

THE EFFECT OF WORK STRESS, JOB SATISFACTION, AND COMPENSATION ON EMPLOYEE'S TURNOVER INTENTION (Case Studies in PT. Indah Kreasi Sentosa Jakarta)

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Abstract. *In the highly competitive modern business landscape, retaining talent poses a significant challenge, especially for project-based and sales-driven firms. This research investigates the influence of work stress, job satisfaction, and compensation on the turnover intention of employees at PT Indah Kreasi Sentosa, Jakarta. Utilizing a quantitative methodology with a saturated sampling approach, data were gathered from 36 employees across the Sales, Project, and Sales Administration departments. The data were processed using multiple linear regression via SPSS version 26. The findings reveal that work stress significantly increases turnover intention ($\beta = 0.550$; $p < 0.05$), whereas better compensation significantly reduces it ($\beta = -0.457$; $p < 0.05$). Interestingly, job satisfaction was found to have no statistically significant impact on turnover intention in this context. Collectively, these variables account for 50.3% of the variance in turnover intention (Adjusted $R^2 = 0.503$). Theoretically, this study supports the Job Demands Resources (JD-R) and Social Exchange models in the context of SMEs. Practically, the results suggest that to mitigate turnover intention, management should prioritize stress reduction and fair compensation schemes over broad satisfaction initiatives (Bakker & Demerouti, 2007).*

Keywords: *Work Stress; Job Satisfaction; Compensation; Turnover Intention*

INTRODUCTION

Navigating the complexities of a globalized economy and fierce market rivalry requires organizations to recognize human capital as their most substantial differentiator (Soekiman, 2023). Within this landscape, competent employees are not merely operational inputs but are strategic assets pivotal for driving organizational performance and securing a sustainable competitive advantage. The concept of Human Capital emphasizes that the value of employees can be amplified through continuous development; therefore, Human Resource Management (HRM) encompassing planning, maintenance, and retention serves as the critical mechanism for aligning individual capabilities with corporate visions. However, the return on this investment is frequently undermined by excessive employee turnover, a volatility that can derail productivity, inflate retraining costs, and threaten organizational stability. For PT Indah Kreasi Sentosa, the challenge of employee retention has transitioned from a potential risk to a pressing empirical concern. Internal data recorded between January and September 2024 indicates a turnover rate of 12%. When juxtaposed against the standard industry threshold of 5 - 10% for similar service and project-oriented enterprises, this elevated figure signals a critical level of workforce instability. Such high mobility is detrimental not only because it disrupts operational continuity but also because it escalates the financial burden associated with recruiting and training new personnel, thereby weakening the firm's overall market position.

While the triad of work stress, job satisfaction, and compensation is frequently cited in literature as the primary determinant of turnover intention, empirical consensus remains elusive. Previous studies present fragmented findings: while some scholars argue that job satisfaction consistently acts as a buffer against turnover, others have found its influence to be insignificant or inconsistent across different demographics. This study addresses this research gap by offering an integrative analysis of these three determinants within the specific context of a small-to-medium project-based firm in Indonesia. By utilizing a saturated sampling technique on a limited population, this research offers a fresh perspective or novelty on how job demands and resources interact in an emerging economy, aiming to provide practical insights for tailoring retention strategies in similar organizational settings.



Research Objectives:

The purpose of this research is:

1. To find out the effect of work stress on turnover intention in employees of PT. Indah Kreasi Sentosa Jakarta.
2. To find out the effect of job satisfaction on turnover intention in employees of PT. Indah Kreasi Sentosa Jakarta.
3. To find out the effect of compensation on turnover intention in employees of PT. Indah Kreasi Sentosa Jakarta.
4. To determine the effect of work stress, job satisfaction and simultaneous compensation on turnover intention in employees of PT. Indah Kreasi Sentosa Jakarta.

Research Benefits:

This research is expected to provide practical benefits for the management of PT. Indah Kreasi Sentosa Jakarta in managing human resources. Theoretically, this study can also be a reference for future studies related to turnover intention.

LITERATUR REVIEW

Grand Theoretical Framework: Job Demands Resources (JD-R) Theory and Social Exchange Theory

This research establishes its conceptual foundation by synthesizing two complementary frameworks: the Job Demands Resources (JD-R) model and Social Exchange Theory (SET). The JD-R model postulates that workplace characteristics are categorized into "demands" such as excessive workload and pressure that deplete psychological energy, and "resources" including fair compensation and job satisfaction that stimulate motivation and retention. Under this framework, turnover intention typically arises when job demands overpower available resources, leading to psychological strain (Bakker & Demerouti, 2007). Concurrently, Social Exchange Theory frames the employment bond as a reciprocal transaction governed by a "social contract" (Birtch et al., 2016). Employees constantly evaluate this relationship by weighing the costs they incur against the rewards they receive. When an organization reciprocates effort with adequate support and fair treatment, loyalty is reinforced. Conversely, if employees perceive an imbalance where their contributions are not met with equitable returns, the exchange relationship is breached, thereby triggering withdrawal behaviors. By integrating these perspectives, this study illustrates how work stress (as a demand) interacts with compensation and satisfaction (as resources) to jointly determine an employee's decision to remain or leave the organization.

1. Turnover Intention

In the context of organizational behavior, Turnover Intention is defined as the subjective probability that an employee will permanently terminate their employment in the near future. Unlike actual turnover, which is a finalized action, this variable represents the cognitive precursor a psychological stage where an individual actively weighs the costs and benefits of staying versus leaving. Within this study's framework, turnover intention is viewed as a rational response to a perceived imbalance between job stressors (demands) and organizational rewards (resources) (Kurniawaty & Tawil, 2023). To measure this construct accurately, this research adopts three progressive behavioral markers: the frequency of thoughts regarding quitting, the intention to search for alternative employment, and the specific intent to resign. These indicators capture the withdrawal process from early consideration to active preparation for exit.

