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The Role of Non-Financial Compensation and Work Stress in Influencing Turnover Intention of Live Stream Hosts for Bodycare X Products in the Surabaya Branch

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Abstract

The high turnover rate among live host employees at Bodycare Product X Surabaya Branch indicates a workforce issue that requires the company's attention. This study aims to analyze the effect of non-financial compensation and job stress on turnover intention among live host employees at Bodycare Product X Surabaya Branch. A quantitative approach was employed using a survey method involving 56 respondents selected through a saturated sampling technique. Data were collected through questionnaires and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS). The results reveal that non-financial compensation has a negative and significant effect on turnover intention, while job stress has a positive and significant effect on turnover intention. These findings indicate that improving non-financial compensation can reduce employees' intention to leave the organization, whereas higher levels of job stress tend to increase turnover intention.

Keywords: ***non-financial compensation, job stress, turnover intention, live host.***

INTRODUCTION

Human resources are a critical asset that determines an organization's success in achieving company goals. One of the frequent problems faced by companies is high employee turnover intention (Gani et al., 2022). Turnover intention represents an employee's tendency or intention to leave the organization and seek employment elsewhere. High turnover intention can generate various negative impacts for the company, such as increased recruitment and training costs, disrupted company operations, and reduced work productivity (Maghfirah, 2023).

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One factor suspected of influencing turnover intention is non-financial compensation. Non-financial compensation is a form of reward provided by the company other than monetary remuneration, such as work facilities, recognition of achievement, career development opportunities, a comfortable work environment, and support from superiors (Fadila et al., 2025). Theoretically, providing good non-financial compensation can enhance employee satisfaction and organizational attachment, thereby reducing the desire to leave the company (Tua et al., 2025).

In addition to non-financial compensation, work stress is also suspected to be a factor affecting turnover intention. Work stress is a condition of physical and psychological pressure that arises due to a mismatch between job demands and an individual's capacity to cope with them (Sartika, 2023). Such conditions can affect employees' emotions, concentration, and social relationships, thereby increasing the tendency to leave the organization (Makkira et al., 2022).

Previous research indicates that non-financial compensation has a negative effect on turnover intention. Alfatah and Endratno (2021) found that the better the non-financial compensation provided by the company, the lower the employees' tendency to leave the organization. Research by Yakin and Meutianingrum (2023) also demonstrates that non-financial compensation affects the level of employee turnover intention.

Meanwhile, Darmawan et al. (2026) found that work stress has a positive effect on turnover intention, meaning that the higher the level of work stress, the higher the employees' desire to exit the company. These findings are reinforced by the research of Gede et al. (2024), which shows that work stress has a positive and significant effect on turnover intention.

LITERATURE REVIEW

Non-Financial Compensation

Non-financial compensation is a form of reward provided by companies to employees other than in the form of money. This compensation can take the form of recognition for achievement, career development opportunities, a comfortable work environment, harmonious working relationships, and support from superiors. Non-financial compensation functions as an appreciation that can enhance employee motivation and job satisfaction (Fadila et al., 2025). Aligning with this view, Santoso and Putri (2025) explain that non-financial compensation provides psychological value that can improve employees' positive perceptions of the organization.

Various studies indicate that non-financial compensation plays an important role in retaining employees. Non-financial rewards are capable of increasing intrinsic motivation, strengthening loyalty, and reducing employees' tendency to leave the

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organization (Tua et al., 2025). Thus, non-financial compensation functions not only as a means of reward but also as a strategic instrument in human resource retention efforts.

Work Stress

Work stress is a condition of physical and psychological tension that arises due to a mismatch between job demands and an individual's capacity to cope with them. Work stress is characterized by feelings of anxiety, tension, and discomfort resulting from job pressure (Sartika, 2023). Work stress represents an individual's adaptive response to work environment demands that are considered excessive (Rakhmadian & Adiwati, 2022).

In a work environment with high targets and heavy pressure, work stress tends to emerge more easily. Stress that is not managed properly can affect employees' emotions, mindset, and social relationships (Makkira et al., 2022). In the long term, this condition has the potential to reduce productivity and increase employees' desire to seek alternative employment perceived as more comfortable.

Turnover Intention

Turnover intention represents an employee's tendency or intention to leave the organization where they work. Mobley explains that turnover intention is a psychological stage that occurs before the actual decision to exit the company. This condition is usually initiated by job dissatisfaction, which then develops into a desire to seek better job alternatives.

Turnover intention is an important indicator that companies can use to predict the likelihood of actual turnover occurring. High turnover intention can generate various consequences for the organization, such as increased recruitment costs, training costs, loss of productivity, and disruption of the company's operational stability (Marcella & Ie, 2022).

