

**FACTORS INFLUENCING EMPLOYEE TURNOVER INTENTION  
A CASE STUDY: PT SARI WARNA ASLI II BOYOLALI**

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**ABSTRACT**

*This research analyzes the influence of job stress, compensation and organizational culture on employee turnover intention at PT Sari Warna Asli II Boyolali. This study uses a multiple linear regression. The primary data that used in this research is collected from questionnaire. The total of respondents in this research is 86 people who are employees of PT Sari Warna Asli II Boyolali. The empirical result showed that (1) the low level of job stress among employees have a significant positive influence on employee turnover intention; (2) the high level of compensation and organizational culture has a significant negative influence on employee turnover intention; (3) the job stress is the factor that has the highest influence on employee turnover intention. The result from SPSS 16 shows that from coefficient of adjusted R-squared ( $R^2$ ) reveals that the independent variable (job stress -  $X_1$ , compensation -  $X_2$  and Organizational Culture -  $X_3$ ) influence on dependent variable (employee turnover intention -  $Y$ ) amount by 65,4%. Whereas, other factors, amount of 34,6%, are not mentioned in this research.*

**Keywords:** *turnover, turnover intention, job stress, compensation, organizational culture.*

## **BACKGROUND**

The earliest thing the company did was build good human resource management. Human Resource planning is including both technical things and detail of the employees. For example the number of employees, characteristics of employee needs and planning for what kind of tasks that will be done by employees of the company. The good human resources will have some good impacts in a company; the competent employees are fulfilled, improving the effectiveness and efficiency of the company, reduce the costs of recruitment and create a good employee' relation.

Turnover in the company shows the fact that the number of employees leave the organization in certain period, however it is also happens when an employee who has poor performer is replaced by a more skilled employee

and a retired employee replaced by younger employee. If those thing happens it will be an advantage for a company, but mostly the way an employee decides to exit their job or their desire to exit the job impact on loss of a company.

PT Sari Warna Asli II Boyolali is one of textile industry in Indonesia that produces semi-finished fabric. In that company the high level of employee turnover is more than 10% per year and it amount exceeds reasonable limit (Roseman as cited in Sari, 2013). The high level of employee turnover in company can be an indication of a problem, especially on Production-Spinning 2 in which this division is the largest contributor of turnover in PT Sari Warna Asli II Boyolali. Here is the data of employee turnover on Production-Spinning 2, PT Sari Warna Asli II Boyolali 2013-2015:

Month	Tahun		
	2013	2014	2015
	%	%	%
Jan	6.64	1.91	3.08
Feb	4.70	1.78	2.17
Mar	6.83	2.23	1.42
Apr	5.21	2.35	1.56
May	3.18	1.79	0.78
June	3.05	1.77	0.31
July	2.94	1.94	1.26
Aug	5.76	6.53	3.30
Sept	7.60	3.91	3.32
Oct	4.15	2.14	3.02
Nov	4.25	2.77	2.04
Dec	3.50	2.15	1.75
	57.83	31.27	24.01

The explanations of Table 1.1 of employee turnover in PT Sari Warna Asli II are:

1. The number of employee turnover was decrease year by year but it still above 10% per year (above normal limits). It shown on 2013 was the highest number which is 386 people or 57,83% and the lowest number

was in 2015 which is 153 people or 24,01%.

2. The percentage of employee turnover was unstable in every month. The highest number was 7,60% in September 2013 and the lowest number was 0,31% in June 2015.

The number of employee turnover caused some factors; the individual itself, organization environment and external environment.

