

STUDY ON THE IMPACT OF WORKING FACILITIES AS A MODERATING FACTOR FOR COMPENSATION AND BENEFIT UTILIZING THE THEORY OF PLANNED BEHAVIOR TOWARD ACCOUNT OFFICERS' INTENTION TO STAY IN INDONESIAN SHARIA BANKING UNDER THE GRAMEEN MODEL

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Received: 01/02/2026 | Revised: 15/02/2026 | Accepted: 20 /03/2026 | Published: 01/04/2026

Abstract

This study investigates the determinant factors affecting the intention to stay among Account Officers at Indonesia's sole sharia bank employing the Grameen model to serve underprivileged women. Grounded in the Theory of Planned Behavior (TPB), it analyzes the influence of attitude, subjective norms, and perceived behavioral control on retention intentions while evaluating the moderating role of compensation and benefits, particularly working facilities. Data were gathered via a structured survey and analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) to evaluate the measurement model and structural relationships. Results indicate that all three TPB constructs significantly predict intention to stay, with perceived behavioral control emerging as the strongest factor. This underscores that Account Officers' confidence in managing job demands is pivotal to their retention decisions. However, compensation and benefits did not moderate these relationships, implying that in mission-driven roles like microfinance, financial incentives do not substantially influence the psychological and social drivers of sustained employment. These findings extend TPB's application to sharia microfinance banking, providing empirical insights into retention in community-oriented jobs. They highlight the importance of bolstering psychological support, supervision, and social ties as more effective retention strategies than compensation alone.

Keywords: *intention to stay; account officer; theory of planned behavior; working facilities; sharia banking; grameen model.*

INTRODUCTION

Founded by Professor Muhammad Yunus in 1983, Grameen Bank was awarded the Nobel Peace Prize in 2006 and represented a major milestone for social enterprises specializing in empowering the deprived sections of society, mostly women, through microfinance provisions (Rahman & Aziz, 2022). The premise of this model is that without access to credit, impoverished individuals cannot enhance their welfare (Mousa & Zoili, 2023). The Grameen Bank is renowned for its unique procedure of providing microcredit without any customary security and demanding that small support groups vouch that loans are repaid. This social enterprise approach is not only effective in reducing default rates but also in empowering, socially and economically, rural women who are excluded from or marginalized by formal financial services (Rahman & Aziz, 2022).

In this study, the research setting is the Indonesian sharia bank that openly applies the Grameen Bank model. This bank provides unsecured loans for women (housewives and micro-entrepreneurs in the countryside) through a group system. This initiative aimed to increase the inclusivity of access to finance. This study focuses on marginalized groups and, ultimately, addresses indirectly or directly life goals that target poverty reduction and job creation through microenterprises (Rozalinda et al., 2024). The dual mission dynamics of social enterprises, such as Grameen Bank, create distinctive HRM challenges due to their focus on both economic (profit) and social (community empowerment) missions. The condition of internal staff management is quite problematic, particularly in the role of its Account Officers assigned to implement market penetration and customer relations on-site. Account officers

STUDY ON THE IMPACT OF WORKING FACILITIES AS A MODERATING FACTOR FOR COMPENSATION AND BENEFIT UTILIZING THE THEORY OF PLANNED BEHAVIOR TOWARD ACCOUNT OFFICERS' INTENTION TO STAY IN INDONESIAN SHARIA BANKING UNDER THE GRAMEEN MODEL

Handayani et al

should meet economic and social objectives to provide credit responsibly to destitute clients who need help without burdening them with excessive debt (Sun & Sohn, 2021). Anxiety and burnout can happen to Account Officers under the pressure of economic success as well as social success and may lead to the departure of good employees. It is clearly visible in the high employee turnover, especially of the Account Officers who work in this Grameen model of banking. By June 2023, the gross turnover rate had escalated to 7.3%, with an annual gross turnover rate of 27.7% for that year. Additionally, 27% of the staff who left had been employed for less than three months, and the turnover rate for new employees within their first twenty-one days was 14% (Hilmi & Ghazali, 2023). The consequences of high turnover are beyond the direct recruitment cost but also entail the loss of important institutional knowledge that serves as vital for the company's distinct business model. In addition, Qian & Baldi (2024) highlighted that staying intention is not only the flipside of turnover intention but also that the latter is a positive orientation and an accurate forecaster of remaining intentions, which indicate whether employees will stay with an organization.

