

Job Stress Influences Turnover Intention with Job Satisfaction As a Mediating Variable In The Kasih Villas & Spa Seminyak

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ABSTRACT : This study aims to analyze the effect of job stress on turnover intention, analyze the effect of job stress on job satisfaction, analyze the effect of job satisfaction on turnover intention and analyze the effect of job satisfaction mediating job stress on turnover intention. This research is conducted at The Kasih Villas & Spa Seminyak. The population of this study are all employees at The Kasih Villas & Spa Seminyak, amounting to 34 people. The sample of this study amounted to the same population as many as 34 employees. The method of determining the selected sample is a saturated sampling technique. The results of the study prove that work stress influences turnover intention and job satisfaction mediates the effect of work stress on turnover intention.

Keywords -Job Stress, Job Satisfaction, Turnover Intention

I. INTRODUCTION

The development of tourism in Bali, especially the Seminyak area, triggered service sector entrepreneurs and investors to increase their carrying capacity, including building villas, hotels and resorts to provide comfort for tourists who vacation on the Island of the Gods. Villa is one of the many accommodations available in Bali. Villa-type tourism accommodation is in great demand by tourists visiting Bali, because the villa has an advantage in providing services through private service. Accommodation with the type of villa is usually preferred by tourists who want to honeymoon, vacation, with family, and tourists who want a more private and comfortable atmosphere. Villas are often sought after by tourists when visiting Bali, especially villas located in Seminyak because the location is very strategic and close to tourist destinations. Villas located in the Seminyak area must experience intense competition in the area because many compete with similar companies so the villa must have readiness to compete. One of the villas located in the Seminyak area is The Kasih Villas & Spa Seminyak.

The Kasih Villas & Spa Seminyak is one of the accommodations located in Seminyak which is in great demand by domestic and foreign tourists. Having complete facilities, such as a private swimming pool, restaurant, spa treatments and relaxation massages, personal services and shuttle services are also available. The Kasih Villas and Spa Seminyak also has great service and is close to the shopping area of Seminyak Square, the Night Club, Double Six Beach, Ngurah Rai International Airport and other destinations. the villa. The Kasih Villas & Spa Seminyak has been established since 2014 so this villa also often experiences several problems. One of the problems that is often found at The Kasih Villas & Spa Seminyak is employee turnover intention.

Turnover Intention can be interpreted as a desire to move from one job to another for a certain reason. When a person feels that he does not provide the desired and unique resources or abilities for an organization, then he will look for other jobs according to his field. The intention to leave (intent to leave) is employee behavior that is not visible from the outside, while the implications or employee behavior that can be clearly seen by the company are labor turnover (laborturnover intentions) and absenteeism. Employee turnover is driven by different reasons and stressful working conditions are considered as one of the most common factors in pushing employees out of the organization (Afsar & Rehman, 2017). The problem of turnover intention is a negative thing and is very detrimental to the company. The high and low turnover intention on employees at the company also affects the level of recruitment, selection and training that must be issued by the company (Saeed et al., 2015). One effort that can be done to reduce the high level of turnover intention is important for a company to know what factors can affect turnover intention in the company. Turnover intention of high employees in the company is an important thing that must be considered by the company, because it is not things that are easy for companies to minimize turnover intention. The problem of turnover intention can be found anywhere, including in the world of tourism.

An increase in employee turnover intention in The Kasih Villas & Spa Seminyak. The turnover rate in 2019 reached 46.7 percent with 19 people leaving the company for various reasons. October was the highest

turnover rate of 18.2 percent where 7 people left the company. There are many factors that can affect turnover intention, one of which is work stress. Siddiqui & Jamil (2015) show high work stress of employees can also cause turnover intention in a company. Job stress is a condition of employees who experience pressure in the work both from the task, leadership and work environment where the employee works (Bhui et al., 2016). According to Ahmed & Ramzan (2015) in the end the stress is too great, work performance will decrease, because stress interferes with work performance, employees lose the ability to control it, become unable to make decisions and behavior is not organized and the most extreme consequence is work performance becomes zero because sick or running away / changing work (turnover) and quitting.

