
The Effect of Job Satisfaction, Job Stress, and Compensation on Employee Turnover Intention of PT XYZ

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ABSTRACT

The problem of Turnover Intention is a serious issue for a company. Turnover Intention can hinder the company's operations. This is the purpose of this research to analyze the effect of Job Satisfaction, Job Stress, and Compensation on Turnover Intention of employees at PT XYZ. The population in this study were all employees of PT XYZ, totaling 45 employees. The sampling technique used in this study is a saturated sample technique, where this method makes all members of the population to be sampled in this study, using multiple linear regression to test the hypothesis results. The data collection technique used in this research is through interviews and distributing questionnaires. The results showed that the variables of Job Satisfaction and Job Stress partially had a positive and significant effect on the Turnover Intention variable, while the Compensation variable partially had a negative and significant effect on the Turnover Intention variable. And there is a simultaneous significant influence on Turnover Intention.

Keywords: Job Satisfaction, Job Stress, Compensation, Turnover Intention

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INTRODUCTION

In this era, the development of the business world has advanced so rapidly that the business world is facing increasingly fierce business competition. This requires the Company to have high quality and competitiveness in order to survive and compete with other competitors. For this reason, the Company must have optimal resources. Human resource management is one of the important assets for the Company, so it must be managed, regulated, utilized properly and maintained in order to minimize employee turnover.

Human resource management to improve employee capabilities must be carried out by management through the process of career development, training, skills, talents, knowledge, and abilities. Therefore, the company must be able to manage human resources optimally to maintain potential human resources so that they continue to work well for the company. Because poor human resource management makes employees have the desire to leave the company, where a high level of Turnover Intention in a company can reflect that the company has a poorly managed human resource.

In line with these conditions, the researchers conducted research at PT XYZ, which is a company engaged in manufacturing, such as producing door closers. PT XYZ is one of the companies that has problems regarding Turnover or employee turnover which is high enough to hamper company operations. The following data shows the percentage of employee turnover of PT XYZ in 2018-2022 can be seen in the following table:

Table 1 Employee Turnover Data at PT XYZ for the Period 2018-2023

Period	Number of Employees at the Beginning of the Year	Number of Employees Entered	Number of Employees Leaving	Year-end Employee Count	Turnover Rate (%)
2018	70	6	1	75	1,4 %
2019	75	7	3	79	3,9 %
2020	79	2	23	58	33,6 %
2021	58	10	7	61	11,8 %
2022	61	3	15	49	27,3 %
2023	49	4	8	45	17,1 %

Source: Internal Company Data (2023)

Based on the data obtained from Table 1 above, it shows that the employee turnover rate at PT XYZ for 6 years tends to increase and decrease every year. According to Gillis (in mardiana, et al. 2014) that employee turnover is said to be normal if it ranges from 5-10% per year, and can be said to be high if it exceeds 10%. It can be seen that the percentage of employee turnover at PT XYZ in some years exceeds 10%, which means that the level of employee turnover in the company is considered unnatural because it has exceeded the normal or ideal turnover rate of a company per year. So, this can indicate that there are problems in managing human resources at PT XYZ because the number of employees leaving and entering is quite high.

The problem of Turnover Intention has recently increased, so that it can affect the company's operations and have a negative impact on the company. Turnover Intention is the tendency or desire of employees to quit their jobs voluntarily or move from one company to a company of their own choice (Mobley, 2016:15). Several factors influence employee Turnover Intention, including job satisfaction, job stress and compensation. (Khaidir , et al 2016).

Job satisfaction issues can influence an employee's mind to leave the company and try to work in a better company. When employees are satisfied with their work, it is likely that employees will survive and continue to work for the company. Based on the research results

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from Lestari and Mujiati (2018), it shows that job satisfaction has a negative and significant effect on employee Turnover Intention.

