



The Correlation of work stress on Employee turnover intention : Job Satisfaction as mediating variable

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Abstract

This study aims to determine the role of Job Satisfaction in mediating the relationship between Job Stress and Turnover Intention at PT Gilang Lemindo Sejahtera Tangerang. The research method used is quantitative with a descriptive approach. This research collects data based on questionnaires and literature studies. The population and samples used in this study were all employees at PT Gilang Lemindo Sejahtera, totaling 78 respondents. The data analysis method used is Structural Equation Modeling (SEM) with the SmartPLS 4.1.0.0 analysis tool. The results of this study indicate that: (1) Job Stress has a positive and significant effect on Turnover Intention. (2) Job Stress has a negative and significant effect on Job Satisfaction. (3) Job Satisfaction has a negative and significant effect on Turnover Intention. (4) Job Satisfaction is able to mediate the effect of Job Stress on Turnover Intention.

Keywords: work stress; turnover Intention; job satisfaction.

INTRODUCTION

Human resources are one of the most important elements in a company because they are the driving force and determine the course of a company (Trisnursari & Desiana, 2022). To maintain quality human resources, companies must fulfill all the rights of employees who have fulfilled their obligations, if this is not fulfilled properly, employees can leave work. Turnover intention is closely related to job satisfaction and job stress. This is because employees in a company who have job satisfaction and a sense of comfort due to the absence of perceived work stress will tend to be more productive, contribute to organizational goals and objectives and have a low desire to leave the company.

Turnover intention is based on employees' desire to leave their jobs in the company or workplace they work for. Turnover can be in the form of resignation, transfer out of the organizational unit, dismissal, or death of an organizational member. High job stress is often the main trigger for employees to consider moving. As a result, they may feel less attached to the organization and begin to consider other alternatives to their career, including seeking employment elsewhere that offers more stable or satisfying working conditions. These factors are directly related to the level of turnover intention, where high levels of stress are often positively correlated with the intention to leave the current job.

This research began with the discovery of a business phenomenon found at PT Gilang Lemindo Sejahtera. Through initial research, the author obtained turnover rate data for the last five years. The turnover data can be seen in the following table:

Table 1. Turnover rate data (2019-2023 period)

Period	Number of Employees at Beginning of Year	In	Out	Number of Employees at the end of Year	LTO
2019	91	10	10	91	11,0%
2020	91	7	13	85	14,8%
2021	85	10	11	84	13,0%
2022	84	8	11	81	13,3%
2023	81	8	12	77	15,2%

Source: HRD Data of PT. GLS, 2024 (Data processed)

There are symptoms that have arisen in the last five years related to human resource problems that have occurred in the company, namely the employee turnover rate which is fairly fluctuating and above normal limits. The high employee turnover at PT Gilang Lemindo Sejahtera for the last 5 years shows a number above the normal limit, which is above 10% per year. Employee turnover is said to be normal if it ranges from 5-10% per year and is said to be high if it is more than 10% per year. Then looking at the table data above, it can also be explained that in 2023 this is the level with the highest turnover rate for the last five years in the company.

Based on the results of observations and interviews with the company, the main factor comes from the work stress felt by previous employees, such as the perceived workload and demands on the job, so that these employees tend to choose to quit and leave the company when they get a job elsewhere that they feel is better.

On the other hand, the results of interviews with several employees also said that the work targets set are too high and are not supported by the appropriate number of workers, working time that sometimes exceeds the work limit (overtime), and this is certainly a trigger for work stress felt by employees. Work stress is abstract and cannot be seen, what can be seen is the result of the work stress itself. The results of these observations identify that the work stress felt by employees at PT Gilang Lemindo Sejahtera is true and this is the cause or trigger of the desire or intention of employees to leave the company (turnover intention). Then with the gap in previous research such as in research conducted by Rizky et al (2021) stated that work stress has no significant effect on turnover intention, and the results of Kurniawan et al's research (2018) said that work stress has no positive effect on turnover intention. In contrast to the results of research conducted by Bugis et al (2021), Kurniawan et al (2019), askiyanto et al (2018), and Hakim et al (2018) which show the results that job stress has a positive and significant effect on turnover intention, which means that the higher the pressure at work, the level of stress on employees will increase, so that the tendency for employees to think about leaving the company is also higher.

