



## The influence of compensation and job stress on turnover intention through mediation of job satisfaction

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### ABSTRACT

*This study aims to analyze the role of compensation and job stress on turnover intention through job satisfaction as a mediating variable. The population of this study was 106 employees who have worked for more than one year. It uses a saturation sampling method to collect the data. Hypothesis testing used in this research is path analysis. The expected result from this research is an analysis of the influence of compensation and job stress on turnover intention through job satisfaction as a mediating variable. The results of this study indicate that compensation has a negative and significant effect on turnover intention. Meanwhile, job stress is proven to have a positive and significant effect on turnover intention. This study also shows that job satisfaction is able to provide a significant mediating role.*

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## Introduction

The industrial revolution 4.0 makes a high competition climate in all fields which requires companies to work more effectively and efficiently. High levels of competition also require an organization to optimize its human resources as it is the key to the success of organizational. Good management of their employees will help organization to achieve its goals. In this era, *turnover* often happen to the millennial generations (1981-1994) and they tend to be independent from organizations and institutions. Recently, Clifton (2016) reports on millennial generations that 21% of them done *turnover* in the past year and it is three times the number of non-millennials in the same report.

Millennial generations tend to have higher *turnover* rates than the previous generations due to several factors. These factors were studied by Zhang (2016). Firstly, they are because of personal aspects such as age, gender, education, status. Secondly, it is because of organizational aspects such as company's size, salary, promotion, training program, and individual work attitudes. Last is socio-economic aspects such transportation, housing, cost of living, health and education facilities. These factors are for all generations and are not specific to the millennial generation.

Employee *turnover* or going in and going out from the organization is an important phenomenon because employees are assets and important component that should be managed in good way to achieve the goals of organization. Sometimes employee *turnover* brings a positive impact. However, most of it gives negative impacts both in terms of costs and time lost. The term *turnover* means to change. The extended meaning of *turnover* is the course of employees who enter and leave the company. Mobley (2011), an expert in employee *turnover* issues, provides a limit on *turnover* as an individual of a certain member of organization who stops his or her membership. Birasnav (2012) also defines *turnover* as "the termination of a person's employment with a certain organization." According to Robbins (2016), he states that *turnover intention* is the tendency or the degree which an employee has the possibility to leave company B either voluntarily or not voluntarily because of withdrawal of the lack interest of the current job or the other job's offers. *Turnover* can be in the form of resignation, transfer, dismissal or the death of the members.

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A research conducted by Ramadhani *et al.* (2013), Dizgah *et al.*, (2012), dan Rismayanti *et al.* (2018). examines several factors that cause employees' desire to leave the company that it can be influenced by compensation. Thus, one way that can reduce the level of *turnover intention* is to increase compensation, especially in providing incentives and welfare to employees which is expected to increase work productivity. Norita (2014) adds that there are findings which explain that compensation has a significant relationship with *turnover intention*.

In empirical studies, it has been found that there is a significant relationship between perceived compensation and *turnover intention* (Widayati dan Yolanda, 2016), Whereupon, the employee who gets high compensation will make lower rate of *turnover intention*. Otherwise, if the compensation decreased, *turnover intention* of employee would be increased. Base on the result of this study, it is expected that the influence of compensation to Tele Account Management (TAM)'s employees at PT. Infomedia Nusantara has a negative effect on *turnover intention*.

Several studies have done in investigating the relationship between these variables. Otherwise, there are some differences in the results of the research that become the research gaps. These studies are research done by Irbayuni (2012), Annisa (2019), Mahadewi dan Rahyuda (2020) which state that compensation does not have a significant effect on *turnover intention*. Furthermore, the research results also support (Purwati *et al.*, 2020) which also states that compensation does not have a significant effect on *turnover intention*. The results of these studies have inconsistencies in research results and further studies are needed to prove it conceptually and empirically. And based on the phenomena that have been discussed previously and there are still differences in the results of previous studies, therefore it is necessary to carry out further research.

