

THE EFFECTS OF EMPLOYEE RELATIONS, WORKPLACE WELL-BEING, AND COMPENSATION ON TURNOVER INTENTIONS: THE MEDIATION ROLE OF WORK STRESS

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Abstract:

Background: An employee who works at a company may intend to resign from his job for various reasons. Employee Turnover Intention (TI) occurs because it is related to career commitment and the expected utility of the current job in achieving valuable career outcomes.

Purpose: This study aims to determine the impact of work relationships, workplace welfare, and compensation on TI mediated by work stress.

Design/methodology/approach: PT PICID MM Bogor was used as the research object, and as many as 135 factory employees were respondents. The analysis technique used for hypothesis testing is the Structural Equation Model (SEM)-Partial Least Square (PLS).

Findings/Result: The research found that work relationships positively affected work stress, while TI did not. Workplace well-being does not affect work stress, while TI has a positive impact. Compensation has a positive effect on TI and work stress. Job stress directly influences TI and indirectly mediates the influence of employee relations and compensation on TI.

Conclusion: Employee relations have a positive impact on work stress. That is, there is a good employee relationship so that employees have positive perceptions or experience stress towards their work. Employee relations do not affect TI. Employee relations do not cause employees to decide to move to another company. Workplace well-being does not affect work stress. Employees feel well-being but do not experience prolonged negative stress. Workplace well-being has a positive impact on TI. The well-being experienced by employees at work causes work stress and has the potential for employees to experience TI.

Originality/value (State of the art): This study considers work stress a mediating variable of work relationship factors, workplace well-being, and compensation about turnover intentions. The findings contribute significantly to developing previous empirical literature on human resource management regarding the relationship between work stress and TI.

Keywords: employee turnover intention, job satisfaction, job stress, SEM-PLS

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INTRODUCTION

In facing new challenges with increasingly high levels of competition, companies in all types of industries must be able to maintain business continuity. Many essential things influence an organization's success, one of which is Human Resources (HR). Competent and loyal employees are valuable assets for the company (Hapsari et al. 2021). In maintaining its industry, an organization will always face various challenges related to human resources, one of which is employee turnover. Still, a high turnover rate indicates an error in the company's strategy in managing its human resources. Turnover can take the form of leaving a job, no longer being part of an organizational unit, being forced to quit, or death. Turnover falls into two categories: voluntary turnover and involuntary turnover. Voluntary turnover is a consideration for leaving the company voluntarily, influenced by the attractive aspects of currently available jobs and other options (Vizano et al. 2021; Virgiawan et al. 2021). Whereas involuntary turnover (dismissal) visualizes the employer's considerations (management) in terminating the employment relationship and is uncontrollable (Walker and Karau, 2016).

A phenomenon occurs where employees initially only desire to move, ultimately leading to the decision to leave the company. The exit phenomenon of employees in a company has been the biggest problem in the last ten years (Duncan and Loretto, 2004). The turnover of these employees can potentially cause losses, including the significant costs incurred by the company in recruiting employees with the same competence or, even better, as a replacement employee resigning. Turnover Intention (TI) is suspected to be the leading cause of turnover, so the aspects influencing turnover intention will affect turnover (Li et al. 2019).

Supervising employee TI is necessary to achieve organizational goals effectively. Alkahtani (2015) states hidden costs include low employee morale, reduced reputation companies, lost business opportunities, and several other negative impacts if turnover occurs. TI is the Employee's desire to resign permanently, either voluntarily or involuntarily, from a company. Turnover Intention is considered a more detrimental condition for companies because they lose employees, especially those with experience and high productivity. After all, the focus is no longer on the company right now but on how to get out and move on from the company.

Psychological conditions like this are undoubtedly detrimental to employee performance.

The high level of inventory turnover in a company shows that many employees do not get the job satisfaction they desire, thus encouraging them to change jobs. The turnover that occurs will hurt the company, which becomes unbalanced, causes disruption to the company's operational activities, and negatively impacts employees who are still working. Companies can prevent employees' intention to move to another company by paying attention to employees' desires to achieve high job satisfaction (Riyanto et al. 2021).