Those things are need extra concern from the company especially for Human Resource Development of PT Sari Warna Asli II Boyolali. PT Sari Warna Asli II Boyolali targeting to decrease the number of employee turnover every year. For the information, the number of employee turnover was decreased in 2015. However, there were problems for PT Sari Warna Asli II Boyolali:

1. The first problem is from that explanation in September 2013 the percentage of the number of employee turnover was 7,60% as the highest amount at all.
2. Then, between 2013 until 2015 none of those year under 10% per year or under the normal limits of turnover

## **LITERATURE REVIEW**

Intention is determine the thing that you plan to do or achieve in the future. Turnover means final stage of employee withdrawal from their job. Whereas, according to Mobley (1986) as cited in the research of Yunita Ayu Carolina titled *Pengaruh Iklim Etika Terhadap Komitmen Organisasi Dan Turnover Intention* (2012: 12) turnover intention is defined as the tendency or intention of employees to stop work on

the job voluntarily or move from one to another workplace according to their choice.

Job Stress is an adaptive response, moderated by individual differences, which are the consequences of each action, situation, or event and that put certain demands on a person. Stress can evolve to make labor feels pain, both physically and mentally, thus it can no longer work optimally (Sunyoto, 2001: 371).

Compensation is not the only factor influencing turnover intention, however it is believed as one of the determining factor that certainly motivates employee to stay in an organization and improve employees' productivity. Employees who feel their effort get an appreciation, a company that implemented compensation system and provide evaluation for employees work can minimize turnover.

Compensation may affect an individual's decision to apply for a job, to work productively, to organize a union, to take the employer to court, or even to undertake training to acquire new skills or additional responsibility (George T. Milkovich and Jerry M. Newman, 1990: 3).

Compatibility between culture that arise in every person with culture that grow in an organization shows the indication of turnover can be minimized. It means the higher level of compatibility between personal and organization allows employees to stay in that organization. (Susanto, as cited in Sutrisno, 2010: 26) stated, a culture in organization can is the key ahead of the competition against changes and challenges. Organization culture is a value that used and followed by all member of organization.

## **HYPOTHESIS**

### 1) Hypothesis formula $X_1$

$H_{01}$  = There is no positive significant influence between job stress on employee turnover intention.

$H_{a1}$  = There is positive significant influence between job stress on employee turnover intention.

### 2) Hypothesis formula $X_2$

$H_{02}$  = There is no negative significant influence between compensation on employee turnover intention.

$H_{a2}$  = There is negative significant influence between compensation on employee turnover intention.

### 3) Hypothesis formula $X_3$

$H_{03}$  = There is no negative significant influence between

organizational culture on employee turnover intention.

$H_{a3}$  = There is negative significant influence between organizational culture on employee turnover intention.

## **RESEARCH METHOD**

In this final report questioner methods are used to collect the data and determine the population and sample which used as the research object.

### **1. Population**

Population is all of part or member of the object that would be observed (Eriyanto and Aindoble, 2007: 61). The population of this research is the employee of Production-Spinning 2, PT Sari Warna Asli II Boyolali.

### **2. Sample**

Sugiyono (2015: 136) stated, sample is part of amount and characteristic that owned by the population. Probability sampling is a sampling technique that provides equal opportunity for each member of the population to be selected as members of the sample (Sugiyono, 2012: 92).

Simple Random Sampling is taking members of sample from the population which is taken randomly without notice the level that exists in the population (Sugiyono, 2012: 93).

Incidental sampling is sampling technique based on incidental, it is anyone who incidentally met with researcher and it can be used as a

sample as long as that person is suitable with resource of data (Sugiyono, 2015: 124).

From the total of respondent with amount by 628 in Production-Spinning 2, the respondent that used for this research is only 614 persons. It is because the 14 respondents are still in probationary period and that amount still has two possibilities; first, they become the employee of Production-Spinning 2 or they are not accepted as employee on it.

The formula is used to determine the sample of research:

$$n = \frac{N \cdot e}{1 + N \cdot e}$$

Whereas,:

n = Sample

N = Population

e = *Sampling error* or fault of sampling decision as amount of 10%.