**Table 1:** Research Gap

| Title of the Research  | Researcher             | Result  |
|--|------------------------|---|
| The effect of compensation, job satisfaction and organizational commitment on turnover intention | Irbayuni (2012)        | Compensation does not have significant effect on turnover intention |
| Effect of compensation, workmotivation and workload on employee turnover intention               | (Purwati et al., 2020) | Compensation does not have significant effect on turnover intention |

## Literature Review

### Theoretical Background and Hypotheses Development

#### Compensation on *Turnover Intention*

The term of compensation refers to all forms of retribution using money or goods or any commodity used to pay to employees. The relationship between compensation and *turnover* refers to the opinion of Sinaga (2017), Widayati & Yolanda (2016), Hayuningtyas (2016), dan Johannes *et al.*,(2014) that the result of their study shows low levels of compensation can reduce employees' job satisfaction which at the end can increase *turnover intention* level.

*H1: Compensation has a significantly negative effect on turnover intention*

#### Job Stress on *Turnover Intention*

Based on the opinion of Akbar & Mayliza (2019) which state that job stress has a positive and significant effect on *turnover intention* which means the increased of job stress will cause *turnover intention* to increase. This develops the statement of Robbins and Judge (2006) that job stress can affect emotions, thinking processes and a person's physical and mental conditions. Employees who experience job stress will lead to *turnover intention*.

*H2: Job stress has a significantly positive effect on turnover intention*

#### Job Satisfaction on *Turnover Intention*

Robbins (2001: 179) states that job satisfaction is negatively associated with the desire of employees to leave (*turnover intention*) from the company. It is supported by an empirical study conducted by Rismayanti *et al.*,(2018) which states that employees' job satisfaction has a negative and significant effect on *turnover intention*.

*H3: Job satisfaction has a significantly negative effect on turnover intention*

### **Compensation for Job Satisfaction**

According to Kadek *et al.*, (2012) job satisfaction is basically an individual thing. Each person will have a different level of satisfaction according to their own value. In line with Robbins' (2006) theory, job satisfaction is a common attitude towards job or the difference between the amounts of reward receives and the amounts employees believe they should receive.

*H4: Compensation has a significantly positive effect on job satisfaction*

### **Job Stress on Job Satisfaction**

Permatasari & Prasetyo (2018) states that job stress has a significantly negative effect on job satisfaction means that when the level of employees' job stress increase, employees' job satisfaction will decrease. When employees' job stress decreases, employees' job satisfaction will increase.

*H5: job stress has a significantly negative effect on job satisfaction*

### **Compensation for Turnover Intention through Job Satisfaction**

Agustin (2018) argues that the desire to move to other company can be an early symptom of *turnover*. There are several factors of the occurrence of *turnover intention*, including job satisfaction, the possibility of transfer and other job's alternatives. The research conducted by Mahadewi & Rahyuda (2020) states that job satisfaction is able to mediate the effect of compensation on *turnover intention*.

*H6: Job satisfaction mediates the effect of compensation on turnover intention*

### **Job Stress on Turnover Intention through Job Satisfaction**

A research conducted by Pramada *et al.*,(2020) explains that job satisfaction mediates the effect of job stress on *turnover intention* where high job stress can reduce employees' job satisfaction which causes a higher level of the desire to leave the job.

*H7: Job satisfaction mediates the effect of employees' job stress on turnover intention*

## **Research and Methodology**

This research uses explanatory research method because this research aims to analyze the relationship between one variable and another, also how these variables affect other variables (Singarimbun and Effendi (2011).

This study uses a quantitative approach because of the empirical model and its measurements based on existing theories. Data collecting uses a saturated sampling method Sugiono (2012). It was conducted in early January 2021 till May 2021. The population in this study were 106 employees of Marketing or as Tele Account Management (TAM) at PT. Infomedia Nusantara Malang. Furthermore, the data obtained from the sample were analyzed using Structural Equation Modeling (SEM) with the Partial Least Square (*WarpPLS*) approach.

