

The Influence of Job Stress on Employee's Intention to Quit Mediated by Job Satisfaction

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ABSTRACT: This paper aims to examine the effect of job stress on intention to quit mediated by job satisfaction. This research was conducted on employees at Kasih Ibu Tabanan General Hospital with a population of 211 employees and 138 samples by using Slovin formula and proportional random sampling. Data collection through the distribution questionnaires and interview. Data analysis techniques using path analysis classic assumption tests, and Sobel test. Based on the results of the analysis found that job stress had an effect that is negative and significant on job satisfaction, job satisfaction had an effect that is negative and significant on intention to quit, job stress had an effect that is positive and significant on intention to quit, and job stress had a significant effect towards intention to quit mediated by job satisfaction. It also shows that the lower the employee's job stress and job satisfaction increases, will reduce the desire of employee to quit.

Keywords: intention to quit, job satisfaction, job stress

I. INTRODUCTION

Human resources is an important asset for the company, because it is an element that directs and develops the company in order to maintain its existence. Therefore, human resources must always be considered, maintained, and developed (Hanim, 2016). The quality of human resources in a company will determine the company's success in achieving its goals (Prasetya and Dewi, 2019). One of the problems of human resources in the company is the desire of employees to leave (Adi and Ratnasari, 2015). Intention to quit is the attitude of employees in withdrawing from the world of work which is the right of every individual to work in accordance with their wishes (Sari and Setiyanto, 2019).

The higher the level of employees leaving might cause losses for the company because the company needs to re-recruit to replace employees who have left, which can cost a lot of money (Putra and Mujiati, 2019). Therefore it is important for a company to always retain its employees, so that the company can successfully achieve its objectives, which means the company must be able to make employees not have the desire to find another job (Engelbrecht and Samuel, 2019). Retaining employees is also able to minimize expenses for the company (Chan and Ao, 2018). There are several things that can be used to measure employee desire to quit according to Firth et al., (2004) is thinking of quit, job research, and intention to quit. As Yukongdi and Shrestha (2020) noted the factors that cause employees quit such as organizational commitment, job stress, and job satisfaction. Due to the company, there are problems related to intention to quit that is assumed to be the cause of high job stress and low employee satisfaction.

Many companies expect their employees to be able to work more than the capacity of these employees, which in turn can trigger stress on employees (Gok et al., 2017). Stress is a condition that can affect changes in a person's physical condition, mind, and emotions (Siagian, 2016: 300). Stress can arise when a person has to do various things at the same time that is difficult to solve, or when feeling pressure from deadlines in completing a task (Aditya and Kusuma, 2019). According to Qureshi et al., (2012) indicators of job stress is, pressure at work, difficulties at work, work makes individuals nervous, fatigue at work, helps health when changing jobs, feelings weak at work, emotional at work, and unhappy at work. Setyowati and Netra (2017) argue that job stress affects intention to quit, the effect is positive and significant among variables. With someone feeling excessive or high work stress, it can increase their desire to stop working or find another job.

In addition to job stress, another cause of employees making decisions to leave the company is the reduced satisfaction felt at work. Job satisfaction is the happy or positive emotions felt by employees when they are satisfied at work (Chen and Wang, 2018). Job satisfaction has a very important role to the intention to quit employees (Kurniawaty et al., 2019). Indicators to measure job satisfaction according to Yamazakia and

Petchdee (2015), namely supervision, employee's self-development, and human resources policy. Prasetya and Dewi (2019) in their research stated that job satisfaction affects intention to quit, the effect is negative and significant between variables. This proves that if a person's satisfaction at work increases, it can encourage the desire to leave the company.

Stress theory according to Bartlett (1998) in Gaol (2016), namely stimulus, response, and transactional, with these three theories individuals know what are the sources of stress, how do individuals respond to stress and how to assess stress. Low employee job satisfaction caused by job stress can encourage employees to quit their jobs (Gok et al., 2017). Research conducted by Saputra and Adnyani (2019) which in their research concluded that job stress affects job satisfaction, the effect is negative and significant between variables. This proves that the higher perceived job stress has an effect in decreasing employee satisfaction. There are differences in results in research conducted by Hanim (2016) stating that job stress affects job satisfaction but, the effect is positive and significant between variables. That is because the companies studied by employee satisfaction can be influenced by internal relations between employees, good cooperation between colleagues, colleagues always provide assistance and a good relationship between senior employees and young employees. Gunawan and Ulfa'I (2018) stated that job stress significantly affect employee's intention to leave that are mediated by job satisfaction.