From some of the descriptions above, it is deemed necessary to have further research related to the effect of job stress on turnover intention. To bridge the gap between work stress variables and turnover intention variables, researchers will use job satisfaction variables as intervening variables.

LITERATURE REVIEW

Turnover Intention

Ksama & Wibawa (2016) states that turnover intention is a problem that often arises in an organization regarding the desire of employees to leave the company. Haholongan (2018) said that turnover intention is a person's desire to leave the company and try to find another job that is better than before. Syaronica et al. (2015) defines turnover intention as a desire that arises from employees to immediately leave the company voluntarily. According to Syaronica et al. (2015) there

are four indicators of measuring turnover intention which consist of: (1) Thinking about leaving, (2) Searching for alternative jobs, (3) Comparing jobs, and (4) Intention to leave.

Work Stress

Work stress is a condition of tension that creates a physical and psychological imbalance, which affects the emotions, thought processes and conditions of an employee (Veithzal Rivai, 2014). Then according to Nugroho & Manafe (2023) work stress is a condition that arises when someone faces their job and is manifested in the form of feeling depressed. This affects emotions, thought processes and a person's state of mind. According to Gofur (2018) work stress is a situation where there is an imbalance between physical and psychological that will affect the emotions, mindset, and condition of an employee and this part of stress can be positive or negative. Veithzal Rivai (2014) mentions indicators for work stress variables as follows: (1) workload, (2) excess roles and responsibilities, (3) physical and health conditions, (4) discomfort, and (5) work pressure.

Job Satisfaction

Job satisfaction is a pleasant or unpleasant emotional state in which employees view their jobs and several indicators of job satisfaction (Nabawi, 2019). Job satisfaction is the feeling, attitude, and pleasant emotional state of an employee resulting from one's work that makes a positive contribution to the achievement of company goals (Imron et al., 2021). Khikmawati in citation of Rinaldi et al. (2021) saying that job satisfaction is an individual thing because each individual will have a different level of satisfaction according to the values that apply to him, the more aspects of the job are in accordance with the wishes of the individual, the higher the level of satisfaction will be. Nabawi (2019) states six indicators of job satisfaction, namely: (1) satisfaction with salary/wages, (2) satisfaction with the job itself, (3) satisfaction with coworkers, (4) satisfaction with superiors, (5) satisfaction with promotions, and (6) satisfaction with the work environment.

Work Stress on Turnover Intention

Work stress is one of the reasons someone experiences turnover intention. If employees experience work stress and do not have a suitable mechanism to deal with this work stress, it will lead to employees' desire to leave, Kurniawaty et al. (2019). So, it can be concluded that the higher the level of job stress felt by employees, it will increase the tendency of employees to think about leaving the company (turnover intention). In line with the results of research Kurniawaty et al. (2019), Bugis et al. (2021), Hakim et al. (2018), Muttaqiyathun & Rosita (2020) and Askiyanto et al. (2018) which say that job stress has a positive and significant effect on turnover intention.

H1: Work stress has a positive and significant effect on turnover intention.

Work Stress on Job Satisfaction

Stress can cause dissatisfaction, especially dissatisfaction related to work. Stress experienced by employees and expected job satisfaction are two conditions that are not only related but also opposite because of the complex situation between human stress, work, and employee satisfaction (Febriani et al., 2022). So when the level of employee work stress increases, the level of employee satisfaction will be lower. In line with the research results of Febriani et al. (2022), Yasa & Dewi (2019), Prasetya et al. (2020), Kurniawaty et al. (2019), and Pambudi & Djastuti (2019) which state that work stress has a negative and significant effect on job satisfaction.

H2: Work stress has a negative and significant effect on job satisfaction.

