



The Influence Of Employee Work Stress And Employee Compensation On Turnover Intention Mediated By Job Satisfaction

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How to Cite :

Yanto, Y. Setyaningrum, P,R. Dasman, S (2024). The Influence Of Employee Work Stress And Employee Compensation On Turnover Intention Mediated By Job Satisfaction EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis, 12(3). doi: <https://doi.org/10.37676/ekombis.v12i3>

ARTICLE HISTORY

Received [11 Maret 2023]

Revised [16 May 2024]

Accepted [05 July 2024]

KEYWORDS

Employee Work Stress,
Employee Compensation,
Turnover Intention, Job
Satisfaction.

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ABSTRACT

The study aimed to test a research model that states that the effect of Employee Work Stress and Employee Compensation on Turnover Intention is mediated by Job Satisfaction at PT. Monokem Surya Karawang. This study used a quantitative approach. The respondents of this study were employees of PT Monokem Surya Karawang. Sampling in this study was carried out using Probability Sampling, and sampling was carried out using the Simple Random Sampling method. Sample data collection is carried out by distributing questionnaires through Google Forms. The research analysis used is a structural model processed by SMART-PLS 3.0 software. This study shows that Employee Work Stress has a negative and significant effect on Turnover Intention, Employee Work Stress has a positive and significant effect on Job Satisfaction, Employee Work Stress has a negative and insignificant effect on Turnover Intention even though Job Satisfaction has mediated it, Job Satisfaction has a negative and insignificant effect on Turnover Intention, Employee Compensation has a negative and insignificant effect on Turnover Intention, Employee Compensation has a positive and significant effect on Job Satisfaction, Employee Compensation has a negative and insignificant effect on Turnover Intention even though it has been mediated by Job Satisfaction.

INTRODUCTION

Globalization, as a phenomenon of economic, social, political, and cultural integration around the world, has become a stage for a variety of very complex challenges for Human Resources (HR) in the context of organizations. These challenges include increasingly fierce global competition in a changing global market, technological disruption that continuously

changes business dynamics, cultural diversity in the work environment, and increasing demands for optimal performance achievement (Rapanna & Alam, 2021). HR becomes the central axis that responds to the complex dynamics of change, affecting not only the organizational structure but also the overall strategy and sustainability of the business (Idrus et al., 2023). In the organizational structure, Human Resources (HR) plays an irreplaceable central role. The vital role they carry has a very significant contribution in the achievement of the goals and vision of the organization. Today's enormous challenges of globalization include increased competition, adaptation to technological change, and addressing increasingly complex cultural diversity. In response to these challenges, the organization must evaluate and adjust strategies aimed at addressing problems that arise as the organization operates.

PT. Monokem Surya, one of the mining companies, experienced significant challenges related to Turnover. Analysis of the company's internal data shows a tendency to problems in turnover and a significant decrease in production results in 2023 when compared to the previous year, namely 2022.

Table 1 Turnover Rate of PT. Monokem Surya

Year	Period (months)	Number of Employees (people)	Incoming Employees (people)	Outgoing employees (people)	Intensity in and out of employees
2022	January 2022	365	56	25	42
	December 2022	395			
	Average	380			
Presentase (%)			15%	7%	
2023	January 2023	397	27	35	32
	December 2023	389			
	Average	393			
Presentase (%)			7%	9%	

Source: PT. Monokem Surya

This phenomenon illustrates the alarming situation in the operational continuity of PT. Monokem Surya. Increased *turnover* and decreased production output are indicators of problems that affect company stability. The high number of employees who decide to leave the company, accompanied by a decrease in production, indicates instability and dissatisfaction in the work environment.

