, Ayaz & Billah, 2023; Salisu, Chinyio & Suresh, 2015). Also (Sahibzada & Khawrin, 2023; Ramli, 2018) mention that salary is not correlated with job satisfaction.

In addition, several studies have discussed the relationship between salary and turnover intention, there found no significant relationship between salary and turnover intention (Wynen, & Beeck, 2014, Cao, Chen & Song, 2013). whereas, other studies mention that there is no relationship between salary and turnover intention, (Alzahrani & Shaddady, 2021, Lum, Kervin, Clark, Reid & Sirola, 1998),

(H2). The role of job satisfaction mediating the effect of incentives on turnover intention in AL-Makassed hospital.

In order to test the hypothesis H2, we need to test the direct and indirect effect using the path analysis in SMARTPLS4:

First: Direct effect

According to figure (4.1) and table (4.6) we test the following hypothesis derived from the second alternative hypothesis:

(H2, a). There is a statically significant effect of incentives on job satisfaction among the employees working in Al-Makassed hospital.

According to figure (4.1) and table (4.6) shows the bootstrapped test results of the model for incentives (Independent variable) and the job satisfaction (dependent variable) depending on the inner path coefficient ( $P=0.69$ ) which is greater than 0.05, we reject the hypothesis, which means there is no statically significant effect of incentives on job satisfaction among the employees working in (Al-Makassed hospital),

(H2, b). There is a statically significant effect of incentives on turnover intention among the employees working in Al-Makassed hospital.

According to figure (4.1) and table (4.6) shows the bootstrapped test results of the model for incentives (Independent variable) and Turnover intention (dependent variable), depending on the inner path coefficient ( $P=0.68$ ) which is greater than 0.05, we reject the hypothesis, which means, there is no statically significant effect of incentives on turnover intention among the employees working in (Al-Makassed hospital).

Second: Indirect effect

(H2) The role of job satisfaction mediating the effect of incentives on turnover intention in AL-Makassed Hospital.

According to figure (4.1) and table (4.7) shows the bootstrapped test results of the model for the role of job satisfaction mediating the effect of incentives on turnover intention (leaving work) in AL-Makassed hospital, depending on the inner path coefficient ( $P=0.76$ ) which is greater than 0.05, we reject the hypothesis, which means, the role of job satisfaction is not significantly mediating the effect of incentives on turnover intention in AL-Makassed hospital.

The researcher attributes this result to, the hospital doesn't provide rewards for skilled employees commensurate with their performance and the hospital doesn't provide bonuses for employees according to their position and consistent with their level of performance. Also, the hospital doesn't provide financial incentives to employees when they work professionally, additionally, the hospital doesn't provide transportation allowance to those who live in remote areas fairly

This study is original, so there are no studies supporting this result as mediation, but according to the literature review, there are many studies that showed the effect of the incentive on job satisfaction, and also the effect of incentive on turnover intention.

the literature proves that there is a significant relationship between incentives and job satisfaction (Nair, Biju, & Muthulakshmi, 2023; Hermanto, 2018; Erbaşı & Arat, 2012).

Whereas (Oni-Ojo, Salau, Dirisu, & Waribo 2015) found no significant relationship between incentives and job satisfaction. on the other hand, other previous studies mention that there is no significant relationship between incentives and turnover intention (Prasetiyo, Sudjadi & Indrayanto, 2020, Bio & Sambung, 2022,) but also (Arianto & Syihabudhin 2018: Ahmad, Maochun & Rehman, 2019), found there is a significant relationship between the incentives and turnover intention,

(H3). The role of job satisfaction mediating the effect of promotions on turnover intention in AL-Makassed hospital.

In order to test the hypothesis H3, we need to test the direct and indirect effect using the path analysis in SMARTPLS4:

First: Direct effect

According to figure (4.1) and table (4.6) we test the following hypothesis derived from the third alternative hypothesis:

(H3, a). There is a statically significant effect of promotions on job satisfaction among the employees working in Al-Makassed hospital.

