

The Effect of Work Stress and Compensation on Turnover Intention Mediated by Organizational Commitment to Employees of PT Wahana Semesta Banten

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Abstract

This study aims to prove the effect of work stress and compensation on turnover intention mediated by organizational commitment. The high turnover rate during the COVID-19 pandemic made researchers interested in conducting research at PT Wahana Semesta Banten (Radar Banten), Serang City. The sample of this study amounted to 53 employees, with the sampling technique using quota sampling. The data analysis technique in this study uses Structural Equational Modeling (SEM) with the path analysis method using the SmartPLS application. The results showed that job stress had an effect on turnover intention. Job stress has no effect on organizational commitment. Job stress has no effect on turnover intention through organizational commitment. Compensation has no effect on turnover intention. Compensation affects organizational commitment. Compensation has no effect on turnover intention through organizational commitment. In conclusion, work stress causes turnover intention in Radar Banten. Organizational commitment also cannot mediate work stress and compensation on turnover intention. Good organizational commitment will avoid turnover intention. Therefore, companies need to create work programs that can reduce work stress levels and maintain employee organizational commitment.

Keywords : Job Stress, Compensation, Organizational Commitment, Turnover

INTRODUCTION

In this era of globalization, competition in the business world, especially the media industry, is increasingly competitive and requires companies to be able to achieve excellence in order to survive. Along with the development of the times, the mass media industry continues to experience changes quite rapidly. From the era of the first printing press pioneered by Johann Gutenberg to Steve Jobs's iPad.

This is a challenge for mass media activists in publishing the information and news they have. One of the efforts to face competition in this global era, companies must be able to prepare Competent Human Resources (HR) so that they can maintain their existence or even win the competition. Human Resources (HR) is a valuable asset in the company, because HR can make the company run well and help increase profits. For this reason, HR assets need to be maintained, so that turnover does

not occur or the desire to change jobs. Turnover is a serious problem and must be resolved by company management. Turnover is also an action that is carried out of one's own volition or not of one's own volition.

Based on the problems above, this study will combine four variables that often arise, namely work stress and compensation, its effect on turnover intention which is mediated by organizational commitment. The choice of organizational commitment as a mediating variable is because there has been no previous research using this variable as a mediating variable on turnover intention. The research location will be conducted at PT Wahana Semesta Banten which is the largest daily newspaper in Banten province and becomes a market leader under the Radar Banten brand. This media company has become the holding company for the largest media group in Banten Province and already has several subsidiaries, including Media Banten Raya, Media Tangerang Ekspres, Media Televisi, Banten TV,

radarbanten.com. The following is data on the condition of the number of employees and turnover of Radar Banten in the last 5 years:

Table 1. Turnover Rate PT Wahana Semesta Banten

Uraian	Tahun 2017	Tahun 2018	Tahun 2019	Tahun 2020	Tahun 2021
Jumlah Karyawan (orang)	102	102	96	94	60
Jumlah Turnover (orang)	4	5	10	35	4
Persentase Turnover (%)	4	5	10	37	7

From the table above it can be seen that Radar Banten has a small turnover rate in 2017 and 2018 of 4% and 5%, in 2019 of 10%. Whereas in 2020 it is quite high at 37%. In 2021 management has succeeded in reducing turnover to 7%. According to Prasetya and Aryantoro, (2022) In general, turnover is stated in one year, turnover may not be more than 10% per year. The high Turnover Intention in 2020 was caused by the impact of the Covid 19 Pandemic, so that of the 35 employee turnover, 33 were terminated and 2 employees resigned.

According to Asih et al in (Ratnaningsih, 2021) states stress is a condition resulting from an imbalance of demands that must be met with one's abilities, skills, and way of thinking, if inequality is formed at high levels the higher the stress experienced by the individual. The feeling of being pressured by the pressure that exists when workers are doing their job is called job stress (Mangkunegara, in Ratnaningsih, 2021). An inappropriate or too heavy workload is an example of stress that usually occurs in the world of work, even if the work cannot be done because it is incompetent it can cause stress.