To reduce workload and increase retention rate of existing Account Officers, the company has offered multiple components of compensation, such as basic salary, holiday allowance (also known as *Tunjangan Hari Raya*) in the amount of two months of basic salary, performance incentives, health insurance, and health insurance coverage. In return, Account Officers are provided with benefits in the form of working facilities, such as housing, operational vehicles, and personal development support in the form of undergraduate scholarship programs. As a form of appreciation, the company also provides overseas trips and the opportunity to perform the *Umrah* pilgrimage to outstanding employees. Thus, it is very critical for the Account Officer position, which has high work pressure and dual performance requirements, to ascertain employees' perceptions of the sufficiency and price appropriateness of compensation and benefits, including working facilities. This research uses the Theory of Planned Behavior to understand the extent to which attitude, subjective norms, and perceived behavioral control influence students' intention to stay (Ajzen, 1991). Moreover, as working facilities represent one of the compensations and benefits in this research, this study examines how working facilities affect the relationship between attitudes, subjective norms, and perceived behavioral control about the intention to stay, which can provide implications for human resource management practices in sharia banks that operate under the Grameen model.

Despite the comprehensive efforts by the company to mitigate high turnover among Account Officers through enhanced compensation, benefits, and working facilities while applying the Grameen model in sharia banking, persistent gaps in the literature regarding the simultaneous application of the Theory of Planned Behavior's constructs and the moderating role of these incentives on retention intentions necessitate further investigation, as outlined in the following research problem. Research on retention, especially in terms of intention to stay among employees, is still continuing because one of the main drivers for companies' sustainable performance is keeping their workforce stability, particularly in the sharia or Islamic banking sector that requires greater loyalty and integrity from its workers (Hilmi & Ghazali, 2023; Jamil, Setiawan, & Juwita, 2022; Utami & Abadi, 2022).

The Theory of Planned Behavior, postulated by Ajzen (1991), has been extensively used in studies of work behavior but has scarcely been used to explain the intention to stay in the sharia banking industry, especially in the Account Officers job. Previous research works have widely been descriptive and inbound, focusing on certain constructs of the Theory of Planned Behavior, e.g., attitude and subjective norms, as being affected by both channels arbitrarily (Baumann, Burton, Elliott, & Kehr, 2007; Bortne, Bjornestad, Arnestad, Tjora, & Brønnick, 2025; Hadiyat, Astuti, Utami, & Afrianty, 2021; Utami & Abadi, 2022). These three main constructs of the Theory of Planned Behavior, which used to be tested simultaneously to predict the intention to stay, were rarely considered in the in-service sector as well as the sharia banking sector (Chen, Guo, Hung, Lin, & Wu, 2023; Patel & Nayak, 2024; Safflor, Marinas, & Enano, 2024; Wahidudin, Anuar, Othman, Kong, & Aminaddin, 2023). Recent research points out that compensation and benefits are pertinent to promoting employee engagement and satisfaction, which consequently leads to retention issues (Abdul Malik & Alhassan Musah, 2024; Agustine & Nawangsari, 2020; Sorn, Fienena, Ali, Rafay, & Fu, 2023).

This study aims to assess an integrated model that includes attitude, subjective norms, and perceived behavioral control as moderating factors of compensation and benefits offered by working facilities on the intention to stay employed. We focus on Account Officers, who face challenges in maintaining personnel owing to demanding and competitive work conditions. This study aims to enhance our understanding of employees' retention intentions, particularly in the under-researched areas of sharia banking. The current study has identified six primary hypotheses concerning attitude, subjective norms, perceived behavioral control, and intention to stay that were developed in addition to the moderating factor of remuneration and the benefits of the relationship between intention to stay and continuous commitment. This research enhances the use of the Theory of Planned Behavior. It also offers managerial

STUDY ON THE IMPACT OF WORKING FACILITIES AS A MODERATING FACTOR FOR COMPENSATION AND BENEFIT UTILIZING THE THEORY OF PLANNED BEHAVIOR TOWARD ACCOUNT OFFICERS' INTENTION TO STAY IN INDONESIAN SHARIA BANKING UNDER THE GRAMEEN MODEL

Handayani et al

insights for human resource management in sharia banking and other firms, aiming to create successful compensation and benefits strategies to retain personnel.

LITERATURE REVIEW

Attitude and intention to stay

In the Theory of Planned Behavior, people actively judge whether a behavior is good or harmful based on their attitude toward it. A positive work attitude and organizational commitment could deter employees' intention to quit. A study by Chen et al. (2023) found that the positive attitude of bank employees toward the implementation of green finance has a significant effect on their intention to use such funds. In the same line, positive bias about finance has been found to play as a determinant of both intentions and behaviors to invest (Patel & Nayak, 2024). Employees' intentions to stay in the organization can be promoted by positive psychological attitudes toward work and the workplace. The work by Wahidudin et al. (2023) found that a favorable attitude toward digital banking influences the intention to use it, confirming the importance of attitude in predicting behavioral intentions in a banking context.