Identifying the factors influencing the intention to move (TI) must be considered because it effectively reduces the turnover rate. Neglecting to monitor employees who want to leave a company will reduce management's ability to control the costs of hiring new employees. (Wang and Seifert, 2021). High employee turnover rates are costly for small business organizations (Al Mamun and Hasa, 2017). Employee turnover costs can be greater than the employee's total annual compensation package, depending on the Employee Compensation level (Chaudhary et al. 2023). Employee turnover is one of the reasons companies fail (Banerjee, 2019). Issues related to IT, including employee turnover and employee retention, have been studied previously, including Abou (2017), Alkhateri et al. (2018), and Saluy et al. (2021).

Indonesia's industry is experiencing sustainable growth. Increasingly tight competition between countries requires companies to develop resources, especially employees with higher work productivity. High employee work productivity can be achieved by accumulating long experience in the workplace. Therefore, companies must pay attention to employees' desires to achieve high job satisfaction and low turnover.

METHODS

The research is explanatory because it uses the PLS-SEM method to explain the relationship between variables. Explanatory research aims to describe the relationship between one variable and another. The independent variables in PLS-SEM testing are exogenous variables: Employee Relations, Workplace

Welfare, and Compensation. Turnover Intention (TI) is an endogenous variable influenced by the independent variables. This study also tests the role of mediating variables, namely Job Stress, on TI the quantitative research approach through testing hypotheses developed from empirical evidence from previous studies that support it.

Based on the phenomena revealed and the empirical literature review, this research aims to analyze the impact of work relationships, workplace well-being, and compensation on TI by making work stress a mediating variable. The expected results of this research can contribute empirically and practically. An empirical contribution, the research findings become a reference in discussions related to the issue of employee turnover intention in human resource management. Practical contributions can provide recommendations to company management to reduce turnover intention, which can harm the company's sustainability.

Hypothesis Development

The relationship between the variables studied is built from the framework of thought presented in Figure 1, derived as a hypothesis formulation. The research hypothesis and relationship patterns are developed from empirical literature that supports each of the hypothesis.

Relationship between Employee Relations (ER) and Work Stress (WS)

The working relationship is a cooperative relationship between all parties in the production process in a company, both superiors and colleagues. Management contracts with employees and fulfills all rights and obligations attached according to applicable provisions. Furthermore, management and employees are jointly responsible for the company's success and sustainability. For the owner, the company is an instrument to maximize his welfare through various opportunities and challenges that can increase income and profit. Employees the company owner contracts to work and receive wages are also interested in having a decent life and self-development. If there is a good relationship within the company environment, it will make employees comfortable in doing their job. Besides reducing work productivity, this can also impact the sustainability of employees' remaining in the company. A study by Parker and DeCotiis (1983) found that work

relationships are specific factors that cause WS. Based on the description above, the research hypothesis is:
H1: ER has a positive impact on WS

Relationship between Workplace W-B and WS

Harter et al. (2003) explained a relationship between employee W-B and organizational income in their research. Organizations with jobs that promote better W-B tend to provide better customer satisfaction, higher customer loyalty, greater profitability, better productivity, and lower turnover rates. As for the research results of Simone (2014) explaining that the concept of welfare at work has been increasing for the same interest, companies must consider their needs, understand what makes them feel good, and make them work better. Employee welfare at work is one factor that influences an employee to stay afloat, improve performance, and reduce turnover intention within the company. Besides that, employees will have an emotional closeness to the company, so they have more desire to be part of and provide the best effort for the company. Companies can also implement programs to minimize turnover intentions by managing workplace well-being. Therefore, the hypothesis proposed is: H2: Workplace well-being has a positive impact on WS

Relationship between Compensation and WS

One way organizations can control turnover is to pay more attention to compensation practices, which is also one of the goals in determining compensation (Zainudin et al. 2022). Setiyani et al. (2022) state that to retain existing employees, a competitive level of compensation is needed; otherwise, many good employees will leave. The intention to leave the job can be prevented if the income received by workers increases. But on the contrary, if the compensation received decreases, the employee's desire to leave the company increases. Adequate income compensation is needed by employees for a more decent life, in the sense of being able to meet basic needs (Modau et al. 2018). The hypothesis proposed is: H3: Compensation has a positive impact on WS

Relationship between WS and TI

Job stress makes employees feel pressured to deal with workloads (Iskamto, 2021). Job stress is indicated by the following characteristics: restlessness at work,

unstable emotions, liking to be alone, difficulty sleeping, smoking excessively, not relaxing, and digestive disorders. Symptoms of stress are often anger, inability to relax, aggressiveness, and uncooperativeness. Employees can also escape, namely by drinking alcohol, smoking excessively, and maybe even drugs (Tice and Bratslavsky, 2000). H4: WS has a positive impact on TI