2. Work Stress

Work Stress is operationally defined as the adverse psychological and physical reaction employees experience when job requirements surpass their adaptive capabilities. Under the Job Demands Resources (JD-R) model, stress is classified as a primary "job demand" (Bakker &

Demerouti, 2007). It arises from specific pressures such as excessive workload, unrealistic time constraints, inadequate feedback, and a lack of professional authority. If left unmanaged, this strain depletes an employee's mental energy and emotional resilience. Consequently, employees may develop the intention to leave the organization as a defense mechanism to preserve their personal well-being and restore psychological balance.

3. Job Satisfaction

Job Satisfaction represents the positive emotional state resulting from an employee's overall appraisal of their job experiences. From the perspective of Social Exchange Theory, it reflects an assessment of how well the organization fulfills its obligations regarding recognition and support (Birch et al., 2016). Functioning as a critical "job resource," satisfaction is derived from five key dimensions: the nature of the work itself, wages, promotion opportunities, supervision quality, and co-worker relationships. Theoretically, high levels of satisfaction create an emotional bond that buffers against stress. However, when these resources are perceived as insufficient, commitment diminishes, thereby increasing the likelihood of withdrawal behaviors.

4. Compensation

Compensation refers to the aggregate remuneration package encompassing both financial and non-financial rewards provided by the employer in exchange for labor (Sari & Tukirin, 2023). In this study, compensation is analyzed through the lens of Social Exchange Theory as the most tangible signal of organizational appreciation and fairness. The specific indicators examined include base salary, performance bonuses, and benefits (Rahadi et al., 2024). A fair and competitive compensation structure serves a dual purpose: it satisfies basic economic needs and fosters a sense of equity. When employees perceive their compensation as equitable relative to their efforts, they are more likely to maintain their tenure; conversely, perceptions of inequity act as a potent trigger for turnover intention.

Hypothesis Development

Based on the theoretical interaction between these variables, where job demands (stress) and job resources (satisfaction and compensation) compete to influence employee behavior, the following hypotheses are proposed:

- a) **H1:** Higher levels of work stress will have a positive and significant effect on turnover intention.
- b) **H2:** Higher levels of job satisfaction will have a negative and significant effect on turnover intention.
- c) **H3:** Better compensation packages will have a negative and significant effect on turnover intention.
- d) **H4:** Work stress, job satisfaction, and compensation simultaneously influence turnover intention.

Synthesis of Theoretical Relationships

Based on the integration of JD-R Theory and Social Exchange Theory, this study posits that work stress increases turnover intention, whereas job satisfaction and compensation reduce turnover intention (Bakker & Demerouti, 2007). Work stress heightens psychological strain, while job satisfaction and compensation serve as balancing resources that reinforce positive exchange relationships. This integrated theoretical approach provides a robust conceptual foundation for examining turnover intention within the context of business administration and human resource management.

The Relationship between Work Stress and Turnover Intention

Work stress is expected to have a direct and positive effect on turnover intention because excessive job demands place continuous psychological and physical pressure on employees (Paramarta & Setiyowati, 2024). When employees experience high levels of stress due to workload,



time pressure, inadequate feedback, or lack of authority, their coping resources gradually become depleted. As a result, employees may develop negative emotional responses, such as frustration, anxiety, and fatigue, which reduce their attachment to the organization. Over time, prolonged work stress increases employees' desire to escape unfavorable working conditions, making turnover intention a rational response to restore personal well-being. Therefore, higher levels of work stress are likely to increase employees' intention to leave the organization.

The Relationship between Job Satisfaction and Turnover Intention

Job satisfaction is theoretically expected to influence turnover intention because it reflects employees' overall evaluation of their work experiences. When employees perceive their job as fulfilling, fairly rewarded, and supported by supervisors and colleagues, they are more likely to develop positive attitudes toward the organization. These positive attitudes strengthen emotional attachment and reduce the desire to seek alternative employment. Conversely, low job satisfaction weakens employees' psychological bond with the organization and increases the likelihood of withdrawal behaviors, including turnover intention. However, job satisfaction may not always function as a dominant factor, as employees' decisions to leave can also be influenced by career aspirations, external opportunities, or personal life stages. This explains why the effect of job satisfaction on turnover intention may vary across organizational contexts.

The Relationship between Compensation and Turnover Intention

Compensation is assumed to have a negative effect on turnover intention because it represents a tangible form of organizational recognition and economic security. Fair and competitive compensation fulfills employees' financial needs and signals that the organization values their contributions. When employees perceive compensation as equitable and aligned with their performance, they are more likely to feel satisfied and motivated to remain in the organization. In contrast, inadequate or unfair compensation creates feelings of dissatisfaction and perceived injustice, prompting employees to seek better employment alternatives. Consequently, improved compensation systems can reduce turnover intention by increasing employees' perceived benefits of staying compared to leaving the organization.

Integrated Causal Logic

Collectively, work stress, job satisfaction, and compensation influence turnover intention through employees' cognitive and emotional evaluations of their work environment. High work stress increases psychological strain, low job satisfaction weakens organizational attachment, and inadequate compensation reduces perceived rewards. When the perceived costs of staying outweigh the benefits, employees are more likely to develop turnover intention. Therefore, managing these factors simultaneously is essential for organizations aiming to reduce employee turnover and enhance retention.