According to figure (4.1) and table (4.6) shows the bootstrapped test results of the model for promotions (Independent variable) and the job satisfaction (dependent variable), the result indicated accept the hypothesis, which means there is a statically significant effect of promotions on job satisfaction among the employees working in (Al-Makassed hospital), the inner path coefficient is significant ( $P=0.000$ ) which less than 0.05, with a positive path coefficient equals (0.50), which means if promotions increased the job satisfaction increased significantly among the employees working in (Al-Makassed hospital).

(H3, b). There is a statically significant effect of promotions on turnover intention among the employees working in Al-Makassed hospital.

According to figure (4.1) and table (4.6) shows the bootstrapped test results of the model for promotions (Independent variable) and Turnover intention (dependent variable), depending on the inner path coefficient ( $P=0.26$ ) which is greater than 0.05, we reject the hypothesis, which means, there is no statically significant effect of promotions on turnover intention among the employees working in (Al-Makassed hospital).

Second: Indirect effect

(H1.3). The role of job satisfaction mediating the effect of promotions on turnover intention in AL-Makassed Hospital.

According to figure (4.1) and table (4.7) shows the bootstrapped test run results of the model for the role of job satisfaction mediating the effect of promotions on turnover intention (leaving work) in AL-Makassed hospital, depending on the inner path coefficient ( $P=0.09$ ) which is greater than 0.05, we reject the hypothesis, which means, the role of job satisfaction is not significantly mediating the effect of promotions on turnover intention (leaving work) in AL-Makassed hospital.

This study is original, so there are no studies supporting this result as mediation, but Promotion plays a role in enhancing job satisfaction in the business context, the results show that job satisfaction is positively affected by promotion (Alzahrani & Shaddady, 2021; Naqvi, Malik & Mahmood, 2013). in addition, (Qasim, & Syed 2012) they are found a negative effect of promotion on job satisfaction.

Moreover, (Aburumman, Salleh, Omar & Abadi, 2020, Busar, Mughal, Khan, Rasool & Rasool, Kiyani, 2017), they are found that Promotion has a negative effect on turnover intention, but also (Wynen, & Beeck, 2014), present there is a positive effect of Promotion on turnover intention.

(H.4). The role of job satisfaction mediating the effect of recognition on turnover intention in AL-Makassed hospital.

In order to test the hypothesis H4, we need to test the direct and indirect effect using the path analysis in SMARTPLS4:

First: Direct effect

According to figure (4.1) and table (4.6) we test the following hypothesis derived from the fourth alternative hypothesis:

(H4, a). There is a statically significant effect of recognition on job satisfaction among the employees working in Al-Makassed hospital.

According to figure (4.1) and table (4.6) shows the bootstrapped test run results of the model for recognition (Independent variable) and the job satisfaction (dependent variable), depending on the inner path coefficient ( $P=0.46$ ) which is greater than 0.05, we reject the hypothesis, which means the hypothesis, which means there is no statically significant effect of recognition on job satisfaction among the employees working in (Al-Makassed hospital)

(H4, b). There is a statically significant effect of recognition on turnover intention among the employees working in Al-Makassed hospital.

According to figure (4.1) and table (4.6) shows the bootstrapped test run results of the model for recognition (Independent variable) and Turnover intention (dependent variable), depending on the inner path coefficient ( $P=0.91$ ) which is greater than 0.05, we reject the hypothesis, which means, there is no statically significant effect of recognition on turnover intention among the employees working in (Al-Makassed hospital)

Second: Indirect effect

(H1.4). The role of job satisfaction mediating the effect of recognition on turnover intention (leaving work) in AL-Makassed Hospital.

According to figure (4.1) and table (4.7) the bootstrapped test run results of the model for the role of job satisfaction mediating the effect of recognition on turnover intention (leaving work) in AL-Makassed hospital, depending on the inner path coefficient ( $P=0.59$ ) which is greater than 0.05, we reject the hypothesis, which means, the role of job satisfaction is not significantly mediating the effect of recognition on turnover intention in AL-Makassed hospital.

