

THE ROLE OF JOB SATISFACTION MEDIATES THE EFFECT OF JOB STRESS ON EMPLOYEE TURNOVER INTENTION

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ABSTRACT: This study aims to analyze the role of job satisfaction in mediating the effect of job stress on turnover intention. This research was conducted at Hotel Puri Santrian Sanur, Denpasar. The sample of this study was determined by the saturated sampling method, the number of samples used was 145 employees. Data collection was carried out through interviews and questionnaires. The analysis technique used is descriptive analysis and path analysis, while to test the role of mediation, the single test technique is used. The results of the analysis of this study indicate that 1) Job stress has a negative and significant effect on job satisfaction 2) Job stress has a positive and significant effect on turnover intention 3) Job satisfaction has a negative and significant effect on turnover intention. 4) The role of job satisfaction partially mediates the effect of job stress on turnover intention. Based on the results of the analysis of this study, several suggestions were given, namely 1) Hotel Puri Santrian conducted a survey or in-house interview with employees to find out their wants and hopes for the company. 2) Hotel Puri Santrian evaluates the amount of salary and expenses given to employees. Employees who work beyond the specified target or have done the job optimally, employees should be given bonuses or rewards as a form of appreciation to employees. 3) Hotel Puri Santrian provides more holiday schedules to suit the workload of employees. The hope is that with appropriate holidays, employees can calm their thoughts and feelings so that when they work they feel happy.

Keywords: *job satisfaction, job stress, turnover intention.*

I. INTRODUCTION

Turnover intention is a person's desire to leave an organization or company by showing a certain attitude towards the organization (Santhanam et al, 2017). High turnover intention can have a negative impact on the organization, such as creating instability and uncertainty regarding the conditions of the existing workforce and high costs of human resource management, such as training costs for employees to recruitment and retraining costs (Sartika, 2014). Sianipar and Haryati (2014) state that the attitudes of employees who wish to make a turnover intention are lazy to work for work, increased absenteeism, and many violations in working in an organization or company. Susanto and Gunawan (2015) state that there are several factors that affect turnover intention, one of which is job satisfaction.

Job satisfaction is something that cannot be measured by own observations but job satisfaction can be measured only by a person's own opinion stating that they are satisfied or not with the work they are doing (Devi and Sintaasih, 2016). Kristanto, et al (2014) argue that one of the reasons for employees wanting to leave (turnover intention) is low job satisfaction. Employees who are dissatisfied with the organization they work for will trigger employees to intend to leave or move from the organization. Job satisfaction is the most important factor in the success of an organization because if an employee is satisfied it will produce optimal performance which will later achieve the success of an organization.

Employees who feel satisfaction at work, they will work as closely as possible to complete their duties, but if employees often feel anxious and uncomfortable with their work, then the employee feels dissatisfied with being in the organization. Employees who feel dissatisfied with their previous jobs will experience stress. Siddiqui and Jamil (2015) state that in addition to job satisfaction factors that affect turnover intention, job stress is also a major factor affecting turnover intention.

Stress is the most important issue that is most difficult to avoid in working in an organization. Syafii et al. (2017) stated that stress is a condition in which a person experiences certain changes in emotions, thought processes, and conditions. Job stress is a serious problem for a company because if employees feel stress, it can affect the performance of the employee itself which will have an impact on the success of a company. The phenomenon that occurs nowadays is that many employees experience stress at work. This stress is caused by

the pressure felt by employees who are required to work with high achievements so that this large enough pressure will result in employees becoming stressed at work. Therefore, if this work stress continues, employees will feel low job satisfaction and a turnover intention will appear from a company.

This research was conducted at Hotel Puri Santrian. Hotel Puri Santrian Sanur is a hotel that has been in great demand by domestic and foreign tourists. Friendly and polite employee service makes tourists have the desire to visit again. Employees who are already known to be close by tourists will definitely be looked for again to serve these tourists when they visit again. Tourists will find it easier to adapt to employees they are familiar with. This phenomenon shows that these tourists feel safe and comfortable when served by friendly and polite employees. Hotel Puri Santrian Sanur has several core departments in carrying out company operations, these departments include the Accounting Department, the Human Resources Department, the Engineering Department, the Sales and Marketing Department, the Housekeeping Department, and the Food and Beverage Department. Hotel Puri Santrian Sanur has been running its operations well, and it requires a large number of human resources. However, the phenomenon that occurs in the company, namely the high level of turnover intention for employees at Hotel Puri Santrian Sanur, shows that the number is above the normal limit. Gillies (1989) (in Yuda and Ardana, 2017) states that if employee turnover is said to be normal if it is around 5-10 percent per year and it is said to be high if it is more than 10 percent.

Based on the results of interviews with HRD Hotel Puri Santrian Sanur, that there was an increase in the turnover of employees due to decreased levels of employee job satisfaction which are often indicated by employees with visible characteristics, namely decreased employee performance, lack of cooperation between employees, and low initiative of employees. In addition, a high employee turnover rate can also cause cost losses for the company, because the company will incur costs for recruiting and selecting new employees (Kumar et al., 2012). According to HRD Hotel Puri Santrian Sanur, the high turnover intention is caused by the large number of employees who want to get a new atmosphere and experience in another place.