A study by Li et al. (2023) found that a positive attitude towards green development in companies in the construction sector positively influences the intention of conducting green practices. Despite contextual variations, a positive attitude may serve as a precursor to the intention of staying within the organization. According to Krishnamuthi & Rahim (2024), the studies on the Malaysian banking sector demonstrate that satisfactory working conditions, which generate positive attitudes of employees towards their work environment, are significantly related to higher intention to stay. For the retail banking industry, Baumann et al. (2007) found that a customer's attitude toward a bank has a significant influence on loyalty and usage intentions for banking services. In addition, Utami & Abadi (2022) show that the positive attitude toward Islamic banking positively influences the intention to use Islamic banking services. Together, this body of research reinforces our prediction that work and organization attitudes positively correlate with employees' intention to stay. On the basis of these findings, we advance the following hypothesis.

H1: Attitudes have a positive effect on intention to stay.

Subjective norms and intention to stay

Subjective norms are what subjects think others expect of them. Colleagues, supervisors, or the organizational climate can perceive subjective norms that influence someone's intention to stay in an organization. A study by Chen et al. (2023) indicates that subjective norms on green finance in banks have a significant impact on the employees' intention to adopt it. Chen et al. (2023) focus their study on Malaysian banking employees. Krishnamuthi & Rahim (2024) demonstrate that workplace social norms, including support from colleagues and superiors, significantly increase employees' intention to stay with the company. In the Islamic banking setting, Utami & Abadi (2022) also concluded that subjective norms are a critical component of the intention to use Islamic banking services. In addition, a study by Wahidudin et al. (2023) also concluded that social norms determine consumers' intention to use digital banking services, simulating the effect of subjective norms on behavioral intentions in the context of bank usage. Li et al. (2023) found a positive correlation between subjective norms and construction firms' intention to build green buildings. Although the contexts of the studies differ, these findings suggest that subjective norms could significantly impact users' intention to continue with their organization. This evidence leads us to propose the following hypothesis.

H2: Subjective norms have a positive effect on intention to stay.

Perceived behavioral control and intention to stay

Perceived behavior control means how much someone believes they are able to do a specific behavior. Regarding the intention to stay on the job, perceived behavior control includes employee confidence in managing work demands and balancing work and life. Research by Wahidudin et al. (2023) found that perceived behavior control significantly increases the intention of consumers to use digital banking, emphasizing its importance in predicting behavioral intentions in the banking sector. Conversely, Li et al. (2023) noted that what influences construction firms' attitudes toward the adoption of green building technologies is also their perceived behavioral control. Similarly, findings from the studies by Krishnamuthi & Rahim (2024) also suggested that perceived control over work factors, like management over flexible schedules and support of supervisors, influences employees' intention to stay in Malaysian banks. Chen et al. (2023) posited that an elevated perception of behavioral control among bank staff correlates with a heightened intention to engage in green finance activities. The findings of Patel & Nayak (2024) support these results, confirming that perceived behavioral control directly affects investment

STUDY ON THE IMPACT OF WORKING FACILITIES AS A MODERATING FACTOR FOR COMPENSATION AND BENEFIT UTILIZING THE THEORY OF PLANNED BEHAVIOR TOWARD ACCOUNT OFFICERS' INTENTION TO STAY IN INDONESIAN SHARIA BANKING UNDER THE GRAMEEN MODEL

Handayani et al

intention. In Islamic banking, according to Utami & Abadi (2022), perceived behavioral control significantly influenced the intention of using Islamic banking services. In addition, findings from a study by Bortne et al. (2025) supported the idea that perceived behavioral control plays an enhanced role in the intention to stay in the organization. This evidence leads us to propose the following hypothesis.

H3: Perceived behavioral control has a positive effect on intention to stay.

The impact of compensation and benefits on attitude and intention to stay

Agustine & Nawangsari (2020) studied the relationship between compensation, workload, and turnover intention among employees, and the results indicated that compensation has a significant effect on job satisfaction, which in turn reduces employees' intention to leave. Mahadi, Woo, Baskaran, & Yaakop (2020) emphasized that compensation is a key factor in retaining employees through their research. It was discovered that equitable and competitive remuneration directly improves employees' favorable perceptions of the organization (job attitude), which substantially affects their intention to stay. The research by Jamil et al. (2022) examined more fully the context of Islamic banking. This study found that compensation significantly affects work attitudes and intention to stay. The Islamic context shows that compensation aligned with principles of justice and blessings increases job satisfaction and strengthens the spiritual values that are part of employees' attitudes towards the organization. Furthermore, the research by Hadiyat et al. (2021) examined how compensation and management strategies influence the work attitudes of millennial employees. The findings demonstrated that compensation is a significant factor influencing positive work attitudes, which directly improves retention intention. Recent research by Nguyen & Uong (2025) expands empirical evidence by examining the banking sector in Vietnam. Researchers discovered that satisfaction with compensation boosts loyalty and the intention to stay. This study is relevant as it demonstrates that compensation is not merely an economic factor but also an emotional and social one that shapes employees' commitment to the organization. These findings lead us to propose the following hypothesis.