B. Conceptual Framework

The conceptual framework of this research is systematically described, namely:

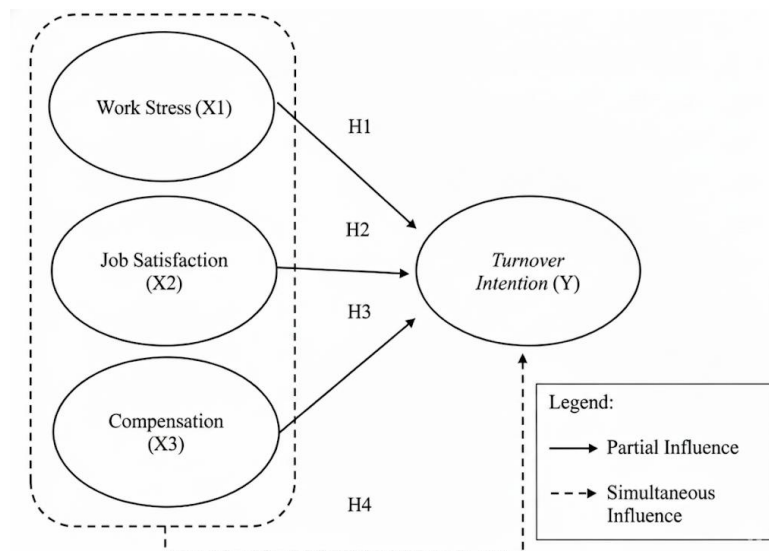


Figure 1. Conceptual Framework

Source: Research (2024)

Conceptual Framework and Research Hypotheses

Based on the integration of Job Demands Resources (JD-R) Theory and Social Exchange Theory, this study proposes a conceptual framework that explains turnover intention as the result of an imbalance between job demands and job resources. Work stress represents excessive job demands, while job satisfaction and compensation function as organizational resources that may mitigate employees' intention to leave (Bakker & Demerouti, 2007) (Birtch et al., 2016). Although previous empirical findings show inconsistencies, the hypotheses in this study are formulated primarily on theoretical expectations, which provide a stable and logically grounded basis for causal relationships.

Work Stress and Turnover Intention

According to JD-R Theory, excessive job demands such as high workload, time pressure, and limited authority generate psychological strain that can lead to withdrawal behaviors, including turnover intention. When employees experience persistent work stress without adequate organizational support, leaving the organization becomes a rational coping strategy to reduce strain. Empirical studies largely support this relationship, although a limited number of studies report non-significant effects in certain contexts. Nevertheless, based on strong theoretical reasoning, this study expects work stress to increase turnover intention.

H1: Work stress has a positive and significant effect on turnover intention.

Job Satisfaction and Turnover Intention

From the perspective of Social Exchange Theory, job satisfaction reflects employees' evaluation of the fairness and quality of their exchange relationship with the organization. Satisfied employees tend to perceive higher organizational support and reciprocity, which strengthens emotional attachment and reduces the desire to leave. Although several empirical studies report inconsistent findings showing positive, negative, or insignificant relationships theoretical expectations suggest that job satisfaction functions as a key job resource that discourages turnover intention. Therefore, this study formulates the hypothesis based on its theoretical role rather than empirical inconsistency.

H2: Job satisfaction has a negative and significant effect on turnover intention.



Compensation and Turnover Intention

Compensation is a fundamental component of the exchange relationship between employees and organizations. Social Exchange Theory posits that fair and adequate compensation enhances perceived organizational justice, encouraging employees to reciprocate through continued employment. In JD-R Theory, compensation serves as a job resource that offsets job demands and reduces stress-related outcomes (Bakker & Demerouti, 2007). Despite some empirical findings indicating varying effects of compensation on turnover intention, theoretical arguments consistently emphasize its retention function. Accordingly, this study hypothesizes a negative relationship between compensation and turnover intention.

H3: Compensation has a negative and significant effect on turnover intention.

Simultaneous Effect of Work Stress, Job Satisfaction, and Compensation

JD-R Theory emphasizes that employee outcomes are shaped by the combined influence of job demands and job resources (Bakker & Demerouti, 2007). High work stress increases psychological strain, whereas job satisfaction and compensation provide balancing resources that can suppress turnover intention. Therefore, examining these variables simultaneously offers a more comprehensive understanding of employee retention behavior than analyzing them individually.

H4: Work stress, job satisfaction, and compensation simultaneously have a significant effect on turnover intention.

RESEARCH METHODS

Research Design and Sampling Strategy

To empirically examine the determinants of turnover intention, this study employed a quantitative research design with a causal explanatory approach. The research scope was confined to PT Indah Kreasi Sentosa. Given the finite population size, a saturated sampling technique (census) was utilized, ensuring the participation of the entire workforce of 36 employees across the Sales, Project, and Sales Administration divisions. This comprehensive sampling strategy was chosen to eliminate sampling error and provide a holistic view of the organizational climate within the specific context of the firm.

Operationalization and Measurement Instruments

Primary data collection relied on a structured, self-administered questionnaire distributed via a digital platform (Google Forms). The instrument items were adapted from established theoretical frameworks to ensure construct validity. The variables are operationalized as follows:

- a. **Work Stress (X1):** Defined as the psychological pressure arising from job duties. Measurement indicators include excessive workload, time pressure, inadequate feedback, and lack of professional authority (adapted from JD-R framework) (Bakker & Demerouti, 2007).
- b. **Job Satisfaction (X2):** Defined as the positive emotional appraisal of one's job experiences. Indicators encompass satisfaction with the work itself, wages, promotion opportunities, supervision quality, and co-worker relationships.
- c. **Compensation (X3):** Defined as the financial and non-financial rewards received in exchange for labor. Indicators focus on the fairness of base salary, performance bonuses, and benefits.
- d. **Turnover Intention (Y):** Defined as the conscious desire to terminate employment. Indicators track the frequency of thoughts regarding quitting, the intention to search for alternatives, and the specific intent to leave (adapted from Mobley's model) (Mobley, 1977).

To capture respondent perceptions accurately while minimizing cognitive fatigue, all items were measured using a five-point Likert scale, ranging from 1 (*Strongly Disagree*) to 5 (*Strongly Agree*).