Employees who leave work at Hotel Puri Santrian are caused because they do not feel job satisfaction. An uncomfortable work environment, such as inappropriate coworker behavior, makes them quit their job and want to find another better job. Based on the results of interviews, employees who leave are not only caused by not feeling job satisfaction, but there are other reasons, one of which is that employees feel a large enough workload and pressure that makes them feel stressed so they don't feel comfortable at work. In addition, there are also other factors that influence, namely family factors. Employees who initially worked with the status of unmarried and after marriage want to leave their jobs because they follow their families who live in a new place so they are far from their homes. Employees who leave are not all honest in giving reasons why they want to leave. Job satisfaction at Hotel Puri Santrian Sanur can be said to be uneven, because until now there are still some employees who have left the company.

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Budiyono (2016) states that stress is an unpleasant psychological process that occurs in response to environmental pressure. Research conducted by Usyal (2019), Chichra et al. (2019) and Lambert et al. (2018) stated that job stress has a negative and significant effect on job satisfaction. Employees who have high work stress will affect their satisfaction while working at the company. Dewi and Sriathi (2019) and Yasa and Dewi (2019) state that the higher the level of stress felt by employees, the lower the level of employee job satisfaction in the company. Wibowo et al. (2015) suggest that employees who have high levels of stress will reduce employee satisfaction with their work. This shows that employees who feel stress in their work will decrease the satisfaction of employees working at the company. Likewise research conducted by Dewi et al. (2014) there is a negative relationship between job stress and job satisfaction. If the employee is not satisfied with his job, the dissatisfaction is caused by the work stress experienced by the employee.

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

Research conducted by Putra and Mujiati (2019) Employees who experience high work stress have a high intention to quit their job. When employees feel high work stress, this will cause the employee's intention to leave the company also increases. According to Parvaiz et al. (2015) found that job stress has a positive effect on turnover intention. If the employee is experiencing work stress and cannot handle or reduce the stress, then the employee will have the intention to leave a company.

In a study conducted by Mitchell et al. (2016) argued that work stress is the main cause of turnover intention for employees, so work stress has a positive influence on turnover intention. The emergence of anxiety, boredom, tension, and procrastinating work are symptoms of stress that lead to the desire to make a turnover (Johartono and Widuri. 2015). Another study conducted by Rai (2015) found that job stress has a positive effect on turnover intention. If the employee feels pressured in his work, the employee has the desire to leave the company.

H2: Job stress has a positive and significant effect on turnover intention

Job satisfaction is a positive or negative feeling about the job that results from an evaluation of its characteristics (Robbins and Judge, 2014: 46). Research conducted by Wisantyo and Madiistriyatno (2015) suggests that job satisfaction has a negative effect on turnover intention. If employees who have high job satisfaction, the level of turnover intention will decrease. Satrio and Surya (2018) state that there is a negative and significant influence between job satisfaction and turnover intention. Employees whose job satisfaction is low, then the employee is most likely thinking about leaving the company.

Another study conducted by Saeed et al. (2015) and Candra and Riana (2017) state that job satisfaction has a negative effect on turnover intention. If an employee feels dissatisfied with his work, then the employee may want to make a turnover or leave the company. Januartha and Adnyani (2019) stated that if employees who have a low level of job satisfaction will increase their intention to leave the company.

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

Research by Basri et al. (2017) found 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. Liu et al. (2019) suggest that job satisfaction has a mediating effect between job stress and turnover intention. Employees who often experience pressure at work, these employees will feel dissatisfied at work and will think of leaving the company. Andini et al. (2018) found that job satisfaction has a mediating role in the effect of job stress on turnover intention. If an employee feels pressured by his job, then the employee is indirectly dissatisfied with his work, which ultimately leads to turnover intention.

In the research of Tziner et al. (2015) stated that job stress has a negative impact on turnover intention mediated by job satisfaction. Employees who have a high level of stress will indirectly reduce the sense of satisfaction at work which will lead to a desire to leave the company. Research conducted by Putra and Mujiati (2019) states that employees who have high levels of stress tend to make employees feel that there is a decrease in job satisfaction which will also increase the desire of employees to leave the company.

H4: Job satisfaction mediates the effect of job stress on turnover intention.

III. METHODS

This study uses a quantitative approach in the form of associative causality. This research was conducted at Hotel Puri Santrian which is located at Jalan Cemara No 35, Sanur, Denpasar. The location selection for this study was based on the phenomenon of turnover intention on employees of Hotel Puri Santrian. It can be concluded that there is a problem regarding turnover intention.

The population in this study is included in the limited population because it has been determined that the population used is 150 employees of Hotel Puri Santrian, Sanur, Denpasar. The sampling technique used in this study was saturated sampling, because the entire population in this study was used as a sample. The sample size used in this study is a saturated sample of 150 employees.