This study is original, so there are no studies supporting this result as mediation, Previous studies mention that recognition plays a significant role in improving job satisfaction. The findings of the literature argue that there is a positive effect of recognition on job satisfaction (Sahibzada & Khawrin, 2023; Ali & Ahmed, 2009; Vijayakumar & Subha, 2013). whereas (Ali & Ahmad, 2017) provide different findings; they show that job satisfaction is negatively affected by recognition. In addition, (Cao, Chen & Song, 2013, Mendis, 2017, Ali & Baloch, 2008,) they are found that recognition has a negative effect on turnover intention. Moreover, (Dong, 2020), present there is a positive effect of recognition on turnover intention.

(H5): There is a statically significant effect of job satisfaction on Turnover intention among the employees working in Al-Makassed hospital. According to figure (4.1) and table (4.6) shows the bootstrapped test run results of the model for job satisfaction (Independent variable) and Turnover intention (dependent variable), depending on the inner path coefficient ( $P=0.09$ ) which is greater than 0.05, we reject the hypothesis, which means, there is no statically significant effect of job satisfaction on turnover intention among the employees working in (Al-Makassed hospital).

## **Chapter 5 – Conclusion**

This chapter will discuss the conclusions to assessing the mediating role of job satisfaction in the effect of the compensation system on turnover intention at AL-Makassed Hospital, the research questions and results were used to conclude and present the recommendations, limitations, and future study from the study.

### **5.1 Conclusion**

This study has aimed to assess the mediating role of job satisfaction in the effect of the compensation system on turnover intention at AL-Makassed Hospital, the main argument is that the compensation system implemented in AL-Makassed Hospital, also in this section, the summary of the study, including the levels of questions and the results of the hypotheses and sub-hypotheses, also direct and indirect hypotheses.

The results of this study showed, that the level of compensation system (salary, incentive, promotion, recognition) among employees working in the Al-Makassed hospital is medium, as the level of (salary is low, the incentive is medium, promotion is medium and recognition is medium) among employees working in the Al-Makassed hospital, moreover, level of turnover intention among employees working in Al-Makassed hospital is medium, furthermore, the level of job satisfaction among employees working in Al-Makassed hospital is medium.

The results of research hypotheses are summarized in the following table

Table (5.1) Summary of the Result Hypotheses

Number of Hypotheses	Hypothesis	path analysis Test	Result
H.1.	There is a statically significant effect of salary on job satisfaction among the employees working in (Al-Makassed hospital).	Direct Effect	Accepted
H.2.	There is a statically significant effect of salary on Turnover intention among the employees working in (Al-Makassed hospital).	Direct Effect	Accepted
H.3.	The role of job satisfaction mediating the effect of salary on turnover intention (leaving work) in AL-Makassed Hospital.	Indirect Effect	Reject
H.4.	There is a statistically significant effect of There is a statically significant effect of incentives on job satisfaction among the employees working in (Al-Makassed hospital).	Direct Effect	Reject
H.5.	There is a statically significant effect of incentives on Turnover intention among		Reject

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	the employees working in (AL-Makassed hospital).	Direct Effect	
H.6.	The role of job satisfaction mediating the effect of incentives on turnover intention (leaving work) in AL-Makassed Hospital.	Indirect Effect	Reject
H.7.	There is a statistically significant effect of There is a statically significant effect of promotions on job satisfaction among the employees working in (AL-Makassed hospital).	Direct Effect	Accepted
H.8.	There is a statically significant effect of promotions on Turnover intention among the employees working in (AL-Makassed hospital).	Direct Effect	Reject
H.9.	The role of job satisfaction mediating the effect of promotions on turnover intention (leaving work) in AL-Makassed Hospital.	Indirect Effect	Reject
H1.10.	There is a statically significant effect of recognition on job satisfaction among		Reject