H4: Compensation and benefit impact moderates the relationship between attitude and intention to stay.

The impact of compensation and benefits on subjective norms and intention to stay

According to Dhillon (2025), individual reasons and social context within the workplace both influence the low rate of employee turnover. In his theoretical work, Dhillon (2025) emphasized that compensation serves a dual purpose: it acts both as a cost and as a signal to align individuals with collective norms, thereby encouraging members to remain in the organization. From an institutional theory and psychological contract standpoint, our study supplements a new perspective: employee retention is not only dependent on economic values but also social-relationship exchange with colleagues or superiors. Empirically, the seminal study of Ghosh et al. (2013) provided strong evidence that conformity and normative commitment are predictors of stay intentions. The results revealed that affective commitment, normative commitment, and goal clarity are the strongest predictors for intention to stay. Certainly, material and other benefits as constituents of remuneration are important, and normative commitment (which involves subjective norms in cognitive psychology) has become prominent in proving its impact on employee retention behavior. Therefore, we can argue that community is derived from social pressure and moral obligation to the EO, as it has emerged as one of the strongest psychological mechanisms for mediating compensation and intention to stay.

Aisyiah & Khoirunnisa (2022) found that compensation and work motivation have a positive significant effect on employee retention. It was not, however, clear in the model where social norms were placed as variables. However, the authors acknowledge that such social mechanisms (e.g., coworker support, organizational expectations) might work as a moderator between compensation and intention to stay. Another study undertaken by Murtiningsih (2020) agreed that fair compensation and motivation influence job satisfaction as well as retention. In summary, based on the above findings, wages not only have an effect on retention in a job but also on retention at work. Although social norms were not evaluated directly, we argue that fair pay creates positive workplace perceptions and generates normative pressures, which in turn strengthens employees' connections to their organization. Meanwhile, Zaki Azzuhairi, Eko Soetjipto, & Handayati (2022) conducted research on salary level, work motivation, and the intention to stay with the mediation of job satisfaction and organizational commitment. The correlation between compensation and retention intentions was positive but indirect, as job satisfaction and organizational commitment played a role in mediating. The results indicate that compensation acts as a reinforcement of social norms inside workplace groups, whereby individuals who perceive appreciation from their employer are more inclined to adhere to group expectations to remain with the firm, particularly when collective commitment is elevated. This finding led us to propose the following hypothesis.

STUDY ON THE IMPACT OF WORKING FACILITIES AS A MODERATING FACTOR FOR COMPENSATION AND BENEFIT UTILIZING THE THEORY OF PLANNED BEHAVIOR TOWARD ACCOUNT OFFICERS' INTENTION TO STAY IN INDONESIAN SHARIA BANKING UNDER THE GRAMEEN MODEL

Handayani et al

H5: Compensation and benefit impact moderates the relationship between subjective norms and intention to stay.

The impact of compensation and benefits on perceived behavioral control and intention to stay

Zaki Azzuhairi et al. (2022) examined the impact of salary and work incentive on the intention to stay, mediated by job and organizational commitment. The results demonstrate a direct correlation between compensation and retention intention, with satisfaction and organizational commitment serving as mediating factors. In a broader investigation conducted by Schulte, Scheller, Slood, & Bruckner (2022), which applied MASEM to 653 studies on solar energy adoption within the framework of the Theory of Planned Behavior, it was found that perceived behavioral control and perceived benefits are the strongest determinants of intention, even though the case pertains to a different context (energy technology adoption). Therefore, perceived benefits and the perception of rewards reinforce both behavioral control and intention.

Lazim, Zin, Othman, & Pangil (2012) reported equivalent findings for the IT industry in Malaysia. They showed that reward policy and transformational leadership are antecedents of the intention to stay, with perceived organizational support as a mediating variable. Lazim et al. (2012)'s study also highlights that compensation and career development have a positive influence on the intention to stay. Compensation is perceived as an incentive that generates security, contentment, and commitment. The latest study by Nugraha & Indrajaya (2023) amplifies the relationship between perceived behavioral control and the intention to stay for eco-friendly hotel customers. This research demonstrates the significance of perceived behavioral control in forecasting intention to stay. In an organization, these results suggest that employees who feel in control of their work situations and express their emotions openly will exhibit high levels of loyalty. This study implies that compensation and benefit impact, perceived behavioral control, and intention to stay are all promoted when pay reflects one's perceived ability and willingness, as proposed by the Theory of Planned Behavior. This leads us to propose the following hypothesis.