The Relationship Between Non-Financial Compensation and Turnover Intention

Non-financial compensation is viewed as one of the factors capable of influencing the level of employee turnover intention. The provision of good non-financial rewards can enhance feelings of being valued, job satisfaction, and employees' emotional attachment to the organization. When employees' psychological and social needs are fulfilled, the tendency to leave the company becomes lower.

Research finds that non-financial compensation has a negative and significant effect on turnover intention. These findings indicate that the better the non-financial compensation provided by the company, the lower the employees' desire to leave the organization (Alfatah & Endratno, 2021). The results of this study are reinforced by

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research stating that non-financial compensation plays a role in reducing employee turnover intention (Yakin & Meutianingrum, 2023).

The Relationship Between Work Stress and Turnover Intention

Work stress is one of the psychological factors frequently associated with the emergence of turnover intention. Employees who experience continuous work pressure tend to feel uncomfortable in their jobs, leading to the emergence of a desire to find a better work environment. High work stress can decrease job satisfaction and increase the intention to exit the organization.

Work stress has a positive effect on turnover intention (Darmawan et al., 2026). The higher the level of stress perceived by employees, the higher their tendency to leave the company. These results are in line with research finding that work stress has a positive and significant effect on turnover intention. These findings indicate that managing work stress is an important aspect of employee retention efforts (Gede et al., 2024).

Hypothesis Development

Based on theoretical reviews and previous research findings, non-financial compensation and work stress are factors that can influence employee turnover intention. Good non-financial compensation is predicted to decrease turnover intention, whereas high work stress is predicted to increase turnover intention. Therefore, the hypotheses proposed in this study are as follows:

- **H1:** Non-financial compensation has a negative effect on the turnover intention of live stream host employees for Bodycare X products in Surabaya.
- **H2:** Work stress has a positive effect on the turnover intention of live stream host employees for Bodycare X products in Surabaya.

RESEARCH METHOD

This research is an explanatory study aimed at explaining the effect of non-financial compensation and work stress on the turnover intention of live stream host employees for Bodycare X products in Surabaya. The study employs a quantitative approach using a survey method. The population in this study comprises all 56 live stream host employees of Bodycare X products in Surabaya. The sampling technique uses saturated sampling (census), making the entire population members as the research sample. The data used consist of primary data obtained through questionnaire distribution using a five-point Likert scale, supported by secondary data derived from company documents, books, scientific journals, and relevant previous research. Data collection techniques were carried out through questionnaires and interviews to obtain information matching the actual conditions of the company. The non-financial

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compensation variable is measured using indicators of company facilities, praise, a sense of comfort at work, promotion opportunities, and company motivation, while the work stress variable is measured through physical, emotional, intellectual, and interpersonal aspects. Turnover intention is measured through indicators of thoughts of quitting, the desire to leave, and the desire to seek alternative employment. Data analysis was performed using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method with the assistance of SmartPLS software through the evaluation of the measurement model (outer model) and structural model (inner model) to test the relationships among the research variables.

RESULT

Measurement Model Evaluation (Outer Model)

The data presentation for this research follows standard academic formatting, ensuring that all tables and figures are properly numbered and titled for clarity.

Table 1. Convergent Validity Results

Indicator	Non-Financial Compensation (X1)	Work Stress (X2)	Turnover Intention (Y)
X1.1	0.777		
X1.2	0.798		
X1.3	0.800		
X1.4	0.717		
X1.5	0.822		
X2.1		0.808	
X2.2		0.908	
X2.3		0.858	
X2.4		0.883	
Y1.1			0.886
Y2.2			0.845
Y3.3			0.889

Source: PLS Data Processing

Based on Table 1, all indicators have outer loading values above 0.70, thereby fulfilling the convergent validity criteria.

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Table 2. Average Variance Extracted (AVE) Values

Variable	Average Variance Extracted (AVE)	Explanation
Non-Financial Compensation (X1)	0.614	Valid
Work Stress (X2)	0.749	Valid
Turnover Intention (Y)	0.769	Valid

Source: PLS Data Processing

All variables exhibit AVE values greater than 0.50, thus fulfilling discriminant validity.

Table 3. Composite Reliability and Cronbach's Alpha

Variable	Cronbach's Alpha	Composite Reliability	Explanation
Non-Financial Compensation (X1)	0.843	0.888	Reliable
Work Stress (X2)	0.887	0.922	Reliable
Turnover Intention (Y)	0.850	0.909	Reliable

Source: PLS Data Processing

Based on the table above, all constructs have Cronbach's Alpha and Composite Reliability values greater than 0.7. This indicates that all research instruments possess a good level of reliability and consistently measure each construct.