Data Quality and Analysis Technique

Prior to hypothesis testing, the research instrument underwent rigorous quality control. Validity testing was conducted using Pearson Correlation analysis, where items were deemed valid if the calculated correlation coefficient exceeded the critical table value at a 5% significance level. Reliability testing utilized Cronbach's Alpha, with a threshold of >0.60 established to confirm internal consistency. Data processing was performed using SPSS software (Version 26). The analytical protocol proceeded in three stages: first, Classical Assumption Tests (Normality, Multicollinearity, and Heteroscedasticity) were executed to ensure the data met the prerequisites for regression analysis. Second, Multiple Linear Regression was applied to quantify the predictive power of the independent variables. Finally, statistical significance was determined using the t-test (for partial effects) and the F-test (for simultaneous effects).

Research Limitations

While this study adheres to methodological rigor, several limitations are acknowledged. First, the restricted sample size ($n=36$) and the specific organizational context limit the generalizability of findings to larger firms or different industries. Second, the cross-sectional design captures data at a single point in time, constraining the ability to infer strict causality compared to longitudinal approaches. Third, the reliance on self-reported measures may introduce potential response bias. Future research is encouraged to expand the sample size and incorporate longitudinal designs to enhance robustness.

RESEARCH RESULTS

Data Analysis Procedure

To ensure the precision and reliability of the data processing, all statistical computations were executed using IBM SPSS Statistics version 26. The study utilized multiple linear regression analysis to empirically test the influence of the independent variables (work stress, job satisfaction, and compensation) on turnover intention.

Respondent Demographic Profile

The subject pool for this research consisted of employees from PT Indah Kreasi Sentosa. A total of 36 valid responses were gathered from three key departments: Sales, Project, and Sales Administration. The following descriptive analysis provides a detailed breakdown of the respondent characteristics based on the collected data:

- a. **Work Location:** Regarding work assignment, the workforce is heavily centralized, with 30 employees (**83.33%**) based at the Head Office, while the remaining 6 employees (**16.67%**) are deployed to project sites.
- b. **Organizational Position:** In terms of hierarchy, the sample is primarily composed of Staff-level employees, accounting for **52.78%** (19 individuals). This is followed by the Managerial level at **33.33%** (12 individuals) and Supervisors at **13.89%** (5 individuals).
- c. **Gender:** The gender distribution reflects a relatively balanced workforce, though slightly skewed towards females, who constitute **55.56%** (20 people) of the sample, compared to males at **44.44%** (16 people).
- d. **Age Structure:** The age profile indicates a mature workforce, with the largest group falling within the 31-40 year bracket (**47.22%**). This is followed by employees aged 41-50 years (**30.56%**) and the younger demographic of 21-30 years (**22.22%**). Notably, there were no respondents above the age of 50.
- e. **Educational Background:** The workforce is predominantly highly educated, with the majority possessing a Bachelor's degree (S1) at **61.11%**. Employees with High School/Vocational diplomas and Academy/Diploma qualifications each represent **16.67%**, while those holding a Master's degree (S2) comprise **5.56%**.



- f. **Length of Service:** regarding tenure, over half of the respondents have been with the company for 0–5 years (**52.78%**). The remaining workforce consists of those with 6-10 years of service (**30.56%**), 11-15 years (**11.11%**), and senior employees with over 15 years of tenure (**5.56%**).

Table 1. Respondent Characteristics

Work Location	Frequency	Percentage (%)
Head Office	30	83.33%
Projects	6	16.67%
Departments	Frequency	Percentage (%)
Staff	19	52.78%
Supervisor	5	13.89%
Manager	12	33.33%
Gender	Frequency	Percentage (%)
Men	16	44.44%
Women	20	55.56%
Age	Frequency	Percentage (%)
21 to 30 years	8	22.22%
31 to 40 years	17	47.22%
41 to 50 years	11	30.56%
> 50 years	0	0.00%
Final Education	Frequency	Percentage (%)
SMA/SMK	6	16.67%
Academy/D1/D2/D3	6	16.67%
S1	22	61.11%
S2	2	5.56%
Long Time Working	Frequency	Percentage (%)
0 to 5 years	19	52.78%
6 to 10 years	11	30.56%
11 to 15 years	4	11.11%
> 15 years	2	5.56%

Source: Data processed (2024)

Instrument Quality Control

Prior to performing the primary regression analysis, the research instrument was subjected to rigorous quality control measures. This step was essential to certify that the questionnaire met the standards of validity and reliability, thereby ensuring the integrity and consistency of the collected data.

Validity Test

Validity testing was conducted to verify that each item in the questionnaire accurately measured the specific theoretical construct it was designed to assess. This study utilized Pearson's Product Moment Correlation (specifically the *Corrected Item-Total Correlation*) via SPSS version 26. The criteria for validity were established at a 5% significance level. A questionnaire item was deemed valid if the calculated correlation coefficient (*r-count*) exceeded the critical value from the r-table (*r-count* > *r-table*). Conversely, items yielding a value lower than the r-table were considered invalid and excluded from the analysis to maintain data precision.

Table 2. Results of Validity Test of Work Stress Variables (X1)

X1	r Count	r table	Sig	Remarks
X1.1	0.745	0.325	0.000	Valid
X1.2	0.789	0.325	0.000	Valid
X1.3	0.861	0.325	0.000	Valid
X1.4	0.508	0.325	0.002	Valid
X1.5	0.476	0.325	0.003	Valid
X1.6	0.755	0.325	0.000	Valid
X1.7	0.779	0.325	0.000	Valid
X1.8	0.75	0.325	0.000	Valid
X1.9	0.841	0.325	0.000	Valid
X1.10	0.706	0.325	0.000	Valid

Source: Research Results Data 2024

As detailed in Table 2, the analysis confirms that every item within the Work Stress variable (X1) meets the required validity criteria. Specifically, the calculated correlation coefficients (*r-count*) for all items exceed the critical *r-table* threshold, accompanied by significance values (Sig.) below 0.05. Consequently, the entire set of questions for this variable is statistically declared valid and appropriate for use as a data collection instrument in this study.