Relationship between ER and TI

Employee relations (ER) is a relationship with staffing called Internal Public or. Internal public relations is a group of people working in a company that is clear both functionally, organizationally, and technically and the type of work (tasks) it faces and aims to foster relations with employees (Mishra et al. 2014). It aims to provide dedication and organize cooperation between employees, especially to create effective internal communication within the company. H5: ER has a positive effect on TI

Relationship between Workplace W-B)and TI

Employee W-B in the workplace is a widely discussed concept in human resource management, giving rise to many interpretations (Brunette and Caiutare, 2012). According to Kun et al. (2017), work W-B refers to the theory of the comfort employees feel at work, which impacts productivity. Employee W-B is defined as positive comfort and psychology in the workplace. Workplace W-B is closely related to employee perceptions and feelings, increasing satisfaction and performance (Zheng et al. 2015). The hypothesis proposed is: H6: Workplace W-B has a positive impact on TI

Relationship between Compensation and TI

Compensation received by employees can determine the sustainability of continuing to work in a company. If the level of wages received is higher, it can increase employee satisfaction and performance. Compensation is a form of appreciation or reward the company gives to its employees, both financially and non-financially, so that employees feel appreciated. Compensation is an implementation of the human resource management function, which is related to the remuneration received by employees for the tasks and responsibilities carried out in their work. Compensation is remuneration the company provides to its employees, both financial and non-financial (Chiang and Birtch, 2012). Vizano et al. (2021) found that with reasonable compensation, they have positive feelings toward their work, resulting in them staying, and TI tends to be low. The hypothesis proposed is H7: Compensation has a positive impact effect on TI

RESULTS

Table 1 shows the results of testing the relationship between ER, workplace W-B, compensation, WS, and TI in the structural model. Table 1 presents the path coefficients for each relationship and the t-statistic values, while Figure 2 shows the Bootstrapping output.

The hypothesis test of the influence of ER on WS shows that the probability value of the path coefficient (β) = 0.239 is smaller than the value of $\alpha = 0.05$. The test results conclude that ER has a positive and significant effect on WS.

Table 1. Total Effects (Mean, STDV, T-Values)

Variable	B	T-Statistic	P-Values
X1 (Employee relation) → Y1 (Work stress)	0.239	2.619	0.009
X1 (Employee relation) → Y2 (Turnover)	0.068	1.250	0.211
X2 (Workplace W-B) → Y1 (Workplace stress)	0.063	0.395	0.693
X2 (Workplace W-B) → Y2 (Turnover)	0.273	3.681	0.000
X3 (Compensation) → Y1 (Work stress)	0.518	4.613	0.000
X3 (Compensation) → Y2 (Turnover)	0.389	5.697	0.000
Y1 (Work stress)→ Y2 (Turnover)	0.312	4.589	0.000