The next factor that can affect the level of employee Turnover Intention is the level of employee work stress. Employees who feel pressured in their jobs will usually experience stress, making employees unable to survive to work for the company. Mangkunegara (2017:157) defines job stress as a feeling of pressure experienced by employees in experiencing work. Based on the results of research from Rukhviyanti and Susanti (2021), it shows that Job Stress has a positive and significant effect on Turnover Intention.

The third factor that influences Turnover Intention besides job satisfaction and job stress is compensation. Providing compensation fairly and correctly will make employees feel appreciated by the company, so that the opportunity to have a desire to leave the employee is getting smaller. For this reason, compensation will affect the level of employee Turnover Intention. Based on the results of research from Kamil, et al. (2023), shows that compensation has a negative and significant effect on employee Turnover Intention variables.

Based on the background description above, the researcher is interested in conducting research and making the problems that occur as a research topic by taking the title "The Effect of Job Satisfaction, Job Stress, and Compensation on Employee Turnover Intention at PT XYZ".

Based on this background, the formulation of this research problem is as follows: 1) How does Job Satisfaction the effect Employee Turnover Intention at PT XYZ? 2) How does Job Stress the effect Employee Turnover Intention at PT XYZ? 3) How does Compensation the effect Employee Turnover Intention at PT XYZ? 4) How do Job Satisfaction, Job Stress, and Compensation the effect Employee Turnover Intention at PT XYZ?

The objectives of this research are as follows: 1) To know the effect of Job Satisfaction on Employee Turnover Intention at PT XYZ 2) To know the effect of Job Stress on Employee Turnover Intention at PT XYZ 3) To know the effect of Compensation on Employee Turnover Intention at PT XYZ 4) To know the effect of Job Satisfaction, Job Stress, and Compensation, on Employee Turnover Intention at PT XYZ.

LITERATURE REVIEW

Turnover Intention

According to Mobley (2016: 15) Turnover Intention is the tendency or desire of employees to quit their jobs voluntarily or move from one company to another according to their own choice.

Dimensions and Indicators of Turnover Intention According to Mobley (2016: 150):

1. Thoughts of Quitting:
Reflects individuals to think about leaving work or staying in the work environment. Starting with the job dissatisfaction felt by the employee, then the employee begins to think about leaving his current workplace so that it causes a low intensity of not attending work.
2. Intention to Quit:
Reflects individuals to look for work in other organizations. If the employee has started to think about leaving his job frequently, the employee will try to find a job outside his company that he feels is better.
3. Intention to Search for Another job:
Reflects individuals who intend to leave. Employees intend to leave if they get a better job, sooner or later it will end with the employee's decision to stay or leave their job.

Job Satisfaction

The definition of Job Satisfaction according to Robbins (2017: 170) is a general attitude towards a person's job as a difference between the number of rewards or rewards that are believed to be received.

Dimensions and Indicators of Job Satisfaction According to Robbins (2017: 180):

1. Work It Self
 - a. Employee satisfaction with the suitability of the job with their abilities.
 - b. Employee satisfaction with the responsibilities given in the job.
 - c. Employee satisfaction with work to be more creative.
 - d. Employee satisfaction with learning opportunities.
2. Salary/Wages
 - a. Satisfaction with the suitability of salary for the job.
 - b. Satisfaction with the benefits provided.
 - c. Satisfaction with the provision of incentives.
3. Supervision
 - a. Satisfaction with technical assistance provided by supervisor.
 - b. Satisfaction with the moral support provided by the supervisor.
 - c. Satisfaction with supervision carried out by supervisor.
4. Coworkers
 - a. Satisfaction with teamwork.
 - b. Satisfaction with the social environment at work.

Job Stress

According to Mangkunegara (2017: 157) Job Stress is a feeling of pressure felt by employees in dealing with a job.

Dimensions and Indicators of Job Stress According to Mangkunegara (2017: 92):

1. Workload
 - a. Demands or pressure from above.
 - b. Decreased interpersonal levels.
 - c. Excessive amount of work.
2. Role Conflict
 - a. Concept of work.
 - b. Work standards.
3. Role Ambiguity
 - a. Unclear about the task.
 - b. Incomplete orders from superiors.