This study analyzes 4 variables consisting of two exogenous variables which are job stress and compensation, and two endogenous variables which are job satisfaction and *turnover intention*. The operational definitions of each variable in this study are as follows:

#### *Job Stress*

Job stress is a condition of tension that affects one's emotions, thoughts and physical condition. according to Siagian (2008), The indicators used to measure employees' job stress include:

- i. *The work itself*
- ii. *Attitude / Behavior*
- iii. *Physical*

#### *Compensation*

Compensation is all income in the form of money, direct or indirect goods received by employees in return for services provided to the company. according to Bangun (2012), The indicators used to measure employees' compensation include:

- i. *Financial Compensation*
- ii. *Non-Financial Compensation*

#### *Job satisfaction*

Job satisfaction concerns the individual's psychology state in the organization which is caused by the condition they feel from their environment Hidayati dan Trisnawati (2016), The indicators used for employees' job satisfaction include:

- i. *Payment*
- ii. *Work*
- iii. *Promotion opportunity*

- iv. Supervisor
- v. Co-workers

*Turnover Intention*

Mobley (2011) defines that turnover intention is an employee's decision to leave the organization voluntarily due to factors of how attractive the current job is and other job alternatives Akgunduz dan Cin (2015),The indicators used for *turnover intention* include:

- i. Thoughts of quitting
- ii. Intention to quit
- iii. Intention to search for another job

## Findings

### Respondents' Characteristics

The number of respondents in this study are 106 who are employees at PT. Infomedia Nusantara Malang-Indonesia. This study divides respondents into several characteristics, including gender, age, education level, employment status, and length of work. The details of each characteristic can be seen in table 2.

**Table 2:** Respondents' Characteristics

| Characteristics       | Frequency  | Percentage     |
|-----------------------|------------|----------------|
| <b>Gender</b>         |            |                |
| Male                  | 49         | 46.23%         |
| Female                | 57         | 53.77%         |
| <b>Total</b>          | <b>106</b> | <b>100.00%</b> |
| <b>Age (year)</b>     |            |                |
| < 25                  | 43         | 40.57%         |
| 26-30                 | 44         | 41.51%         |
| 31-35                 | 14         | 13.21%         |
| 36-40                 | 2          | 1.89%          |
| >40                   | 3          | 2.83%          |
| <b>Total</b>          | <b>106</b> | <b>100.00%</b> |
| <b>Education</b>      |            |                |
| Diploma               | 20         | 18.87%         |
| Bachelor              | 70         | 66.04%         |
| Magister              | 16         | 15.09%         |
| <b>Total</b>          | <b>106</b> | <b>100.00%</b> |
| <b>Length of Work</b> |            |                |
| 1-5 years             | 84         | 79.25%         |
| 6-10 years            | 19         | 17.92%         |
| 11-15 years           | 1          | 0.94%          |
| >15 tahun             | 2          | 1.89%          |
| <b>Total</b>          | <b>106</b> | <b>100.00%</b> |
| <b>Job Status</b>     |            |                |
| Contract              | 63         | 59.43%         |
| Jobholder             | 43         | 40.57%         |
| <b>Total</b>          | <b>106</b> | <b>100.00%</b> |

## Findings

### Convergent Validity

Evaluation of construct validity is conducted by calculating convergent validity and discriminant validity. Abdillah & Jogiyanto (2016) stated that convergent validity can be determined through the loading factor. An instrument is stated to fulfill the convergent validity testing if it has a loading factor above 0.6.

**Table 3:** Convergent Validity Test (Loading Factor)

| Variable                      | Indicator | Loading Factor | Standard Error | P-Value | Description |
|-------------------------------|-----------|----------------|----------------|---------|-------------|
| <b>Job Stress (X1)</b>        | X1.1      | 0.947          | 0.076          | <0.001  | Valid       |
|                               | X1.2      | 0.927          | 0.076          | <0.001  | Valid       |
|                               | X1.3      | 0.937          | 0.076          | <0.001  | Valid       |
| <b>Compensation (X2)</b>      | X2.1      | 0.895          | 0.077          | <0.001  | Valid       |
|                               | X2.2      | 0.859          | 0.077          | <0.001  | Valid       |
| <b>Job Satisfaction (Z)</b>   | Z1        | 0.925          | 0.076          | <0.001  | Valid       |
|                               | Z2        | 0.938          | 0.076          | <0.001  | Valid       |
|                               | Z3        | 0.906          | 0.076          | <0.001  | Valid       |
|                               | Z4        | 0.879          | 0.077          | <0.001  | Valid       |
|                               | Z5        | 0.630          | 0.082          | <0.001  | Valid       |
| <b>Turnover Intention (Y)</b> | Y1        | 0.926          | 0.076          | <0.001  | Valid       |
|                               | Y2        | 0.938          | 0.076          | <0.001  | Valid       |
|                               | Y3        | 0.820          | 0.078          | <0.001  | Valid       |

Based on the table above, it can be perceived that all indicators that measure the variables of job stress, compensation, job satisfaction, and *turnover intention* have a value greater than 0.6. Therefore, the indicator is declared valid for measuring the variables.