According to Paat et al in (Ratnaningsih, 2021). work stress is one of the factors that causes employee turnover intention. When stressed, employees tend to feel out of touch with the company so they want to leave. Employees According to Manurung & Ratnawati in (Ratnaningsih, 2021) Indicators of work stress consist of three aspects, namely: a) organizational stressors b) individual stressors, and c) compliance with regulations from employees.

Compensation is everything that employees receive as compensation for the

company's services for the performance and efforts of these employees, both in financial and non-financial forms (Handoko, in Lubis & Onsardi, 2021). The compensation program is also important for the company, because it reflects the company's efforts to maintain its potential workforce (Handoko, in Lubis & Onsardi, 2021). According to Malayu in (David and Solichin, 2021) states that compensation is all income in the form of money, direct or indirect goods received by employees as compensation for services provided to the company. The compensation indicators according to Simamora in (David and Solichin, 2021), namely: a) Wages and salaries b) Incentives c) Allowances d) Facilities.

Sopiah & Sangadji in (Ratnaningsih, 2021) mention several aspects that are thought to influence a person's determination and commitment to the organization as follows: a) Personal self-factor. b) The character of the work. The personal self factor means that a good and optimistic personality can encourage higher commitment, work character that matches competence and personality can also make someone survive and want to continue a career in the company. Robbins & Judge explained in (Ratnaningsih, 2021) organizational commitment has three indicators, namely: a) Affective commitment, there is a bond between an employee and a company that is difficult to let go. This bond involves emotion, liking and being happy with the company culture can be an example. b) Continuing commitment, the financial adequacy of workers is fulfilled if they remain with their current company. Good compensation, and worry about not getting compensation with the same value elsewhere. c) Normative commitment, there is an unexplained background that makes

employees insist on continuing work at the company where they work at that time. Jobs that match their hobbies and life's vision and mission can make employees insist on staying within the company.

According to Bluedorn Grant et al in (Budun, Amberi and Rahmawati, 2021) turnover intention is an attitude tendency or the degree to which an employee has the possibility to leave the organization or voluntarily resign from his job. Turnover intention is an attitude or level tendency of an employee to leave the organization or voluntarily resign from his job (Andriani in Latief and Safwan, 2019).

Mobley in (Lubis and Onsardi, 2021) argues, there are three indicators that can be used to see the potential for Turnover intention, namely: a) Thoughts of quitting, individuals think about leaving work or remaining in the work environment. Starting with job dissatisfaction felt by employees, then employees begin to think about leaving their current workplace resulting in high and low intensity for not attending to work. b) The desire to leave (intention to quit), the individual wants to find a job in another organization. If an employee has started to often think about leaving his job, the employee will try to find a job outside the company that he feels is better. c) The desire to find another job (intention to search for another job) for individuals who intend to leave, if they have found a better job, sooner or later will end with

the employee's decision to stay or leave his job. Therefore, researchers are interested in conducting research on the effect of work stress and compensation on turnover intention mediated by organizational commitment.

METHOD

This research uses path analysis method with structural equation modeling (SEM). Hypothesis testing using Partial Least Squares (PLS) with SmartPLS software. The research will be conducted at PT Wahana Semesta Banten (Radar Banten). As for the population in this study are Radar Banten employees with a total population of 63 employees. With these proportions, the number of elements or quotas for each group can be determined. The selection of elements in each group is left to the data collector, as long as it is included in the group concerned and the number is in accordance with what has been predetermined (Abdullah, S., & Sutanto, 2015). Due to quota considerations, Radar Banten has 4 divisions, namely the advertising division, editorial division, newspaper marketing division and HRD division. Each division took 13 samples and 1 director, a total of 53 employees were obtained as samples. This is in accordance with the opinion of Ghozali, (2006) the recommended minimum sample for PLS ranges from 30 to 100.