H6: Compensation and benefit impact moderates the relationship between perceived behavioral control and intention to stay.

METHOD

This research utilized descriptive statistics to analyze quantitative data. Data was collected cross-sectionally from Indonesia over a two-month period (April and May 2025). This exercise was followed by another round of testing and retesting to confirm the validity of the questionnaire, with students signaling clarity or ambiguity, which enabled questions to be improved. The data was collected via random sampling using a 6-point Likert scale, meticulously organized on Google Forms. We employ Partial Least Squares Structural Equation Modeling (PLS-SEM) in SmartPLS 4.1.1.2 to verify our model through a two-step process: (a) evaluation of the measurement properties of the constructs and (b) testing the developmental hypotheses inside the structural model. Following the assessment of reliability and validity for measurements, we performed hypothesis testing. The testing was aimed at considering the correlations within a mathematical model.

The subjects of this research are limited to Account Officers working at the sharia bank implementing the Grameen model. The study does not include employees in other positions within the organization to maintain the focus of the analysis and the relevance of the research results to specific customer-facing job positions that have unique retention challenges. We conducted this research on a national scale in Indonesia, specifically sampling from various operational areas of the company that have active branches in the country. Path coefficients and R^2 were also considered besides significance testing ($p < 0.05$). R^2 scores range from 0 to 1, and a higher score equals more explanatory power, which is better. When weights are near 0, there is a weak relationship and a strong positive (or negative) one if close to +1 (or -1). The R^2 values of 0.75, 0.50, and 0.25 represent the explanatory powers that are strong, moderate, and low, respectively, in isolation terms. In addition, the hypotheses were assessed based on assumptions (Image 1) using bootstrapping with 5,000 sub-samples. Statistical tests were one-tailed for hypothesis testing. Comparisons between groups to test moderating effects were also reported, and $p < 0.05$ was calculated for each relationship.

STUDY ON THE IMPACT OF WORKING FACILITIES AS A MODERATING FACTOR FOR COMPENSATION AND BENEFIT UTILIZING THE THEORY OF PLANNED BEHAVIOR TOWARD ACCOUNT OFFICERS' INTENTION TO STAY IN INDONESIAN SHARIA BANKING UNDER THE GRAMEEN MODEL

Handayani et al

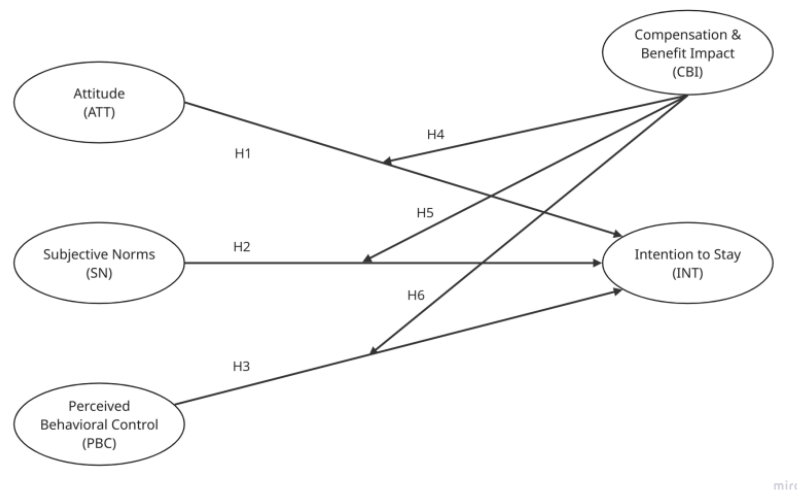


Image 1: Theoretical Framework

As illustrated in Image 1, the Theory of Planned Behavior is adopted as the major theoretical framework; attitude, subjective norms, and perceived behavioral control serve as three key constructs to predict his or her intention to stay. Furthermore, this study analyzes how the moderating effect of compensation and benefits impacts the relationship between attitude, subjective norms, and perceived behavioral control in relation to the intention to stay. Therefore, the independent factors are attitude (ATT), subject norms (SN), perceived behavior control (PBC), intention to stay (INT), and compensation and benefit impact (CBI). The population of this research is the Account Officers in the sharia bank that uses the Grameen model. Other organizational positions are excluded from the analysis to maintain the study's focus and ensure that the findings specifically address customer-facing job positions facing different retention challenges. The study takes place at a national level in Indonesia and specifically targets various operational areas of the company with active branches. When a variety of geography includes the specific behavior, the study seeks to obtain an overall picture with respect to the regional level, with the intention to stay.

RESULTS AND DISCUSSION

Of the 250 questionnaires sent to Account Officers all over Indonesia, only 197 were valid (only 68 after further cleaning). Most respondents were women (100%); they were aged 18 to 33 years; and 64% reported completing high school, while the remaining 36% had completed a bachelor's degree.