Structural Model Evaluation (Inner Model)

Table 4. R-Square Values

Variable	R-Square (R^2)
Turnover Intention (Y)	0.730

Source: PLS Data Processing

An R-Square value of 0.730 indicates that non-financial compensation and work stress account for 73% of the variance in turnover intention, with the remaining percentage influenced by other factors outside this research model. Literature sources within the text and references follow the American Psychological Association (APA) Style (Apergis et al., 2011).

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Hypothesis Testing

Table 5. Path Coefficients Results

Direct Effect	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Non-Financial Compensation (X1) → Turnover Intention (Y)	-0.431	-0.437	0.073	5.934	0.000
Work Stress (X2) → Turnover Intention (Y)	0.548	0.546	0.083	6.641	0.000

Source: PLS Data Processing

Based on Table 5, non-financial compensation has a negative and significant effect on turnover intention, with a coefficient value of -0.431 and a p-value of 0.000 (< 0.05). Therefore, H_1 is accepted. Furthermore, work stress has a positive and significant effect on turnover intention, with a coefficient value of 0.548 and a p-value of 0.000 (< 0.05). Therefore, H_2 is accepted.

DISCUSSION

The Effect of Non-Financial Compensation on Turnover Intention

The results of this study indicate that non-financial compensation has a negative and significant effect on the turnover intention of live stream host employees for Bodycare X products in Surabaya. This finding indicates that an increase in non-financial compensation provided by the company can reduce employees' desire to leave the organization. Conversely, if the non-financial compensation provided is inadequate, employees' tendency to seek alternative employment will increase.

These findings are in line with the theory proposed by Rivai et al., which states that non-financial compensation is a form of reward provided by companies to fulfill employees' psychological and social needs through work facilities, recognition of achievement, work comfort, promotion opportunities, and support from superiors. When these needs are fulfilled, employees will feel valued and possess a stronger attachment to the organization, thereby reducing the desire to leave the company.

For live stream host employees of Bodycare X products, non-financial compensation is an important aspect because their jobs demand consistent performance in front of the camera as well as the achievement of sales targets. The availability of adequate work facilities, appreciation for target achievements, a comfortable work environment, and opportunities for development are factors that can enhance work motivation. Such conditions make employees feel more valued, thereby lowering their tendency to seek employment in other companies.

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The results of this study support previous research finding that non-financial compensation has a negative effect on turnover intention (Alfatah & Endratno, 2021). Similar findings were also demonstrated, stating that the better the non-financial compensation received by employees, the lower their desire to leave the organization (Yakin & Meutianingrum, 2023). Thus, the results of this study reinforce empirical evidence that non-financial compensation is one of the crucial factors in suppressing turnover intention.

The Effect of Work Stress on Turnover Intention

The results of this study indicate that work stress has a positive and significant effect on the turnover intention of live stream host employees for Bodycare X products in Surabaya. This finding demonstrates that the higher the level of work stress experienced by employees, the higher their desire to leave the company.

These results align with Hasibuan's theory, which states that work stress is a condition of tension affecting an individual's emotions, thought processes, and physical condition. When the work pressure received exceeds an individual's capacity to cope with it, feelings of discomfort will emerge, which can drive employees to seek a work environment deemed more favorable.

In the profession of live stream hosts, work pressure can arise due to the demands of appearing attractive, maintaining interaction with the audience, achieving sales targets, and maintaining performance throughout the broadcast. Such conditions have the potential to cause physical fatigue, emotional pressure, and a decline in work concentration. If prolonged, this pressure can increase employees' desire to leave the company.

The results of this study are consistent with research finding that work stress has a positive effect on turnover intention (Darmawan et al., 2026). This finding also supports research stating that an increase in the level of work stress will be followed by an increase in turnover intention. Therefore, managing work stress becomes a strategy that companies need to pay attention to in order to retain employees (Gede et al., 2024).

CONCLUSION

This study demonstrates that non-financial compensation and work stress are factors influencing the turnover intention of live stream host employees for Bodycare X products in Surabaya. Non-financial compensation is proven to have a negative and significant effect on turnover intention, meaning that the better the work facilities, appreciation, work comfort, promotion opportunities, and support provided by the company, the lower the employees' desire to leave the company. Conversely, work stress has a positive and significant effect on turnover intention, indicating that increased work

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pressure from physical, emotional, intellectual, or interpersonal aspects can drive the emergence of employees' desires to seek other jobs. These findings imply that companies need to improve the quality of non-financial compensation and implement more effective work stress management to retain employees and suppress turnover intention rates. Future research is recommended to incorporate other variables that potentially influence turnover intention, such as job satisfaction, organizational commitment, or the work environment, to provide a more comprehensive understanding.

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