Table 2 Number of Employees and Production Results of PT. Monokem Surya

Year	Man Power	Production
2022	380	31768
2023	393	29224
Percent (%)	3,42%	-8,01%

Source: PT. Monokem Surya

Turnover problems experienced by PT. Monokem Surya should be a serious concern that must be resolved immediately. *Turnover* occurs usually begins with the emergence of *Turnover Intention* in employees. *Turnover Intention* is the tendency or intention of employees to stop working from their jobs voluntarily or move from one workplace to another according to their own choice Mobley (1986) in Masita (2021) and Djapar (2020). *Turnover Intention* can also be interpreted as the desire of employees to leave their organization or company voluntarily (Bugis

et al., 2021). Factors that affect *Turnover Intention* can be from several factors such as individual factors, job satisfaction and Mobley's company commitment (2011) in Masita (2021). *Turnover Intention* felt by employees of PT. Monokem Surya can be caused by several factors, one of which is *Work Stress* or work stress (Adiguna & Suwandana, 2023), *compensation* more focused on payroll (Waskito & Putri, 2022) and *Job Satisfaction* which relates to employee satisfaction, where employees who are dissatisfied with their jobs have a high probability of leaving their jobs. Employee job satisfaction is also felt by employees has an impact on *Turnover Intention* according to Susanti & Halilah (2019) in (Marcella & Ie, 2022).

Further research related to *Work Stress* factors is essential in overcoming *the problem of Turnover Intention* faced by PT. Monokem Surya. A deep understanding of the complexity of these factors will help in designing more effective and efficient strategies to minimize *Turnover Intention*. Work stress is a condition that creates stressful situations and symptoms for individuals who experience stress according to Ivanko (2012) in Lahat *et al.*, (2019). Work stress that occurs at PT. Monokem Surya under certain conditions can be fatal to health (Mangumbahang *et al.*, 2023). In the short term, work stress that is not handled seriously can result in pressure, lack of motivation, and frustration so that performance becomes disrupted. In the long run, work stress can result in illness and not being able to continue work (Muslim, 2021). Stress should not be underestimated and can hamper company performance. Someone who experiences stress has a tendency to be uneasy, restless, likes to be alone, has difficulty sleeping, smokes excessively, is less able to relax, anxious, tense, nervous, increased blood pressure and may experience digestive disorders (Muhaling *et al.*, 2023).

In addition to *Employee Work Stress*, the *Employee Compensation* factor is also crucial that needs to be examined. This study uses expert theory on compensation using the understanding of Hasibuan, (2017) in Siska Pertiwi *et al.*, (2023) that compensation is all income in the form of money, direct or indirect goods that employees receive in return or services rendered to the company. Compensation can be in the form of salaries or benefits provided by the company to its employees for the work or services they provide to the company. Compensation can also be physical or non-physical and can be done directly or indirectly (Ferzanita, 2023). Compensation can also be financial or non-financial in a fair manner for work or services provided (Harahap *et al.*, 2023). Other factors that can affect *Turnover Intention* at PT. Monokem Surya is job satisfaction or *Job Satisfaction*, where job satisfaction is an attitude of self-sustaining feelings according to Mangkunegara (2015) in Dewi & Agustina, (2020). This feeling of satisfaction can be obtained from several aspects, especially obtained because the company where you work can meet the needs of employees well such as achieving work goals, the dynamics of the work environment, and other aspects that support employees at work. This sense of job satisfaction can be reflected through several changing attitudes such as high levels of morale, discipline, motivation, productivity, achievement and work performance. Job satisfaction is also related to the number of awards received according to the work done according to Robin (2022) in Rizki & Juhaeti (2022). Job satisfaction drives better performance, better achievement and better rewards (Bhastary, 2020).

A number of previous studies that have been conducted on this topic show that there is an untapped research gap in depth. From the results of previous studies, there is harmony and also differences in the effect of work stress on *Turnover Intention*. Some previous studies have shown that *Work Stress* or work stress has a significant effect on *Turnover Intention* (Adiguna & Suwandana, 2023; Bugis *et al.*, 2021; Lukman Hakim, 2018; Mangumbahang *et al.*, 2023; Marcella & Ie, 2022; Muhaling *et al.*, 2023; Muslim, 2021; Putu Sofia & Anak Agung, 2019), while in other studies *Work Stress* did not have a significant effect on *Turnover Intention* (Ibrahim & Suhariadi, 2021; Kurniawati & Surya, 2020; Suswati, 2020).

