

# **The Influence of Job Satisfaction, Job Stress and Compensation on Turnover Intention Employees Case Study on Reservation Division Garuda Indonesia Branch Jakarta**

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## **Abstract**

This study aimed to determine the effect of Job Satisfaction, Job Stress and Compensation to Turnover Intention. The instrument used in this study is a questionnaire consisting of a number of statements regarding Job Satisfaction, Job Stress, Compensation and Turnover Intention. This study uses saturated samples, where the entire study population will be selected to be a sample of 98 people. Based on the results of the study showed that job satisfaction (X1), job Stress (X2) and Compensation (X3) significantly to Turnover Intention.

**Keywords:** Job Satisfaction, Job Stressors, Compensation and Turnover Intention.

## **INTRODUCTION**

According to Marwansyah (2010: 3), "Human Resource Management can be interpreted as an empowerment of human resources within the organization, conducted through HR planning functions, recruitment and selection, human resources development, career planning and development, compensation and welfare, occupational safety and health , and industrial relations ". One of the factors that influence the difficulty of developing human resources is the high intention of employee turnover which then evolves towards the exit of employees from the company. The occurrence of turnover, can harm the company both in terms of cost, resources, and employee motivation. With the occurrence of turnover means the company lost a certain amount of labor. This loss should be replaced with new employees. Companies need to pay from hiring to getting ready-to-use workers. The purpose of this study is to determine the effect of job satisfaction, job stress and compensation for employee turnover intention at PT. Garuda Indonesia in the Jakarta Branch Reservation Division.

## **LITERATURE REVIEW**

### **Job Satisfaction**

Locke (1976) in Ali Turkyilmas et al (2009) defines job satisfaction as a positive emotional statement as a result of the recognition of work or work experience. According to Handoko (2012: 193) job satisfaction is a pleasant or unpleasant emotional state by which employees view their work. Feeling associated with work involving aspects such as wage or salary received, career development opportunities, relationships with other employees, job placement, job type, job organizational structure, and the quality of supervision. Based on these definitions, it can be concluded that job satisfaction is a positive and negative emotional attitude towards his work.

### **Job Stress**

Job stress is a state or condition affecting the emotional tension, a person's thought processes and conditions (Handoko, 2012). Constraints are forces that prevent the individual from doing what is most desirable while the demands are the loss of something that is highly desirable (Robbins, 2010: 318). Based on these definitions it can be concluded that job stress conditions that affect the emotional tension in the process of thinking causing the loss of something he wanted.

### **Compensatin**

Panggabean (2002) in Sutrisno (2012), suggests that compensation is a form of reward given to employees as remuneration for the contributions they provide to the organization. According Hadari (2011) Compensation is an award or reward to workers who have contributed in realizing its goals, through activities called work.

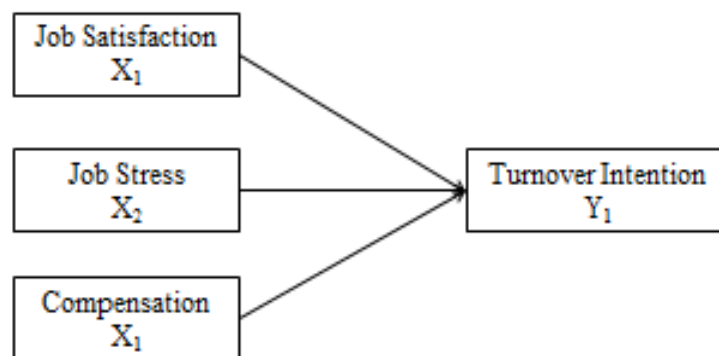


Image 1: Research Framework

### HYPOTHESES

- H<sub>1</sub> : Allegedly there is significant influence of job satisfaction on turnover intention.
- H<sub>2</sub> : Allegedly there is significant influence of job stress on turnover intention.
- H<sub>3</sub> : Allegedly there is significant influence of compensation on turnover intention.