Compensation

According to Afandi (2018: 192) Compensation is often also called an award and can be defined as any form of reward given by the company to employees as a reward for the performance or contribution they make to the company.

Dimensions and indicators of compensation according to Afandi (2018: 194):

1. Direct Compensation
 - a. Wages and salaries
 - b. Incentives
2. Indirect Compensation
 - a. Allowances
 - b. Facilities

Correlation of Job Satisfaction on Turnover Intention

Based on previous research, there are differences in the results of several studies. The results of research by Rusilawati, et al. (2023), show that job satisfaction has a significant

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positive effect on Turnover Intention. Meanwhile, the results of research by Lestari and Mujiati (2018), show that job satisfaction has a negative and significant effect on employee Turnover Intention. And it is also different from the research of Yuda and Ardana (2017), which shows that Job Satisfaction has a negative and insignificant effect on Turnover Intention.

Correlation of Job Stress on Turnover Intention

Based on the research of Rukhviyanti and Susanti (2020), it shows that Job Stress also has a positive and significant influence on the Turnover Intention variable. The research is also in line with Yuda and Ardana (2017) which shows that Job Stress has a positive and significant effect on Turnover Intention.

Correlation of Compensation on Turnover Intention

Based on the research of Rukhviyanti and Susanti (2020), it states that compensation has a negative and significant effect on employee Turnover Intention variables. However, it is different from the research of Khotimah and Partina (2020), which states that compensation has a negative and insignificant effect on Turnover Intention.

The Correlation of Job Satisfaction, Job Stress, and Compensation on Turnover Intention

Based on the research of Wijayanti and Anisa (2022), the results of the study prove that compensation and job satisfaction have a negative effect on turnover intention, while job stress has a positive effect on turnover intention.

Based on the research of Kamil, et al. (2023), stated that the results showed that job satisfaction and job stress had a significant positive effect on Turnover Intention. Meanwhile, compensation has a significant negative effect on employee Turnover Intention.

Based on the research of Khaidir, et al. (2016) shows that there is a significant positive effect of each independent variable. Of the three independent variables, the influence of Job Stress is most dominant compared to the other two independent variables. And there is a significant effect simultaneously on employee Turnover Intention. Meanwhile, based on research by Mabror (2020), the results showed that job stress, compensation, and job satisfaction levels had a positive and significant effect on employee turnover intention.

Hypothesis

H1: There is an effect between Job Satisfaction and Turnover Intention.

H2: There is an effect between Job Stress on Turnover Intention.

H3: There is an effect between Compensation on Turnover Intention.

H4: There is an effect between Job Satisfaction, Job Stress, and Compensation on Turnover Intention.

RESEARCH METHODS

The method used in this research is quantitative research method, using descriptive and verification approaches. According to (Sugiyono,2017: 53) Descriptive research is research conducted to determine the value of independent variables, either one or more variables without making comparisons, or connecting one with another variable. According to (Sugiyono,2017: 8) The verification method is defined as research conducted on certain populations or samples with the aim of testing predetermined hypotheses. The data collection method in this research is to use a questionnaire.

Population according to (Sugiyono,2021: 167) is an area consisting of objects / subjects that have certain qualities and characteristics that are applied by researchers to study and then

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draw conclusions. So that the population in this research are employees of PT Dong Kwang Ind, located in Bandung Regency, totaling 45 employees. Because the number of respondents is less than 100 respondents, the sampling technique used by researchers is the Nonprobability Sampling technique using the saturated sampling method, where this technique takes all members of the population to be used as research samples, namely 45 employees of PT XYZ.