Validation and reliability of information were conducted prior to applying the survey. Reliability testing results revealed that all items satisfied Cronbach's Alpha (CA) value and Composite Reliability (CR) value > 0.700. The validity test manifested that all the items' loading factors were more than 0.7, and a significant result was that the Average Variance Extracted (AVE) exceeded 0.5. As shown in Table 1, all constructs meet the standard of reliability and validity (Hair et al., 2019).

Table 1. Construct of Reliability and Validity

Variable	Items	Factor Loading	CA (>0.7)	CR (>0.7)	AVE (>0.5)
Attitude	ATT1	0.773	0.836	0.838	0.604
	ATT2	0.775			
	ATT3	0.746			
	ATT4	0.841			
	ATT5	0.746			
Subjective Norms	SN1	0.796	0.867	0.898	0.714
	SN2	0.919			
	SN3	0.866			
	SN4	0.792			
Perceived Behavioral Control	PBC1	0.845	0.875	0.875	0.728
	PBC2	0.849			

STUDY ON THE IMPACT OF WORKING FACILITIES AS A MODERATING FACTOR FOR COMPENSATION AND BENEFIT UTILIZING THE THEORY OF PLANNED BEHAVIOR TOWARD ACCOUNT OFFICERS' INTENTION TO STAY IN INDONESIAN SHARIA BANKING UNDER THE GRAMEEN MODEL

Handayani et al

	PBC3	0.894			
	PBC4	0.824			
Intention to Stay	INT1	0.843	0.900	0.903	0.668
	INT2	0.773			
	INT3	0.870			
	INT4	0.749			
	INT5	0.846			
	INT6	0.818			
Compensation & Benefit Impact	CBI1	0.838	0.895	0.903	0.656
	CBI2	0.874			
	CBI3	0.832			
	CBI4	0.830			
	CBI5	0.728			
	CBI6	0.749			

The Discriminant Validity results indicated that the Heterotrait-Monotrait Ratio (HTMT) (Henseler et al., 2015) should not be over the threshold of 0.9, as shown in Table 2. The findings support the discriminant validity of the measured items for all constructs.

Table 2. Discriminant Validity using Heterotrait-Monotrait Ratio (HTMT)

	ATT	CBI	INT	PBC	SN	CBI x ATT	CBI x SN	CBI x PBC
ATT								
CBI	0.799							
INT	0.806	0.725						
PBC	0.733	0.683	0.835					
SN	0.663	0.682	0.749	0.577				
CBI x ATT	0.564	0.640	0.362	0.385	0.275			
CBI x SN	0.344	0.434	0.284	0.316	0.303	0.566		
CBI x PBC	0.484	0.597	0.427	0.478	0.322	0.829	0.674	