Irawanto et al. (2015) mentions the impact caused by work stress, namely: first, work stress tends to make employee performance will decrease. Second, employee performance will not be optimal if experiencing heavy pressure at work. Third, work stress tends to make employees lazy to work so often absent. Fourth, employees often leave work without permission due to uncomfortable working conditions. Fifth, employees have a desire to quit the job because the workload is quite heavy. Stress in the work environment can affect the emotion of employee work satisfaction which results in the cessation of employees at the job. Putra & Mujiati (2019), Basri (2017), Jaya & Wulandari (2018), . Septiari & Ardana (2016), Nasution (2017) and Sewwandi & Perere (2016) who stated that if employee work stress is high, employee satisfaction will decrease and will increase employee turnover intention

Based on the results of interviews with several employees at The Kasih Villas & Spa Seminyak, work stress experienced by these employees due to excessive workload. Employees also experience work beyond the hours that should be due to the large number of guests who come so that employees feel overwhelmed. The attitude of the leader who does not mingle with his employees also makes employees less comfortable when working when accompanied by his superiors. In addition to job stress, a very important factor influencing employee turnover intention is job satisfaction. Job satisfaction is a positive feeling about one's work that is the result of an evaluation of its characteristics. Job satisfaction is related to one's feelings or attitudes about the work itself, salary, promotion or education opportunities, supervision, work colleagues, workload, and others. Hidayati & Trisnawati (2016) concluded that job satisfaction can increase employee turnover intention. Putri & Prasetio (2017) and Nasution (2017) and Shabrina & Prasetio (2018) stated that job satisfaction has a negative and significant effect on turnover intention. Azeez et al. (2016) states that the desire to change work or turnover intention can be influenced by work stress, job satisfaction.

II. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Siddiqui & Jamil (2015) show that work stress is one of the main factors affecting employee turnover intention. Irvianti & Verina (2015) get the results that the work stress variable has a very strong relationship and is in the same direction with the turnover intention variable, which means that if work stress and workload gets higher then the employee's desire to leave (turnover intention) will also increase and vice versa. Nasution (2017) that work stress has a positive and significant effect on medical representative turnover intention at PT. Gracia Pharmindo Pharmaceutical Industry, Sumatra Branch. In this study, it was found that if the work stress felt by the employees is getting bigger, the achievement will be reduced and disrupt the work performance. Syahronica et al. (2015) stated that work stress has a significant effect on turnover intention simultaneously and partially. Wherein it is known that work stress is the most dominant variable influencing turnover intention because it has the greatest beta coefficient and t arithmetic. Based on previous research, it can be concluded the following hypothesis formulation:

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

There are several studies that have been conducted regarding the effect of job stress on job satisfaction. Sheraz et al. (2015) states that work stress has a significant negative effect on job satisfaction. According to research Shabrina & Prasetio (2018) states that work stress has a negative and significant effect on job satisfaction. Warshawsky & Havens (2015) in their research found that there was a negative and significant effect between job satisfaction and turnover intention. Basri (2017) argues that work stress has a significant negative effect on job satisfaction. This shows that the higher job stress the lower job satisfaction of employees of CV. Various Production. Based on previous research, then the hypothesis can be formulated as follows:

H2: Job Stress has a negative and significant effect on Job Satisfaction

Job satisfaction directly has a significant and negative effect on employees' desire to leave their workplace (Tziner et al. , 2015). The results of a study conducted by O'Connor (2018) showed that there was a significant negative effect between job satisfaction on turnover intention. Putri & Prasetio (2017) suggest that there is a negative and a little significant effect between job satisfaction on turnover intention in Delonix Hotel employees. This means that employees who have job satisfaction do not have the desire to leave the company, so the higher the job satisfaction of an employee, the lower the desire to leave the company. Nasution (2017) that job satisfaction has a negative and significant effect on medical representative turnover intention at PT. Gracia Pharmindo Pharmaceutical Industry, Sumatra Branch. Individuals who are satisfied with their work tend to stay

in the organization. Whereas individuals who feel dissatisfied with their work tend to opt out of the organization. Meanwhile, according to Warshawsky & Havens (2015) found that there is a negative and significant effect between job satisfaction and turnover intention. Given the theoretical literature and empirical evidence, the following hypotheses can be obtained:

