

Pay Satisfaction, Work Stress, and Organizational Commitment as Determinants of Turnover Intention at PT. Mayora Indah Persada

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ABSTRACT

Employee turnover intention is a strategic human resource issue because the intention to leave often precedes actual turnover and may increase recruitment, replacement, and training costs. This study examines the effects of pay satisfaction, work stress, and organizational commitment on turnover intention among employees of PT. Mayora Indah Persada. A quantitative causal-associative design was applied using primary data collected through a structured questionnaire distributed to 130 employees in administrative and marketing departments. The measurement instrument used a Likert scale and was tested through validity, reliability, and classical assumption procedures before regression analysis. The results indicate that pay satisfaction has a negative and significant effect on turnover intention, work stress has a positive and significant effect on turnover intention, and organizational commitment has a negative and significant effect on turnover intention. The full regression model explains 47.0% of the variance in turnover intention, while the three main predictors contribute an additional 13.3% beyond the control variables. These findings suggest that employee retention in the company can be strengthened through fair compensation management, realistic workload arrangements, adequate working time, supportive feedback, and stronger affective commitment. The study contributes to turnover intention literature by integrating compensation evaluation, stress experience, and organizational attachment in one empirical model within an Indonesian company context.

Keywords: *Pay satisfaction, work stress, organizational commitment, turnover intention, employee retention.*

1. INTRODUCTION

Human resources are a central source of organizational continuity because production targets, service quality, innovation, and operational stability depend on the availability of competent employees. In competitive labor markets, however, organizations increasingly face the difficulty of retaining employees who possess experience, technical competence, and organizational knowledge. Turnover intention is therefore not merely an individual attitude, but an early warning signal for potential disruption in organizational performance. Mobley et al. (1978) demonstrated that the intention to quit is one of the most important immediate predictors of actual employee turnover; hence, understanding the factors that shape this intention is essential for preventive human resource management.

The problem is especially relevant in companies that rely on stable administrative and marketing work processes. When employees leave, the organization must allocate resources to recruitment, selection, onboarding, and training. The loss is not limited to direct financial cost; it also involves the disappearance of tacit knowledge, weakened team coordination, delayed work completion, and potential decline in customer service quality. The thesis data on PT. Mayora Indah Persada show that employee exits during January-December 2025 reached 101 persons, equivalent to 16.97% of employees, a level that indicates a meaningful retention problem. This condition provides a practical basis for examining the psychological and organizational antecedents of turnover intention in the company.

Pay satisfaction is one important antecedent because employees evaluate not only the amount of pay received but also the fairness, structure, benefits, and growth of compensation over time. Heneman and Schwab (1985) conceptualize pay satisfaction as multidimensional, covering pay level, benefits, raises, and pay structure or administration. When employees perceive that compensation is fair and consistent with their contribution, they are more likely to interpret the employment relationship positively. Conversely, dissatisfaction with pay can encourage comparison with alternative jobs and increase the intention to leave. Singh and Loncar (2010) also found that pay satisfaction is related to turnover intent, confirming that compensation remains a salient retention factor even when other job attitudes are considered.

Work stress represents another determinant of turnover intention. Stress arises when job demands exceed the resources, time, support, or psychological capacity available to employees. In the workplace, stress may be reflected in workload pressure, limited time to complete tasks, unclear or insufficient feedback, and heavy responsibility. The challenge-hindrance stressor literature explains that stressors perceived as obstacles tend to reduce positive work attitudes and increase withdrawal responses, including turnover intention (Podsakoff et al., 2007). Thus, when stress is unmanaged, employees may view leaving the organization as a way to restore psychological balance and obtain a better working environment.

Organizational commitment is also central in the turnover process. Allen and Meyer (1990) distinguish affective, continuance, and normative commitment as different forms of attachment to the organization. Affective commitment reflects emotional identification, continuance commitment reflects the perceived cost of leaving, and normative commitment reflects a sense of obligation to remain. Meta-analytic evidence indicates that organizational commitment is consistently associated with lower turnover and turnover intention (Griffeth et al., 2000; Meyer et al., 2002; Tett & Meyer, 1993). Employees who feel attached to organizational goals and values are less likely to search for alternative employment, even when work demands are challenging.

Based on this reasoning, this study examines whether pay satisfaction, work stress, and organizational commitment influence turnover intention among employees of PT. Mayora Indah Persada. The research addresses four hypotheses: pay satisfaction negatively affects turnover intention; work stress positively affects turnover intention; organizational commitment negatively affects turnover intention; and the three predictors simultaneously explain turnover intention. The contribution of this article lies in integrating compensation evaluation, work stress, and organizational commitment into a single empirical model in the Indonesian organizational context.