### RESEARCH METHOD

This study design deskriptif quantitative research design. Descriptive or descriptive statistics are statistics used to analyze data in ways that describe or depict the data that has been collected as without meaning make conclusions or generalizations apply to the public (Sugiyono: 2012). In this study obtained data were statistically analyzed using SPSS software version 20.0. Population in this research is employees of PT. Garuda Indonesia in the Jakarta Branch Reservation Division as many as 111 people. The sampling technique used is saturated or census sampling in the sense that all populations are sampled.

### RESEARCH AND DISCUSSION

#### Influence of Job Satisfaction on Turnover Invention

##### a. Determination Coefficient Analysis

Determination coefficient analysis is an analysis used to find out how much contribution (influence) Job Satisfaction to Turnover Intention.

Tabel 4.10. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.467 <sup>a</sup>	.218	.210	6.204

a. Predictors: (Constant), Kepuasan Kerja

Results of data processing SPSS version 20 in the table above, by looking at the R Square value of 0.218 it can be known the value of determination coefficient =  $R^2 \times 100\%$  is  $0.218 \times 100\% = 21.8\%$ . This means that the influence of Job Satisfaction on Turnover Intention of 21.8% and the rest of 78.2% influenced by other variables.

##### b. Regression Coefficient Analysis

Regression coefficient analysis is an analysis to analyze the influence between Job Satisfaction with Turnover Intention.

Results of data processing SPSS version 20 in the table above can be seen the regression equation is  $Y = 52.558 + 0,566 X_1$ , meaning if the Job Satisfaction is constant (eg  $X_1 = 0$ ), then Turnover Intention is only 52.558. As for Job Satisfaction if it decreases then there will be a change in Turnover Intention of -, 566.

##### c. Hypotheses Test with T-test

T-test hypothesis test is a test used to determine the significance of the influence of Job Satisfaction on Turnover Intention. From the data processing SPSS version 20 in the table above is known t count = - 5.230. By using  $\alpha = 5\%$  (n-k) it is known that t table value 5% (100 - 2) = 1,661. So it is concluded that t arithmetic greater than t table or  $-5.230 > 1.661$  or  $H_0$  rejected and  $H_a$  accepted. This means that Job Satisfaction has a negative influence on Turnover Intention.

**Tabel 4.11. Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	52.558	2.956		17.779	.000
	Kepuasan Kerja	-.566	.108	-.467	-5.230	.000

a. Dependent Variable: Turnover Intention

**Tabel 4.12. Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.795 <sup>a</sup>	.632	.628	4.256

a. Predictors: (Constant), Stres Kerja

**Tabel 4.13. Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.150	2.146		4.729	.000
	Stres Kerja	.753	.058	.795	12.974	.000

a. Dependent Variable: Kinerja

**Tabel 4.14. Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.419 <sup>a</sup>	.176	.167	6.371

a. Predictors: (Constant), Kompensasi

**Tabel 4.15. Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	51.592	3.163		16.311	.000
	Kompensasi	-.554	.121	-.419	-4.568	.000

a. Dependent Variable: Turnover Intention

**Tabel 4.17. Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	23.246	3.834		6.063	.000
	Kepuasan Kerja	-.165	.081	-.137	-2.054	.043
	Stres Kerja	.661	.059	.698	11.181	.000
	Kompensasi	-.210	.085	-.159	-2.465	.015

a. Dependent Variable: Turnover Intention

### **Influence of Job Stress on Turnover Intention**

#### **a. Determination Coefficient Analysis**

Results of data processing SPSS version 20 in the table above, by looking at the value of R Square that is equal to 0.632 it can be known the value of determination coefficient =  $R^2 \times 100\%$  ie  $0.632 \times 100\% = 63.2\%$ . This means that the influence of Job Stress on Turnover Intention of 63.2% and the rest of 36.8% influenced by other variables.

#### **b. Regression Coefficient Analysis**

Results of data processing SPSS version 20 in the table above can be seen the regression equation is  $Y = 10,150 + 0.753 X_2$ , meaning if Job Stress is constant (eg  $X_2 = 0$ ), then Turnover Intention only amounted to 10.150. As for Job Stress if it increases then there will be a change in Turnover Intention of 0.753.