RESULTS AND DISCUSSION

Results

Result of Validity Test

The validity test is carried out to determine whether a research instrument can be used to measure what is to be measured. In this study using a saturated sample, if the correlation value obtained is above 0.3, it is said that the item provides a sufficient level of validity, otherwise if the correlation value is below 0.3, it is said that the item is less valid. The results of the validity test in this research are as follows:

Table 2 Results of Validity Test

Statement	r count	r table	Description
Item X1.1	0,853	0,30	Valid
Item X1.2	0,928	0,30	Valid
Item X1.3	0,819	0,30	Valid
Item X1.4	0,817	0,30	Valid
Item X1.5	0,890	0,30	Valid
Item X1.6	0,900	0,30	Valid
Item X1.7	0,904	0,30	Valid
Item X1.8	0,813	0,30	Valid
Item X1.9	0,924	0,30	Valid
Item X1.10	0,860	0,30	Valid
Item X1.11	0,741	0,30	Valid
Item X1.12	0,795	0,30	Valid
Item X2.1	0.904	0,30	Valid
Item X2.2	0,829	0,30	Valid
Item X2.3	0,896	0,30	Valid
Item X2.4	0,774	0,30	Valid
Item X2.5	0,822	0,30	Valid
Item X2.6	0,819	0,30	Valid
Item X2.7	0,875	0,30	Valid
Item X3.1	0,906	0,30	Valid
Item X3.2	0,935	0,30	Valid
Item X3.3	0,948	0,30	Valid
Item X3.4	0,934	0,30	Valid
Item X3.5	0,951	0,30	Valid
Item Y.1	0,875	0,30	Valid
Item Y.2	0,819	0,30	Valid
Item Y.3	0,924	0,30	Valid
Item Y.4	0,874	0,30	Valid
Item Y.5	0,924	0,30	Valid
Item Y.6	0,921	0,30	Valid

Item Y.7	0,875	0,30	Valid
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Source: SPSS 26 Data (Processed in 2023)

Based on the results of the person correlation test in Table 2, the results show that each item or statement item in the Job Satisfaction, Job Stress, Compensation, and Turnover Intention variables gets a correlation value above 0.3. So, it can be concluded that all questionnaire statement items used are declared valid.

Results of Reliability Test

Reliability test is carried out to show the extent to which a measuring device can be trusted or reliable. The questionnaire is considered reliable or reliable if the reliability coefficient is greater than 0.60. The reliability test results in this study are as follows:

Table 3 Results of Reliability Test

Variable	Cronbach Alpha	Criteria	Description
Job Satisfaction	0,966	0,60	Reliable
Job Stress	0,938	0,60	Reliable
Compensation	0,963	0,60	Reliable
Turnover Intention	0,950	0,60	Reliable

Source: SPSS 26 Data (Processed in 2023)

Based on Table 3 above, the results of the reliability test on the Job Satisfaction, Job Stress, Compensation and Turnover Intention variables show positive value calculation results where the Cronbach alpha value is greater than 0.60. So, it can be concluded that all questionnaire statement items are reliable.

Result of Multiple Linear Regression Analysis

In this research, the author conducted multiple linear regression analysis to determine the effect of Job Satisfaction, Job Stress, and Compensation on employee Turnover Intention at PT XYZ. The following are the results of multiple linear regression analysis:

Table 4 Result of Multiple Linear Regression Analysis

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std Error	beta		
1	(Constant)	6.751	1.929		3.449	.001
	Job Satisfaction	.255	.067	.469	3.785	.000
	Job Stress	.679	.109	.690	6.260	.000
	Compensation	-.650	.107	-.700	-6.081	.000
a. Dependent Variable: Turnover Intention						

Source: SPSS 26 Data (Processed in 2023)

Based on Table 4 above, the multiple linear regression equation can be obtained as follows:

$$Y = 6,751 + 0,255 X_1 + 0,679 X_2 - 0,650 X_3 + e$$

From the results of the above equation, each variable can be interpreted as follows:

1. A constant of 6.751 means that if Job Satisfaction, Job Stress, and Compensation are 0, then Turnover Intention is constant at 6.751 units.