H3: Job Satisfaction has a negative and significant effect on Turnover Intention

According to research conducted by Jaya & Wulandari (2018) it is suggested that job satisfaction partially mediates the effect of work stress on turnover intention. Similar studies reveal that the effect of job stress on employees' intention to leave their workplace is mediated by perceived job satisfaction (Tziner et al., 2015). Basri (2017) in his research said that job satisfaction mediates the effect of work stress on turnover intentions. The same result was found by Dekta & Dihin (2015) stating that job satisfaction partially mediates the relationship between work stress and employee turnover intention in the Micro Unit marketing section of PT. Bank Mandiri (Persero) Cirebon Branch. Meanwhile, according to research conducted by Putra & Mujiati (2019) states that latent variables of job satisfaction mediate the effect of work stress on turnover intention significantly. This means that employees with high levels of job stress will have low job satisfaction and this will increase employee intentions to leave the company, this is in line with research conducted by Sheraz et al. (2015) which says that many research results show that job stress has a negative impact on job satisfaction and job satisfaction is significantly negatively related to turnover intention. Given the theoretical literature and empirical evidence, the following hypotheses can be obtained:

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

III. METHODS

This research is an associative design research using a quantitative approach. The objects in this study are job stress as an exogenous variable, job satisfaction as an intervening variable and turnover intention as an endogenous variable at The Kasih Villas & Spa Seminyak. The independent variable in this study is Work Stress (X). The dependent variable in this study is turnover intention (Y). The mediating variable in this study is job satisfaction (M). The qualitative data used in this study is a brief history and organizational structure at The Kasih Villas & Spa Seminyak. Quantitative data used in this study is the number of employees at The Kasih Villas & Spa Seminyak by distributing questionnaires. Primary data sources in this study were employees at The Kasih Villas & Spa Seminyak. Secondary data sources in this study came from the company itself in this case, namely from The Kasih Villas & Spa Seminyak. The population of this study is all employees at The Kasih Villas & Spa, amounting to 34 people. The method of determining the sample used in this study is a saturated sampling technique (census) with a sample of 34 respondents. Data collection methods used in this study are interviews and surveys

IV. RESULTS AND DISCUSSION

For respondent data, female gender dominated in this study with a percentage of 58.82 percent. 26-30 years old respondents dominate with a percentage of 55.88 percent. Respondents with High School diploma dominates with a percentage of 55.88 percent.

Work stress variable that has the lowest score is the statement "I get excessive workload in the company where I work.", Obtained a score of 2.56 which is a low criterion, but has a low score value compared to other statements which means that general respondents considered not getting excessive workload at the company where I work. Work stress variable that has the highest score is the statement "I feel the leader is unfair in giving tasks to employees.", Obtained a score of 2.74 which is sufficient criteria, this means that in general respondents felt the leader was unfair in giving tasks to employees.

The variable of job satisfaction that has the lowest score is the statement "I feel satisfied to have a comfortable colleague who can be invited to cooperation", obtained a score of 3.32 which is included in sufficient criteria, but has a low score value compared to other statements which means that general respondents consider they do not yet have a comfortable work colleague to work with. The variable of job satisfaction that has the highest score is the statement "I feel satisfied because I have supervision that always supports its employees", a score of 3.68 is included in the criteria for satisfaction, this means that in general respondents have supervision that always supports their employees.