#### **c. Hypotheses Test with T-test**

T-test hypothesis test is a test used to determine the significance of the influence of Jb Stress on Turnover Intention. From the results of data processing SPSS version 20 on the table above known t count = 12.974. By using  $\alpha = 5\%$  (n-k) it is known that t table value 5% ( $100 - 2$ ) = 1,661. So it is concluded that t arithmetic greater than t table or  $10,150 > 1,661$  or  $H_0$  rejected and  $H_a$  accepted. This means that Work Stress has a positive influence on Turnover Intention.

### **Influence of Compensation on Turnover Intention**

#### **a. Determination Coefficient Analysis**

Results of data processing SPSS version 20 in the table above, by looking at the value of R Square that is equal to 0.176 it can be known the value of determination coefficient (KD) =  $R^2 \times 100\%$  ie  $0.176 \times 100\% = 17.6\%$ . This means that the influence of Compensation to Turnover Intention is 17.6% and the rest of 82.4% is influenced by other variables.

**b. Analisis Koefisien Regresi**

From result of processing of SPSS version 20 data in table above can be known by regression equation that is  $Y = 51,592 + -, 554 X_3$ , that is if Compensation is constant (eg  $X_3 = 0$ ), Turnover Intention is only 51,592. As for the Compensation if it is increased then there will be a change in Turnover Intention of -, 554.

**c. Hypotheses Test with T-test**

T-test hypothesis test is a test used to determine the significance of the Influence of Compensation to Turnover Intention. From the data processing SPSS version 20 on the table above is known t count = -4.568. By using  $\alpha = 5\%$  (n-k) it is known that t table value 5% ( $100 - 2$ ) = 1,661. So it is concluded that t arithmetic greater than t table or  $-4.568 > 1.661$  or  $H_0$  rejected and  $H_a$  accepted. This means that Compensation has a negative influence on Turnover Intention.

**Multiple Regression Coefficient Analysis**

Multiple regression coefficient analysis is a method to analyze the influence between Job Satisfaction and Job Stress and Compensation Together to Turnover Intention.

The result of data processing of SPSS version 20 in the table above can be seen the regression equation is  $Y = 23,246 + 0,165 X_1 + 0,661 X_2 + 0, 210 X_3$ , that mean if Job Satisfaction and Job Stress and Compensation is Constant (eg  $X_1, X_2, X_3 = 0$ ), then Turnover Intention is only 23,246. But if the Job Satisfaction increases then there will be a change in Turnover Intention of 0,165 and if Compensation increases it will change the Turnover Intention of 0.661 and if Job Stress increases then there will be a change in Turnover Intention of 0,210. So it can be concluded that Job Satisfaction and Job Stress and Compensation really affect Turnover Intention.

**CONCLUSION**

Based on hypothesis testing results, the conclusions that can be taken in this study are:

1. Job Satisfaction Variable has significant effect to Turnover Intention Employees PT. Garuda Indonesia Branch Jakarta Reservation Part.
2. Job Stress Variable has significant effect to Turnover Intention Employees PT. Garuda Indonesia Branch Jakarta Reservation Part.
3. Compensation Variable has significant effect to Turnover Intention Employees PT. Garuda Indonesia Branch Jakarta Reservation Part.
4. From the test results of multiple regression coefficient of Job Satisfaction increased then there will be a decrease in Turnover Intention and if the Compensation increases then there will be a decrease in Turnover Intention and if Job stress increases then there will be an increase in Turnover Intention. So it can be concluded that Job Satisfaction and Job Stress and Compensation really affect Turnover Intention.

**SUGGESION**

1. To be improved in terms of Job Satisfaction, Job Stress, Compensation by doing research and doing more accurate research again.
2. Conducting further Turnover Intention research, because there are still other factors that can not be explained in this research.
3. More thorough in determining the theory and making the questionnaire, to better still in research results.
4. To strengthen similar research results is recommended to add the sample and explain the process of filling out the questionnaire and accompanying respondents when filling out the questionnaire.

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