As stated by Roseman (1981) in Widjaja et al., (2008), the level of employees leaving more than 10 percent per year can be declared high. Kasih Ibu Tabanan General Hospital which has 211 employees and for 3 consecutive years namely in 2016, 2017 and 2018 the level of outgoing employees is 11.5 percent, 10.4 percent and 10.7 percent which can be categorized high. Based on these data it is necessary to know what causes employees to have the motive to leave the company. In the outcomes of interviews conducted with the company's management, most employees who leave the company are caused by employees who feel excessive work stress that causes a decrease in employee job satisfaction, mainly nurses. Based on the background that has been submitted, then the objective of this research are: 1) To clarify the effect of job stress on employee job satisfaction, 2) To clarify the effect of job satisfaction on employee intention to quit, 3) To clarify the effect of job stress on employee intention to quit, 4) To clarify the effect of job stress on intention to quit mediated by employee job satisfaction.

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Stress theory continues to develop from time to time, but fundamentally stress theory is only classified into three approaches, namely the theory of stress stimulus, response, and transactional (Bartlett, 1998 in Gaol, 2016). Stress stimulus is a stress model that explains that stress as an exogenous variable and stress is an environmental situation that is felt by someone so pressing that focuses more on the sources of stress (stressor). Stress response is the body's reaction to existing sources of stress or stimuli that attack the body. Transactional stress is an individual's assessment of the causes of stress in determining the response to be given. With an individual experiencing stress especially at work it can make that individual feel exhausted and unable to make adjustments so as to reduce the perceived satisfaction with their work that might lead to having intention to quit.

Job satisfaction reflects one's feelings about their work. An employee who feels dissatisfied with his job tends to experience stress. Saputra and Adnyani (2019), Agustini and Subudi (2018), Singh and Nayak (2015), and George and Zakkariya (2015), in their research concluded that job stress affect job satisfaction, the effect is negative and significant between variables. This proves that the higher perceived job stress has an effect in decreasing employee satisfaction. However, Hanim (2016), argue that job stress affect job satisfaction, the effect is positive and significant between variables. It was explained that the company studied employee satisfaction is more influenced by internal relations between employees. Good collaboration between coworkers makes work easier, because coworkers always provide assistance when experiencing difficulties while working and among employees intertwined supportive and amity relationship. Based on this explanation, the hypothesis obtained is.

H1: Job stress has a negative and significant effect on job satisfaction

Employees who have the desire to leave the company can be minimized if managers pay more attention to employee job satisfaction. Employees with low job satisfaction can exhibit negative attitudes and behaviors. Prasetya and Dewi(2019), Yo dan Supartha (2019) in their research stated that job satisfaction affect employee's intention to quit, the effect is negative and significant between variables. From the results obtained it can be said that the higher the employee feels satisfaction in his job, the lower the employee's desire to leave the company. The results of research by Wiranatha and Surya (2016), Adi and Ratnasari (2015), Chen and Wang (2018), and Lu et al., (2016) also refer to similar results, namely high job satisfaction resulting in decreased intention to quit. Based on this explanation, the hypothesis obtained is.

H2: Job satisfaction has a negative and significant effect on intention to quit

The demand for employees to leave the company is huge because of the work pressure that the employee is receiving. Someone who has a high stress level will encourage the employee to leave the company.

Research conducted by Setyowati and Netra (2017), Pratiwi and Ardana (2015), Putra and Mujiati (2019), Gok et al., (2017), Yukongdi and Shrestha (2020), Prasetyo et al., (2019) states that job stress affect employee's intention to quit, the effect is positive and significant between variables. Increased work stress felt by employees can trigger these employees to leave the company, which can adversely affect the company. Based on this explanation, the hypothesis obtained is.

