

Effect of Job Satisfaction, Direct Compensation, Work Stress and Work Environment on Turnover Intention at PT. Indonesian Bamboo Craft

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Abstract. This study aims to examine the effect of job satisfaction, direct compensation, work stress and work environment on turnover intention at PT. Indonesian Bamboo Craft. This study uses quantitative methods with a sample of 80 respondents. The sampling technique in this study used non-probability sampling and the data collection method used a questionnaire. The results of the study show that job satisfaction has a negative and significant effect on turnover intention with a regression coefficient of -0.315 and a significance value of 0.025. Direct compensation has a negative and significant effect on turnover intention with a regression coefficient of -0.295 and a significance value of 0.017. Job stress has a positive and significant effect on turnover intention with a regression coefficient of 0.342 and a significance value of 0.000. The work environment has a negative and significant effect on turnover intention with a regression coefficient of -0.207 and a significance value of 0.028. Perceptions of job satisfaction, compensation, work stress and work environment simultaneously have a significant effect on turnover intention with a significance value of 0.000. therefore, all hypotheses are accepted.

Keywords: Job Satisfaction, Direct Compensation, Job Stress, Work Environment, Turnover Intention.

INTRODUCTION

Human resources is an important asset in the company. Human resources if managed and utilized optimally can provide more benefits for the company, especially in realizing the vision and mission of the company (Hasibuan, 2010). The company must be very professional in managing its human resources (HR) the company must pay attention to the continuity of employee performance so that there is no desire of employees to leave the company (Turnover). In fact, in the company there is still frequent turnover caused by the desire of employees to move jobs (Sinambela, 2016). The high level of turnover intention that has occurred has become one of the serious problems for the company in managing its human resources. High turnover in a company will affect the company's operations, productivity, and competitive advantage.

PT Bamboo Craft is a company engaged in the field of bamboo crafts. PT Bamboo Craft is located at Jalan ringroad Bakulan Trirenggo Manding Bantul Yogyakarta. PT Bamboo Craft was established in 2013. The company has approximately 80 employees. This handicraft company focuses on the production of bamboo raw materials that produce various products such as fences, bamboo gazebos, bamboo stakes bars, trellis poles and bamboo battens. This company uses a variety of bamboo raw materials and quality such as bamboo cendani, bamboo apus, bamboo petung, bamboo wulung, and various other bamboo. The resulting bamboo products can be used as interior decoration, furniture and so on. The results

of the products produced penetrated to foreign markets are mostly exported to countries in America, Australia, Europe.

Table 1 employee Turnover of PT Bamboo Craft in 2019 - 2021

Year	Number Of Employees	Incoming Employees	Presenyase Incoming Employees	Outgoing Employees	Percentage Of Employees Leaving
2019	78	10	12,8 %	4	5,1 %
2020	84	8	9,5 %	6	7,1 %
2021	86	5	5,8 %	11	13 %

Source: Admin PT Bamboo Craft Indonesia, 2021

Each company has a different turnover rate, the turnover rate at PT Bamboo Craft is high because it exceeds 10% of the recommended limit. In the opinion of Johannes et al (2014) said that the recommended turnover is not greater than 10% per year because it indicates a danger to the continuity of human resources in the company. Based on the results of observations and interviews to employees, researchers get some problems, the indication is directed at the lack of job satisfaction of employees such as employees often feel placed not in accordance with their expertise, employees feel the overall job conditions are still less considered, dissatisfaction with the remuneration provided, and often feel dissatisfaction with colleagues. Compensation with indication employees feel compensation given masi less because employees feel the salary received is not proportional to what is done. Work stress is quite high with indications of workload and heavy responsibilities, as well as the work environment with indications of uncomfortable working conditions and lack of communication. Some of these things increase turnover.

THEORETICAL STUDY

According to Simone et al (2018) Turnover intention is something that arises from negative psychological reactions in certain working conditions that develop into decisions in behavior that encourage deciding and can cause employees to leave work voluntarily in search of better job opportunities. The tendency of individuals to want to quit the company for various reasons and among them there is a desire to get a better job (Ronald and Micah, 2014).

According to Hasibuan (2017) job satisfaction is an emotional feeling of pleasure and love felt in his work. Robbins (2015) job satisfaction is a good feeling that arises about a job, resulting from the evaluation of it . Employees who have good job satisfaction have a positive impact on their jobs, and conversely employees who have low job satisfaction will always have negative feelings.

Compensation is remuneration in the form of goods, money received by employees indirectly or directly to employees for remuneration for remuneration that has been given to the company (Hasibuan, 2017). Compensation is the overall

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reward that employees receive in lieu of the services they provide (Mondy, 2008). Compensation is very important for the employee himself, the size of the salary provided is a reflection of the value of work in the company.

Each employee experiences a different level of stress depending on how the employee responds to the problem at hand. According to Moorhead & Griffin (2010) stress is an employee response when working where a person feels the stimulus of psychological or physical demands more than the person should feel. According to Gaol (2014), work stress is a pressure that causes physical and psychological decline, can cause employee well-being, thought processes and emotions. Having a high enough feeling of stress can affect a person's ability to adapt to their work environment.