Job Satisfaction on Turnover Intention

Ramlah et al. (2021) stated that the level of employee job satisfaction with their work also affects their level of turnover intention. So it can be concluded that the influence of job satisfaction on turnover intention is the high or low level of employee job satisfaction that is felt which will then affect the employee's desire to leave their job. If job satisfaction is achieved, turnover intention will be lower, and vice versa. This means that employees who are satisfied with their jobs will be more likely to choose to stay in the company, while employees who are not satisfied with their jobs will be more likely to leave the company. In line with the research results of Imron et al. (2021), (Devyanti & Satrya (2020),

Muttaqiyathun & Rosita (2020), (Isman & Lutfi (2018), and Muhtarim et al. (2017) who stated that job satisfaction has a significant negative effect on turnover intention.

H3: Job satisfaction has a significant negative effect on turnover intention.

Job Satisfaction in Mediating Work Stress on Turnover Intention

Job stress causes a decrease in job satisfaction. In this context, job satisfaction functions as a mediating mechanism that connects job stress and turnover intention. Employees who experience low job satisfaction tend to look for alternative jobs in response to the stress they experience, thereby increasing their intention to leave the company (turnover intention). Therefore, job satisfaction acts as an intermediary that articulates how job stress can affect the intention to leave the company by linking the experience of stress with the level of job satisfaction which ultimately influences employees' decisions to stay or leave the organization. In line with the research results of Pambudi & Djastuti (2019), Hakim et al. (2018), Ramlah et al. (2021), (Dewi & Sriathi, 2019), and Askianto et al. (2018) which stated that job satisfaction is able to mediate the relationship between work stress variables and turnover intention variables.

H4: Job satisfaction mediates the relationship between work stress and turnover intention.

RESEARCH METHOD

The research approach used in this study is descriptive and quantitative research. The population used in this study were all employees of PT. Gilang Lemindo Sejahtera totaling 78 people. The sample in this study also used all employees of PT. Gilang Lemindo Sejahtera totaling 78 people using saturated or census sampling techniques. In this study, the researcher used Structural Equation Modeling (SEM) analysis using the SmartPLS 4.1.0.0 software program. Analysis on PLS is carried out in two stages. First, Outer Model analysis is carried out to ensure that the instruments used are suitable for measurement (valid and reliable). Second, Inner Model analysis is carried out to ensure that the structural model built is robust and accurate (Ichwanudin, 2018).

