



The Phenomenon of Turnover intention in Production Employees of Fish Processing Factories in Rembang Regency

Abdur Rohman Wakhid¹, Susanti Dwi Ilhami¹

¹Universitas YPPI Rembang

*Corresponding Author: Abdur Rohman Wakhid

Email: ipalfaleh9@gmail.com



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Abstract

Companies are required to survive in a business world that is increasingly fierce in its competition. Companies that are able to survive cannot be separated from the role of human resources, namely employees. In addition to being required to survive, companies must be able to maintain employee stability. This study was conducted to determine the impact of work motivation, work stress and compensation on the phenomenon of turnover intention on production employees of fish processing plants in Rembang Regency. The population in this study involved 114 employees, the sampling technique was done with saturated samples. The data obtained were analyzed using multiple linear regression analysis. From this study, the results obtained where the motivation variable has an insignificant positive impact on turnover intention, while work stress has a positive impact on turnover intention, but the compensation variable has a negative impact on turnover intention. The results of the determination test explain the value of 43.7% of motivation, job stress and compensation explain turnover intensity, the rest is explained by other causes outside the model of this study.

Introduction

Not only work productivity, but also work quality can show the role of the company's human resources. The stronger competitiveness of a company can be reflected through the strong knowledge of its human resources, not its natural resources. Human Resources (HR) is the main wealth of the organization, so it is very important for a company. HR must be maintained to prevent displacement or turnover (Rohayati, 2022).

Motivation, according to Ayu et al. (2024), is the potential power that humans have that can be developed by themselves or from various external forces. It focuses on monetary and non-monetary rewards, and can impact a person's performance outcomes for better or worse. One important aspect for organizations is work motivation. Leaders must carry out all efforts with and through others through providing motivation (Kurroman & Ilhami, 2024). Work stress is an individual state that affects emotions, train of thought, and physical health. Not being able to overcome properly usually causes a person to be unable to interact with their environment, both at work and outside the workplace (Parashakti & Apriani, 2021). Work stress, such as unproductive working hours, overly demanding leaders, and ineffective training, is a major cause of turnover intention (Guzeller & Celiker, 2020). One of the reasons employees look for another job is the stress they experience at their workplace. Stress is defined as a pattern of emotional and physiological reactions that occur in response to demands both inside and outside the organization (Ramlawati et al., 2021).

Awards or income in the form of money, either directly or indirectly, obtained by employees in the form of compensation as a reward for their efforts and thoughts to help the company

achieve predetermined goals (Vizano et al., 2021). According to Prasetya et al. (2023), compensation is everything that employees are given in return for their services. Employee loyalty to the company increases when employees receive fair compensation. This will reduce employees' desire to leave the company, which will reduce recruitment costs and turnover intention. If compensation is inadequate for financial and non-financial work results and the company cannot meet employee needs, employees tend to resign and look for more profitable jobs (Novi & Susanti, 2020).

This activity is based on the results of interviews conducted by researchers where there are many employees who feel stressed with the tasks assigned which will certainly result in an increase in turnover intention. The following can be seen from Table 1 which shows the number of turnover of production employees of fish processing plants in Rembang Regency:

Table 1. Turnover Data of Production Department of Fish Processing Factory in Rembang Regency

Years	Employees Initial	Entry	Exit	Total
2022	167	39	35	171
2023	171	67	87	151
2024	151	26	62	114

Source: Fish Processing Plants in Rembang Regency, 2024.

Based on Table 1, it shows that the turnover data of employees in the production section of the fish processing plant in Rembang Regency in 2022 employees who left were 35 people, in 2023 employees left as many as 87 people more than the previous year, while in 2024 employees who left decreased, namely 62 people. This shows that there are problems with work conditions or environment that cause the phenomenon of employee turnover, so researchers are interested in conducting research on these objects with variables of work motivation, work stress and work compensation that may affect employee turnover intention.

Research by Rohayati (2022) gives results where work motivation has a significant positive effect on the desire to leave employees. Conversely, research by Kuswahyudi et al. (2022) gave different results, namely work motivation has a significant negative effect on the desire to leave employees. In addition, research by Ihwani et al. (2021) found that job stress has a significant positive effect on the desire to leave employees. This contradicts Nasution, (2017) who found that job stress has a significant negative effect on the desire to leave the job. Meanwhile, Novi & Susanti (2020) found compensation has a significant negative effect on the desire to leave the job. Meanwhile, different results from Muhammad (2021) show that work compensation actually has a significant positive impact on the desire to leave work.

The research conducted is based on different research results from previous studies and company problems, so researchers are interested in conducting research again to confirm the theory and to determine the impact of motivation, work stress and compensation that can cause the phenomenon of employee turnover in the production of fish processing plants in Rembang Regency to occur.