According to Dwiyanto et al (2017) stated that the work environment is an environment that is directly related to human interaction that can affect the performance of employees in the company. According to Sedarmayanti (2011) the work environment can be assessed as good if employees can perform all activities in a healthy, safe, comfortable and optimal. The work environment can be seen as the cause, an unfavorable work environment can demand employees more time and not support their work resulting in a less efficient work system.

METHODS

This study is included in the category of casual associative research using a quantitative approach, where researchers want to know the effect of job satisfaction, direct compensation, work stress, and work environment on employee turnover intentions PT. Bamboo Crafts Indonesian.

Data types and sources

This study uses the type of secondary data and primary data, secondary data obtained from related documents in the company, while the primary data obtained from the distribution of questionnaires to employees of PT. Bamboo crafts. Regarding the source data, researchers collected some data by visiting the company PT. Bamboo crafts directly to observe, conduct interviews, and distribute questionnaires to employees of PT. Bamboo crafts located in ringroad Bakulan Tlirenggo Manding Bantul Yogyakarta.

Population and sample

Population

Population is a sphere that there are objects and subjects, which have characteristics in accordance with the desired researcher and then studied and drawn a conclusion. According to Sugiyono (2016), the population is the total number of individuals who are part of the object in the study. So that the population in this study are all employees of PT. Bamboo Crafts.

Sample

The sample is part of the population (Sugiyono, 2016). Samples taken from the population must be able to meet the criteria under study. Sampling technique

used in this study is non-probability sampling with saturated sampling approach. A non-probability sampling technique is that each member of the population does not have the same chance as the sample. Saturated Sampling is a sampling determination when all members of the population are used as samples this is used because the population is relatively small (Sugiyono, 2016). The sample used in this study are all employees of PT. Bamboo crafts has 80 employees.

Data Analysis Techniques

In this study, researchers used the SPSS program version 25.0 for windows which was used to process the data collected from the questionnaire. This study uses multiple linear regression analysis method.

Research Instruments Tester

Validity test- is the degree of accuracy of the measure and determination of an instrument to the concept under study. The item of the coesional statement is valid if the statement on the questionnaire can express what will be measured from the questionnaire (Ghozali, 2012).

Reliability test- reliability test can measure the questionnaire which is a variable indicator. Questionnaires are reliable if the answers to the questions remain consistent over time (Ghozali, 2012)

Hypothesis testing, the authors used multiple linear regression analysis to determine how much influence job satisfaction (X1), direct compensation (X2), work stress (X3), work environment (X4) on turnover intention (Y).

Hypothesis test, consisting of t test, F test, coefficient of determination analysis.

Results and discussion

Data analysis and discussion of research problems

Characteristics Of The Respondent. In this study there were 80 respondents and obtained data on the characteristics of respondents consisting of the characteristics of respondents based on gender, age, education, and length of work.

Validity test. Conducted to test the validity of the research questionnaire. Validity test is done by comparing . in this study set at the level of significance of 5% or 0.5 with the degree of freedom (df) of $n-2$ (a) = $80 - 2 = 78$ (0,220). if the result and positive, the question item is considered valid. Furthermore, the validity test results on all items of questions about job satisfaction, direct compensation, work stress, work environment and turnover intention in this study are valid.

Reliability Test. In this study to measure internal consistency using Cronbach's alpha technique, if the value of Cronbach's alpha is greater than 0.60, the questionnaire as a measuring tool is considered to be reliable. For this reason, job satisfaction variable is considered reliable because cronbach's alpha is 0.880 (>0.60) and acceptable. direct compensation variable is considered reliable because cronbach's alpha is 0.907 (>0.60) and acceptable. variable work setrs declared reliable because it obtained cronbach's alpha of 0.921 (>0.60) and acceptable. In addition, the work environment variable is considered reliable because cronbach's alpha is 0.891 (>0.60) and acceptable. Furthermore, the turnover intention variable is considered reliable because cronbach's alpha is 0.909 (>0.60) and acceptable.

Multiple Linear Regression Analysis- is used to determine how much influence the variables of job satisfaction, direct compensation, work stress and work environment on turnover intention.

Table 2 - Results Of Multiple Linear Regression Analysis

Variabel	Koefisien Regresi (b)	t count	Sig.	Description
Job Satisfaction (X_1)	-0,315	-2,284	0,025	Signifikan
Compeensation(X_2)	-0,295	-2,445	0,017	Signifikan
Work Stress (X_3)	0,342	3,688	0,000	Signifikan
Working Environment (X_4)	-0,207	-2,235	0,028	Signifikan
Constant= 22,856				
Adjusted R Square = 0,526				
F count = 22,924 Sig. = 0,000				
Dependen Variable = <i>Turnover Intention</i> (Y)				

Source: Primary Data Processing Results (2022)

Based on the table above, the regression formulation of the calculation results are formulated as follows:

$$Y = 22,856 + (-0,315)X_1 + (-0,295)X_2 + 0,342 X_3 + (-0,207)X_4$$

Test t- Parrsial test, this test is done to determine the influence of some of the independent variables consisting of job satisfaction, direct compensation, work stress, work environment, has an influence on turnover intention.