This research focuses on the problems that occur at PT. Monokem Surya Karawang on *Turnover Intention*. The problem of *Turnover Intention* is crucial in the development of PT. Monokem Surya. Although there is consistency in some research results, there are also gaps in

the comprehensive understanding of the effect of *Work Stress* on *Turnover Intention*. In response to the above, researchers feel the need to conduct further research to explore the influence of *Work Stress* variables in more detail and thoroughly in order to provide a more comprehensive view of the relationship with *Turnover Intention*. The majority of previous research has tended to focus on the service sector, dealers and distributors of spare parts. The lack of research conducted in the industrial sector, especially in the mining industry sector, provides significant opportunities for further investigation within the scope of the industry.

Considering the existing *research gap*, this proposed research offers innovation and novelty. This study introduces the use of *Job Satisfaction* or Job Satisfaction as a mediating variable. The mediation variable is an intermediate variable or intermediary between the independent variable and the dependent variable, so that the independent variable does not directly affect the change or emergence of the dependent variable (Rio *et al.*, 2021). Previous research has shown a relationship between compensation and *turnover intention* mediated by job satisfaction, where compensation has no effect on *turnover intention* even though it has been mediated by job satisfaction (Hadir Sugianto *et al.*, 2022). Other studies also show the relationship between *Job Satisfaction* variables or Job Satisfaction in mediating work stress variables to *Turnover Intention*, where job satisfaction can mediate work stress to *Turnover Intention* (Putu Sofia & Anak Agung, 2019).

LITERATURE REVIEW

Work stress

Work stress is an individual response to work that employees are unable to do, who feel uncomfortable and unhappy with their work. Job stress can be caused by demands that cannot be fulfilled, an imbalance between expectations and reality, or external pressure or internal pressure. Work stress can affect emotions, thoughts and physical condition. Symptoms of work stress include internal stress hormones increasing drastically, an imbalance between expectations and reality, and excessive pressure. Factors that cause work stress include extraorganizational stressors, organizational stressors, and group stressors. To reduce work stress, you can evaluate the policies implemented, evaluate the balance of resources and workload, and provide professional counseling programs (Mo *et al.*, 2020).

Compensation

Compensation is a reward given to employees as a form of appreciation for their contribution to the company. Compensation can be in the form of money, goods, or services and is received as compensation or additional income. Compensation is an important element in building a company that is competitive and has a comfortable working environment. Compensation can be divided into direct compensation, indirect compensation and non-financial compensation. Direct compensation is compensation given directly in financial form, such as salary, allowances, bonuses, commissions, and so on. Indirect compensation is rewards provided through social protection programs, such as health insurance, employment insurance and life insurance. Non-financial compensation is reward that is not related to money, but is in the form of positive and valuable value for employees, such as training, a comfortable work environment, professional supervision, a solid work team, and appreciation for employee achievements (El-Brolosy & Stainer, 2017).

Turnover Intention

Turnover intention is an employee's desire or intention to quit their job voluntarily or move to another place of work. This is a level or intensity that shows an employee's desire to leave the organization or company. Turnover intention can be divided into the desire to stop

working (turnover intention to quit) and the desire to move to another place of work (turnover intention to join) (Cohen et al., 2016).

Job satisfaction

Job satisfaction is a positive feeling or evaluation of the work carried out by an individual. Job satisfaction is an emotional attitude of being happy and loving one's job, which is reflected in work morale, discipline and work performance. Factors that influence job satisfaction include (Judge et al., 2020):

1. Job suitability (Work it Self)
2. Physical conditions of the work environment
3. Wages and promotions
4. Attitudes and social relationships
5. Individual characteristics
6. Situational variables
7. Job characteristics

Job satisfaction can be measured in ways such as employee satisfaction surveys, employee net promoter score (eNPS), and one-on-one meetings. Companies must create a comfortable work environment, sometimes with facilities such as suggestion boxes, to collect suggestions and complaints from employees. Job satisfaction can affect work productivity, company performance, and labor turnover costs (Jalagat, 2016).