Table 3. Results of the Validity Test of Job Satisfaction Variables (X2)

X2	r Count	r table	Sig	Remarks
X2.1	0.712	0.325	0.000	Valid
X2.2	0.73	0.325	0.000	Valid
X2.3	0.719	0.325	0.000	Valid
X2.4	0.65	0.325	0.000	Valid
X2.5	0.489	0.325	0.002	Valid
X2.6	0.685	0.325	0.000	Valid
X2.7	0.795	0.325	0.000	Valid
X2.8	0.764	0.325	0.000	Valid
X2.9	0.711	0.325	0.000	Valid
X2.10	0.777	0.325	0.000	Valid
X2.11	0.663	0.325	0.000	Valid
X2.12	0.665	0.325	0.000	Valid
X2.13	0.693	0.325	0.000	Valid

Source: Research Results Data 2024

Referring to the data in Table 3, the validity test results for the Job Satisfaction variable (X2) demonstrate that every questionnaire item is statistically valid. This is evidenced by the fact that the calculated correlation coefficients (*r-count*) for all items are higher than the critical table values (*r-table*), accompanied by significance values (Sig.) of less than 0.05. Consequently, these indicators are deemed appropriate and valid for data collection purposes in this research.

Table 4. Results of the Validity Test of Compensation Variables (X3)

X3	r Count	r table	Sig	Remarks
X3.1	0.626	0.325	0.000	Valid
X3.2	0.817	0.325	0.000	Valid
X3.3	0.799	0.325	0.000	Valid
X3.4	0.824	0.325	0.000	Valid
X3.5	0.601	0.325	0.000	Valid
X3.6	0.106	0.325	0.538	Invalid (discarded)
X3.7	0.682	0.325	0.000	Valid

Source: Research Results Data 2024

The validity analysis for the Compensation variable (X3), as presented in Table 4, reveals that six out of the seven proposed indicators (specifically X3.1, X3.2, X3.3, X3.4, X3.5, and X3.7) demonstrated strong validity. These items exhibited calculated *r-values* exceeding the critical *r-table* threshold, with significance levels below 0.05. In contrast, item X3.6 failed to meet these statistical requirements. Consequently, this specific item was declared invalid and excluded from the final research instrument, ensuring that only the six reliable indicators were retained for the subsequent data collection process.

Table 5. Validity Test Results of Turnover Intention Variables(Y)

Y	r Count	r table	Sig	Remarks
Y1	0.887	0.325	0.000	Valid
Y2	0.933	0.325	0.000	Valid
Y3	0.961	0.325	0.000	Valid
Y4	0.978	0.325	0.000	Valid
Y5	0.962	0.325	0.000	Valid
Y6	0.638	0.325	0.000	Valid

Source: Research Results Data 2024

The validity assessment for the Turnover Intention variable (Y), as summarized in Table 5, indicates that all proposed items successfully met the statistical criteria for validity. Specifically, each indicator produced a calculated *r-value* that surpassed the required *r-table* benchmark, with a significance level (*p-value*) remaining under 0.05. Therefore, the entire set of statements for this variable is confirmed as valid and mathematically sound for use as the measurement instrument in this study.

Reliability Test

Reliability testing was conducted to evaluate the internal consistency of the questionnaire indicators for each variable. To assess this stability, the study utilized the Cronbach's Alpha (α) technique, processed through IBM SPSS Statistics version 26. The coefficient serves as a measure of consistency, ranging from 0 to 1. In accordance with established statistical standards, the data collection instrument is deemed reliable and acceptable for analysis if the calculated Cronbach's Alpha value exceeds the minimum threshold of 0.60.



Table 6. Reliability Test Results

Variable	Croanbach Alpha	Remarks
Work Stress	0.900	Reliable
Job Satisfaction	0.910	Reliable
Compensation	0.825	Reliable
Turnover Intention	0.949	Reliable

Source: Research Results Data 2024

As demonstrated in the summary table above, the reliability testing results indicate that all research variables yielded Cronbach's Alpha coefficients surpassing the **0.60 threshold**. Consequently, the questionnaire utilized in this study is statistically confirmed as reliable and possesses adequate internal consistency for further analysis.

Normality Test

The assessment of data normality in this study was conducted utilizing the One-Sample Kolmogorov-Smirnov test. The decision rule for this test stipulates that the residual data is considered to follow a normal distribution if the significance value (Asymp. Sig. 2-tailed) exceeds the 0.05 threshold. Conversely, a significance level falling below 0.05 indicates a deviation from the normality assumption, rendering the data non-normal.

Table 7. Results of the Kolmogorov-Smirnov normality test

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual	
N		36	
Normal Parameters ^{a,b}	Mean	.0000000	
	Std. Deviation	.87208531	
Most Extreme Differences	Absolute	.107	
	Positive	.107	
	Negative	-.085	
Test Statistic		.107	
Asymp. Sig. (2-tailed)		.200 ^{c,d}	
Monte Carlo Sig. (2-tailed)	Sig.	.764 ^e	
	99% Confidence Interval	Lower Bound	.753
		Upper Bound	.775
a. Test distribution is Normal. b. Calculated from data. c. Lilliefors Significance Correction. d. This is a lower bound of the true significance. e. Based on 10000 sampled tables with starting seed 2000000			

Source : Research Results Data 2024

Referring to the Kolmogorov-Smirnov test results displayed in Table 7, the analysis yielded a Monte Carlo significance value of 0.764. Since this figure significantly exceeds the 0.05 threshold, it is statistically concluded that the regression residuals follow a normal distribution, thereby satisfying the normality assumption.