Based on the formula above, the amount of the sample estimated is:

$$n = \frac{614 \cdot 0.1}{1 + 614 \cdot 0.1}$$

$$n = \frac{61.4}{1.0614}$$

$$n = \frac{57.84}{0.67}$$

$$n = 85.99$$

$$n = 86$$

Thus the results of the Slovin formula, amount of the sample are 86 respondents.

## DATA ANALYZE

Method of data analysis that used in this research is validity and reliability test, multiple regressions analysis, classical assumption (multicollinearity

test, heterocedasticity test, normality test and linearity test), coefficient determination, T-test and F-test. The multiple regression analysis that used to proves the hypothesis on this research.

n = total sample of the research

$$df = 86 - 2$$

$$= 84$$

$$\text{Sig.} = 5\% \text{ or } 0.05$$

Then, r table is 0,2120

## RESULT AND DISCUSSION

### 1. Validity and Reliability Test

#### a. Validity Test

Validity test is used to measure the authentic and validity of an each question. The decided criteria are:

a) Item is valid if r calculation

$$(\text{Corrected Item} - \text{Total Correlation}) > r \text{ table}$$

b) Item is invalid if r calculation

$$(\text{Corrected Item} - \text{Total Correlation}) < r \text{ table}$$

r table

$$df = n - 2$$

**Table 1.2**

### The Result of Validity Test

#### Job Stress

Number	r <sub>cal</sub>	r <sub>tab</sub>	Criteria
1	0.620	0,2120	Valid
2	0.734	0,2120	Valid
3	0.730	0,2120	Valid
4	0.758	0,2120	Valid
5	0.780	0,2120	Valid
6	0.686	0,2120	Valid
7	0.724	0,2120	Valid

Source: processed primary data,

2016

According to the table above shows that all items forming valid variable job stress, it meansthat all

indicators were able to construct a variable job stress.

**Table 1.3**  
**The Result of Validity Test**  
**Compensation**

Number	$r_{cal}$	$r_{tab}$	Criteria
1	0.758	0,2120	Valid
2	0.776	0,2120	Valid
3	0.655	0,2120	Valid
4	0.768	0,2120	Valid
5	0.752	0,2120	Valid
6	0.746	0,2120	Valid

**Source: processed primary data,**  
**2016**

According to the table above shows that all items forming valid variable compensation, it means that all indicators were able to construct a variable compensation.

**Table 1.4**  
**The Result of Validity Test**  
**Organizational Culture**

Number	$r_{cal}$	$r_{tab}$	Criteria
1	0.678	0,2120	Valid
2	0.744	0,2120	Valid
3	0.765	0,2120	Valid
4	0.715	0,2120	Valid
5	0.679	0,2120	Valid

6	0.725	0,2120	Valid
7	0.780	0,2120	Valid
8	0.716	0,2120	Valid
9	0.788	0,2120	Valid

**Source: processed primary data,**  
**2016**

According to the table above shows that all items forming valid variable organizational culture, it means that all indicators were able to construct a variable organizational culture.

**Table 1.5**  
**The Result of Validity Test**  
**Turnover Intention**

Number	$r_{cal}$	$r_{tab}$	Criteria
1	0.841	0,2120	Valid
2	0.731	0,2120	Valid
3	0.841	0,2120	Valid
4	0.813	0,2120	Valid

**Source: processed primary data,**

**2016**

According to the table above shows that all items forming valid variable turnover intention, it means that all indicators were able to construct a variable turnover intention

b. Reliability Test

Test Reliability is used to indicate the measurement result relatively consistent if the measuring tool used repeatedly. The test uses theory of Cronbach Alpha. According to Wardana (2007: 25) the ideal score of Cronbach's alpha for each question above 0,7. Therefore, the questionnaire that used in this research are reliable or appropriate if  $0,70 \leq r_{11}$ .