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2. The regression coefficient of the Job Satisfaction variable is 0.255. The coefficient is positive, meaning that an increase in the value of Job Satisfaction by one unit will result in an increase in Turnover Intention by 0.255 or 25.5%. So, the higher the job satisfaction, the higher the Turnover Intention of PT XYZ employees.
3. The regression coefficient of the Job Stress variable is 0.679. The coefficient is positive, meaning that an increase in the value of Job Stress by one unit will result in an increase in Turnover Intention by 0.679 or 67.9%. So, the higher the job stress, the higher the Turnover Intention of PT XYZ employees.
4. The regression coefficient of the Compensation variable is -0.650. The coefficient is negative, meaning that an increase in the value of Job Stress by one unit will result in a decrease in Turnover Intention by 0.650 or 65%. So, the higher the Compensation, the lower the Turnover Intention of PT XYZ employees.

Results of Determination Coefficient Analysis

The coefficient of determination analysis is carried out to determine how much effect or contribution Job Satisfaction, Job Stress, and Compensation on employee Turnover Intention at PT XYZ. The following are the results of the coefficient of determination analysis:

Table 5 Results of Determination Coefficient Analysis

Model Summary									
Model	R	R Square	Adjusted R Square	Std Error Of the Estimated	Change Statistics				
					R Square Change	F Change	df1	df2	Sig F change
1	.826	.683	.660	2.265	.683	29.426	3	41	.000
a. Predictors: (Constant), Compensation, Job Stress, Job Satisfaction									
b. Dependent Variable: Turnover Intention									

Source: SPSS 26 Data (Processed in 2023)

Based on Table 5 above, the coefficient of determination (R Square) is 0.683, which means that the change in Turnover Intention as affected by Job Satisfaction, Job Stress and Compensation is 68.3%. This means that there are still other factors that can affect the level of Turnover Intention. And the remaining 31.7% is affected by other variables not examined in this research.

Results of Partial Hypothesis Test (t Test)

The t test is conducted to see if there is an effect of each independent variable on the dependent variable. By using a significance level of 0.05 ($\alpha = 5\%$) and at a significance level of 0.05, a two-way test is carried out with degrees of freedom $df = n - k - 1 = 45 - 3 - 1 = 41$, obtaining a t table value of 2.020. The following are the results of the t test using SPSS 26:

Table 6 Results of Partial Hypothesis Test (t Test)

Coefficients					
Model		Unstandardized		Standardized Coefficients	Sig
		B	Std Error	beta	
1	(Constant)	6.751	1.929		.001
	Job Satisfaction	.255	.067	.469	.000
	Job Stress	.679	.109	.690	.000

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	Compensation	-.650	.107	-.700	-6.081	.000
a. Dependent Variable: Turnover Intention						

Source: SPSS 26 Data (Processed in 2023)

Based on the t-test results in Table 6 above, the following results are concluded:

1. From the results of the above calculations, it is concluded that the significance level on the Job Satisfaction variable is $0.000 < 0.05$. And the t value of 3.785 is greater than the t table of 2.020, then $t_{count} 3.785 > t_{table} 2.020$. So that H_0 is rejected and H_a is accepted, meaning that Job Satisfaction has a significant effect on Turnover Intention of PT XYZ employees.
2. From the results of the above calculations, the significance level on the Job Stress variable is $0.000 < 0.05$. And the t value of 6.260 is greater than the t table of 2.020, then $t_{count} 6.260 > t_{table} 2.020$. So that H_0 is rejected and H_a is accepted, meaning that Job Stress has a significant effect on Turnover Intention of PT XYZ employees.
3. From the results of the above calculations, the significance level on the Compensation variable is $0.000 < 0.05$. And the t value of -6.081 is greater than the t table of 2.020, then $t_{count} -6.081 > t_{table} 2.020$. So that H_0 is rejected and H_a is accepted, meaning that Compensation has a significant effect on Turnover Intention of PT XYZ employees.