Multicollinearity Test Protocol

The multicollinearity test is conducted to ascertain whether strong intercorrelations exist among the independent variables within the regression model. In a robust regression analysis, predictor variables should be orthogonal, meaning they do not exhibit high linear relationships with one



another. To diagnose potential multicollinearity issues, this study examines the Tolerance and Variance Inflation Factor (VIF) values. According to the criteria established by (Ghozali, 2018), the model is declared free from multicollinearity symptoms if the Tolerance value surpasses 0.100 and the calculated VIF remains below the threshold of 10.00.

Table 8. Regression Model Collineity Coefficients

		Coefficients ^a					
Model			Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	VIF
1	(Constant)	2.171	2.109		1.029	0.311	
	Work Stress	0.799	0.317	0.550	2.520	0.017	3.355
	Job Satisfaction	0.305	0.372	0.193	0.820	0.418	3.876
	Compensation	-0.616	0.212	-0.457	-2.912	0.007	1.732

a. Dependent Variable: TURNOVER_INTENTION

Source: Research Results Data 2024

As evidenced by the data in Table 8, the regression model is confirmed to be free from multicollinearity issues. This conclusion is supported by the fact that all independent variables exhibit a Tolerance value exceeding the 0.100 threshold, while simultaneously maintaining Variance Inflation Factor (VIF) scores well below the maximum limit of 10.00.

Heteroscedasticity Test Protocol

A crucial prerequisite for a robust linear regression model is the absence of heteroscedasticity a condition where the variance of residuals is non-constant across observations. The presence of heteroscedasticity can compromise the accuracy of the estimator and lead to invalid statistical inferences. To detect this potential violation, this study employs the Scatterplot analysis method. According to the diagnostic criteria outlined by (Ghozali, 2018), the regression model is considered homoscedastic (free from heteroscedasticity) if the data points on the scatterplot are dispersed randomly above and below the zero line on the Y-axis, without forming any distinct structured pattern (such as a wave or a funnel shape).

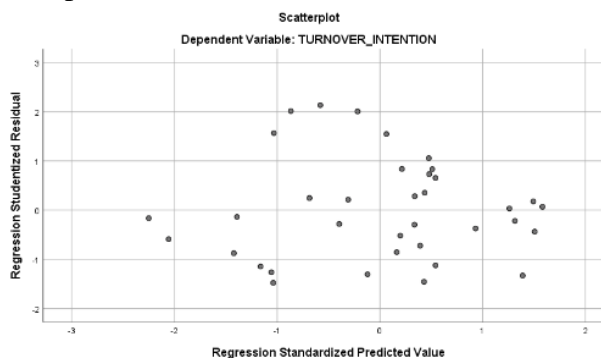


Figure 2. Scatterplot Regression Model

Source: Research Results Data 2024

Visual inspection of the scatterplot presented in Figure 2 reveals a random diffusion of data points without any discernible pattern or structured formation. This random distribution confirms the absence of heteroscedasticity, thereby satisfying the assumption of homoscedasticity within the regression model.

Analysis of the Coefficient of Determination (R²)

The analysis of the coefficient of determination (R²) is utilized to quantify the explanatory power of the regression model. Specifically, this test measures the proportion of variance in the

dependent variable (Y) that can be simultaneously predicted or explained by the collective influence of the independent variables (X). Essentially, it assesses how well the regression line approximates the real data points.

Table 9. Determination Coefficient Test Results (R2)

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.739 ^a	.545	.503	.90728	1.853

a. Predictors: (Constant), COMPENSATION, WORK_STRESS, JOB_SATISFACTION
 b. Dependent Variable: TURNOVER_INTENTION

Source: Research Results Data 2024

As depicted in Table 9, the regression analysis yielded an Adjusted R^2 coefficient of **0.503**. This figure implies that the triad of independent variables work stress, job satisfaction, and compensation collectively elucidates **50.3%** of the variability observed in employee turnover intention. Within the scope of behavioral research in human resource management, this explanatory power is considered moderate to substantial, especially when taking into account the constraints of a limited organizational sample size. Conversely, the remaining **49.7%** of the variance is attributed to extraneous variables outside the scope of this model. Potential unmeasured determinants include leadership dynamics, corporate culture, career advancement prospects, job insecurity, work–life balance, and individual psychological traits. This observation underscores the multidimensional nature of turnover intention, suggesting that it is influenced by a complex array of factors beyond the selected predictors, thus highlighting avenues for future academic inquiry.

Analysis of the Multiple Regression Linier

To rigorously evaluate the individual contribution of each independent variable toward turnover intention, the Partial t-test was employed. Statistical significance is determined by comparing the calculated *t-statistic* against the critical threshold and assessing the associated probability value (*p-value*). If the *p-value* falls below the 0.05 alpha level, the variable is considered a significant predictor.

Table 10. Partial t-test results of the regression model

Model	Standardized Coefficients Beta	t	Sig.
(Constant)		1.029	.311
WORK STRESS	.550	2.520	.017
JOB SATISFACTION	.193	.820	.418
COMPENSATION	-.457	-2.91	.007

Source : Data processed (2024)

1. Effect of Work Stress on Turnover Intention:

The regression analysis confirms a positive and statistically significant relationship between work stress and turnover intention. As shown in the data, the calculated t-value of **2.520** exceeds the critical t-table value of **2.032**, accompanied by a significance level of **0.017** ($p < 0.05$). This empirical evidence supports the hypothesis that higher job pressure correlates directly with an increased desire to leave the organization. This finding aligns with the theoretical framework established by (Mobley, William H., Griffith, R.W., Hand, H.H. & Meglino, 1979) and corroborates recent studies by (Junaidi et al., 2020) .