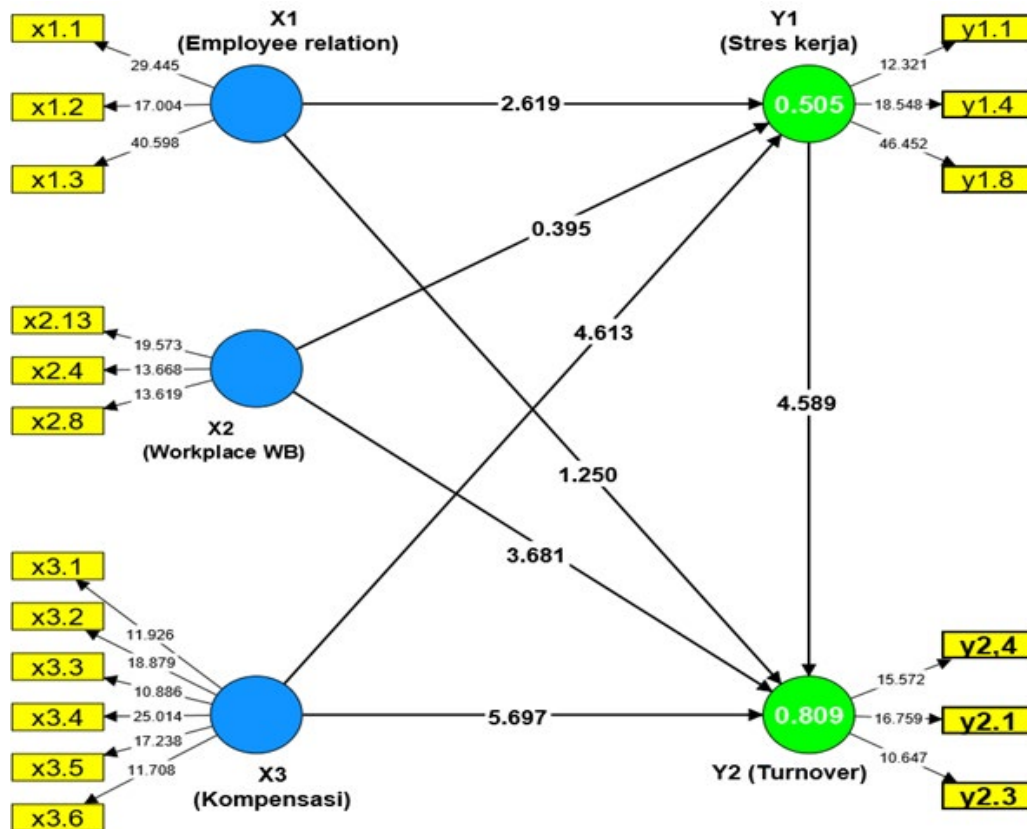


Figure 2. Bootstrap output

The hypothesis test of the influence of ER on WS shows that the probability value of the path coefficient (β) = 0.239 is smaller than the value of $\alpha = 0.05$. The test results conclude that ER has a positive and significant effect on WS.

The hypothesis test of the influence of ER on TI shows that the probability value of the path coefficient (β) = 0.068 is greater than the value of $\alpha = 0.05$. The test results conclude that ER has no effect on WS.

The hypothesis test of the influence of workplace W-B on WS shows that the probability value of the path coefficient (β) = 0.063 is greater than the value of $\alpha = 0.05$. The test results conclude that workplace W-B has no effect on WS.

The hypothesis test of the influence of workplace W-B on IT shows that the probability value of the path coefficient (β) = 0.273 is smaller than the value of $\alpha = 0.05$. The test results conclude that workplace W-B has a positive and significant effect on IT.

Hypothesis testing of the effect of compensation on WS shows that the probability value of the path coefficient (β) = 0.518 is smaller than the value of $\alpha = 0.05$. The

test results conclude that compensation has a positive and significant effect on WS.

Hypothesis testing of the effect of compensation on IT shows that the probability value of the path coefficient (β) = 0.389 is smaller than the value of $\alpha = 0.05$. The test results conclude that compensation has a positive and significant effect on IT.

The hypothesis test of WS's influence on TI shows that the probability value of the path coefficient (β) = 0.312 is smaller than the value of $\alpha = 0.05$. The test results conclude that WS has a positive and significant influence on TI.

Mediation Hypothesis Test

Table 2 presents the results of the hypothesis testing of the impact of ER, Workplaces, and Compensation mediated by WS on IT. The statistical results reveal: (1) the indirect effect of ER on IT through WS has a t-stat value. (2.112) > t table (1.978) and a p-value of 0.035 smaller than 0.05, which proves that WSa can mediate the relationship between ER and IT; (2) the indirect influence of Workplace W-B on IT through WS has a t-stat value. (0.417) < t table (1.978) and a

p-value of 0.677 larger than 0.05, which proves that WS is not able to mediate the relationship between Workplace W-B and IT; and (3) the indirect influence of compensation on IT through WS has a t-stat value. (3.163) > t-table (1.978), and the p-value of 0.002 is smaller than 0.05, which proves that WS can mediate the relationship between compensation and TI.