RESULT

Description of Respondents by Gender

Table 1. Description of Respondents by Gender

Sex	Respondents	Percentage
Female	11	21%
Male	42	79%

Based on table 5.1 it shows that 79% or 42 respondents were male employees and 25%

or 11 respondents were female. Thus, the results tested were 53 respondents.

Description of Respondents by Age

Table 2. Description of Respondents by Age

Age	Respondents	Percentage (%)
25 – 30 Years	9	17%
> 30 Years	44	83%

The results showed that 83% or 44 respondents were aged 30 years and 17% or 9 people aged 25-30 years.

Thus, most of the respondents aged 25-30 years.

Description of Respondents Based on Education

Table 3. Description of Respondents by Education

No	Education	Amount	Percentage (%)
1	Postgraduate	1	2%
2	Bachelor	28	53%
3	College	5	9%
4	High School	19	36%

Based on the data from Table 5.4, it can be seen that the majority of respondents, namely 53%, have a Bachelor's degree. While the

others are high school equivalent 36%, diploma 9%, and postgraduate 2%.

Outer Model Measurement Model

a. Validity test

Table 4. Validity Test of Job Stress Variables

No.	Instrument	Outer Loading	result
1	X1.1	0,750	Valid
2	X1.2	0,707	Valid
3	X1.3	0,843	Valid
4	X1.4	0,738	Valid
5	X1.5	0,825	Valid

The table above shows that each instrument of the work stress variable has an Outer loading value > 0.7. Because each item of the

instrument statement from the work stress variable is valid.

Table 5. Test the Validity of Compensating Variables

No.	Instrument	Outer Loading	Result
1	X2.1	0,741	Valid
2	X2.2	0,708	Valid
3	X2.4	0,594	Valid
4	X2.5	0,781	Valid

The table above shows that each instrument X2.1, X2.2, and X2.5 has an Outer loading value

> 0.7 and $X2.4 > 0.5$. Therefore it can be said that each instrument statement item from the Compensation variable is valid.

Table 6. Test the Validity of Organizational Commitment Variables

No.	Instrument	Outer Loading	Result
1.	Y1.1	0,794	Valid
2.	Y1.2	0,793	Valid
3.	Y1.3	0,926	Valid
4.	Y1.4	0,797	Valid
5.	Y1.5	0,810	Valid

Tabel diatas menunjukkan bahwa setiap instrumen dari variabel Komitmen Organisasi memiliki nilai Outer loading > 0,7. Oleh karena

itu dapat dikatakan bahwa setiap butir pernyataan instrumen dari variabel komitmen organisasi adalah valid.

Table 7. Validity Test of Turnover Intention Variable

No.	Instrument	Outer Loading	Result
1.	Y2.1	0,850	Valid
2.	Y2.2	0,835	Valid
3.	Y2.3	0,663	Valid
4.	Y2.4	0,725	Valid
5.	Y2.5	0,868	Valid

Table 5.12 shows that each instrument Y2.1, Y2.2, Y2.4 and Y2.5 has an Outer loading value > 0.7 and $Y2.3 > 0.5$. Therefore it can be said

that each instrument statement item from the turnover intention variable is valid

a. Reliability Test

Table 8. Reliability Test

No.	Variabel	Cronbach's Alpha	AVE	Composite Reliability
1.	Work Stress	0,883	0,600	0,882
2.	Compensation	0,683	0,503	0,800
3.	Organizational Commitment	0,883	0,682	0,914
4.	Turnover Intention	0,853	0,628	0,893

The table above shows that the Cronbach's Alpha value on the Compensation variable is < 0.7 and the Cronbach's Alpha value on other variables is > 0.7. As for AVE, each variable has

a very good value, namely > 0.5, and the Composite Reliability value for each variable is > 0.7. Therefore it can be concluded that all variables have good reliability.