2. Effect of Job Satisfaction on Turnover Intention:

Contrary to initial theoretical expectations, the analysis reveals that job satisfaction does not exert a significant influence on turnover intention within this specific organizational context. While the regression coefficient suggests a positive direction, the recorded p-value of 0.418 falls well above the 0.05 acceptance threshold. This indicates that the relationship is statistically negligible and may be coincidental. Consequently, job satisfaction cannot be relied upon as a primary predictor of turnover intention in this study.

3. Effect of Compensation on Turnover Intention:

The statistical results demonstrate a strong negative and significant correlation between compensation and turnover intention. With a calculated t-value of -2.912 (absolute value > 2.032) and a significance level of **0.007** ($p < 0.05$), the data suggests that superior compensation packages effectively mitigate the intention to quit. In other words, as compensation improves, the likelihood of employee turnover decreases. This finding supports the research of (Purba & Ruslan, 2020), emphasizing the critical role of fair financial rewards in employee retention.

4. Simultaneous Effect of Work Stress, Job Satisfaction, and Compensation on Turnover Intention:

To determine the collective impact of the independent variables, the F-test (Simultaneous Test) was conducted. This analysis seeks to verify whether work stress, job satisfaction, and compensation simultaneously contribute to explaining the variance in the dependent variable (turnover intention). The summary of the ANOVA results is presented below:

Table 11. Summary of Variances Analysis (ANOVA) Regression Model of ANOVA

Model	F	Sig.
1 Regression	12.801	.000 ^b

Source: Data processed (2024)

Referring to the Analysis of Variance (ANOVA) output presented in Table 11, the statistical decision is based on comparing the calculated F-value against the critical F-table threshold and assessing the probability value (Sig.). The analysis yielded a calculated F-value of 12.801, which significantly exceeds the critical F-table value of 2.9. Furthermore, the obtained probability value is 0.000, well below the significance level of 0.05. These results confirm that the independent variables Work Stress (X1), Job Satisfaction (X2), and Compensation (X3) simultaneously exert a significant influence on the dependent variable, Turnover Intention (Y). Thus, the regression model is deemed fit for predicting employee withdrawal behavior.

Based on the coefficients derived from Table 10, the multiple linear regression model for this study is formulated as follows:

$$Y = 2,171 + 0,799.X1 + 0,305.X2 - 0,616.X3$$

The interpretation of the regression equation is outlined below:

1. Constant = 2.171 :

The intercept value of 2.171 indicates the baseline level of Turnover Intention. Mathematically, this means that if Work Stress, Job Satisfaction, and Compensation were all absent (valued at 0), the inherent intention to leave among employees would remain at a value of 2.171.

2. Work Stress coefficient = 0.799 :

The coefficient for Work Stress is positive, suggesting a direct relationship. It implies that for every one-unit increase in Work Stress, Turnover Intention is projected to rise by 0.799 units, assuming other variables remain constant.

3. Job Satisfaction coefficient = 0.305 :

Job Satisfaction exhibits a positive regression coefficient of 0.305. This indicates that a one-unit increase in Job Satisfaction correlates with an increase in Turnover Intention by

0.305 units. (Note: While the direction is positive, the partial t-test previously indicated this variable is not statistically significant).

4. Compensation coefficient = -0.616\$:

In contrast, Compensation demonstrates a negative coefficient, indicating an inverse relationship. This signifies that a one-unit improvement in the Compensation structure leads to a reduction in Turnover Intention by 0.616 units. This confirms that better financial rewards function as a suppressor of turnover intention.

Partial Effects and Managerial Interpretation

Effect of Work Stress on Turnover Intention

The regression results show that work stress has a positive and statistically significant effect on turnover intention ($\beta = 0.550$; $t = 2.520$; $p = 0.017$). This indicates that higher levels of work stress are associated with an increased intention among employees to leave the organization. From a managerial perspective, this finding implies that unmanaged job demands such as excessive workload, tight deadlines, delayed material delivery, and limited decision-making authority can substantially increase employees' psychological strain. If such conditions persist, employees may perceive leaving the organization as a rational coping mechanism. Therefore, management should prioritize stress-reduction strategies, including realistic project scheduling, workload redistribution, and greater delegation of authority, to mitigate turnover intention.

Effect of Job Satisfaction on Turnover Intention

The results indicate that job satisfaction does not have a statistically significant effect on turnover intention ($\beta = 0.193$; $t = 0.820$; $p = 0.418$). Although job satisfaction shows a positive coefficient, the relationship is not strong enough to influence employees' intention to leave. This finding suggests that job satisfaction alone is insufficient as a retention mechanism within the organizational context studied. From a managerial standpoint, employees may experience satisfaction in certain aspects of their work such as interpersonal relationships or job content while simultaneously considering external opportunities, career advancement, or entrepreneurial aspirations. This implies that managers should not rely solely on maintaining general job satisfaction, but should complement it with structured career development, transparent promotion systems, and long-term employee engagement strategies.

Effect of Compensation on Turnover Intention

The analysis reveals that compensation has a negative and statistically significant effect on turnover intention ($\beta = -0.457$; $t = -2.912$; $p = 0.007$). This indicates that higher and fairer compensation reduces employees' intention to leave the organization. In practical terms, this result highlights compensation as a critical retention tool. While basic salaries and allowances may be perceived as adequate, inconsistencies in bonus distribution and lack of transparency in salary increases can weaken employees' perception of fairness. Management should therefore design compensation policies that are transparent, performance-based, and aligned with employees' contributions to strengthen retention and organizational commitment.

Simultaneous Effect and Strategic Implications

The simultaneous test (F-test) shows that work stress, job satisfaction, and compensation jointly have a significant effect on turnover intention ($F = 12.801$; $p < 0.001$). This confirms that turnover intention is shaped by the combined interaction of job demands and job resources, rather than by isolated factors. Strategically, this finding implies that organizational efforts to reduce turnover intention should adopt an integrated human resource management approach. Reducing work stress without improving compensation, or enhancing compensation without addressing excessive job



demands, may yield suboptimal outcomes. A balanced strategy that simultaneously manages workload, improves reward systems, and supports employee well-being is therefore essential.