Results of Simultaneous Hypothesis Test (F Test)

The F test was conducted to see if there was a simultaneous effect between the independent variables on the dependent variable. The following are the results of the F test using SPSS 26:

Table 7 Results of Simultaneous Hypothesis Test (F Test)

ANOVA						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	452.897	3		29.426	.000
	Residual	210.348	41			
	Total	663.244	44			
a. Dependent Variable: Turnover Intention						
b. Predictors: (Constant), Compensation, Job Stress, Job Satisfaction						

Source: SPSS 26 Data (Processed in 2023)

Based on Table 7 above, the significance value is 0.000, the significance value of 0.000 < 0.05 and the calculated F value obtained is 29.426 while the F table is 3.23, then $F_{count} 29.426 > F_{table} 3.23$. so that H_0 is rejected and H_a is accepted, meaning that the variables of Job Satisfaction, Job Stress, and Compensation together simultaneously have a significant effect on employee Turnover Intention at PT XYZ.

Discussion

The Effect of Job Satisfaction on Turnover Intention

Based on the results of multiple linear regression analysis and hypothesis, it shows that Job Satisfaction has a positive and significant effect on Turnover Intention, which has a regression coefficient value of 0.255 and a significance value of 0.000, meaning that any increase in Job Satisfaction will result in an increase in Turnover Intention of PT XYZ employees.

The results of this research are in line with previous research conducted by Rusilawati, et al. (2023), showing that Job Satisfaction has a significant positive effect on Turnover Intention.

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The Effect of Job Stress on Turnover Intention

Based on the results of multiple linear regression analysis and hypothesis, it shows that Job Stress has a positive and significant effect on Turnover Intention, which has a regression coefficient value of 0.679 and a significance value of 0.000, meaning that any increase in Job Stress will result in an increase in Turnover Intention of PT XYZ employees.

The results of this research are in line with previous research conducted by Rukhviyanti and Susanti (2020), showing that Job Stress also has a positive and significant effect on Turnover Intention variables. This research is also supported by research conducted by Yuda and Ardana (2017) which shows that Job Stress has a positive and significant effect on Turnover Intention.

Effect of Compensation on Turnover Intention

Based on the results of multiple linear regression analysis and hypothesis, it shows that Compensation has a negative and significant effect on Turnover Intention, which has a regression coefficient value of 0.650 and a significance value of 0.000, meaning that any increase in Compensation will result in a decrease in Turnover Intention of PT XYZ employees.

The results of this research are in line with previous research conducted by Rukhviyanti and Susanti (2020), showing that compensation has a negative and significant effect on employee Turnover Intention variables.

The Effect of Job Satisfaction, Job Stress, and Compensation on Turnover Intention

The results showed that simultaneously the variables of Job Satisfaction, Job Stress, and Compensation effect on Turnover Intention of PT XYZ employees by contributing an effect of 68.3%, while the remaining 31.7% was affected by other variables not examined in this research.

The results of this research are supported by the results of research conducted by Kamil, et al. (2023), stating that the results showed that Job Satisfaction and Job Stress had a significant positive effect on Turnover Intention. While Compensation has a significant negative effect on Turnover Intention. In addition, it is also supported by research conducted by Khaidir, et al. (2016) which shows that there is a significant effect simultaneously on employee Turnover Intention.

CONCLUSION

Based on the results of the analysis and discussion of the data displayed above, the following conclusions as follows:

1. Job Satisfaction variable partially has a positive and significant effect on Turnover Intention of PT XYZ employees.
2. Job Stress variable partially has a positive and significant effect on Turnover Intention of PT XYZ employees.
3. Compensation variable partially has a negative and significant effect on Turnover Intention of PT XYZ employees.
4. Job Satisfaction, Job Stress, and Compensation variables simultaneously have a significant effect on Turnover Intention of PT XYZ employees.
5. The magnitude of the contribution of the influence of Job Satisfaction, Job Stress, and Compensation on Turnover Intention of PT XYZ employees is 68.3%, while the remaining 31.7% is influenced by other variables not examined in this research.

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