Structural Model Testing (Inner Model)

a. Coefficient of Determination

Table 9. R Square

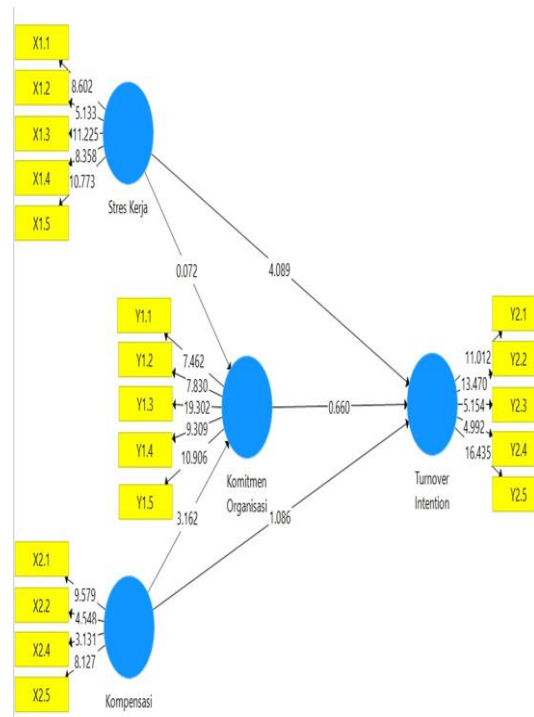
Variabel	R Square	R Square Adjusted
Komitmen Organisasi	0,195	0.163
Turnover Intention	0,291	0,248

The Adjusted R2 value is always smaller than the R2 value. Based on the table above, the R Square (R2) value for turnover intention is above 0.29 and the Organizational Commitment Variable is 1.9. Cohen in (Santosa, 2018) said

that the R2 value is greater than or equal to 0.25 indicating a high influence. While other opinions, the value of R2 ranges from 0 to 1 with a value close to 1 indicating greater prediction accuracy. This means that this research model has fulfilled the requirements and is sufficient.

Research Hypothesis Testing

Figure 1. Display of PLS-SEM Bootstrapping Output



Regarding the hypothesis testing on the next variable, it shows the results of the t statistic. Job stress has no effect on turnover intention through organizational commitment, as evidenced by the t statistical value of 0.038 < 1.967 with a significance number of 0.969 > 0.05. Another hypothesis shows that compensation has no effect on turnover intention through organizational commitment. This is indicated by the efficiency value of the t statistic of 0.578 < 1.967 and a significance number of 0.564 > 0.05.

a) Effect of Job Stress on Organizational Commitment

The results of the hypothesis indicate that there is no effect between work stress on employee organizational commitment at Radar Banten. This is shown by the t statistic value of 0.072 with a significance level of 0.942, meaning that when employees experience work stress it will not affect their commitment to the company. Stress is an unavoidable part of the role of an employee in a company. But if managed properly then stress will not affect organizational commitment. Likewise at Radar Banten,

employees are still able to manage existing work stress. This does not support the results of research (Apriliana, S., Parimita, W., & Handaru, 2021) which states that work stress affects organizational commitment. Most of Apriliana et al's research samples are young people under 20 years old so it is estimated that they are not strong against pressure and are more easily stressed, while Radar Banten's majority of the sample is over 30 years old.

b) Effect of Compensation on Organizational Commitment

Based on the results of hypothesis testing, it is known that the t statistic value is 3.162 > t table 1.96 with a significance level obtained of 0.002 < 0.05. This means the hypothesis is accepted. So, there is an effect of compensation on employee organizational commitment at Radar Banten. The better and the greater the compensation received, the more organizational commitment to Radar Banten will also increase. This does not support the research conducted (Widjaya, Budiono, & Bayu, 2021) that compensation has no effect on employee organizational commitment to PT "OS". Widjaya et al's

research took a sample of young people aged 20-30 years, at a young age most employees don't really care about compensation because the main goal is to gain experience, different from Radar Banten the majority are over 30 years old so good compensation is important for them especially if they are married.