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	the employees working in (Al- Makassed hospital).	Direct Effect	
H.11.	There is a statically significant effect of recognition on Turnover intention among the employees working in (Al- Makassed hospital).	Direct Effect	Reject
H.12.	The role of job satisfaction mediating the effect of recognition on turnover intention (leaving work) in AL- Makassed Hospital	Indirect Effect	Reject
H.13.	There is a statically significant effect of job satisfaction on Turnover intention among the employees working in (Al- Makassed hospital).	Direct Effect	Reject

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## 5.2 Recommendations

In this section, the study provides some recommendations to the AL-Makassed Hospital to help them improve the current compensation system and job satisfaction for their employees. These recommendations are developed from data analysis results in Chapter Four and are mainly based on the impact of the compensation system on turnover intention using a job satisfaction as mediator. Subsequent to the discussion of the results, a series of recommendations have been formulated.

- Improve the compensation system strategy and make it competitive to enhance its ability to retain talented employees, maintain employee satisfaction, and reduce the turnover intention at Al-Makassed Hospital.

- Giving employees their salaries on time leads to improving employee performance and works to motivate them, in addition to making adjustments to the salary structure to suit employees, this enhances employee attraction and retention.
- Providing rewards and incentives to skilled employees in proportion to their performance, and providing incentives to employees commensurate with their positions and level of performance, in addition must reconsider the transportation allowances paid to employees, so that they are fair among employees according to their areas of residence.
- Reconsidering the promotions system within the hospital, establishing internal laws and regulations that help clarify and understand the promotion system within the hospital,
- Encouraging a culture of praise and appreciation in hospital departments on a regular basis, from managers and senior employees within the departments and the hospital, because it helps motivate employees, accomplish their tasks, and maintain their loyalty to the departments in which they work and to the organization.
- Increasing job satisfaction among employees through praising and appreciating employees for their effort at work, and promoting employees according to performance appraisal. because it encourages employees to get to their work with enthusiasm, it also helps employees to complete their tasks with pleasure within the hospital, and this is.  
leads to increased job satisfaction for employees within the hospital.

### 5.3 Limitations

This study has been conducted from the perspective of Compensation system (salary, incentive, promotion, recognition) and its impact on turnover intention. There are a number of other dimensions that could be considered in this study like, employee productivity, training and development, and other HR practices, also, Also, among the limitations, the data was collected from one hospital, and the results cannot be considered completely useful for the rest of the hospitals.

### 5.4 Future Research

This study was limited to the compensation system in human resources management practices, future studies may include other practices such as training and development, appraisal performance, and recruitment, moreover, the future study should include many hospitals in scientific research and not be limited to one hospital and compare the results with this study, also future research could be conducted in many Palestinian hospitals, including different variables that were not used in this study.

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## Appendix (A): Questionnaire Arabic Version



**الجامعة العربية الأمريكية**  
**ARAB AMERICAN UNIVERSITY**

عزيزي الموظف /الموظفة  
تحية طيبة وبعد،

تهدف هذه الدراسة الى التعرف على الدور الوسيط الرضا الوظيفي في تأثير نظام التعويضات على نية دوران العمل (ترك العمل) في مستشفى المقاصد، وذلك استكمالاً لمتطلبات برنامج الماجستير/ إدارة الموارد البشرية - الجامعة العربية الأمريكية، علماً بأن جميع البيانات المستخلصة من إستمارة هذه الدراسة سوف تستخدم لأغراض البحث العلمي فقط، وعليه يرجى من حضرتكم التكرم بتقديم الإجابات وفقاً لأرائكم وتجربتكم الشخصية بكل صدق وموضوعية.