RESULTS AND DISCUSSION

Structural Equation Modeling (SEM) Analysis

Outer Model Measurement Analysis

Convergent Validity Test

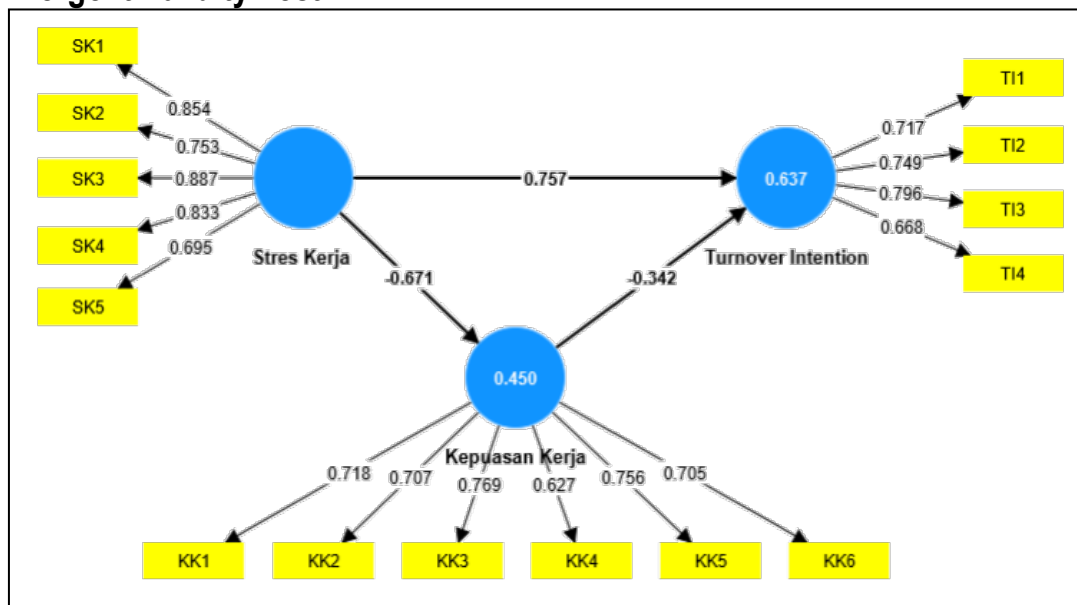


Figure 1 Measurement Model

Table 3. Outer Loading Results

Indicator	Outer Loading	Ket
SK1	0,854	> 0,6
SK2	0,753	> 0,6
SK3	0,887	> 0,6
SK4	0,833	> 0,6
SK5	0,695	> 0,6
TI1	0,717	> 0,6
TI2	0,749	> 0,6
TI3	0,796	> 0,6
TI4	0,668	> 0,6
KK1	0,718	> 0,6
KK2	0,707	> 0,6
KK3	0,769	> 0,6
KK4	0,627	> 0,6
KK5	0,756	> 0,6
KK6	0,705	> 0,6

Source: Processed data, 2024

According to (Ghozali, 2017) an indicator is said to be valid if its value is greater than 0.6. Based on this criterion, the expected outer loading value is > 0.6.

Table 4. AVE Test Results

Variable	AVE	\sqrt{AVE}
Work Stres	0,625	0,790
Turnover Intention	0,593	0,770
Job Satisfaction	0,511	0,714

Source: Processed data, 2024

The results of the Average Variance Extracted test that was carried out in this study, the value for each construct or variable has an AVE value > 0.5 which means that it has met the convergent validity requirements in the model being tested.

Discriminant Validity Test

Table 5 Cross Loading Discriminant Validity

	Work Stress	Turnover Intention	Job satisfaction
SK1	0,854	0,662	-0,660
SK2	0,753	0,568	-0,530
SK3	0,887	0,673	-0,570
SK4	0,833	0,569	-0,477
SK5	0,695	0,569	-0,442
TI1	0,547	0,717	-0,399
TI2	0,575	0,749	-0,481
TI3	0,526	0,796	-0,501
TI4	0,562	0,668	-0,632
KK1	-0,488	-0,504	0,718
KK2	-0,483	-0,545	0,707
KK3	-0,496	-0,483	0,769
KK4	-0,329	-0,322	0,627
KK5	-0,566	-0,595	0,756
KK6	-0,469	-0,478	0,705

Source: Processed data, 2024

An indicator is considered valid if it has the highest loading factor on the intended latent variable construct compared to the cross-loading factor of other constructs. From the results of the cross-loading analysis above, it can be said that there are no problems with discriminant validity, the loading value of each indicator on its construct is greater than the cross-loading value of other constructs, so that the research being tested has met the criteria.

Reliability Test

Table 6. Reliability Test Results

Variable	Cronbach's Alpha	Composite Reability
Work Stress	0,864	0,903
Turnover Intention	0,713	0,823
Job satisfaction	0,809	0,862

Source: Processed data, 2024

To assess the reliability of a construct, it can be seen from the Cronbach's Alpha value > 0.6 and the Composite Reliability value > 0.7 (Ichwanudin, 2018).

Inner Model Measurement Analysis

R-Square Test

Table 7. R-Square Test Results

Variable	R-Square	R-Square Adjusted
Job satisfaction	0,450	0,443
Turnover Intention	0,637	0,628

Source: Processed data, 2024

Testing of the structural model shows that the Job Satisfaction variable has an R-Square value of 0.450, which means that 45% has been explained by the Job Stress variable and 55% is explained by other variables. Meanwhile, the Turnover Intention variable has an R-Square value of 0.637, which means that 63.7% of the variance of the Turnover Intention variable has been explained by the variables in this study, namely Job Stress and Job Satisfaction, and 37.3% of the Turnover Intention variance is explained by other variables not part of this study.