METHODS

Variable Operationalization

This study consists of two independent variables, namely Employee Work Stress and Employee Compensation, one mediating variable namely Job Satisfaction, and one dependent variable namely Turnover Intention.

Table 3 Operational Variables

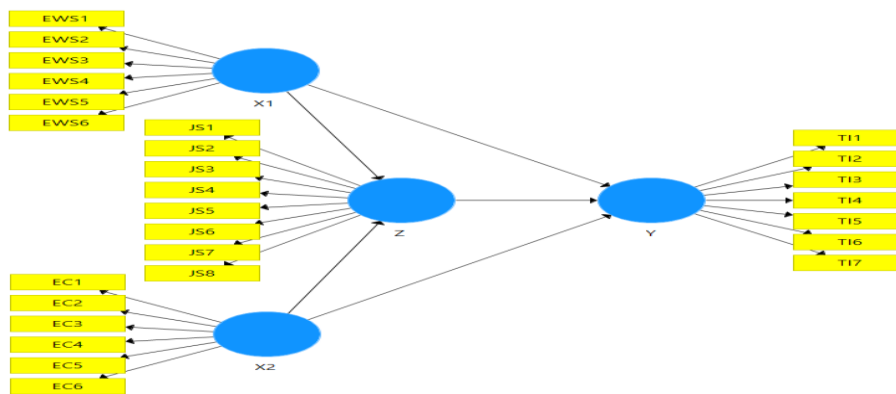
No.	Variable	Theoretical References	Indicator	Scale Interval	Statement Item
1	<i>Turnover Intention</i>	(Waskito & Putri, 2022) and (Azzizah & Izzati, 2018)	Enhanced Ansensi	1-5	TI1
			Start Working Saturated	1-5	TI2
			Violation of the Rules	1-5	TI3
			Protest to Superiors	1-5	TI4
			Behavior Changes	1-5	TI5
			Comparing Jobs	1-5	TI6
			Looking for a New Job	1-5	TI7
2	<i>Employee Work Stress</i>	(Zulhilmi & Kusumayadi, 2020) and (Buulolo et al., 2021)	Workload	1-5	EWS1
			Authority and Responsibility	1-5	EWS2
			Pressure	1-5	EWS3
			Working Time	1-5	EWS4
			Komunikasi	1-5	EWS5
			Leader's Attitude	1-5	EWS6
3	<i>Employee Compensation</i>	(Waskito & Putri, 2022) and (Sugiarti, 2023)	Salary	1-5	EC1
			Allowances	1-5	EC2
			Incentive	1-5	EC3
			Bonus	1-5	EC4

4	Job Satisfaction	(Rizki & Juhaeti, 2022) and (Santoso & Yuliantika, 2022)	Department Promotion	1-5	EC5
			Holiday	1-5	EC6
			Work	1-5	JS1
			Payroll	1-5	JS2
			Allowance Provision	1-5	JS3
			Promotional Opportunities	1-5	JS4
			Team Collaboration	1-5	JS5
			Social Environment	1-5	JS6
			Supervisor	1-5	JS7
Co workers	1-5	JS8			

Source : Processed research, 2023

Research Design

Figure 1 Research Design



- From the results of previous research, the following research hypotheses were obtained:
- H1: It is suspected that there is an effect of *Employee Work Stress* on *Turnover Intention*.
 - H2: It is suspected that there is an effect of *Employee Work Stress* on *Job Satisfaction*.
 - H3: It is suspected that there is an effect of *Employee Work Stress* on *Turnover Intention* mediated by *Job Satisfaction*.
 - H4: It is suspected that there is an effect of *Job Satisfaction* on *Turnover Intention*
 - H5: Suspected effect of *Employee Compensation* on *Turnover Intention*
 - H6: It is suspected that there is an effect of *Employee Compensation* on *Job Satisfaction*
 - H7: It is suspected that there is an effect of *Employee Compensation* on *Turnover Intention* mediated by *Job Satisfaction*.

RESULTS

This study took a sample of 205 respondents who were employees with an age range of 19 to 60 years and a minimum service period of 1 year, from operator to manager positions. Based on the data, the majority of respondents were male (97.6%), with most aged between 19 to 40 years (81.5%). The majority have a high school/vocational education background (73.1%), and the majority have less than 5 years of work experience (58%).