وتفضلوا بقبول فائق الاحترام والتقدير

الباحث: صالح النجار  
إشراف: د. راند عريقات

القسم الأول : معلومات عامة ( يرجى التكرم بوضع إشارة X أمام الاختيار المناسب )

أنثى	ذكر	الجنس	A1
25-35 سنة	أقل من 25 سنة	الفئة العمرية	A2
أكثر من 45 سنة	45-35 سنة		
طبيب	أداري	المهنة	A3
أخرى	ممرض فني		
دبلوم	ثانوية عامة فأقل	المستوى التعليمي	A4
دراسات عليا	بكالوريس		
10-6 سنوات	5 سنوات فأقل	الخبرة العملية	A5
20 سنة فأكثر	15-11 سنة 20-16 سنة		

القسم الثاني: نظام التعويضات في مستشفى المقاصد  
(يرجى التكرم بوضع إشارة X أمام الاختيار المناسب)

الرقم	العبرة	وافق بشدة	وافق	محايد	لا اوافق	لا اوافق بشدة
<b>الراتب</b>						
B1.1	الراتب الذي أتقاضاه من المستشفى يحقق احتياجاتي					
B1.2	الراتب الذي أتقاضاه من المستشفى يتوافق مع وظيفتي ومسؤولياتها					
B1.3	تدفع المستشفى بشكل دائم الراتب في الوقت المحدد					
B1.4	تدفع المستشفى بدلات تتماشى مع توقعاتي					
B1.5	انا راض عن اتعاب (مستحقات) نهاية الخدمة التي تقدمه المستشفى					
<b>الحوافز</b>						
B2.1	تقدم المستشفى مكافآت للعاملين المهرة بما يتناسب مع أدائهم					
B2.2	تقدم المستشفى مكافآت للعاملين وفقا لمنصبهم وبما يتوافق مع مستوى أدائهم					
B2.3	تقدم المستشفى مستحقات العمل الإضافي للعاملين بعد ساعات العمل					
B2.4	توفر المستشفى بدل المواصلات لأولئك الذين يعيشون في مناطق بعيدة					
B2.5	تقدم المستشفى تعويضات عادلة وكافية عند التقاعد					
B2.6	تقدم المستشفى حوافز مالية للعاملين عندما يعملون بمهنية عالية					
<b>الترقيات</b>						
B3.1	هناك فرصة ضئيلة جدا للترقية في المستشفى					
B3.2	أشعر بالعدالة في نظام الترقيات داخل المستشفى					
B3.3	انا راض عن فرصتي من الترقية داخل المستشفى					

					نظام الترقيات داخل المستشفى يتطلب الاجتهاد والانضباط في العمل	<b>B3.4</b>
					الحصول على فرص الترقية في المستشفى يشجع العاملين للاستمرار بالعمل	<b>B3.5</b>
					إدارة المستشفى حريصة على تطوير نظام الترقيات	<b>B3.6</b>
					نظام الترقيات واضح ومفهوم للعاملين في المستشفى	<b>B3.7</b>
<b>التقدير</b>						
					يثنى علي بانتظام في عملي داخل المستشفى	<b>B4.1</b>
					أتلقي النقد البناء حول عملي داخل المستشفى	<b>B4.2</b>
					أحصل على التقدير في ما فعله داخل المستشفى	<b>B4.3</b>
					قبل لي انني احقق تقدما في عملي داخل المستشفى	<b>B4.4</b>

**القسم الثالث: الرضا الوظيفي**  
( يرجى التكرم بوضع إشارة X أمام الاختيار المناسب )

الرقم	العبرة	أوافق بشدة	أوافق	محايد	لا أوافق	لا أوافق بشدة
<b>C1</b>	كثيرا ما أشعر بالملل من وظيفتي في المستشفى					
<b>C2</b>	أشعر بالرضا إلى حد ما عن وظيفتي الحالية في المستشفى					
<b>C3</b>	أنا متحمس لعملي في معظم الأيام في المستشفى					
<b>C4</b>	أجد متعة حقيقية في عملي داخل المستشفى					
<b>C5</b>	أنا راضٍ عن التقدير الذي أحصل عليه للعمل الجيد في المستشفى					