H3: Job stress has a positive and significant effect on intention to quit

High job stress can indirectly affect one's intention to quit his job, low job satisfaction can be a mediation between stress and intention to quit. Gunawan and Ulfa'I (2018) and Shofiah et al., (2017) stated that job stress has a significant influence on employees intention to quit that are mediated by job satisfaction. Also explained by job satisfaction felt by employees, can reduce the intention to quit due to high work stress. Dewi and Sriathi (2019) and Putra and Mujiati (2019) also refer to similar results, namely job satisfaction which partially mediates the relationship between work stress and intention to quit. Based on this explanation, the hypothesis obtained is.

H4: Job stress influences intention to quit which is mediated by job satisfaction

III. METHODS

This paper is included in the type of research that uses an associative method of causality that used to describe and test the hypothesis of the relationship of two or more variables (Sugiyono, 2017: 20). This study aims to explain the influence among variables, based on the framework and research hypothesis. This research was conducted at Kasih Ibu Tabanan General Hospital, located at Jalan Flamboyan No. 9, Tabanan Regency, Bali Province. The objects examined in this study were job stress, job satisfaction, and intention to quit at the employees of Kasih Ibu Tabanan General Hospital. This study uses three variables that function as independent variables, dependent variables, and mediating variables. In this study used the type of data based on its nature are: 1) Quantitative data is in the form of respondents' opinions on statements that include intention to quit, job satisfaction, and job stress 2) Qualitative data in this study are the structure and general description of the company. The data used is sourced from: 1) The primary source is the respondent's data, collected through interviews and questionnaires. 2) Secondary sources in this study are the number of employees, the general picture of the company, and the level of outgoing employees. The population used was 211 employees and using the Slovin formula obtained a sample of 138 employees and proportional random sampling. In this study the researchers used a questionnaire as a data collection technique with a Likert scale including questionnaire answer score data that is based on indicators of each variable with 5 (five) points "Strongly Disagree", "Disagree", "Fairly Agree", "Agree", and "Strongly Agree" to the respondent. Analysis techniques in processing data used in this research are descriptive statistical analysis, path analysis, classic assumption test, and Sobel test.

IV. RESULT AND DISCUSSION

Characteristics of respondents in this study can be seen from four variables, namely gender, age, level of education, and years of service. The first characteristic of respondents is gender that the percentage of women is more dominant at 63.77 percent, because this company uses a lot of nurses who are filled by women. The dominant age of respondents is at the age of 21-30 years with a percentage of 60.87 percent, because it is a productive age that is considered to have previous work experience. The level of education of the more dominant respondents namely the Diploma of 57.97 percent was assumed to have had the skills needed at work. Employees with 5-year tenure are more dominant at 44.21 percent compared to employees with more than 5-year tenure at 21.74 percent.

Job stress variables in this study were responded using a 5-point Likert Scale. The statements of job stress variables obtain an average value of 2.71. The lowest average value of respondents' answers shown in the statement "I often feel emotional at work" scores an average of 2.65. This means in general the respondent considers not feeling emotional at work. The highest average value of respondents' answers of 2.76 is shown in the statement "difficulty at work usually makes me unable to sleep", this means that in general difficulties at work usually make employees unable to sleep.

Job satisfaction variables in this study were measured using a 5-point Likert Scale. The statements of the variable job satisfaction obtained an average value of 3.32. The lowest average value of respondents' answers shown in the statement "I feel there is a chance to learn through my work" obtained an average value of 3.22. Meaning that in general respondents feel they don't get the opportunity to learn through their work. The highest average value of respondents' answers of 3.46 is shown in the statement "HR policies implemented in this hospital are fair", this means that in general respondents are satisfied with the company's HR policies.

The intention to quit variable in this study were responded using a 5-point Likert Scale. The statements regarding the respondents' assessment of the intention to quit variable obtained an average value of 2.79. The lowest average score of respondents' answers is indicated in the statement "I often think to get out of

this hospital" and "I will leave this hospital as soon as possible", obtained by 2.75, this means that in general they do not think to leave the house this pain and will not leave this hospital as soon as possible. The highest average value of respondents' answers is indicated in the statement "I am actively looking for alternative jobs in other places", obtained an average value of 2.86, it can be stated that the average respondent looks for alternative job in another place.