Hypothesis Testing

Table 8. Direct Effect Test Results

	Original Sample	T-Statistics	P-Value
SK – TI	0,527	7,255	0,000
SK – KK	-0,671	8,467	0,000
KK – TI	-0,342	4,310	0,000

Sumber: Data diolah, 2024

Hypothesis 1: Work Stress has a positive and significant effect on Turnover Intention. The results of testing hypothesis 1 with the original sample or path coefficient are 0.527, which means that work Stress is positively related to Turnover Intention. The t-statistics value (7.255) $>$ t table (1.96); p-value (0.000) indicates that hypothesis 1 is accepted: Work Stress has a positive and significant effect on Turnover Intention.

Hypothesis 2: Work Stress has a negative and significant effect on Turnover Intention. The results of testing hypothesis 2 with the original sample or path coefficient are -0.671, which means that Job Stress is negatively related to Job Satisfaction. The t-statistics value (8.469) $>$ t-table (1.96); p-value (0.000) indicates that hypothesis 2 is accepted: Job Stress has a negative and significant effect on Job Satisfaction.

Hypothesis 3: Job Satisfaction has a negative and significant effect on Turnover Intention. The results of testing hypothesis 3 with the original sample or path coefficient are -0.342, which means that Job Satisfaction is negatively related to Turnover Intention. The t-statistics value (4.310) $>$ t table (1.96); p-value (0.000) shows that hypothesis 3 is accepted: Job Satisfaction has a negative and significant effect on Turnover Intention.

Mediation Test Results

Table 9 Results of Indirect Effect Testing

	Original Sample	T-Statistics	P-Value
SK – KK – TI	0,230	3,989	0,000

Sumber: Data diolah, 2024

Hypothesis 4: Work Stress has a positive and significant effect on Turnover Intention through Job Satisfaction. The results of testing hypothesis 4 with the original sample or path coefficient are 0.230,

which means that Job Stress is positively related to Turnover Intention through Job Satisfaction. The t-statistics value (3.989) > t table (1.96); p-value (0.000) indicates that hypothesis 4 is accepted: Job Stress has a positive and significant effect on Turnover Intention through Job Satisfaction. In this study, to determine the type or form of mediation effect possessed by job satisfaction, the researcher used the Variance Accounted For (VAF) analysis method with the following formula:

$$VAF = \frac{0,230}{0,527+0,230} = 0,303$$

Based on the calculation results, it can be concluded that Job Satisfaction is able to partially mediate the influence between the variables of Job Stress on Turnover Intention by 30.3%. According to Ghozali (2017), a VAF value > 0.80 produces full mediation, 0.20 to 0.80 produces partial mediation, and < 0.20 there is no mediation.

Job Stress on Turnover Intention

Based on the results of the study, it shows that the higher the level of work stress felt by employees of PT. Gilang Lemindo Sejahtera, the greater their intention or desire to leave the company (turnover intention). In this study, it can be proven that Job Stress has a positive and significant effect on Turnover Intention. The results of this study are in accordance with previous studies conducted by Kurniawaty et al. (2019), Bugis et al. (2021), Hakim et al. (2018), Muttaqiyathun & Rosita (2020) and Askiyanto et al. (2018) who in his research revealed that Job Stress has a positive and significant effect on Turnover Intention.

These results indicate that job stress is directly related to employee desire followed by the decision to stay or leave the company. Employees who experience job stress from high pressure and workload tend to have the potential to look for job opportunities elsewhere. Therefore, one important effort that companies can make to reduce job stress is to conduct routine evaluations of the workload and pressure experienced by employees, if the workload is too heavy and unbalanced it can cause high work stress so that managers must ensure that the distribution of the workload must be fair and realistic.