					أنا راضٍ عن فرص الترقية داخل المستشفى	C6
					أنا راضٍ عن مقدار التنوع في وظيفتي داخل المستشفى	C7

القسم الرابع: نية دوران العمل (ترك العمل)  
(يرجى التكرم بوضع إشارة X أمام الاختيار المناسب)

الرقم	العبارة	أوافق بشدة	أوافق	محايد	لا أوافق	لا أوافق بشدة
D1	بجدية في ترك وظيفتي الحالية والتوجه للعمل في مستشفى آخر					
D2	أشعر أحيانا أنني مضطر لترك وظيفتي الحالية في المستشفى					
D3	من المتوقع أن أبحث عن وظيفة في مستشفى جديدة في العام المقبل					
D4	في غضون الستة أشهر القادمة، أتوقع ارتفاع احتمالية ترك وظيفتي الحالية في المستشفى					
D5	أعتقد أنه لو سائت الاحوال ولو قليلا عن الوضع الحالي، سأستقبل وأترك عملي في المستشفى					

شكرا لحسن تعاونكم.....



**الجامعة العربية الأمريكية**  
**ARAB AMERICAN UNIVERSITY**

**Dear employees...**

This study aims to identify the mediating role of job satisfaction in the impact of the compensation system on turnover intention (leaving work) in AL-Makassed Hospital, as a complement to the requirements of the Master's Program / Human Resources Management - Arab American University, noting that all the data extracted from the questionnaire of this study will be used for scientific research purposes only, and accordingly, you are kindly requested to provide the answers according to your opinions and personal experience with all sincerity and objectivity

**Thank you**

**Researcher: Saleh Najjar**  
**Supervisor. Dr. Raed Iriqat**

**First Section: general information (please kindly put an X in front of the appropriate**

A1	Gender	Male	Female
A2	Age	Lees Than 25y 35 – 44 y	25 – 34 y More Than 45y
A3	profession	Administrative Nurse Other	Doctor Technician
A4	Educational Level	High school or less Bachelor's	Diploma Post grads
A5	Years of Experience	5y or less 11- 15 y More than 20y	6 – 10 y 6 – 20 y

**Second Section: The Compensation System in AL-Makassed Hospital  
(please kindly put an X in front of the appropriate choice).**

<b>NO</b>	<b>Items</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<b>Salary</b>						
<b>B.1.1</b>	The salary or wages that I receive from hospital meet my needs					
<b>B.1.2</b>	The salary or wages that I receive from hospital suits my job and its responsibilities					
<b>B.1.3</b>	The hospital always gives salary or wages on time					
<b>B.1.4</b>	The hospital provides allowance in line with expectations					
<b>B.1.5</b>	I am satisfied with the final job payments that the hospital offers me					
<b>Incentives</b>						
<b>B.2.1</b>	The hospital provides rewards for skilled employees commensurate with their performance.					
<b>B.2.2</b>	The hospital provides bonuses for employees according to their post and consistent with their level of performance					
<b>B.2.3</b>	The hospital provides overtime payment to employees after working hours					
<b>B.2.4</b>	The hospital provides transportation allowances for those who live in far areas					
<b>B.2.5</b>	The hospital provides a fair and adequate compensation on retirement					
<b>B.2.6</b>	The hospital provides financial incentives to employees when they work professionally					

<b>Promotion</b>						
<b>B.3.1</b>	There is a very little chance for promotion in the hospital					
<b>B.3.2</b>	I feel with justice in the promotion system inside the hospital					
<b>B.3.3</b>	I Satisfied with my chances of promotion inside the hospital					
<b>B.3.4</b>	The promotion system inside the hospital needs hard work and a discipline					
<b>B.3.5</b>	Having opportunities for promotion encourages employees to continue working with the hospital					
<b>B.3.6</b>	The hospital administration is keen to develop the promotion system					
<b>B.3.7</b>	The promotion system is clear and understandable for the employees in the hospital					
<b>Recognition</b>						
<b>B.4.1</b>	I am praised regularly in my work inside the hospital					
<b>B.4.2</b>	I receive constructive criticism about my work inside the hospital					
<b>B.4.3</b>	I get credit for what I do inside the hospital					
<b>B.4.4</b>	It's said to me that I achieve a progress in my work inside the hospital					