Summary of Analytical Findings

Overall, the results indicate that work stress and compensation are the most influential predictors of turnover intention in this study, while job satisfaction plays a weaker and non-significant role. The model's explanatory power, as reflected by the Adjusted R² value, underscores the importance of these variables while also acknowledging the contribution of other organizational and individual factors beyond the scope of this research.

DISCUSSION

1. The Nexus Between Work Stress and Turnover Intention

The statistical analysis reveals a robust positive correlation between work stress and turnover intention among employees at PT Indah Kreasi Sentosa. Empirical evidence demonstrates that as pressure and role demands intensify, the propensity for employees to exit the organization increases significantly. This finding is grounded strictly in the regression output, confirming that stress is a decisive predictor of withdrawal behavior in this context. Viewing this through the lens of the Job Demands Resources (JD-R) model, work stress acts as a primary "demand" that depletes psychological energy (Bakker & Demerouti, 2007). When these demands, such as tight deadlines or workload spikes are not mitigated by adequate resources, the resulting strain compels employees to consider leaving as a mechanism for self-preservation. Theoretically, this validates the JD-R framework's applicability to Small and Medium Enterprises (SMEs), particularly those in high-velocity project environments. It reaffirms that in the absence of buffering resources, high job demands act as a direct catalyst for turnover.

2. The Insignificance of Job Satisfaction on Turnover Intention

Contrary to common theoretical assumptions, job satisfaction yielded a statistically non-significant impact on turnover intention in this study. This suggests that mere variations in how satisfied employees feel about their tasks or peers do not reliably predict their decision to stay or leave. From a Social Exchange perspective, this anomaly implies that while satisfaction is desirable, it functions as a "necessary but insufficient" condition for retention within this specific organizational setting. Employees may enjoy their work environment yet still harbor intentions to leave due to more pressing factors, such as financial needs or excessive pressure. This finding offers a nuanced contribution to the literature: in project-based and sales-driven industries, affective satisfaction may be overshadowed by tangible stressors and rewards, rendering it a weak predictor of retention when analyzed in isolation.

3. The Mitigating Role of Compensation

The regression results validate a significant inverse relationship between compensation and turnover intention. Simply put, superior financial rewards effectively suppress the desire to quit. This finding underscores the pragmatic nature of the employment relationship at PT Indah Kreasi Sentosa. Aligned with Social Exchange Theory, fair compensation serves as a tangible signal of organizational reciprocity (Birtch et al., 2016). When employees perceive their remuneration as equitable relative to their effort, their commitment strengthens. Furthermore, within the JD-R framework, compensation acts as a potent "resource" that offsets the psychological costs of high job demands (Bakker & Demerouti, 2007). This confirms that in high-pressure work environments, tangible economic incentives often outweigh intangible emotional factors in the decision-making process regarding tenure.

4. Integrative Synthesis

Synthesizing these outcomes, the study concludes that turnover intention at PT Indah Kreasi Sentosa is primarily driven by a rational calculation of "demands versus tangible resources." Work stress (the demand) pushes employees away, while compensation (the tangible resource) pulls them back. Job satisfaction, being an emotional state, lacks the statistical weight

to tip this scale significantly. This insight refines current theory by highlighting the conditional nature of attitudinal variables: when tangible pressures and rewards are high, the predictive power of general satisfaction diminishes.

CONCLUSIONS

Conclusion:

This research establishes that the intention to leave among employees of PT Indah Kreasi Sentosa is fundamentally shaped by the interplay of job demands and economic resources. The analysis confirms that work stress significantly accelerates turnover intention, whereas compensation significantly decelerates it. Conversely, job satisfaction proved to be statistically insignificant, indicating it is not a primary driver of retention in this specific context. Simultaneously, the three variables collectively account for a substantial portion of the variance in turnover intention, highlighting the need for a holistic management approach.

Theoretical Implications

a. Validation of the JD-R Model:

The study reinforces the Job Demands Resources framework by demonstrating that in SME settings, excessive demands (stress) without adequate buffers trigger withdrawal behaviors.

b. Support for Social Exchange Theory:

The strong influence of compensation validates the notion that the employment contract is viewed as an economic exchange; when the organization fails to reciprocate effort with fair pay, the "social contract" weakens.

c. Refining Satisfaction Theory:

The non-significant finding for job satisfaction contributes to the academic debate by suggesting that in high-pressure, project-oriented sectors, affective attitudes are secondary to tangible structural factors (stress and pay).

Managerial Implications

The managerial implications of this study are structured based on **priority level and strategic impact** to ensure practical applicability.

a. Top Priority (Immediate Action): Stress Reduction. Management must address the root causes of burnout. This involves setting realistic project timelines, optimizing workload distribution, and delegating greater decision-making authority to empower staff and reduce bottlenecks.

b. Strategic Priority (Retention Policy): Compensation Reform. Given the high sensitivity to pay, the organization should standardize its reward system. Implementing transparent, performance-based bonuses and ensuring salary competitiveness are critical steps to solidify the "social exchange" bond.

c. Maintenance Priority (Cultural Stability): Sustaining Morale. Although satisfaction is not a primary predictor, maintaining a supportive atmosphere through quality supervision and peer support remains essential for long-term organizational health and engagement.

Limitations and Future Research

To advance this line of inquiry, future research should address the limitations of the current study. First, expanding the sample size beyond a single firm would enhance the external validity of the findings. Second, incorporating additional variables such as **Leadership Style, Organizational Culture, and Work-Life Balance** could explain the variance not captured in this model. Finally, adopting a **longitudinal research design** would allow scholars to track the evolution of employee perceptions over time, providing stronger evidence of causality between job demands, resources, and turnover intention.

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