**Construct Validity**

The outer model analysis in the second stage was carried out by looking at the construct validity. Construct validity is the validity which indicates the extent to which a test measures the theoretical construct on which the test is compiled. According to Abdillah & Jogiyanto (2016), a construct is stated to have good construct validity if the value of Average Variance Extracted (AVE) is  $\geq 0.5$ . The AVE value which is  $\geq 0.5$  means that the probability of an indicator in a construct entering other variables is lower (less than 0.5), so that the probability of the indicator converging and entering the intended construct is greater, which is above 50 percent (Abdillah & Jogiyanto, 2016). The results of the construct validity test using WarpPLS are shown in Table 4.

**Table 4:** Average Variance Extracted (AVE)

| Latent Variable           | AVE   |
|---------------------------|-------|
| <b>Compensation</b>       | 0.801 |
| <b>Job Stress</b>         | 0.878 |
| <b>Job satisfaction</b>   | 0.745 |
| <b>Turnover Intention</b> | 0.803 |

Based on Table 4, it can be noticed that the variables of compensation, job stress, job satisfaction, and *turnover intention* produce the value of Average Variance Extracted (AVE) that is greater than 0.5. As a result, the indicators that measure these variables are declared valid.

**Composite Reliability**

Calculations that can be used to test construct reliability are Cronbach’s alpha and composite reliability. Abdillah & Jogiyanto (2016) stated that the testing criteria are if the composite reliability is greater than 0.7 and Cronbach alpha is greater than 0.6, then the construct is declared reliable.

**Table 5:** Composite reliability and *Cronbach’s alpha*

| Latent Variable               | Composite Reliability | Cronbach’s Alpha | Description |
|-------------------------------|-----------------------|------------------|-------------|
| <b>Job Stress (X1)</b>        | 0.890                 | 0.752            | Reliable    |
| <b>Compensation (X2)</b>      | 0.956                 | 0.930            | Reliable    |
| <b>Job Satisfaction (Z)</b>   | 0.935                 | 0.909            | Reliable    |
| <b>Turnover Intention (Y)</b> | 0.924                 | 0.875            | Reliable    |

Based on Table 5, it can be viewed that the value of composite reliability on the variables of job stress, compensation, job satisfaction, and *turnover intention* is greater than 0.7. Accordingly, based on the calculation of composite reliability, all indicators measuring job

stress, compensation, job satisfaction, and *turnover intention* variables are declared reliable. Furthermore, Cronbach's Alpha value on the variables of job stress, compensation, job satisfaction, and *turnover intention* is greater than 0.6. Thus, based on Cronbach's Alpha calculations, all indicators measuring job stress, compensation, job satisfaction, and *turnover intention* variables are declared reliable.

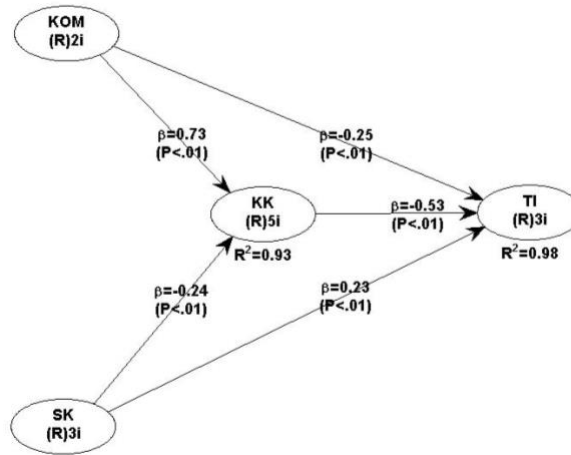


Figure 1: Path Diagram of Research Results

**Structural Model Analysis (Inner Model)**

Ghazali (2016) stated that the structural model analysis is used to test a model fit for the Goodness of fit Model, which is used to determine the ability of endogenous variables to explain the diversity of exogenous variables, or in other words, to determine the contribution of exogenous variables to endogenous variables. The goodness of fit model in PLS analysis is performed using R-Square and Q-Square predictive relevance ( $Q^2$ ).