2. RESEARCH METHODS

This study employed a quantitative causal-associative design. The research was conducted at PT. Mayora Indah Persada, focusing on employees working in administrative and marketing departments. The population consisted of 130 employees, and the empirical analysis used questionnaire responses from all 130 employees. Primary data were collected through a structured self-report questionnaire because the variables examined - pay satisfaction, work stress, organizational commitment, and turnover intention - are perceptual and attitudinal constructs best measured through employee responses.

The questionnaire used a five-point Likert scale ranging from strongly disagree to strongly agree. Pay satisfaction was measured through employees' evaluation of pay level, pay structure or administration, pay increases, and benefits. Work stress was measured using indicators of workload, working time, feedback, and responsibility. Organizational commitment covered affective, continuance, and normative commitment, following the three-component view of commitment. Turnover intention was measured through thoughts of quitting, intention to search for alternative employment, and intention to leave the organization. The initial instrument consisted of 46 items; after the validity test, 44 items were retained for further analysis.

Data analysis was conducted using SPSS. Instrument quality was assessed through validity and reliability tests. The reliability results were strong, with Cronbach's alpha values of 0.962 for pay satisfaction, 0.972 for work stress, 0.954 for organizational commitment, and 0.774 for turnover intention. Classical assumption tests were then performed. The data met the normality requirement because all significance values were above 0.05. Linearity tests also supported linear relationships among the variables. Multicollinearity was not detected because tolerance values were above 0.10 and VIF values were below 10. Heteroskedasticity was also not detected because the significance values of the predictors were above 0.05. Hypotheses were tested using simple and multiple regression analysis with age, gender, education, tenure, and marital status as control variables.

3. RESULTS AND DISCUSSION

The respondents were dominated by employees aged 31-35 years (35.4%), followed by those aged 36-40 years (27.7%). This profile indicates that the sample mainly consisted of employees in a productive career stage, where expectations about career development, income security, workload fairness, and organizational support are usually salient. Male employees represented 52.3% of respondents, while female employees represented 47.7%, indicating a relatively balanced gender composition. In terms of education, diploma graduates formed the largest group (48.5%), followed by bachelor degree graduates (28.5%) and senior high school graduates (23.1%). These characteristics suggest that the respondents had sufficient work exposure and educational capacity to evaluate compensation, job demands, organizational attachment, and withdrawal intention.

The descriptive results show that most respondents placed pay satisfaction, work stress, organizational commitment, and turnover intention in the moderate category. This pattern is important because turnover intention may not appear only when employees are extremely dissatisfied. Moderate satisfaction and moderate stress can still become managerial risks when employees perceive better alternatives outside the company. Therefore, the company should interpret the findings not merely as a statistical result, but as a diagnostic signal that retention policies should be strengthened before employees transform intention into actual resignation.

The regression results are summarized in Table 1. The table separates the partial effects of each main predictor from the full model that includes all predictors simultaneously. This approach is useful because each independent variable can be interpreted both as an individual antecedent and as part of a broader retention model.

Table 1. Summary of regression results on turnover intention

Model / Predictor	Direction	Beta (β)	R ² / Δ R ²	Conclusion
Pay satisfaction	Negative	-0.347**	Δ R ² = 0.093	Supported
Work stress	Positive	0.329**	Δ R ² = 0.073	Supported
Organizational commitment	Negative	-0.240**	Δ R ² = 0.041	Supported
Full model	Simultaneous	Pay = -0.258**; Stress = 0.217*; Commitment = -0.136*	R ² = 0.470; Δ R ² = 0.133	Supported

Note. ** $p < 0.01$; * $p < 0.05$. Control variables: age, gender, education, tenure, and marital status.

First, pay satisfaction has a negative and significant effect on turnover intention ($\beta = -0.347$, $p < 0.01$), with an incremental contribution of 9.3% in explaining turnover intention. This finding confirms the first hypothesis and indicates that employees who perceive their compensation as fair, structured, and beneficial are less likely to consider leaving the company. The result is theoretically consistent with the multidimensional nature of pay satisfaction. Employees do not evaluate salary only by nominal amount; they also assess whether pay administration is transparent, whether increases are perceived as reasonable, and whether benefits are commensurate with work responsibilities. When these elements are perceived positively, compensation functions as a retention mechanism rather than merely as a transactional reward.

This finding strengthens prior research indicating that pay satisfaction is inversely associated with turnover intent (Singh & Loncar, 2010). In the context of PT. Mayora Indah Persada, the negative coefficient suggests that compensation policies should be viewed as part of the psychological contract between employees and the organization. A fair salary system can reduce the perceived attractiveness of alternative jobs because employees believe that staying provides adequate economic and social value. Conversely, unclear salary structure, limited pay growth, or inadequate benefits may stimulate employees to compare their current employment with external opportunities. Therefore, retention policy should include periodic salary evaluation, transparent communication of pay criteria, and benefits that match employees' work contribution.