Most respondents occupy the position of operator (75.6%). The validity of the data was tested using the Smart PLS program version 3.0, and the results showed that all research variable statement instruments were declared valid. Reliability tests were also conducted, and

the results showed that all instrument statements of the research variables had Cronbach's Alpha, rho_A, Composite Reliability, and AVE values above the values required for reliability. Thus, the data from this study are considered valid and reliable for further analysis.

Measurement Model Test (Outer Model)

Based on figure 4.6 shows that all research variables have outer loading factor values above 0.70 so that it can be said that all indicators can be well received.

Table 4. Outer Loading Value

Outer Loading				
	Employee Work Stress (X1)	Employee Compensation (X2)	Turnover Intention (Y)	Job Satisfaction (Z)
EC1		0,798		
EC2		0,793		
EC3		0,763		
EC4		0,708		
EC5		0,777		
EWS1	0,830			
EWS2	0,837			
EWS3	0,742			
EWS4	0,715			
JS1				0,752
JS2				0,840
JS3				0,851
JS4				0,835
JS5				0,730
JS6				0,856
TI1			0,823	
TI2			0,749	
TI3			0,813	
TI4			0,799	
TI5			0,724	

Source : SmartPLS 3.0 Data Processing in 2024

Based on table 4. the outer loading value illustrates that 4 points of statement instrument of variable Employee Work Stress (X1), 5 points of instrument statement of variable Employee Compensation (X2), 6 item instrument statement of Job Satisfaction (Z), 5 item instrument statement of variable Turnover Intention (Y), all are declared valid on the basis of processing data from each instrument resulting in a value of > 0.7 so that the questionnaire in this study can be used and implemented.

Model Test

The next model testing step in this study is using values from endogenous latent R Square, SRMR and F2. The model will be considered feasible if the values of SRMR and F2 are more than 0.02 and the endogenous latent R Square is more than 0.2. The results of primary data processing carried out from research variable instruments using the SmartPLS 3.0 application produce the following:

Tabel 5 R Square

R Square		
	R Square	Adjusted R Square
Turnover Intention	0,286	0,275
Job Satisfaction	0,664	0,660

Source : SmartPLS 3.0 Data Processing in 2024

The results of data processing from table 5 R Square show that the R Square value of the Turnover Intention variable shows 0.286 or above the value of 0.2 or > 0.2 so that the model is considered feasible and meets the criteria with the moderate category. The Job Satisfaction variable shows a value of 0.664 or also still above 0.2 or > 0.2 so that the model is also still considered feasible and meets the criteria with the mederate category.

Table 6 Uji Fit Model

Fit_Model		
	Model Saturated	Estimation Model
SRMR	0.091	0.091
d_ULS	1.746	1.746
d_G	0.742	0.742
Chi-Square	833.163	833.163
NFI	0.690	0.690

Source : SmartPLS 3.0 Data Processing in 2024

Model fit testing shows a value of Standard Root Mean Square Residual (SRMR) of 0.091 for the Saturated Model and 0.091 for the Estimation Model that the value shows a value above 0.02 or > 0.02 so that the model is considered feasible and meets the test criteria.

Hypothesis Testing

Table 7 Path Coefficient

Path Coefficient					
	Sampel Asli (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistik (O/STDEV)	P Values
Employee Work Stress -> Turnover Intention	-0.348	-0.350	0.086	4.050	0.000
Employee Work Stress -> Job Satisfaction	0.409	0.403	0.062	6.606	0.000
Employee Work Stress -> Job Satisfaction -> Turnover Intention	-0.082	-0.080	0.060	1.368	0.172
Job Satisfaction -> Turnover Intention	-0.202	-0.200	0.145	1.393	0.164
Employee Compensation - > Turnover Intention	-0.033	-0.039	0.129	0.257	0.797
Employee Compensation - > Job Satisfaction	0.502	0.510	0.054	9.370	0.000
Employee Compensation - > Job Satisfaction -> Turnover Intention	-0.101	-0.101	0.074	1.363	0.173