Validity test is done with the help of the SPSS for windows program by calculating the correlation. The validity test results show that all instruments used to measure the research variables have Pearson Correlation above the value of 0.30 can be declared valid. The reliability test results indicate that each variable has a Cronbach's Alpha coefficient of more than 0.60 which shows that all variables used can be stated as reliable.

Table 1: Direct Effect, Indirect Effect, and Total Influence Between Variables

	Direct Effect	Indirect effect	Total Influence
X→M	-0,710		-0,710
M→Y	-0,396		-0,396
X→Y	0,221	0,281	0,502

Source: (Primary Data Processed), 2019

Direct effect, indirect effect, and the total effect of variables obtained through path analysis percitable in Table 1. A study conducted on employees of Kasih Ibu Tabanan General Hospital about the effect of job stress on job satisfaction, the results obtained job stress has a direct effect on job satisfaction of -0,710, the effect of job satisfaction on intention to quit, has a direct effect of -0,396, the effect of job stress on intention to quit has a direct effect of 0.221, and the role of job satisfaction in mediating the effect of job stress on intention to quit, has direct and indirect effects of 0.221 and 0.281, so the magnitude of the total effect is 0.502.

The classic assumption test is conducted with the aim of ensuring the results obtained meet the basic assumptions in the regression analysis. Tests carried out are tests of normality, multicollinearity, and heteroscedasticity which were processed with the help of SPSS for windows.

Table 2: Normality Test Result

	Kolmogorov-Smirnov Z
Substructure 1	0,116
Substructure 2	0,151

Source: (Primary Data Processed), 2019

The normality test whether the data used is normal or not, so the Kolmogorov-Smirnov test is used. If the coefficient of Asymp. Sig (2-tailed) is greater than 0.05, so the data can be stated to be normally distributed. According to the normality test result shown in Table 2, it shows that Kolmogorov-Smirnov's values are 0.116 and 0.151 which are more than 0.05, it can be stated that the data used in the study were normally distributed.

Table 3: Multicollinearity Test Results

	Model	Collinearity Statistics	
		Tolerance	VIF
Substructure 2	Job Stress	0,496	2,015
	Job Satisfaction	0,496	2,015

Source: (Primary Data Processed), 2019

Multicollinearity test was conducted to see whether there is a correlation among the exogenous variables used in this study. Multicollinearity testing is done by analyzing the tolerance value and VIF value used to measure the variability of exogenous variables or the relationship between exogenous variables, if the tolerance value is less than 0.10 or the VIF value is more than 10 then it shows the presence of multicollinearity. Based on Table 3 it is shown that there are no variables that have a tolerance value of less than 0.10 and also no variable that has a VIF value of more than 10, so it can be concluded that the variables of job stress and job satisfaction are not multicollinearity.

If the significance value is above 0.05, that can be declared as not containing heteroscedasticity symptoms. Based on Table 4 shows that each model has a significance value greater than 0.05, which means that there is no influence of exogenous variables on absolute residual, which means it is free from heteroscedasticity symptoms.

Table 4: Heteroscedasticity Test Results

	Model	t	Sig.
Substructure 1	Job Stress	-0,028	0,977
Substructure 2	Job Stress	-0,506	0,614
	Job Satisfaction	-0,684	0,495

Source: (Primary Data Processed), 2019

According to the results of the Sobel test shows that the tabulation $Z = 3.882 > 1.96$ which means that job satisfaction variables mediate the effect of job stress on the employees intention to quit at the Kasih Ibu Tabanan General Hospital. Job satisfaction partially mediates the correlations among job stress and intention to quit (Utama, 2016: 167).

V. HYPOTHESIS AND RESULT

The first hypothesis is the effect of job stress on job satisfaction, in this study beta coefficient values is -0.710 and the significance value is 0.000 indicates that job stress affects job satisfaction, the effect is negative and significant between variables. This explains that the higher the level of work stress felt by employees of Kasih Ibu Tabanan General Hospital, will reduce employee job satisfaction. Therefore, work stress can be stated to trigger a decrease in employee job satisfaction. The results of this hypothesis are consistent with research conducted by Singh and Nayak (2015) and George and Zakkariya (2015) in their study concluding that that job stress affects job satisfaction, the effect is negative and significant between variables. Saputra and Adnyani (2019) states the pressure that comes from disharmony of employees with their environment might encourage stress. The same results were also stated by Agustini and Subudi (2018) who in their study stated that job stress had a negative and significant effect on job satisfaction, which means that high job stress was often associated with low job satisfaction.