The Impact of ER on WS

ER has been shown to have a positive effect on WS. These results indicate that the relationship between fellow employees within the company is one of the causes of WS. However, the increase in WS experienced by employees is in the medium category (medium stress level) due to the contribution of a positive influence (effect size) of 0.078 (medium level). Bulińska-Stangrecka and Bagińska (2021) found that employee relations refer to positive relationships between employees involved in social and authoritative interactions within the company. Meanwhile, WS does not always have a negative connotation, for example, nervous tension, emotions, and others, but can also have positive consequences. Employees must face and manage WS well to encourage satisfaction and the best performance at work (Anderson et al. 2002). Thus, the results of this study prove the relationship between fellow employees at PT. Panasonic Industrial Components Indonesia MM Factory causes employees to experience work stress in the context of positive stress. In other words, the relationship between employees can cause an employee to experience job satisfaction or experience positive stress (feelings of pleasure). Bulińska-Stangrecka and Bagińska (2021) proved that employee relationships significantly affect job satisfaction. Wang and Seifert (2021) found that the meaning of a job (including employee relations) impacts employee satisfaction, which is a form of positive stress.

Influence of ER on TI

ER has been shown to have no impact on IT. These results indicate that the relationship between fellow

employees within the company causes employees to continue working according to their functions and does not cause perceptions to leave the company. Research results by Wang and Seifert (2021) explained that the meaning of a job influences satisfaction but has no impact on employee resignation. Mosadeghrad et al. (2008) also found that TI is the desire and intention of employees to leave their current jobs and move to another company with a better wage level. This means that the current employee relations have resulted in employees not thinking about quitting the Panasonic Industrial Components Indonesia company. These results support a study by Tomprou and Lee MK (2022) and Oh et al. (2023), where employee involvement hurts TI.

Effect of Workplace W-B on WS

Workplace W-B has been shown not to affect WS. Kun et al. (2017) stated that workplace W-B is a feeling of comfort and a positive atmosphere that allows employees to work calmly and more productively. Meanwhile, a study by Colligan and Higgins (2006) found that WS can have a negative or positive psychological impact. This means that the absence of workplace influence on WS does not mean that employees' feelings or perceptions of their level of W-B do not cause WS. In other words, employees of PT. Panasonic Industrial Components Indonesia is currently experiencing negative work stress, but the workplace W-B factor minimizes WS. This is also by the contribution of a positive influence (effect size) of 0.003, which means the contribution is negligible. Nonetheless, the results of this study are not in line with or different from previous research conducted by Hirschle and Gondim (2020), showing that work-life routines significantly impact employee welfare, and good relations between fellow employees cause an influence between employee welfare and WS. Meanwhile, a Study by Mensah (2021) found that companies need to support or help employees reduce work stress levels, and this can be done through collaboration with employees in organizational development.

Table 2. Mediation variable test results

Variable	B	T-Statistic	P-Values
X1 (Employee relation) → Y1 (Work stress) → Y2 (Turnover)	0.075	2.112	0.035
X2 (Workplace WB) → Y1 (Workplace stress) → Y2 (Turnover)	0.020	0.417	0.677
X3 (Compensation) → Y1 (Work stress) → Y2 (Turnover)	0.162	3.163	0.002

Effect of Workplace W-B on TI

Workplace well-being has been shown to positively and significantly impact IT. These results indicate that well-being at work or within the company is one of the causes of employees' perceptions of moving, even though well-being has no significant effect on work stress. However, the tendency or desire of employees to move to another company is in the medium category (medium intention level) because the positive influence contribution (effect size) is 0.157 (medium level). Empirical evidence supports studies by Khairunisa and Muafi (2022), Aminihajibashi et al. (2022), and Santoni et al. (2021) show that workplace W-B has a positive effect on TI.

Effect of Compensation on WS

Compensation has been proven to positively influence WS, meaning that providing better compensation can reduce employee WS. However, the WSs experienced by employees are in the medium stress level category because the positive influence contribution (effect size) is 0.256 (medium level). Thus, the results of this study found that employee compensation at PT. Panasonic Industrial Components Indonesia MM Factory causes employees to experience work stress in the context of positive stress. In other words, the compensation system can cause an employee to experience positive stress. The results of this study also show that the current compensation can motivate employees to remain involved or work to achieve company goals. This study's results differ from Ramlah et al. (2021), showing that compensation negatively and significantly affects job stress. However, WS has a positive effect on job satisfaction.