Table 6: The goodness of fit Model

| Latent Variable    | R-Square | Q-Square |
|--------------------|----------|----------|
| Job satisfaction   | 0.926    | 0.919    |
| Turnover Intention | 0.976    | 0.972    |

Source: Primary Data Processed, (2021)

R-square ( $R^2$ ) of the job satisfaction variable is valued at 0.926 (92.6%). It may indicate that the diversity of job satisfaction variables is explained by the compensation and job stress variables by 92.6%, or in other words, the contribution of job stress to job satisfaction is 92.6%, while the remaining 7.4% is the contribution of other variables which are not discussed in this study. As the result, the Q-square ( $Q^2$ ) of the job satisfaction variable is worth 0.919. It indicates that compensation and job stress have a strong predictive power on job satisfaction.

**Hypothesis Test**

**Hypothesis Test for Direct Effect**

Hypothesis testing for direct effect is employed to test whether there is a direct effect of exogenous variables on endogenous variables. Ghazali (2012), the testing criteria state that if the p-value is  $\leq$  level of significance ( $\alpha = 5\%$ ), it is stated that there is a significant effect of exogenous variables on endogenous variables. The results of hypothesis testing can be viewed in Table 7.

Table 7: The Results of Hypothesis Test for Direct Effect

| Variable             | Path Coefficient      | Std.Error | P-Value | Description |             |
|----------------------|-----------------------|-----------|---------|-------------|-------------|
| <b>Independent</b>   | <b>Dependent</b>      |           |         |             |             |
| Job Stress (X1)      | Job Satisfaction (Z)  | -0.236    | 0.091   | 0.006       | Significant |
| Compensation (X2)    | Job Satisfaction (Z)  | 0.736     | 0.080   | <0.001      | Significant |
| Job Stress (X1)      | Turnover Intention(Y) | 0.225     | 0.092   | 0.008       | Significant |
| Compensation (X2)    | Turnover Intention(Y) | -0.252    | 0.091   | 0.003       | Significant |
| Job Satisfaction (Z) | Turnover Intention(Y) | -0.529    | 0.084   | <0.001      | Significant |

• Significance <5%

Based on the results of the *path* coefficient test in Table 7, it can be concluded that this study has a positive original sample value, so that the variables in this study have a positive correlation. The results of the path coefficient test can be used to prove the research hypothesis as follows:

- i. Job stress has a significant and negative effect on job satisfaction.
- ii. Compensation has a significant and positive effect on job satisfaction.
- iii. Job stress has a significant and positive effect on *turnover intention*.
- iv. Compensation has a significant and negative effect on *turnover intention*.
- i. Job satisfaction has a significant and negative effect on *turnover intention*.

**Hypothesis Test for Indirect Effect**

Hypothesis testing for the indirect effect is carried out with the aim of testing whether there is an indirect effect of the independent variables on the dependent variables through the mediation variables. Related to the testing criteria, Ghazali (2012) stated that if the p-value is  $\leq$  level of significance (alpha = 5%), it is stated that there is a significant effect of the independent variables (exogenous) on the dependent variables (endogenous) through the mediating variables. The test results for the indirect effect can be viewed in the summary in Table 8.

**Table 8:** The Results of Hypothesis Test for Indirect Effect

| Variable          |                      |                        | Indirect | Std. Error | P-Value | Description |
|-------------------|----------------------|------------------------|----------|------------|---------|-------------|
| Independent       | Mediation            | Dependent              |          |            |         |             |
| Job Stress (X1)   | Job Satisfaction (Z) | Turnover Intention (Y) | 0.125    | 0.092      | 0.023   | Significant |
| Compensation (X2) | Job Satisfaction (Z) | Turnover Intention (Y) | -0.388   | 0.091      | 0.000   | Significant |

- Significance <5%

From Table 8, it can be concluded as follows:

- i. Job stress on *turnover intention* through job satisfaction is able to positively and significantly mediate towards *turnover intention* through job satisfaction.
- ii. Compensation for *turnover intention* through job satisfaction is able to negatively and significantly mediate *turnover intention* through job satisfaction.