c) Direct Effect of Job Stress on Turnover Intention

It can be seen based on the statistical t test, the effect of work stress on turnover intention is 4.321 with a significance of 0.000. This means that work stress affects the level of turnover intention at Radar Banten. The higher the existing work stress, the turnover intention will also increase. If work stress decreases, turnover intention will also be minimized. The results of this study support previous research from (Kurniawati et al., 2018) work stress has an influence on turnover intention.

d) Direct Effect of Compensation on Turnover Intention

Based on the results of the hypothesis testing that has been done, the statistical t value on the effect of compensation on turnover intention is 0.865 with a significance level of 0.387. This shows that there is no effect of compensation on employee turnover intention at Radar Banten. That is, if compensation goes down, this does not directly cause turnover intention to increase. Not everyone works because of money or compensation alone, for example, for employees who are married there are many things to consider such as work life balance, moreover Radar Banten the majority of employees are married. These results are inconsistent with research (Lubis & Onsardi, 2021) that compensation has an effect on turnover intention.

e) The Effect of Organizational Commitment on Turnover Intention

Based on the statistical t test, the effect of organizational commitment on turnover intention is 0.660 with a significance of 0.509. These results show that organizational commitment has no effect on turnover intention of employees at Radar Banten. This explains that when organizational

commitment decreases it will not cause turnover intention at Radar Banten. The results of this study support research (Ratnaningsih, 2021) that organizational commitment has no effect on employee turnover intention.

f) Effect of Job Stress on Turnover Intention Through Organizational Commitment

Based on the statistical t test, the effect of work stress on turnover intention through organizational commitment is 0.038 with a significance of 0.969. These results explain that work stress has no effect on employee turnover intention at Radar Banten Through Organizational Commitment. Job stress does not require a mediating variable to cause someone to leave the company. The results of this study are almost the same as (Prayogi, Koto & Arif, 2019) showing that job satisfaction is not an intermediary between work stress and turnover intention. It's just that the research has a different mediator variable.

g) Effect of Compensation on Turnover Intention Through Organizational Commitment

Based on the statistical t test, the effect of compensation on turnover intention through organizational commitment is 0.578 with a significance of 0.564. These results indicate that compensation has no effect on employee turnover intention at Radar Banten Through Organizational Commitment. That is, Organizational Commitment cannot mediate between compensation and turnover intention. Organizational Commitment does not have an important role in this research model.

CONCLUSION

1. Job stress has no effect on organizational commitment. individually and organizationally. Work stress experienced by employees does not affect their commitment to the company.
2. Compensation has an influence on organizational commitment. This influence is due to the compensation provided by the company, both salary, incentives, benefits and

other facilities, which are sufficient to meet the needs of the family.

3. There is a direct effect of work stress on turnover intention. This was caused by increased work stress. During the Covid-19 pandemic, several employees who experienced organizational and individual stress were unable to manage the work stress that occurred, resulting in several employees voluntarily leaving the company and some were also subject to termination of employment (PHK).

4. Compensation has no direct effect on turnover intention. This is because compensation, including salary, incentives, benefits and other facilities, has been provided in accordance with work regulations and agreements.

5. The effect of organizational commitment on turnover intention, based on the hypothesis testing that has been done, has been shown to have no effect. employees have good affective commitment, continuance commitment, and affective commitment. Employees also have an emotional bond with the company.

6. Organizational commitment is not an intermediary for work stress on turnover intention. Organizational commitment cannot mediate between work stress and turnover intention. Work stress has a direct effect on turnover intention without going through organizational commitment.

7. There is no influence between compensation on employee turnover intention at Radar Banten through Organizational Commitment.

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