Second, work stress has a positive and significant effect on turnover intention ($\beta = 0.329$, $p < 0.01$), with an incremental explanatory contribution of 7.3%. This result supports the second hypothesis. It shows that employees who experience higher work stress are more likely to think about leaving, search for another job, or plan resignation. The result is consistent with stress theory because excessive job demands consume employees' physical and psychological resources. If workload, time pressure, responsibility, and feedback are not managed properly, employees may perceive the work environment as exhausting and unsupportive. In such conditions, turnover intention can become a coping response to escape from continuous pressure.

The positive effect of work stress should be interpreted carefully. Stress is not only the result of high workload; it may also emerge from the mismatch between work demand and available resources. The thesis indicators show that working time and feedback are relevant aspects of stress. When employees are not given sufficient time, receive inadequate feedback, or carry responsibility without adequate support, they may experience reduced motivation and increased withdrawal cognition. Podsakoff et al. (2007) explain that hindrance stressors tend to weaken job attitudes and increase withdrawal responses. Thus, the company needs to redesign work allocation, clarify task priorities, provide timely feedback, and ensure that supervisors detect early signs of stress before employees decide to leave.

Third, organizational commitment has a negative and significant effect on turnover intention ($\beta = -0.240$, $p < 0.01$), with an incremental contribution of 4.1%. This result supports the third hypothesis. Employees with stronger organizational commitment are less likely to intend to leave because they feel emotionally attached, perceive benefits from continued membership, or feel a normative obligation to remain. This finding is consistent with Allen and

Meyer's (1990) three-component commitment model and with meta-analytic evidence showing that organizational commitment is a robust predictor of lower turnover intention (Griffeth et al., 2000; Meyer et al., 2002).

From a managerial perspective, the effect of commitment indicates that retention cannot be achieved only by increasing compensation or reducing stress. Employees also need to feel that they are part of a meaningful organization. Affective commitment is particularly important because employees who identify with organizational values and feel proud of their membership tend to maintain employment even when challenges occur. The company can strengthen commitment by communicating organizational goals, recognizing employee contributions, building career pathways, and involving employees in decisions related to work improvement. These practices can increase the psychological bond between employees and the organization, thereby reducing withdrawal intention.

Fourth, pay satisfaction, work stress, and organizational commitment simultaneously affect turnover intention. The full model explains 47.0% of the variance in turnover intention, while the three main predictors contribute an additional 13.3% beyond demographic control variables. In the full model, pay satisfaction remains negative ($\beta = -0.258, p < 0.01$), work stress remains positive ($\beta = 0.217, p < 0.05$), and organizational commitment remains negative ($\beta = -0.136, p < 0.05$). This pattern demonstrates that each factor retains explanatory power even when examined together. The simultaneous result is important because turnover intention is rarely caused by a single factor. It usually emerges from a combination of economic evaluation, psychological strain, and organizational attachment.

The integrated model provides a comprehensive retention message for PT. Mayora Indah Persada. A salary system that is perceived as fair can reduce dissatisfaction, but its effect may weaken if employees still experience high stress. Likewise, organizational commitment can discourage employees from leaving, but commitment may decline when compensation is perceived as unfair or when workload pressure remains unmanaged. Therefore, a sustainable retention strategy should combine three interventions: compensation fairness, stress reduction, and commitment development. This combination is more realistic than relying on one isolated policy because employees evaluate their employment relationship holistically.

The findings also show that turnover intention should be managed proactively. Employees in the moderate category of turnover intention may not resign immediately, but they may already be comparing alternatives or psychologically distancing themselves from the organization. Following Mobley et al. (1978), thoughts of quitting and search intention are critical stages in the withdrawal process. Companies should therefore monitor early indicators such as rising absenteeism, lower engagement, frequent complaints, reduced initiative, and active interest in outside opportunities. Early intervention is more efficient than responding after resignation decisions have been made.

Overall, the results support the argument that employee retention in PT. Mayora Indah Persada requires an evidence-based human resource approach. Pay satisfaction should be improved through transparent and competitive compensation. Work stress should be reduced through balanced workload, reasonable working time, supervisor support, and constructive feedback. Organizational commitment should be developed through affective attachment, career clarity, recognition, and communication of organizational values. These strategies are consistent with turnover intention literature and with the empirical evidence obtained from the 130 employees in this study.

The findings are also important when evaluated from the perspective of employee exchange relationships. Employees generally compare what they give to the organization - time, energy, competence, loyalty, and performance - with what they receive in return. When the perceived exchange is balanced, employees are more willing to remain and contribute. When the exchange is perceived as unfair, the psychological motivation to stay decreases. In this study, pay satisfaction becomes the most visible representation of that exchange because compensation directly communicates how the organization values employee contribution. A transparent compensation structure can therefore strengthen employee trust and reduce the cognitive process that leads to leaving.