Methods

This study was conducted using a quantitative approach using interviews. Research observations at fish processing plants in Rembang Regency were conducted from June to October 2024. This research discusses two types of variables, namely independent variables, including: motivation, work stress and compensation, while the dependent variable; turnover intention. The following is the definition of variable operation:

Table 2. Operational Definition of Variables

Variable Type	Definition	Indicator
Independent Variable (X)		
Motivation (X1)	According to Berliawan et al. (2024) work motivation is the drive that encourages someone to work and encourages them to work together, work well, and integrate all their efforts to achieve certain goals.	1) Physiology 2) Safety 3) Social 4) Respect 5) Self-Actualization
Job Stress (X2)	Stress is defined as a dynamic condition in which a person is faced with opportunities, demands, or resources related to their desires and the results are considered uncertain and significant (Muhammad, 2021).	1) Pressure from coworkers etc. 2) Incompatibility with work 3) Overload 4) Other factors 5) Unrealistic expectations
Compensation (X3)	Compensation is the total compensation given by the company to employees for their work performance. It is given in the form of money, benefits, or rewards intended to motivate employees to participate in the company's growth and development activities and also build commitment (Al-Qathmi & Zedan, 2021)	1) Salary 2) Incentives 3) Allowances 4) Facilities 5) Retirement program
Dependent Variable (Y)		
Turnover intention (Y)	According to Kartono (2017), turnover intention is the desire of a worker to leave his current job and look for a new job.	1) Thinking about leaving 2) Job search 3) Intention to leave

The total population involved was 114 production employees, of which all were sampled. The subject data in this study is primary data obtained directly by distributing questionnaires to respondents. Instrument test and multiple linear regression analysis-consisting of regression, hypothesis, and determination tests-were used to process and analyze the data collected. Likert scale was used to measure respondents' answers by giving points 1-5. Table 3 shows the description of the respondents.

Table 3. Respondent Description

Description		Number (People)	Percentage
Age	25-39 years	2	1,7%
	25-39 years	30	26,3%
	≥ 40 years	82	72,0%
	Total	114	100%
Gender	Male	15	14%

	Female	99	86%
	Total	114	100%
Education	Elementary/Middle School	12	10,5%
	SMP/MTs	20	17,5%
	SMA/SMK/MA	82	72,0%
	Total	114	100%

Source: Primary data processed, 2024.

Result and Discussion

Instrument Test

Instrument testing is carried out to show whether the tool used as a data collection tool is good or not. This instrument test is carried out by testing validity and reliability.

Validity Test

This test is passed to show whether or not the statements used in the questionnaire reveal the actual situation. The questionnaire used has 40 statements with the theme of work motivation, work stress, compensation and turnover intention. This test is done by comparing the bivariate correlation value of significance <0.05 .

Table 4. Validity Test Results

Variables	Indicator	Statement	Sig Value	$< 0,05$	Description
Motivation	Physiological needs	M1	0,001	$< 0,05$	Valid
		M2	0,000		
	Security needs	M3	0,000		
		M4	0,000		
	Social needs	M5	0,000		
		M6	0,000		
		M7	0,000		
	Recognition needs	M8	0,000		
		M9	0,000		
	Actualization needs	M10	0,000		
M11		0,000			
Job Stress	Pressure from coworkers etc.	SK1	0,000	$< 0,05$	Valid
		SK2	0,000		
	Incompatibility with work	SK3	0,000		
		SK4	0,000		
	Overload	SK5	0,000		
		SK6	0,000		
		SK7	0,000		
	Other factors	SK8	0,006		
		SK9	0,003		
	Unrealistic expectations	SK10	0,000		
SK11		0,000			
Compensation	Basic pay	K1	0,000	$< 0,05$	Valid
		K2	0,000		

	Allowances	K3	0,000	< 0,05	Valid	
		K4	0,000			
	Incentive pay	K5	0,000			
		K6	0,000			
		K7	0,000			
	Retirement program	K8	0,000			
		K9	0,000			
	Facilities	K10	0,000			
		K11	0,000			
	Turnover Intention	Thinking about leaving	TI1			0,000
			TI2			0,000
TI3			0,000			
Job search		TI4	0,000			
		TI5	0,000			
Intention to leave		TI6	0,000			
		TI7	0,000			

Source: SPSS data processed, 2024.

All statement items used were declared valid, as each had a significance figure below 0.05, according to the instrument test results, which are presented in Table 4.

Reliability Test

This test is carried out to show the Cronbach alpha number > 0.70 on each variable used as an assumption that the questionnaire used can be trusted. The results of the reliability test are as follows:

Table 5. Reliability Test Results

Variable	Cronbach Alpha Value	> 0,70	Description
Work Motivation	0,893	> 0,70	Reliable
Job Stress	0,930		
Work Compensation	0,912		
Turnover intention	0,910		

Source: SPSS data processed, 2024.

The results shown in Table 5 show that all variables have been assumed to be reliable, because they have a Cronbach alpha number below 0.70.