Effect of Compensation on TI

Compensation positively impacts work stress, but this research also proves that compensation positively impacts turnover intention. However, the Employee's perception or desire to move to another company is in the medium category (medium intention level) because the contribution of positive influence (effect size) is 0.299 (medium level). Compensation is all employee income in return for the tasks and responsibilities carried out while working at the company (Permana et al. 2021). Meanwhile, turnover intention, for example, is related to thinking of quitting, which is an employee's perception that determines his attitude, whether to

leave his job or remain in his work environment. Thus, the positive impact of compensation on TI in this study indicates that employees at PT. Panasonic Industrial Components Indonesia MM Factory currently wants to move to another company. In other words, company employees can leave the organization based on specific considerations.

Effect of WS on TI

WS has been proven to have a positive impact on IT. Empirical findings support the study by Yang et al. (2016), which states that several factors cause work stress for employees, including The existence of a complex and excessive workload, Unfair and reasonable pressure and attitude from superiors, Inadequate work time and tools; Interpersonal conflicts with leaders or work groups; Remuneration that is too low; and family problems such as children, wife, and in-laws. This means that if employees experience work stress, especially from work or organizational origins, then there is the potential to leave or move to another company. Even so, the contribution of work stress to TI or the desire of employees to move to another company is in the medium category (medium intention level) because the positive influence contribution (effect size) is 0.253 (medium level). This means that PT employees experience work stress (negative stress). Panasonic Industrial Components Indonesia MM Factory is relatively medium, so employees only intend to move or have the potential to move to another company. Empirical findings support the study by Fitriantini et al. (2019) and Sutagana (2022), which show that work stress significantly affects turnover intention.

The Impact of ER, Workplace W-B, and Compensation on TI Through WS

Besides being influenced by WS, ER, workplace W-B, and compensation, WS also mediates the relationship between these variables and TI. Empirical findings indicate that WS can partially and positively mediate and significantly influence ER and compensation on TI. These results suggest that WS at PT. Panasonic Industrial Components Indonesia MM Factory is a positive response (positive stress) and a negative response from employees, causing a reaction in the form of employees' perceptions of the organization, namely the potential to move to another company. Work stress mediates reducing and increasing the relationship between HR variables/factors within a company.

Empirical findings support the study by Pranata et al. (2020), showing that work stress can partially mediate the effect of workload on employee performance.

Managerial Implications

The empirical findings of the research have implications for company management in creating comfortable working conditions for workers so that their work stress is low and their turnover intention decreases. Working relationships that can build togetherness between workers and leaders need to continue to be created and maintained to create work enthusiasm and avoid feelings of stress. Attention to workplace well-being is also essential for companies because it can foster high work enthusiasm and productivity, suppressing employees' desire to change jobs.

Compensation is the main factor most companies consider when reducing WS and TI. Therefore, management continues to strive to adjust compensation payments to employees according to their living needs and adjust to changes in the inflation rate. The low absolute wage level at work causes high stress, and they want to look for another job to get more adequate compensation. For companies, high levels of work stress and many employees leaving the company result in expensive costs.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Employee relations have a positive impact on WS. That is, there is a good employee relationship so that employees have positive perceptions or experience stress towards their work. Employee relations do not affect turnover intention. Employee relations do not cause employees to decide to move to another company. Workplace W-B does not affect WS. Employees feel well-being but do not experience prolonged negative stress. Workplace well-being well-being has a positive impact on TI. The W-B experienced by employees at work causes work stress and has the potential for employees to experience TI. Compensation has a positive effect on WS. Employees' compensation causes them to experience work stress, but individuals and organizations can still manage it. Compensation has a positive impact on TI. Employees experience TI but have yet to reach the stage of deciding to move to

another company. WS affects TI. Employee WS has not caused employees to move to other companies. WS mediates the ER and TI but does not mediate the relationship between Workplace W-B and TI. Meanwhile, WS can mediate the relationship between compensation and TI.

Recommendations

Recommendations related to empirical findings suggest that companies need to build higher-quality relationships between leaders and employees. Communication channels are opened to allow employees to express complaints and provide appropriate solutions so that they feel at home at work. Employees need extrinsic motivation from the organization by redesigning job descriptions, making regulations regarding compensation systems that include non-financial compensation, and SOPs regarding employee career development because this is a form of company support for employees or non-discrimination. Companies also need to identify early using special instruments and HR experts regarding turnover intention as a basis for decision-making in creating employee retention. Recommendations for future study agenda suggestions include other factors that can determine the intention to change jobs, both directly and indirectly. Determining factors for the intention to change jobs include leadership style, employee engagement, and future career sustainability.

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