The second hypothesis is the effect of job satisfaction on the intention to quit which this study has beta values -0.396 and the significance value is 0.000, which implies to job satisfaction correlation with employees intention to quit, that is negative and significant among variables. It can be stated, the increasing job satisfaction of employees can affect the decreasing desire of employees quitting the company. Wiranatha and Surya (2016), Lu et al., (2016) in their research stated that job satisfaction negatively and significantly influences intention to quit. Adi and Ratnasari (2015), Prasetya and Dewi (2019), stated that high job satisfaction can reduce employee decisions in leaving the company. Chen and Wang (2018) in their study stated that the impact of job satisfaction is a decrease in employee intention to quit.

The third hypothesis is the effect of job stress on intention to quit, in this study beta coefficient values is 0.221 and the significance value is 0.029 which implies that job stress affects intention to quit, positive and significant among variables. It can be stated, with the increasing work stress of employees, it can trigger an increase in the desire of employees to quit the company, in accordance with the theory used in this study, namely stimulus, response, and transactional. This theory shows that with an individual who is experiencing work stress, it can make individuals feel tired so that it reduces the perceived satisfaction with work that drives the desire to leave the company. This results are the same as Putra and Mujiati, (2019), Gok et al., (2017), Setyowati and Netra (2017), and Yukongdi and Shrestha (2020) which stated job stress positively affects intention to quit and there is a significant correlation. Pratiwi and Ardana (2015) concluded that the more stress someone experiences, can increase their desire to leave their job.

The fourth hypothesis is job stress influences intention to quit which mediated by job satisfaction. Based on Sobel Test tabulation is obtained $Z = 3.882 > 1.96$, which signify the influence of job stress towards intention to quit is significant which mediated by job satisfaction of employees at Kasih Ibu Tabanan General Hospital. Which means that if employee work stress increases, it can reduce perceived job satisfaction and ultimately can trigger employee intention to quit, which might lead employees to leave the company. Job satisfaction partially mediates the correlation among job stress and intention to quit because three variables interplay (Main, 2016: 167). This is the same as Dewi and Sriathi (2019) and Putra and Mujiati (2019) research' also referring to similar results, that job satisfaction partially mediates the correlation among job stress and intention to quit. Gunawan and Ulfa'I (2018) and Shofiah et al., (2017) stated that stress because of work has a significant influences on employee desires to leave mediated by employee satisfaction. Also explained that the satisfaction felt by employees, can reduce the intention to quit caused by high stress.

The implication of this study aims to emphasize the real benefits of the results of research is how to retain employees by reducing the employees desires to leave, which is done with reducing job stress and increasing employee satisfaction. Theoretical implications that are based on research that has been done can be seen that theoretically this research as a whole supports several theories that have been there before and this research is expected to contribute empirically about the effect among variables of job stress, job satisfaction,

and intention to quit employees addition to knowledge, especially human resources. Practical implications obtained from research are anticipated to be reference in making policy for the Kasih Ibu Tabanan General Hospital's management in reducing job stress and increasing job satisfaction so that employee are able to compete so that the intention to quit can decrease.

VI. CONCLUSION

Based on the research results obtained, some conclusions can be taken as follows. 1) Job stress affects job satisfaction, the effect is negative and significant between variables at Kasih Ibu Tabanan General Hospital. 2) Job satisfaction affects intention to quit, the effect is negative and significant between variables at Kasih Ibu Tabanan General Hospital. 3) Job stress affects intention to quit, the effect is positive and significant between variables at Kasih Ibu Tabanan General Hospital. 4) Job satisfaction has a significant effect towards the correlation among job stress and employee intention to quit at the Kasih Ibu Tabanan General Hospital, this shows that with job satisfaction so even though the employee feels stressed at work, the employee has no desire to leave.

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