Multiple Linear Regression Analysis

This test is carried out to determine the positive or negative implications of the independent variable on the dependent variable.

Table 6. Multiple Linear Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	30,777	4,138		7,437	0,000
	M	0,061	0,076	0,076	0,808	0,421
	SK	0,105	0,051	0,174	2,074	0,040
	K	-0,484	0,061	-0,649	-7,900	0,000

968

a. Dependent Variable: TI

Source: SPSS data, 2024.

Table 5 in the regression coefficient column (B) shows that the equation obtained in this study is:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

$$TI = 30,777 + 0,061 M + 0,105 SK - 0,484$$

Where:

TI : *Turnover intention*

M : *Motivation*

SK : *Job Stress*

K : *Compensation*

The equation means that where the variables of motivation, work stress and compensation are considered constant, the turnover intention has a value of 30.777. In the motivation variable has a positive relationship where every increase, turnover intention has a value of 0.061, as well as work stress, every increase in turnover will increase by 0.105. However, it is different from compensation, where each increase will reduce the value of turnover intention by 0.484.

Hypothesis Test

This test is carried out to prove the hypothesis proposed, where the criteria are carried out by looking at the regression coefficient value with a significant value <0.05 . Table 6 shows that the regression coefficient number of motivation is positive (0.061) accompanied by a significance number of $0.421 > 0.05$. So, it is said that motivation gives insignificant positive results on turnover intention. The positive value also occurs in the work stress variable which is 0.105, but the significance value is $0.020 < 0.05$. So, work stress has a significant positive impact on turnover intention. Meanwhile, compensation has a negative regression coefficient value (-0.484) with a significance value of $0.000 < 0.05$, meaning that compensation has a negative impact on turnover intention.

Determination Test

The ability of the model to explain the dependent variable is measured through the determination test. The results of the determination test are:

Table 7. Determination Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,672 ^a	0,452	0,437	2,695
a. Predictors: (Constant), K, SK, M				

Source: SPSS data, 2024

According to Table 6, only 43.7% of the dependent variables, i.e. work motivation, work stress, and work compensation, can be explained by the independent variables, i.e. the three independent variables discussed in this study. These other causes not discussed occupy 56.3% of the total.

The insignificant impact of increased work motivation on the desire to transfer production employees at fish processing plants in Rembang Regency. In other words, increased work motivation has very little effect on the desire to transfer production employees. This is inconsistent with the direction of attribution theory, which states that motivation is generated from internal factors, where if the motivation within an employee is high, the employee is less likely to have a turnover intention or leave the job. High motivation should prevent turnover intention, but high motivation actually increases turnover intention. This phenomenon occurs due to unfavorable relationships or interactions between coworkers or with superiors which can lead to feelings of discomfort and dissatisfaction, causing feelings of wanting to leave work or find another job. While the insignificance of the results of this study is due to the needs of the job itself such as meeting daily needs and the conditions of the workers themselves, where many of the employees are more than 40 years old and think that if they leave the job they have to think about a new place. This finding is reinforced by Utama & Basri (2023) who state that motivation has a positive and insignificant effect on turnover intention.

Job stress has a significant positive impact on turnover intention of production employees in fish processing factories located in Rembang Regency. That is, higher levels of job stress have a huge impact on the desire to leave the job of production employees. The results of the study correlate with the attribution theory of work stress with turnover intention, which states that when employees feel pressured by above or feel that the workload given by the company is too excessive, they will experience excessive work stress, which in turn causes work productivity to decrease. In addition, excessive work stress the likelihood of employees leaving the company will be high. Due to the work stress caused by these factors, employees tend to choose to quit. This is reinforced by Ihwani et al. (2021) who found that job stress has a significantly positive impact on the desire to switch.

Compensation has a significant negative impact on the desire to change jobs of production employees in fish factories in Rembang Regency. In other words, an increase in work compensation has a significant impact on reducing the desire to change jobs of production employees in Rembang Regency. The results of this study are in line with the attribution theory of compensation with exchange intentions. A fair distribution of compensation will make employees behave better, which in turn can result in increased work productivity. If employee productivity increases and poor compensation is given, employee impressions or behavior will decrease, which in turn will increase turnover intention. Conversely, if poor compensation is given, the impression or behavior of employees will decrease, which in turn will increase employee productivity. These results are in line with research conducted by (Novi & Susanti, 2020), which found that compensation has a significant negative impact on turnover intention.

Conclusion

The study found that: 1) Work motivation variables have an insignificant positive effect on the desire to leave work; 2) Work stress variables have a significant positive effect on the desire to leave work; and 3) work compensation variables have a significant negative effect on the desire to leave work. It is expected that future research will include additional variables to get better results about the influence of independent variables. Thus, this study can complement the findings with recommendations that can be used by relevant management to maintain employee satisfaction levels and prevent turnover intention.

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