**Discussion**

This study analyzed four variables: job stress (X1), compensation (X2), job satisfaction (Z), and *turnover intention* (Y). From these variables, seven hypotheses were proposed and analyzed using the SEM method with *WarpPLS* version 6.0. The results of this study indicated that all of the seven hypotheses proposed in this study are accepted.

*The first hypothesis* in this study stated that compensation has a negative and significant effect on *turnover intention* at PT. Infomedia Nusantara Malang. This hypothesis refers to several previous studies (Johannes et al.,2014; Hayuningtyas, 2016; Widayati and Yolanda; (2016), which found a negative and significant correlation between compensation and *turnover intention*. It means that if the compensation increases, the *turnover intention* decreases, conversely if the compensation decreases, the *turnover intention* will increase.

The results of this study support the first hypothesis with the finding that compensation has a negative and significant effect on *turnover intention* at PT. Infomedia Nusantara Malang. It means that if the compensation increases, the *turnover intention* decreases, conversely if the compensation decreases, the *turnover intention* will increase.(Johannes et al.,2014; Hayuningtyas, 2016; Widayati and Yolanda; (2016).

Johannes et al.(2014) stated that a low level of compensation can reduce the employee's job satisfaction, which in turn can increase *turnover intention*. According to Hayuningtyas (2016), the existing compensation system should be managed seriously and appropriately by the company, because if it is not managed properly it will result in pay dissatisfaction or the feeling of employee dissatisfaction with the remuneration received that it will have an impact on *turnover*. It means that the compensation has an effect on the employee's *turnover intention*, with an increase in compensation, which decreases the employee's *turnover intention*. Widayati and Yolanda (2016) also stated that compensation has a significant effect on *turnover intention*, it means that if compensation increases, *turnover intention* decreases, conversely if compensation decreases, *turnover intention* will increase. From the results of this analysis, the researchers recommend that companies should be able to manage the provision of targeted compensation to the employees so as to reduce the increase in *turnover intention*, and it is expected that the vision and mission of a company can be achieved.

*The second hypothesis* in this study stated that job stress has a significant and positive effect on *turnover intention* at PT. Infomedia Nusantara Malang. *Hipotesis* This hypothesis refers to several previous studies (Akbar & Mayliza, 2019; Septiani & Ardana, 2016; Waspodo et al., 2013) which found a positive and significant correlation between job stress and *turnover intention*.

The results of this study support the second hypothesis with the finding that the job stress of employees at PT. Infomedia Nusantara Malang has a positive and significant effect on *turnover intention*. It means that the higher the job stress of the employees, the more likely it is to increase the *turnover intention* of employees at PT. Infomedia Nusantara Malang. It develops a statement by Robbins and Judge (2006) which stated that job stress can affect emotions, thought processes, and physical as well as mental conditions of a person where employees who experience job stress will result in *turnover intention*. The results of this study support the previous findings (Akbar & Mayliza, 2019; Septiani & Ardana, 2016; Waspodo et al., 2013).

Akbar and Mayliza (2019) found that job stress has a positive and significant effect on *turnover intention*, thus, it means that increased work stress will cause an increase in *turnover intention*. It is also stated by Waspodo et al. (2013) that the issue of job stress experienced by employees has a very negative impact on a company, because of the stress experienced by employees can result in relatively considerable losses by the company. Septiani and Ardana (2016) also stated that job stress has a positive and significant effect on *turnover intention*. From the results of this analysis, the researchers recommend that companies should be able to manage job stress on their employees properly in order to reduce the rise in *turnover intention*, so that later it is expected that the vision and mission of a company can be achieved.