The variable turnover intention that has the lowest score is the statement "I have thoughts to quit my current job.", Obtained a score of 2.59 which is included in the low criteria, but has a low score value compared to other statements which means that in general respondents have no thoughts of quitting my current job. The turnover intention variable that has the highest score is the statement "I intend to leave the company if I have gotten a better job", obtained a score of 2.79 which is included in sufficient criteria, this means that in general they intend to leave the company if it has got better job.

work stress has a Beta value of 0.352 and Sig. equal to 0.002, then it can be said that H_0 is accepted because the value of Sig. $0.002 < 0.05$. The conclusion is that work stress has a positive and significant effect on

turnover intention, in other words work stress increases the turnover intention of employees at The Kasih Viilas & Spa will increase. So the first hypothesis is accepted.

The results of the hypothesis in this study indicate that work stress has a positive and significant effect on turnover intention in other words, work stress increases the turnover intention of employees at The Kasih Viilas & Spa will increase. So the first hypothesis is accepted. This is in line with the results of research conducted by Septiari & Ardana (2016) that work stress has a positive and significant effect on employee turnover intention. This means that the higher the work stress, the employee turnover intention at the Asana Agung Putra Bali Hotel is increasing and vice versa. The results of a study conducted by Siddiqui & Jamil (2015) show that work stress is one of the main factors affecting employee turnover intention. Research conducted by Irvianti & Verina (2015) found that work stress variables had a very strong and direct relationship with turnover intention variables, which meant that if work stress and workload were getting higher, employee turnover intention would also be increase and vice versa. According to research conducted by Nasution (2017) that work stress has a positive and significant effect on medical representative turnover intention at PT. Gracia Pharmindo Pharmaceutical Industry Branch Sumatra. Septiari & Ardana (2016) that work stress has a positive and significant effect on employee turnover intention. This means that the higher the work stress, the employee turnover intention at the Asana Agung Putra Bali Hotel is increasing and vice versa. The results of research conducted by Siddiqui & Jamil (2015) show that work stress is one of the main factors that affect employee turnover intention. Research conducted by Irvianti & Verina (2015) found that work stress variables had a very strong and direct relationship with turnover intention variables, which meant that if work stress and workload were getting higher, employee turnover intention would also be increase and vice versa. According to research conducted by Nasution (2017) that work stress has a positive and significant effect on turnover intention.

Work stress has a Beta value of - 0.491 and Sig. equal to 0.003, then it can be said that H_a is accepted because the value of Sig. $0.003 < 0.05$. The conclusion is that job stress has a negative and significant effect on job satisfaction, in other words the increasing work stress of employees at The Kasih Viilas & Spa, the further reducing employee job satisfaction at The Kasih Viilas & Spa. So the second hypothesis is accepted.

This is in line with the results of research conducted by Sheraz et al. (2015) stating that work stress has a significant negative effect on job satisfaction. According to research Shabrina & Prasetyo (2018) states that work stress has a negative and significant effect on job satisfaction. Warshawsky & Havens (2015) in their research found that there was a negative and significant effect between job satisfaction and turnover intention. Basri (2017) argues that work stress has a significant negative effect on job satisfaction. This shows that the higher the work stress the lower the job satisfaction of employees.

Job satisfaction has a Beta value of -0.639 and Sig. equal to 0,000, then it can be said H_a is accepted because the value of Sig. $0,000 < 0.05$. The conclusion is that job satisfaction has a negative and significant effect on turnover intention, in other words if job satisfaction increases, employee turnover intention at The Kasih Viilas & Spa will decrease. So the third hypothesis is accepted.

The results of this study are consistent with research conducted by O'Connor (2018) showing that there is a significant negative effect between job satisfaction on turnover intention. Based on research conducted by Putri & Prasetyo (2017), it is suggested that there is a negative and significant influence between job satisfaction and employee turnover intention. This means that employees who have job satisfaction do not have the desire to leave the company, so the higher the job satisfaction of an employee, the lower the desire to leave the company. The same result was found by Nasution (2017) that job satisfaction has a negative and significant effect on turnover intention. Individuals who are satisfied with their work tend to stay in the organization. Whereas individuals who feel dissatisfied with their work tend to opt out of the organization. Meanwhile, according Warshawsky & Havens (2015) in his research found that there is a negative and significant effect between job satisfaction and turnover intention.