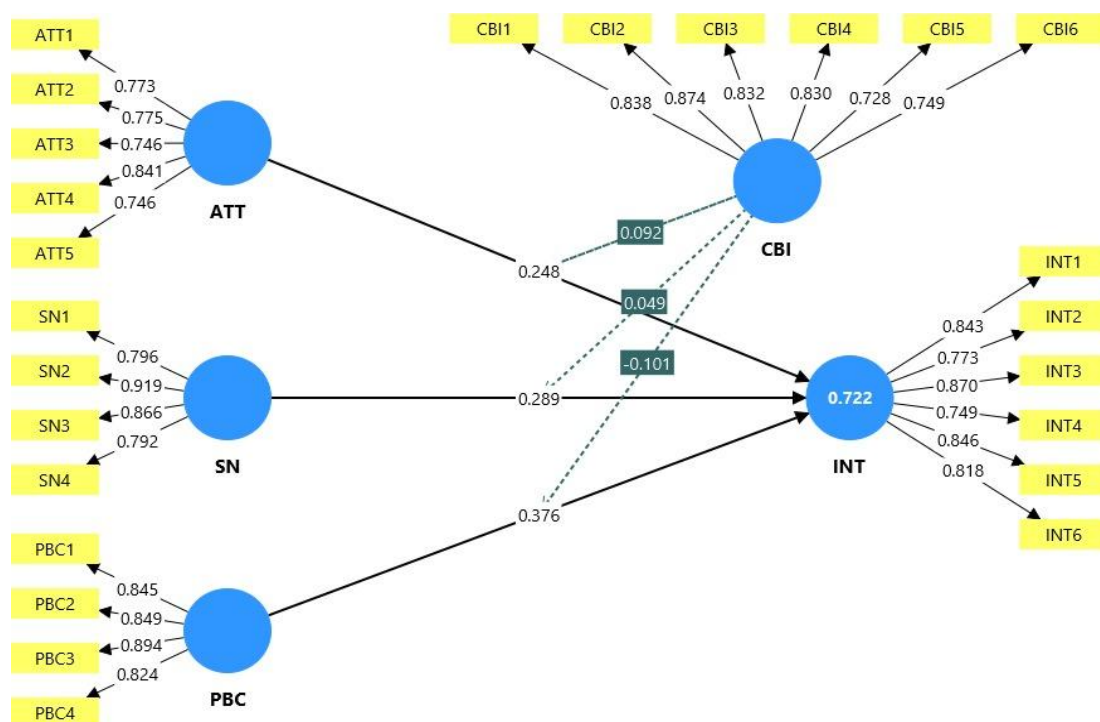


Image 2. Full Model (Path Coefficient and Factor Loading)

STUDY ON THE IMPACT OF WORKING FACILITIES AS A MODERATING FACTOR FOR COMPENSATION AND BENEFIT UTILIZING THE THEORY OF PLANNED BEHAVIOR TOWARD ACCOUNT OFFICERS' INTENTION TO STAY IN INDONESIAN SHARIA BANKING UNDER THE GRAMEEN MODEL

Handayani et al

Image 2 displays the complete PLS-SEM model, encompassing both the outer and inner models, for this study. The results of structural model testing show that the dimensions of attitude, subjective norms, and perceived behavioral control highly predict an intention to stay. Table 3, $R^2 = 0.722$, indicates that the three primary constructs from the Theory of Planned Behavior and moderating variables included in the model account for 72.2% of the variation in the intention to stay. This strong value illustrates that the model satisfactorily represents theoretical variances as robust and large.

Table 3. Hypothesis Testing Result

Hypothesis	Path	R ²	Path Coefficient	T statistics	P values	Conclusion
H1	ATT → INT	0.722	0.248	2.673	0.004	supported
H2	SN → INT		0.289	3.300	0.000	supported
H3	PBC → INT		0.376	3.406	0.000	supported
H4	CBI x ATT → INT		0.092	0.982	0.163	not supported
H5	CBI x SN → INT		0.049	0.569	0.285	not supported
H6	CBI x PBC → INT		-0.101	0.879	0.190	not supported

As Table 3 reveals the data processed by PLS-SEM, they also indicate that three main variables, which are attitude, subjective norms, and perceived behavioral control in the Theory of Planned Behavior framework, have a significant positive effect on intention to stay for Account Officers. Predictor Path Coefficients reveal that perceived behavioral control is the most influential factor ($\beta = 0.970$; $p < 0.001$), subsumed closely by subjective norms ($\beta = 0.485$; $p < 0.001$) and attitude ($\beta = 0.448$; $p < 0.001$). In addition, this finding implies that the intention to stay may be influenced either by actors' perceptions toward the job content or by other elements (social support and perceived personal control over job demands). This conclusion is in line with the Theory of Planned Behavior (Ajzen, 1991), in which intention is regarded as one's attitude multiplied by his/her subjective norms and perceived behavioral control. Attitude affects the intention to stay, meaning that Account Officers are more likely to be committed to the organization when seeing their job as contributing socially, spiritually, and economically. This finding is also consistent with the findings of Chen et al. (2023) and Patel & Nayak (2024), showing that positive attitudes lead to a continuing behavior that sustains future behaviors rather than those treated as valuable by the individual. In this company, which focuses on empowering disadvantaged women, the significance of its prosocial work becomes an emotion-related antecedent to organizational attitudes.

But the powerful effect of subjective norms indicates that perceived support from the group, socialization, and identification with the working team of the Grameen Model are important for Account Officers to remain. As emphasized by Ghosh et al. (2013), normative commitment is a strong predictor of organizational retention. Social pressures and obligations in this workplace community, therefore, intensify ethical sense (which is personal), particularly with collective work through local participation and face-to-face meetings as its mode in serving clients. It is the independent variable, perceived behavioral control, that comes out as the most significant determinant in this model. It is also a signal that Account Officers who perceive themselves to have the ability to fulfill job demands and control field pressures are more likely to be retained. These results also are in line with the research of Krishnamuthi & Rahim (2024) and Utami & Abadi (2022), who argued that perceptions of work control can enhance psychological resilience. The implication is that training, supervisor mentoring, and clear work systems influence self-confidence, which leads to a stronger intention to stay.

However, results of the research reveal that compensation and benefit impact as a moderating variable is not significant in augmenting the relationship among attitude, subjective norms, and perceived behavioral control towards intention to stay ($p > 0.1$ for H4, H5, and H6). This is significant, as the Account Officers only values compensation and other benefits (e.g., housing, relocation services, scholarships) to a point, with all forms of compensation beyond that being contemplated in terms of "what-ifs," which do not impact the power or nature of his/her main psychological bond affecting his/her intention to stay employed. This finding indicates that in jobs with a high social mission, intrinsic motivation and social happenstance are more decisive than material rewards.