Source : SmartPLS 3.0 Data Processing in 2024

The overall value of the results of the hypothesis test in this study is interpreted as follows:

1. First hypothesis
The effect of the variable Employee Work Stress on Turnover Intention, resulting in an original sample value of -0.348 with a statistical T value of 4.050 and a P-Values of 0.000 or less than the α value ($0.000 < 0.05$). It can be concluded that H_0 is rejected and H_a is accepted, meaning that there is an effect of the variable Employee Work Stress on Turnover Intention.
2. Second hypothesis
The effect of the Employee Work Stress variable on Job Satisfaction, resulting in an original sample value of 0.409 with a statistical T value of 6.606 and a P-Values of 0.000 or less than the α value ($0.000 < 0.05$). It can be concluded that H_0 was rejected and H_a was accepted, meaning that there is an influence of the variable Employee Work Stress on Job Satisfaction.
3. Third hypothesis
The effect of the Employee Work Stress variable on Turnover Intention mediated by Job Satisfaction, resulting in an original sample value of -0.082 with a statistical T value of 1.368 and a P-Values of 0.172 or greater than the α value ($0.172 > 0.05$). It can be concluded that H_0 is accepted and H_a is rejected, meaning that there is no effect of the variable Employee Work Stress on Turnover Intention even though it has been mediated by Job Satisfaction
4. Fourth hypothesis
The effect of the Job Satisfaction variable on Turnover Intention, resulting in an original sample value of -0.202 with a statistical T value of 1.393 and a P-Values of 0.164 or greater than the α value ($0.164 > 0.05$). It can be concluded that H_0 is accepted and H_a is rejected, meaning that there is no effect of the Job Satisfaction variable on Turnover Intention.
5. Fifth hypothesis
The effect of the Employee Compensation variable on Turnover Intention, resulting in an original sample value of -0.033 with a statistical T value of 0.257 and a P-Values of 0.797 or greater than the α value ($0.797 > 0.05$). It can be concluded that H_0 is accepted and H_a is rejected, meaning that there is no effect of the Employee Compensation variable on Turnover Intention.
6. Sixth hypothesis
The effect of the Employee Compensation variable on Job Satisfaction, resulting in an original sample value of 0.502 with a statistical T value of 9.370 and a P-Values of 0.000 or less than the α value ($0.000 < 0.05$). It can be concluded that H_0 was rejected and H_a was accepted, meaning that there is an influence of the Employee Compensation variable on Job Satisfaction.
7. Seventh hypothesis
The effect of the Employee Compensation variable on Turnover Intention mediated by Job Satisfaction, resulting in an original sample value of -0.101 with a statistical T value of 1.363 and a P-Values of 0.173 or greater than the α value ($0.173 > 0.05$). It can be concluded that H_0 is accepted and H_a is rejected, meaning that there is no effect of the variable Employee Compensation on Turnover Intention mediated by Job Satisfaction.

DISCUSSION

Testing of the factors or variables mentioned above will be explained in this discussion section knowing the influence of each research variable in accordance with the problem formulation and objectives of this study using the *SmartPLS* 3.0 application as follows:

The Effect Employee Work Stress On Turnover Intention

The results of the hypothesis test that have been carried out through the path coefficient produce conclusions and findings that the original sample value is -0.348 with a statistical T value

of 4.050 and P Values of 0.000 or greater than the α value ($0.000 < 0.05$). The results of these findings interpret that the variable Employee Work Stress has a negative and significant effect on Turnover Intention.

The findings and conclusions in this study are in line with research conducted by (Lukman Hakim, 2018) stating that work stress has a positive and significant influence on Turnover Intention, in line with the research conducted (Mangumbahang et al., 2023) states that work stress has a positive and significant effect on Turnover Intention. Both studies are in line with significant influences. This study is not in line with research conducted by (Ibrahim & Suhariadi, 2021) that work stress variables do not have a significant effect on Turnover Intention, and (Suswati, 2020) states that work stress variables do not have a significant effect on Turnover Intention, as well as (Kurniawati & Surya, 2020) states that work stress has no significant effect on Turnover Intention. Employee Work Stress intended in this study is everything related to the interaction between individuals and the environment that can suppress the soul and be fatal to the psyche and can create physical and psychological imbalances, emotions, thinking and one's condition. This research shows that Employee Work Stress at PT. Monokem Surya is relatively small. Small Employee Work Stress can reduce the Turnover Intention rate of PT. Monokem Surya.