**Third section: Job Satisfaction in AL-Makassed Hospital  
(please kindly put an X in front of the appropriate choice)**

NO	Items	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
C.1	I am often feel bored from my work in the hospital					
C.2	I feel satisfied for some extent about my current job in the hospital					
C.3	Most days I am enthusiastic for my work in the hospital					
C.4	I find a real enjoyment during my work inside the hospital					
C.5	I am satisfied from the recognition I get for my good work in the hospital					
C.6	I am satisfied with the chances of promotion inside the hospital					
C.7	I am satisfied with the amount of variety in my job inside the hospital					

**Fourth Section: Turnover Intention in AL-Makassed Hospital**  
**(Please kindly put an X in front of the appropriate option)**

NO	Items	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
D.1	I am seriously considering leaving my current job to work at another hospital					
D.2	I sometimes feel compelled to quit my job in my current hospital					
D.3	I will probably look for a new job in another hospital in the next year					
D.4	Within the next 6 months, I expect the rising probability of leaving my current job in the hospital					
D.5	I will quit this job if the given condition gets even a little worse than now					

## الملخص

تهدف هذه الدراسة إلى تقييم الدور الوسيط للرضا الوظيفي في تأثير نظام التعويضات على نية الدوران الوظيفي في مستشفى المقاصد، وتم اعتماد الدراسة على التصميم الكمي، الفئة المستهدفة في هذه الدراسة هي جميع العاملين في مستشفى المقاصد (إداريين، أطباء، ممرضين، الخ) والتي تتكون من 950 موظف. وكان حجم عينة الدراسة 274 موظفاً، وتم جمع البيانات باستخدام الاستبيان، بالإضافة الى انه تم تحليل البيانات الأولية باستخدام برنامج SPSS 28 و SMARTPLS 4، وتم استخدام التكرارات، النسب المئوية، المتوسطات الحسابية والانحرافات المعيارية بواسطة برنامج

SPSS 28، وتم اختبار الفرضيات عن طريق path analysis في برنامج SMARTPLS 4 وفقاً لـ Direct path analysis أظهرت النتائج أن هناك تأثير ذو دلالة إحصائية للرواتب والترقية على الرضا الوظيفي لدى العاملين في (مستشفى المقاصد). كما يوجد أثر ذو دلالة إحصائية للرواتب على نية الدوران الوظيفي لدى العاملين في (مستشفى المقاصد). وايضاً، لا يوجد أثر ذو دلالة إحصائية للحوافز والتقدير على الرضا الوظيفي لدى العاملين في (مستشفى المقاصد). كما لا يوجد تأثير ذو دلالة إحصائية للحوافز والترقية والتقدير على نية الدوران الوظيفي لدى العاملين في (مستشفى المقاصد). بالإضافة إلى ذلك، لا يوجد تأثير ذو دلالة إحصائية للرضا الوظيفي على نية الدوران الوظيفي لدى العاملين في (مستشفى المقاصد) ووفقاً لـ Indirect path analysis، الرضا الوظيفي لا يلعب دوراً وسيطاً في تأثير (الرواتب، الحوافز والترقيات والتقدير) على نية دوران في (مستشفى المقاصد). وتوصي الدراسة بتحسين نظام التعويضات وجعله نظاماً تنافسياً لتعزيز قدرته على الاحتفاظ بالموظفين الموهوبين، والحفاظ على رضا الموظفين، وتقليل نية الدوران الوظيفي. الكلمات المفتاحية: نظام التعويضات، الرضا الوظيفي، نية الدوران الوظيفي، مستشفى المقاصد.