At the same time, compensation alone cannot neutralize the effect of work stress. Employees may still develop turnover intention when their tasks are not matched with adequate time, tools, support, or supervisory guidance. This is why the positive coefficient of work stress is theoretically and practically meaningful. High stress can reduce employees' perceived control over work and increase emotional exhaustion. Although the study does not directly measure burnout, the stress indicators are closely related to the exhaustion process described by Maslach and Jackson (1981). If employees repeatedly experience pressure without recovery, they may detach psychologically from the organization and begin to consider resignation as a rational option.

Organizational commitment can be understood as the internal barrier that prevents turnover intention from developing into actual turnover. Employees with high commitment may still experience dissatisfaction or stress, but they are more likely to reinterpret difficulties as temporary and manageable. The weaker but significant coefficient in the full model suggests that commitment partially overlaps with pay and stress evaluations. In other words, fair pay and manageable stress may help build commitment, while commitment itself helps employees remain with the

organization. This confirms the logic of Tett and Meyer (1993), who argued that job attitudes and commitment are interconnected predictors in the turnover process.

The role of control variables also deserves attention. The regression model included age, gender, education, tenure, and marital status because turnover intention can be influenced by demographic and career factors. In the regression summary, some control variables such as gender and age show significance in several models, indicating that employees may differ in how they evaluate retention risks. Younger employees or employees with shorter tenure may have different career expectations compared with older employees or those with longer organizational experience. Although this article focuses on the three main predictors, future managerial analysis should not ignore demographic segmentation when designing retention programs.

The practical implication for pay satisfaction is that the company should move beyond simple salary adjustment and develop a compensation communication system. Employees may accept different pay levels when they understand the criteria used to determine salary, promotion, incentives, and benefits. Clear communication can reduce rumors, social comparison, and perceived injustice. The company may also conduct periodic compensation benchmarking with similar companies, evaluate pay raise procedures, and explain benefit eligibility. These actions can increase the perception that pay is not arbitrary but is based on performance, responsibility, and organizational capability.

The practical implication for work stress is that management should identify the sources of stress before introducing interventions. If stress is caused by workload, task distribution should be reviewed. If stress is caused by time pressure, deadlines and staffing adequacy should be evaluated. If stress is caused by lack of feedback, supervisors should be trained to provide clear, timely, and constructive responses. If stress is caused by responsibility without authority, job descriptions and decision rights should be clarified. Such interventions are likely to be more effective than general motivational programs because they address the specific job demands experienced by employees.

The practical implication for organizational commitment is that the company should strengthen employees' affective connection to the organization. Commitment develops when employees feel respected, involved, and able to see a future in the organization. Recognition programs, career discussions, internal promotion opportunities, mentoring, and participatory communication can create a sense of belonging. Because the thesis data indicate that affective commitment is an area requiring managerial attention, the company should not rely only on contractual obligation or economic dependence. Employees who stay only because they have no alternative may still show low engagement, whereas employees with affective commitment tend to stay with stronger psychological willingness.

Finally, the results imply that turnover intention should be treated as a measurable human resource indicator. Regular employee surveys can help management detect changes in pay satisfaction, stress, commitment, and intention to leave. The company can create a simple retention dashboard that combines survey scores, absenteeism, lateness, supervisor evaluations, and resignation trends. By monitoring these indicators, management can intervene early and evaluate whether retention policies produce measurable improvement. This evidence-based approach is aligned with contemporary human resource management, which emphasizes data-driven decisions rather than reactive responses to employee resignation.

4. CONCLUSIONS

This study concludes that pay satisfaction, work stress, and organizational commitment significantly influence turnover intention among employees of PT. Mayora Indah Persada. Pay satisfaction has a negative effect, meaning that better employee evaluation of salary, benefits, and compensation management is associated with lower intention to leave. Work stress has a positive effect, indicating that higher pressure related to workload, time, feedback, and responsibility increases employees' intention to leave. Organizational commitment has a negative effect, showing that stronger emotional, continuance, and normative attachment to the organization reduces turnover intention. Simultaneously, the three predictors explain turnover intention meaningfully, with the full model accounting for 47.0% of the variance.

The practical implication is that the company should not treat turnover intention as a purely individual problem. It reflects how employees evaluate compensation fairness, work demands, and organizational attachment. To reduce turnover intention, management should evaluate salary structure transparently, align benefits with responsibility, manage workload and working time, provide supervisor feedback, and build affective commitment through recognition, communication, and career development. Future research may expand the model by adding job satisfaction, career development, leadership style, perceived organizational support, or work-life balance, and may compare employees across departments or companies to improve generalizability.

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