The Effect Employee Work Stress On Job Satisfaction

The results of the hypothesis test that have been carried out through the path coefficient resulted in conclusions and findings that the original sample value was 0.409 with a statistical *T* value of 6.606 and *P Values* of 0.000 or greater than the α value ($0.000 < 0.05$). The results of these findings interpret that the variable *Employee Work Stress* has a positive and significant effect on *Job Satisfaction*. The findings and conclusions in this study are not in line with research conducted by (Bhastary, 2020) stating that there is a negative and significant influence of work stress on job satisfaction, but in line with the research conducted (Arisanti & Kusumayadi, 2023) states that there is a partially significant effect of work stress on job satisfaction. This research shows that *Employee Work Stress* at PT. Monokem Surya is relatively small. *Small Employee Work Stress* can increase *Job Satisfaction* felt by employees.

The Effect Of Employee Work Stress On Turnover Intention In Mediating Job Satisfaction

The results of the hypothesis test that have been carried out through the path coefficient resulted in conclusions and findings that the original sample value was -0.082 with a statistical *T* value of 1.368 and *P Values* of 0.172 or greater than the α value ($0.172 > 0.05$). These findings interpret that the variable *Employee Work Stress* has a negative and insignificant effect on *Turnover Intention* if mediated by *Job Satisfaction* or in other words that *Job Satisfaction* cannot mediate *Employee Work Stress* on *Turnover Intention*.

The findings and conclusions in this study are not in line with research conducted by (Putu Sofia & Anak Agung, 2019) which states that job satisfaction partially mediates the effect of work stress on *Turnover Intention*, but is in line with research (Sutagana et al., 2023) which states that job satisfaction does not mediate work stress on *Turnover Intention*.

This research shows that the *Job Satisfaction* felt by PT Monokem Surya employees is not able to mediate the level of *Employee Work Stress* against *Turnover Intention*. *Low Employee Work Stress* will increase employee *Job Satisfaction* and with a high *Job Satisfaction* level can reduce the level of *Turnover Intention* at PT. Monokem Surya.

The Effect Of Job Satisfaction On Turnover Intention

The results of the hypothesis test that have been carried out through the path coefficient produce conclusions and findings that the original sample value is -0.202 with a statistical *T* value of 1.393 and *P Values* of 0.164 or greater than the α value ($0.164 > 0.05$). The results of this finding interpret that the variable *Job Satisfaction* has a negative and insignificant effect on

Turnover Intention. The findings and conclusions in this study are not in line with research conducted by (Mangumbahang *et al.*, 2023) and (Rizki & Juhaeti, 2022) stating that there is a significant partial negative influence between the job satisfaction variable and the *Turnover Intention* variable.

This study shows no effect of *Job Satisfaction* on *Turnover Intention*. Employees of PT. Monokem Surya cinderung is satisfied with his work so that the satisfaction felt by employees does not affect him to leave his job.

The Effect Employee Compensation On Turnover Intention

The results of the hypothesis test that have been carried out through the path coefficient resulted in conclusions and findings that the original sample value was -0.033 with a statistical T value of 0.257 and P Values of 0.797 or greater than the α value ($0.797 > 0.05$). These findings interpret that the *Employee Compensation* variable has a negative and insignificant effect on *Turnover Intention*. The findings and conclusions in this study are not in line with research conducted by Waskito & Putri (2022) and Harahap *et al.* (2023) that compensation has a negative and significant effect on *Turnover Intention*.

This research shows that there is no effect of *Employee Compensation* received by employees of PT. Monokem Surya to *Turnover Intention*. Compensation received by employees of PT. Monokem Surya was felt to be enough so that it did not affect his intention to leave work.