**Table 1.6**

**The Result of Reliability Test**

Variable	Cronbach's Alpha	Criteria
Job Stress (X1)	0.845	Reliable
Compensation	0.838	Reliable

(X2)		
Organizational culture (X3)	0.892	Reliable
Turnover intention (Y)	0.819	Reliable

**Source: processed primary data,**

**2016**

Based on table above it shows that the value of Cronbach's Alpha instrument for all variables of this research  $> 0.70$  so that it can be concluded that the instrument in this study are reliable to use.

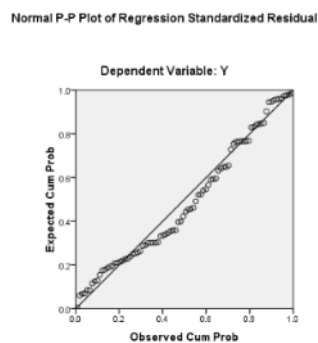
1. Normality

Normality test is used to test whether the residual value resulting from the regression model are normally distributed or not. A good regression models are those that have a residual value that is normally distributed. The normal distribution can be detected from histogram graph, P-Plot

graphic and Kolmogorov Smirnov test.

**Picture 1.1**

**Normality Test using P-Plot Graph**



According to P-Plot Regression, it shows that dots spread around and follow the diagonal line. Subsequently, the model of regression in this research distributed normally so that it is can be used to predict the employee turnover intention through variable of job stress, compensation and organizational culture.

2. Multicollinearity Test

Multicollinearity test is aimed to testing a correlation between independent variable in the regression model of the research. In this research, multicollinearity test is used to find out the relation of between job stress, compensation and organizational culture.

**Table 1.7**

**VIF and Tolerance**

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
X1	.478	2.092
X2	.387	2.582
X3	.429	2.331

**Source: processed primary data, 2016**

Based on the above, there are explanations of VIF score such as:

- a. Job stress ( $X_1$ ) amount of  $2,092 < 10$
- b. Compensation ( $X_2$ ) amount of  $2,582 < 10$

c. Organizational culture ( $X_3$ )  
amount of 2,331 < 10

### 3. Heteroscedasticity

Heteroscedasticity test aims to test whether the regression occur inequality residual variance from one to another observation. Heteroscedasticity shows the distribution of independent variables.

**Table 1.8**

**Heteroscedasticity test using glejser test**

Model	T	Sig.
1 (Constant)	-.139	.890
X1	-.024	.981
X2	1.757	.083
X3	-.094	.926

Source: processed primary data, 2016

SPSS output results show all independent variables have a sig  $\geq$  0.05. So it concluded that the

regression model does not contain heteroscedasticity.

### 4. Linearity

Linearity test aims to determine whether the two variables have a significant linear relationship or not. The good data should have a linear relationship between the predictor variable (X) with the dependent variable (Y).

**Table 1.9**

**Linearity Test of Job Stress**

ANOVA Table			F	Sig.
Y * X1	Between Groups	(Combined)	6.836	.000
		Linearity	100.046	.000
		Deviation from Linearity	.622	.847
	Within Groups			
	Total			

Source: processed primary data, 2016

In the table above it shows that t f-cal 0,622 < f-tab 2,716. Whereas, the sig. 0,847 > 0,05 , so it can be concluded that there is a significant

linear relationship between the variable x and y variable.

Compensation (X2)

**Table 1.10**  
**Linearity Test of Compensation**

ANOVA Table

	F	Sig.
Y * X2 Between Groups (Combined)	7.933	.000
Linearity	91.416	.000
Deviation from Linearity	1.512	.135
Within Groups		
Total		

**Source: processed primary data,**

**2016**

In the table above it shows that t f-cal  $1,512 < f\text{-tab } 2,716$ . Whereas, the sig.  $0,135 > 0,05$  , so it can be concluded that there is a significant linear relationship between the variable x and y variable.

Organizational Culture (X3)

**Table 1.11**  
**Linearity Test of Organizational Culture**

ANOVA Table

	F	Sig.
Y * X3 Between Groups (Combined)	6.021	.000
Linearity	91.086	.000
Deviation from Linearity	1.295	.220
Within Groups		
Total		

**Source: processed primary data,**

**2016**

In the table above it shows that t f-cal  $1.295 < f\text{-tab } 2,716$ . Whereas, the sig.  $0,220 > 0,05$  , so it can be concluded that there is a significant linear relationship between the variable x and y variable.