STUDY ON THE IMPACT OF WORKING FACILITIES AS A MODERATING FACTOR FOR COMPENSATION AND BENEFIT UTILIZING THE THEORY OF PLANNED BEHAVIOR TOWARD ACCOUNT OFFICERS' INTENTION TO STAY IN INDONESIAN SHARIA BANKING UNDER THE GRAMEEN MODEL

Handayani et al

This finding expands the research by Jamil et al. (2022), which states that compensation does indeed enhance satisfaction, but in the context of mission-driven work, compensation is not always a key factor in retention. Instead, the values of meaning and social community are more dominant. This result is also in line with the findings (Simanjuntak & Pratama, 2024), which indicate that the driving factors of behavior in both digital and organizational contexts can be influenced by deep psychological experiences rather than solely by material stimuli. Furthermore, the insignificant moderation results suggest that the existing working facilities may be perceived as unequal or unfair across regions; thus, their contribution to the sense of reward is suboptimal. When facilities are considered non-homogeneous, perceptions of equity can weaken, reducing the effect of compensation on retention intentions. This finding aligns with the moderated study of compensation and retention by Nguyen & Uong (2025). Therefore, the results of this discussion suggest that to retain Account Officers, the company needs to focus its strategy on strengthening behavioral control (through training and mentoring), enhancing group social support, and reinforcing the social meaning of work, while improvements in compensation facilities should be directed towards increasing perceptions of fairness and relevance to field needs, rather than just nominal value.

CONCLUSION

The present study aims to examine what factors affect Account Officers' intention to stay, utilizing the Theory of Planned Behavior. The findings of PLS-SEM demonstrate that attitude, subjective norms, and perceived behavioral control have significant positive effects on intention to stay. The most significant predictor among these is perceived behavioral control, indicating that an individual's evaluation of their ability to meet job demands is linked to their intention to stay employed. This reinforces Ajzen (1991)'s assertion that individuals' attitudes, norms, and perceptions of their control over their actions influence their purpose. This study also demonstrated that compensation and benefits, specifically the working facilities provided by the firm, do not moderate the relationship between the theory of planned behavior factors and the intention to remain. This evidence suggests that although pay and working conditions matter, they do not enhance the influence of attitudes, social support, or behavioral control on retention. This suggests that intrinsic and social motivations are more significant than material incentives in mission-driven work, exemplified by the Grameen model employed by this company. These findings corroborate earlier studies indicating that work meaning, sense of connection, and self-efficacy are essential for the retention of socially valued collective work (work-meaning aspects) (Ghosh et al., 2013; Jamil et al., 2022).

On the other hand, the insignificance of the role of compensation moderation may also indicate variability in perceptions of fairness and equality in facilities among work units. Unfair or unhelpful facilities fail to psychologically motivate people to remain in their jobs. This finding aligns with the principles of organizational justice and research emphasizing that compensation serves not only an economic function but also a symbolic one in shaping loyalty (Nguyen & Uong, 2025). Therefore, improving retention cannot be achieved merely through nominal compensation revisions but rather through efforts to ensure equity, relevance, and consistency of work experiences across regions. Thus, increasing retention is not just about cosmetic changes to compensation but about creating more equitable, locally relevant, and uniform work experiences. Therefore, this study is theoretically valuable because it extends the use of the Theory of Planned Behavior on community development-based social work and enriches knowledge on employee retention in the Grameen model-based Islamic banking sector. In practical terms, the findings of this study highlight that effective retention strategies are centered on the psychological processes that increase the sense of control, which in part relates to training, mentoring, and supervisor support received, as well as networking within social groups aimed at collective work meaning. Instead of increasing perceived financial value, we can use compensation and benefits to enhance fair perceptions or make work more comfortable. These results are consistent with the psychological comprehension that experiences, perceptions, and emotional contexts work more on motivation to retain than material triggers.

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STUDY ON THE IMPACT OF WORKING FACILITIES AS A MODERATING FACTOR FOR COMPENSATION AND BENEFIT UTILIZING THE THEORY OF PLANNED BEHAVIOR TOWARD ACCOUNT OFFICERS' INTENTION TO STAY IN INDONESIAN SHARIA BANKING UNDER THE GRAMEEN MODEL

Handayani et al

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STUDY ON THE IMPACT OF WORKING FACILITIES AS A MODERATING FACTOR FOR COMPENSATION AND BENEFIT UTILIZING THE THEORY OF PLANNED BEHAVIOR TOWARD ACCOUNT OFFICERS' INTENTION TO STAY IN INDONESIAN SHARIA BANKING UNDER THE GRAMEEN MODEL

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