The Effect Of Employee Compensation On Job Satisfaction

The results of the hypothesis test that have been carried out through the path coefficient produce conclusions and findings that the original sample value is 0.502 with a statistical T value of 9.370 and P Values of 0.000 or greater than the α value ($0.000 < 0.05$). The results of this finding interpret that the variable *Employee Compensation* has a positive and significant effect on *Job Satisfaction*.

The findings and conclusions in this study are in line with research conducted by Azhar *et al.* (2020) and Puspita & Atmaja (2020) which states that compensation has a positive and significant effect on job satisfaction.

This research shows that the *Employee Compensation* received by employees of PT. Monokem Surya greatly affects employee *Job Satisfaction*. The greater the *Employee Compensation* given, the greater the level of *Job Satisfaction* felt by PT employees. Monokem Solar.

The Effect Of Employee Compensation On Turnover Intention In Mediating Job Satisfaction

The results of the hypothesis test that have been carried out through the path coefficient produce conclusions and findings that the original sample value is -0.101 with a statistical T value of 1.363 and P Values of 0.173 or greater than the α value ($0.173 > 0.05$). The results of this finding interpret that the variable *Employee Compensation* has a negative and insignificant effect on *Turnover Intention* even though it is mediated by *Job Satisfaction*.

The findings and conclusions in this study are not in line with research conducted by Mahadewi and Rahyuda (2020) in (Linda Mora *et al.*, 2022) stating that job satisfaction is able to mediate the effect of compensation on *Turnover Intention*, and in line with the research conducted (Hadir Sugianto *et al.*, 2022) states that compensation has no effect on *Turnover Intention* even though it has been mediated by job satisfaction.

This research shows that the Job Satisfaction felt by PT Monokem Surya employees is not able to mediate the level of Employee Work Stress against Turnover Intention. Good Employee Compensation will increase employee Job Satisfaction and with a good Job Satisfaction level can reduce the Turnover Intention rate at PT. Monokem Surya.

CONCLUSION

Based on the results of the study, it can be concluded that employee work stress has a negative and significant influence on turnover intention at PT. Monokem Surya Karawang. In addition, employee work stress also has a positive and significant influence on job satisfaction in the company. However, the effect of employee work stress on turnover intention is not significant when mediated by job satisfaction. Job satisfaction itself does not have a negative and significant influence on turnover intention in this company. Meanwhile, employee compensation does not have a negative and significant influence on turnover intention at PT. Monokem Surya Karawang, but has a positive and significant influence on job satisfaction. However, the effect of employee compensation on turnover intention is also not significant when mediated by job satisfaction.

Based on the results of the study, the author recommends to the management of PT. Monokem Surya to consider periodic evaluation of employee commitment and performance by paying attention to the factors that cause Turnover Intention, especially work stress, compensation, and job satisfaction. This step is expected to maintain the stability of the company's performance and enable PT. Monokem Surya to stay competitive in an increasingly dynamic industry. In addition, this study can also be the basis for future research related to Employee Work Stress, Employee Compensation, Job Satisfaction, and Turnover Intention, where researchers can further explore other influential factors both directly and indirectly, and combine mediation or moderation variables to gain a deeper understanding.

SUGGESTION

1. Expand research samples and contexts
Conduct research across different industries, companies of different sizes, and different work cultures. This will help in understanding whether the relationships between job stress, compensation, job satisfaction, and job turnover intentions apply universally or if there are significant differences across contexts.
2. Using longitudinal research methods
Conducting long-term research can provide better insight into how the variables develop over time and whether any patterns or trends emerge. It can also help in determining the cause and effect of the relationship between these variables.
3. Examining moderating factors
Examine whether there are other factors that moderate the relationship between job stress, compensation, job satisfaction, and turnover intention. For example, can social support from coworkers or superior leadership style reduce the effect of job stress on turnover intention?
4. Consider additional variables
In addition to job stress, compensation, job satisfaction, and turnover intentions, consider including additional variables such as organizational commitment, work motivation, or other factors that are relevant in the specific context of your research.

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