## 5. Multiple Regressions

Multiple regression analysis aims to determine the functional relation or between an independent variable (job stress, compensation and organizational culture) to a dependent variable (employee turnover intention).

**Table 1.12**

**Multiple Regression Result**

Model		Unstandardized	Sig.
		Coefficients	
		B	
1	(Constant)	13.709	.000
	X1	.267	.000
	X2	-.171	.041
	X3	-.143	.004

Source: processed primary data,

2016

The equation of multiple regressions based on the outcome of Table 4.20:

$$Y_{(\text{Employee turnover intention})} = 13.709 + 0.267 X1_{(\text{Job stress})} - 0.171 X2_{(\text{Compensation})} - 0.143 X3_{(\text{Organizational culture})}$$

The explanation:

1. The Constanta is 13,709 it means job stress (X<sub>1</sub>), compensation (X<sub>2</sub>) and organizational culture (X<sub>3</sub>) are not change so the employee turnover intention (Y) is increasing by 14,709. The outcome of constanta is

indicating 5,671 amount of t-test and 0,000 amount of significant.

2. Job stress (X<sub>1</sub>) influencing employee turnover intention (Y) positively with coefficient regression of 0,267. It means, if job stress (X<sub>1</sub>) was increased so that employee turnover intention (Y) increase.
3. Compensation (X<sub>2</sub>) influencing employee turnover intention (Y) negatively with coefficient regression of -0,171. It means, if compensation (X<sub>2</sub>) was increased so that employee turnover intention (Y) decrease.
4. Organizational culture (X<sub>3</sub>) influencing employee turnover intention (Y) negatively with coefficient regression of -0,143. It means, if organizational culture (X<sub>3</sub>) was increased so that

employee turnover intention (Y) decrease.

6. T-Test

T-Test was conducted whether to determine or prove a significant influence between independent variable in job stress, compensation and organizational culture on turnover intention in partial.

**Source: processed primary data, 2016**

1. Hypothesis formula X<sub>1</sub>

Ho<sub>1</sub> = There is no positive significant influence between job stress on employee turnover intention.

Ha<sub>1</sub> = There is positive significant influence between job stress on employee turnover intention.

$t_{cal} > t_{tab}$  (4,516 > 1,989) and sig 0,000 < 0,050 so that Ho<sub>1</sub> rejected and Ha<sub>1</sub> accepted

2. Hypothesis formula X<sub>2</sub>

Ho<sub>2</sub> = There is no negative significant influence between compensation on employee turnover intention.

Ha<sub>2</sub> = There is negative significant influence between compensation on employee turnover intention.

**Table 1.13**

**Result of T-Test**

Model		Sig.
1	(Constant)	0.000
	X1	0.000
	X2	0.041
	X3	0.004

$-t_{cal} < -t_{tab}$  ( $-2,076 < -1,989$ ) sig

$0,041 < 0,05$  so that  $H_{o2}$  rejected

and  $H_{a2}$  accepted

3. Hypothesis formula  $X_3$

$H_{o3}$  = There is no negative significant influence between organizational culture on employee turnover intention.

$H_{a3}$  = There is negative significant influence between organizational culture on employee turnover intention.

$-t_{cal} < -t_{tab}$  ( $-2,924 < -1,989$ ) sig

$0,004 < 0,050$  so that  $H_{o3}$  rejected and  $H_{a3}$  accepted

7. F-Test

F-test was conducted whether to determine or prove a significant influence between independent variable job stress, compensation and organizational culture towards employee turnover intention in simultaneous.