*The third hypothesis* in this study is that job satisfaction has a significant and negative effect on *turnover intention*. This study is in line with the findings of several previous studies by Rismayanti et al. (2018), Putri & Prasetyo (2017), and Yuda & Ardana (2017), which stated that job satisfaction has a significant and negative effect on *turnover intention*. The results of this research analysis supported the third hypothesis with the finding that job satisfaction has a negative and significant effect on the employee's *turnover intention* at PT. Infomedia Nusantara Malang. These results indicated that the effect of job satisfaction on *turnover intention* is the level of employee job satisfaction which is felt to affect the desire of employees to leave their jobs. If job satisfaction is achieved, then *turnover intention* will be lower for a company, and vice versa. These results supported the previous findings conducted by Rismayanti et al. (2018), Putri & Prasetyo (2017), and Yuda & Ardana (2017).

Rismayanti et al. (2018) stated that the employee's job satisfaction has a significant and negative effect on *turnover intention*. In line with the opinion of Putri and Prasetyo (2017) as well as Yuda and Ardana (2017) that companies should be able to maintain and increase the employee's job satisfaction in order to reduce high *turnover* rates, by paying attention to the needs of their employees and providing comfortable office facilities, so that they can make employees feel at home working in the company, and of course it can reduce the *turnover intention*. From the results of this analysis, the researchers recommended that PT. Infomedia Nusantara Malang strives to improve job satisfaction for Marketing employees or as Tele Account Management (TAM) at PT. Infomedia Nusantara Malang.

*The fourth hypothesis* in this study is that compensation has a positive and significant effect on job satisfaction of Tele Account Management (TAM) employees at PT. Infomedia Nusantara Malang. This refers to several previous studies conducted by Kadek et al. (2012), Akmal & Tamini (2015), and Rahayu & Pramularso (2019), which explain that compensation has a positive and significant effect on job satisfaction. *Penelitian* This study supported the theory carried out by Hasibuan (2015) which stated that one of the goals of providing compensation is job satisfaction. The results of the analysis of this study support the fourth hypothesis with the finding that compensation has a positive and significant effect on job satisfaction. It means that the higher the compensation, the more likely it is to increase the job satisfaction of Tele Account Management (TAM) employees at PT. Infomedia Nusantara Malang. These results are in line with and supported the previous findings (Kadek et al., 2012; Akmal & Tamini, 2015; Rahayu & Pramularso, 2019).

Kadek et al. (2012) stated that compensation has a positive and significant effect on the employee's job satisfaction. Akmal & Tamini (2015), Rahayu & Pramularso (2019) reported similar findings that compensation for job satisfaction has a positive and significant effect. Therefore, the researchers suggested that companies should be aware of the importance of providing appropriate compensation in accordance with the workload carried by employees. The effort to provide targeted compensation is also discussed in the Al-Qur'an and Hadith, as a way of life for Muslims. There are several things that should be considered by the supervisor of a company as a measure of compensation for employees in Islam, namely, the *intention* to seek Allah's satisfaction, the mandate in providing employee salaries, and cooperation in order to realize the company's vision and mission of PT. Infomedia Nusantara Malang.

*The fifth hypothesis* in this study is that job stress has a negative and significant effect on job satisfaction of Tele Account Management (TAM) at PT. Infomedia Nusantara Malang. It means that the higher the job stress, the more likely it is to reduce the job satisfaction of employees at PT. Infomedia Nusantara. It means when the level of employee's job stress increases, the employee's job satisfaction will decrease, and when the employee's job stress decreases, the employee's job satisfaction of PT. Infomedia Nusantara will increase. This hypothesis refers to several previous studies conducted by Permatasari & Prasetyo (2018), Fardah & Ayuningtyas (2020), and Emma & Suryani (2017) which found a negative and significant effect on job satisfaction.

The results of the analysis of this study support the fifth hypothesis with the findings that job stress has a negative and significant effect on job satisfaction. These findings underlined that stress is a condition of tension that affects one's emotions, thoughts and



physical conditions. Stress is a negative reaction to events that cannot be overcome by individuals. In line with the opinion of Saputra & Adnyani, (2019), Permatasari & Prasetio (2018), Fardah & Ayuningtyas (2020), and Emma & Suryani (2017) stated that job stress is negatively related to the employee's job satisfaction. If the employees have a lower job satisfaction, the employee will experience more stress in the form of workload. If the employees are not satisfied with their work, they will show negative attitudes towards work and will feel stressed at their jobs. Physical or psychological stress is a state of stress experienced by individuals facing tremendous demands and constraints in their work.