Based on the results of the Sobel Test shows that the tabulation results $Z = 3.143 > 1.96$, which means that work stress variables significantly influence employee turnover intention at The Kasih Viilas & Spa with job satisfaction mediation, so that job satisfaction is a mediating variable the effect of work stress on turnover intention employee at The Kasih Viilas & Spa, so the fourth hypothesis is accepted.

The results of this study are in line with the results of research conducted by Jaya & Wulandari (2018) suggesting that job satisfaction partially mediates the effect of work stress on turnover intention. Similar studies reveal that the effect of job stress on employees' intention to leave their workplace is mediated by perceived job satisfaction (Tziner et al., 2015). Basri (2017) in his research said that job satisfaction mediates the effect of work stress on turnover intentions. The same result was found by Dekta & Dihin (2015) stating that job satisfaction partially mediates the relationship between work stress and employee turnover intention in the Micro Unit marketing section of PT. Bank Mandiri (Persero) Cirebon Branch. Meanwhile, according to research conducted by Putra & Mujiati (2019) states that the latent variable of job satisfaction mediates the effect of work stress on turnover intention significantly. This means that employees with high levels of work stress will have

low job satisfaction and this will increase employee intentions to leave the company, this is consistent with research conducted by Sheraz et al. (2015), Mahdi et al. (2019), Lu (2017) which says that many research results show that job stress has a negative impact on job satisfaction and job satisfaction is significantly negatively related to turnover intention.

In the calculation of the total determination coefficient value of 0.813, the conclusion is that 81.3% of employee turnover intention variables in The Kasih Viilas & Spa are influenced by work stress and job satisfaction, while the remaining 18.7% is influenced by other factors not included in the research model or outside the research model. The theoretical implications of the results of this study provide evidence on the development of organizational behavioral science and human resources, especially regarding job stress, job satisfaction and turnover intention. In addition, the results of this study practically can be one of the references for other researchers who want to examine the work stress, job satisfaction and turnover intention. Theoretically this study also provides an understanding that job stress can significantly increase turnover intention, and job satisfaction can significantly reduce turnover intention when work stress obtained by employees increases job satisfaction, so job satisfaction felt by employees becomes stronger so that it has the potential to reduce turnover intention.

V. CONCLUSION

Job stress has a positive and significant effect on employee turnover intention at The Kasih Viilas & Spa. Job stress has a negative and significant effect on job satisfaction of employees at The Kasih Viilas & Spa. Job satisfaction has a negative and significant effect on employee turnover intention at The Kasih Viilas & Spa. Job satisfaction is a mediating variable of the influence between work stress on employee turnover intention at The Kasih Viilas & Spa.

Based on the results obtained, work stress has a significant positive effect on turnover intention decisions on employees at The Kasih Viilas & Spa. Parties at The Kasih Viilas & Spa must reduce work stress within the company so that employees feel compelled to increase morale at work, so that it will reduce turnover intention for employees at The Kasih Viilas & Spa. In terms of work stress, the indicator that has the highest score is that I feel the leadership is unfair in assigning tasks to employees. what the company must do is pay attention to the leadership so that it can be fair in giving tasks to employees, so employees feel the leader is not biased in giving work.

Job satisfaction has a significant negative effect on employee turnover intention decisions at The Kasih Viilas & Spa, this shows that the higher the job stress and the lower the job satisfaction will be able to increase the decision to make employee turnover intentions at The Kasih Viilas & Spa. In terms of job satisfaction the indicator that has the lowest score is I have a comfortable colleague who can be invited to work with, the thing that must be done by the company is to retain employees by giving employees time to socialize and get to know fellow employees, so employees have coworkers who can support work and feel comfortable doing work.

For further research is expected to be able to add variables that can affect turnover intention, able and able to expand the scope of research that is not only limited to employees at The Kasih Viilas & Spa, or can also replace research sites that are not only focused on a research location, so as to provide a more insightful and able to be implemented in general.

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