**Table 1.14**

**Result of F Test**

Model	F	Sig.
Regression	54.447	0.000
Residual		
Total		

**Source: processed primary data, 2016**

Result of SPSS calculation that  $F_{cal}$  is 54,447 and the probability is 0,000. The comparison statement is  $F_{cal} > F_{Tab}$  which  $54,447 > 2,716$  and sig.  $0,000 < 0,05$ . It is concluded that there is significant influence of independent variable which are job stress ( $X_1$ ), compensation ( $X_2$ ) and organizational culture ( $X_3$ ) towards employee turnover intention ( $Y$ ).

8. Coefficient of adjusted R squared  
Coefficient of adjusted R squared is used to find out the amount of job stress, compensation and organizational culture to represent

employee turnover intention at PT Sari Warna Asli II.

**Table 1.15**

**Result of Adjusted R-Squared Test**

Adjusted R Square
.654

According to the amount of Adjusted R<sup>2</sup> by 0,654, it means the number of variance employee turnover intention variable by 65,4% which explained by variance of job stress, compensation and organizational culture. Whereas, the amount of another factors is 34,6%.

**CONCLUSION**

The result and discussion of this research was clearly achieved the objectives and contribute to the following conclusion:

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objectives and contribute to the following conclusion:

1. The inadequate equipment, lack of time to finish the job, and the difficulty to adjust work shift with current condition might be the cause of job stress on employees of Production-Spinning 2 PT Sari Warna Asli II Boyolali. The result of T-test shows job stress influence positively on turnover intention.
2. The compensation on Production-Spinning 2 PT Sari Warna Asli II Boyolali influence negatively significant on employee turnover intention. It can be seen from the result of T-test.
3. The organizational culture on Production-Spinning 2 PT Sari Warna Asli II Boyolali influence negatively significant on

employee turnover intention. It can be concluded from the result of T-test.

4. There is a significant influence of independent variable which are job stress (X1), compensation (X2) and organizational culture (X3) towards employee turnover intention (Y) simultaneously. It can be concluded from the result of F-test.

5. Job stress is the independent variable that has the biggest influence on employee turnover intention. It can be seen from the result of multiple regression analysis,  $Y_{(\text{Employee turnover intention})} = 13.709 + 0.267 X1_{(\text{Job stress})} - 0.171 X2_{(\text{Compensation})} - 0.143 X3_{(\text{Organizational culture})}$ .

6. The adjusted R squared result is 65,4% which explained by variance of job stress,

compensation and organizational culture. Whereas, the amount of another factors (34,6%) that influence on turnover intention could not be mentioned yet in this research.

## RECOMMENDATION

### 1. Managerial Implications

Based on the result of the research, there are some recommendations

for PT Sari Warna Asli II

Boyolali:

- a. To solve job stress issues, the supervisor of Production-Spinning 2 PT Sari Warna Asli II Boyolali can provides award to employees that fulfill the target as examples; the supervisor can provide compliment to those employees or the company provide reward to their employees who exceed the target

with epithet or titled such as "employee with the best performance of the month" and others. In addition, the reward that is given by company can be done routinely.

- b. The attractive compensation such as variances of bonus could be an option for the company to solve compensation issues and decrease the turnover intention. As an example, the company can give the bonus to employees that have zero absent per month.
- c. To solve organizational culture issues, the company could arrange the routine gathering for their employees. The informal gathering could build closer relationship between employees and increase the sense of familiarity.

d. The last, to solve the turnover intention issues, the company have some options. For temporary worker, PT Sari Warna Asli II Boyolali could make them as permanent employee. Whereas for permanent employee, the company can provide chances for employee to promotes themselves.

## 2. Limitation

In this research, the independent variables could explain the dependent variable by 65,4% and the rest 34,6% explained by other factors.

## 3. Further Research

The recommendation in the further research and study, the researcher is expected to find out other factors beyond the job stress, compensation and organizational

culture that probably affect on employee turnover intention that does not be mentioned yet in this research as example job satisfaction.

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March 16th, 2016