Permatasari and Prasetio (2018) found out that there was a negative and significant effect on job satisfaction. It means that when the level of the employee's job stress increases, the employee's job satisfaction will decrease and when the employee's job stress decreases, the employee's job satisfaction will increase. Therefore, the researchers suggest that the company should minimize job stress in an effort to increase the employee's job satisfaction. In addition, work motivation can be described as a psychological process that provides purpose and direction to human behavior. Increased job satisfaction of an employee is indicated by several things, including the desire for success, encouragement and need for work, hopes and aspirations for the future, appreciation at work, interesting activities at work, a conducive work environment, and a career path clear.

*The sixth hypothesis* in this study is that job satisfaction is able to negatively and significantly mediate the correlation between compensation and *turnover intention*. The formation of the sixth hypothesis refers to previous research conducted by Mahadewi & Rahyuda (2020), Annisa (2019), and Agustin (2018), which stated that job satisfaction is able to mediate the effect of compensation on *turnover intention*. The results of this research analysis support the sixth hypothesis with the finding that compensation for *turnover intention* through job satisfaction has a negative and significant effect on *turnover intention* through job satisfaction. This is in line with the previous research conducted by Mahadewi & Rahyuda (2020), Annisa (2019), and Agustin (2018).

Mahadewi and Rahyuda (2020) stated that job satisfaction is able to mediate the effect of compensation on *turnover intention*. Likewise, Agustin (2018) argued that the desire to move can be used as an early symptom of *turnover* in a company. There are several factors behind the occurrence of *turnover intention*, including job satisfaction, the possibility of transfer, and the availability of other job alternatives. From the results of this analysis, the researchers emphasize that compensation has a negative and significant effect on *turnover intention* through job satisfaction. It means that the higher job satisfaction due to compensation, tends to reduce the employee's *turnover intention* so that it should be managed properly, the provision of wages, salaries, and compensation for employees. On the other hand, the company can provide training and increase compensation for employees.

*The seventh hypothesis* in this study, job satisfaction is able to mediate the relation between job stress and *turnover intention* positively and significantly. The results analysis of this research support the seventh hypothesis that job satisfaction is able to mediate the relationship between employees' job stress and *turnover intention* positively and significantly.

This is in line with previous research conducted by Sofia et al., (2019), Sofia et al., (2019), Gunawan (2018), dan Pramada et al. (2020). which explains that job satisfaction mediates the effect of employees' job stress on *turnover intention* where high job stress can reduce employees' job satisfaction which make a higher level of desire to quit their job. In this regard, the authors recommend PT. Infomedia Nusantara Malang to pay attention in giving financial and non-financial compensation and reduce employees' workloads because they have an important role, especially in improving employees' performance. Employees can categorize to have good performance if they meet six criteria, they are quality, quantity, punctuality, effectiveness, independence, and work commitment (Robbin & Timothy, 2013; Saputro et al., 2020).

## Conclusions

This research is based on the importance of understanding *turnover intention* as a basis for understanding the policies and strategies applied to reduce the employee's *turnover intention*. The main issue discussed is related to the amount of *turnover intention* of Tele Account Management (TAM)'s employees at PT. Infomedia Nusantara Malang. Based on the discussion from the findings, it can be concluded that:

- i. *Compensation can reduce turnover intention. It indicates that the higher amount of the compensation, the more likely it is to reduce the employee's turnover intention.*
- ii. *Job stress can increase turnover intention. It indicates that the higher level of the employee's job stress, the more likely it is to increase turnover intention.*
- iii. *Job satisfaction can reduce turnover intention. It indicates that the higher level of the job satisfaction, the more likely it is to reduce turnover intention.*
- iv. *Compensation can increase job satisfaction. It indicates that the higher amount of the compensation, the more likely it is to increase job satisfaction.*
- v. *Job stress can reduce job satisfaction. It indicates that the higher level of the work stress, the more likely it is to reduce job satisfaction.*
- vi. *Job satisfaction has successfully played a role in the correlation between compensation and turnover intention. It indicates that job satisfaction can mediate the effect of compensation on turnover intention.*
- vii. *Job satisfaction has successfully played a role in the correlation between job stress and turnover intention. It indicates that job satisfaction can mediate the influence of job stress on turnover intention.*

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