Table 3-t test results (Partial Test)

Research Variables	t_{hitung}	Sig.	Description
Job Satisfaction	-2,284	0,025	Significant
Compensation	-2,445	0,017	Significant
Work Stress	3,688	0,000	Significant
Working Environment	-2,235	0,028	Significant

Source: Primary Data Processing Results (2022)

From the results of the t test in the table above, can be seen penngaruh of each variable, therefore it can be concluded

1. Partial job satisfaction has a significant influence against *turnover intention*. Value T_{hitung} -2,284 with sig value 0,025 ($0,025 < 0,05$) then this means that the first hypothesis Roger that.
2. Partial direct compensation has a significant effect against *turnover intention*. Value T_{hitung} -2,445 with sig value 0,017 ($0,017 < 0,05$) then can be interpreted that the hypothesis second Roger that.
3. Partial work stress has a significant influence against *turnover intention*. Value T_{hitung} 3,688 with sig value 0,000 ($0,000 < 0,05$) then can be interpreted that the hypothesis third Roger that.

4. Partial work environment has a significant influence against *turnover intention*. Value $T_{hitung} - 2,235$ with sig value $0,028$ ($0,028 < 0,05$) then can be interpreted that the hypothesis fourth Roger that.

F test- this test is used to test the effect of variable kepuasan kerja (X_1), kompensasi direct (X_2), stres kerja (X_3), lenvironment kerja (X_4) has an influence on the variable *turnover intention* (Y).

Table 4-F Test Results (Simultaneous Test)

Model	F	Sig.	Description
<i>Regression</i>	22.924	0,000	Significant

Source: Primary Data Processing Results (2022)

Based on the results of the F test in the table can be seen that the value of the F test obtained a value of 22.924 with a significance level of 0.000 because the probability value is smaller than alpha. Significance value $0.000 < 0.05$. So it can be concluded that job satisfaction, compensation, work stress and work environment together affect *Turnover Intention*.

Coefficient Of Determination- This test is digunaright to know the extent to which the independent variable is kepuasan work, compensation, work stress and work environment in explaining the dependent variable *Turnover Intention*.

Table 5-Determination Coefficient Test Results

Variable	R	R Square	Adjusted R Square	Std. Error of the Estimate
1. Job Satisfaction 2. Direct Compensatio 3. Stes Work 4. Working Environment	0.742	0.550	0.526	2.53592

Source: Primary Data Processing Results (2022)

Based on the table above, it can be concluded that the independent variable has a strong relationship to the dependent variable show bahwa nila Adjusted R Square sebesar 0,526. this means variations *Turnover Intention* can be explained by kwork satisfaction, compensation, work stress and work environment of 52,6% while for the rest is explained by other variables outside of the independent variables used in this study.

CONCLUSION

This study focuses on the effect of job satisfaction, direct compensation, work stress, and work environment on employee turnover intention PT. Bamboo Craft with a total of 80 respondents. the results of this study revealed that, Job satisfaction (X_1) has a negative and significant effect on turnover Intention at PT. Bamboo Craft. This is indicated by the acquisition of variable value of job satisfaction - 2.284 is negative and the significance value < 0.05 is 0.025. Direct

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compensation (X2) has a negative and significant effect on turnover Intention at PT. Bamboo Craft. This is indicated by the acquisition of direct compensation variable value -2.445 is negative and the significance value < 0.05 is 0.017. Work stress (X3) has a positive and significant effect on turnover Intention at PT. Bamboo Craft. This is indicated by the acquisition of work stress variable value 3.688 is positive and the significance value < 0.05 is 0.000. Work environment (X4) has a negative and significant effect on turnover Intention at PT. Bamboo Craft. This is indicated by the acquisition of the value of the work environment variable -2.235 is negative and the significance value < 0.05 is 0.028. Job satisfaction, direct compensation, work stress, work environment simultaneously have a significant effect on turnover Intention. Shown from the F test results obtained a value of 22.924 with a significance level of $0.000 < 0.05$.

For PT. Bamboo Craft, the results of this study prove that there are several factors that can affect turnover intention so that it can be investigated further. PT. Bamboo Craft can improve and increase employee job satisfaction. Furthermore, it can improve direct compensation received by employees, such as providing salaries in accordance with the work done by employees in order to meet employee welfare. Furthermore, it can reduce employee work stress by improving and coordinating employee work stress levels such as placing workers according to employee capacity and expertise, improving equipment needed by employees at work. In addition, the work environment has an influence on turnover intention, the company should be able to improve and improve the work environment of employees and can overcome it by adding cleaning employees and installing rules to maintain cleanliness, playing music that makes employees enthusiastic at work. The company can also pay more attention to employees by more frequent communication and approach to employees. For the next researcher can develop more widely using other variables that can explain the turnover intention rate.

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