Work Stress on Job Satisfaction

Based on the results of the study, it shows that the higher the level of work stress felt by employees of PT. Gilang Lemindo Sejahtera, the lower their level of satisfaction with their work. In this study, it can be proven that Work Stress has a negative and significant effect on Job Satisfaction. The results of this study are in accordance with previous studies conducted by Febriani et al. (2022), Yasa & Dewi (2019), Prasetya et al. (2020), Kurniawaty et al. (2019), and Pambudi & Djastuti (2019) who in their studies revealed that Work Stress has a negative and significant effect on Job Satisfaction. This shows a clear relationship between how work stress affects employees' feelings of satisfaction with their work in this company. High levels of work stress directly affect job satisfaction by causing a decrease in employee job satisfaction. As a result, negative perceptions of work increase, as employees begin to see work as a burden rather than a source of satisfaction. Thus, high levels of work stress contribute to a significant decrease in overall job satisfaction. To overcome these problems, companies can implement several managerial solutions, such as providing stress management training programs, improving good communication between teams, and creating a more flexible work environment that supports employee well-being. Thus, it is expected that job satisfaction can increase, which will ultimately have a positive impact on the company's overall performance and productivity and of course can reduce work stress felt by employees.

Job Satisfaction on Turnover Intention

Based on the results of the study, it shows that the higher the level of job satisfaction felt by employees of PT. Gilang Lemindo Sejahtera, the lower their desire to leave the company (turnover intention). In this study, it can be proven that Job Satisfaction has a negative and significant effect on Turnover Intention. The results of this study are in accordance with previous research conducted by

Imron et al. (2021), (Devyanti & Satrya (2020), Muttaqiyathun & Rosita (2020), (Isman & Lutfi (2018), and Muhtarim et al. (2017) who in their research revealed that Job Satisfaction has a negative and significant effect on Turnover Intention.

Job satisfaction includes several aspects such as salary, work environment, relationships with coworkers, and several other related things. When employees are satisfied with these aspects, they feel more comfortable and motivated to stay in the company. High job satisfaction creates a strong sense of attachment and loyalty to the company, which ultimately reduces the desire to look for another job. In other words, high job satisfaction functions as a protective factor that reduces the intention or desire of employees to change jobs. Therefore, companies need to focus on increasing employee job satisfaction to reduce turnover intention. Management can focus on improving the work environment, such as providing better rewards, relevant training, and creating a positive work culture. By doing this, companies can not only increase employee satisfaction, but also reduce their intention to leave the company.

Job Satisfaction Mediates the Effect of Work Stress on Turnover Intention

Based on the results of hypothesis 1, the path coefficient is 0.527, which means that Job Stress is positively related to Turnover Intention. The t-statistics value ($7.255 > t$ table (1.96); p-value (0.000). Meanwhile, from the indirect effect, the path coefficient value is 0.230, the t-statistic value ($3.989 > t$ table (1.960) and the p value (0.000) $< sig$ (0.05). This means that the direct effect is greater than the indirect effect.

Based on the results of the mediation test, the VAF value is 0.303 and the direct effect is greater than the indirect effect, so Job Stress on Turnover Intention is partially mediated by Job Satisfaction. So that the presence of Job Satisfaction as a mediating variable does not change the results of the previous direct effect study.

Based on the results of the description above, it means that job satisfaction not only has a direct impact on employee intentions to leave the company, but also affects how job stress relates to these intentions. High job stress can trigger dissatisfaction in the workplace. When employees feel stressed, they tend to feel stressed and dissatisfied with their jobs because they feel a heavy workload or lack of support from the work environment. This dissatisfaction then increases their intention to leave the company. Therefore, job satisfaction plays a significant role in mediating the relationship between job stress and turnover intention.

CONCLUSION

Based on the results of the study, it can be concluded that work stress has a positive and significant effect on turnover intention. This means that high levels of work stress in employees of PT. Gilang Lemindo Sejahtera can increase the desire or intention of employees to leave the company (turnover intention). Job stress has a negative and significant effect on job satisfaction. This means that high levels of job stress in employees of PT. Gilang Lemindo Sejahtera can reduce the level of employee satisfaction with their work. Job satisfaction has a negative and significant effect on turnover intention. This means that the higher the level of job satisfaction felt by employees of PT. Gilang Lemindo Sejahtera can reduce the desire or intention of employees to leave the company (turnover intention). Job stress has a positive and significant effect on turnover intention mediated by job satisfaction. This means that job satisfaction is indirectly able to play a role in partially mediating the relationship between work stress and turnover intention.

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