Path analysis is used to determine the relationship of 3 or more variables in confirming and rejecting the hypothesis. Path analysis is used to analyze the pattern of relationships between variables in order to determine the direct or indirect effect of exogenous and endogenous variables on the mediating variable. The basis for calculating the path coefficient is correlation and regression analysis and the calculations use software with the SPSS for windows program.

IV. RESULTS AND DISCUSSION

Characteristics of Respondents

Respondents of this study were all employees at Hotel Puri Santrian Sanur Denpasar. The questionnaires distributed in this study were 150 questionnaires, but 5 questionnaires or 3.33 percent did not return so that the number of respondents who participated in this study were 145 respondents with a percentage rate of return of 96.67 percent. The characteristics of the respondents in this study were the profiles of 145 respondents who participated in filling out the questionnaire. Respondent profiles contained in the questionnaire consisted of gender, age, latest education, and years of service while in the company.

Table 1. Characteristics of Respondents

Criteria	Classification	Total (Persons)	Percentage (%)
Gender	Male	56	38,6
	Female	89	61,4
	Total	145	100
Age (Years Old)	21-26	25	17,2
	27-32	57	39,3
	33-38	29	20
	39-44	26	17,9

	≥45	8	5,5
	Total	145	100
Education Background	Senior High School	26	17,9
	Diploma	43	29,7
	Bachelor Degree	76	52,4
	Total	145	100
Job Experiences (Years)	< 3	31	21,4
	3-5	81	55,8
	> 5	33	22,8
	Total	145	100

Primary Data, 2020

Table 1 shows the characteristics of the respondents that the number of men is 56 people with a percentage of 38.6 percent and the number of women is 89 people with a percentage of 61.4 percent. This shows that the employees of Hotel Puri Santrian Sanur Denpasar who were respondents in this study were dominated by women compared to men. Hotel Puri Santrian Sanur Denpasar prefers female employees because female employees are more friendly and can provide excellent service to hotel visitors. Respondents aged 21-26 years are as many as 25 people with a percentage of 17.2 percent. Respondents aged 27-32 years are as many as 57 people with a percentage of 39.3 percent. Respondents aged 33-38 years are as many as 29 people with a percentage of 20 percent. Respondents 39-44 years are as many as 26 people with a percentage of 17.9 percent. Respondents aged ≥45 years were as many as 8 people with a percentage of 5.5 percent. This shows that the employees of Hotel Puri Santrian Sanur Denpasar who were respondents in this study were dominantly aged between 27-32 years, this indicates that employees who work at Hotel Puri Santrian Sanur Denpasar are classified as employees of productive age.

Respondents who took the last SMA / SMK or equivalent education were 26 people with a percentage of 17.9 percent. Respondents who took the last diploma education were as many as 43 people with a percentage of 29.7 percent, while respondents who had the latest education from S1 were 76 people with a percentage of 52.4 percent. This shows that the employees of Hotel Puri Santrian Sanur Denpasar who were respondents in this study dominated their last S1 education, this shows that employees of Hotel Puri Santrian Sanur Denpasar are educated employees. This is in line with this type of company which is a hotel company where competent employees are needed in order to provide satisfactory service to consumers.

Respondents who have worked <3 years are as many as 31 people with a percentage of 21.4 percent. Respondents who have worked between 3 and 5 years are as many as 81 people with a percentage of 55.8 percent, while respondents who have a service period of > 5 are as many as 33 people with a percentage of 22.8 percent. This shows that the tenure of employees of Hotel Puri Santrian Sanur Denpasar who became the respondents in this study was dominant between 3 to 5 years.

Path Analysis Results

The calculation of the path coefficient was carried out by means of regression analysis using SPSS 17.0 for Windows software, the results were shown as follows:

Table 2. Results of the Regression Equation Path Analysis 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4,792	0,144		33,256	0,000
Job Stress (X)	-0,379	0,055	-0,502	-6,941	0,000
R ²					0,252
F Value					48,179
Sig. F					0,000

Primary Data, 2020

The results of the substructural path analysis 1 are as presented in Table 4.10, the structural equation is as follows.

$$Z = \beta_1 X + e_1$$

$$Z = -0.502X + e_1$$

Table 3. Results of the Regression Equation Path Analysis 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3,079	0,552		5,581	0,000
Job Stress (X)	0,302	0,082	0,307	3,688	0,000
Job Satisfaction (Z)	-0,370	0,108	-0,285	-3,418	0,001
R ²					0,263
F Value					25,363
Sig. F					0,000

The results of the substructural path 2 analysis are as presented in Table 4.11, the structural equation is as follows.

$$Y = \beta_2 X + \beta_3 Z + e_2$$

$$Y = 0.307X - 0.285Z + e_2$$

Determination (R²m) and the error variable (e)

Based on the substructure 1 and 2 substructure models, the final path diagram model can be drawn up. Before compiling the final path diagram, first calculate the standard error values as follows:

$$Pe_1 = \sqrt{1 - R_1^2}$$

$$Pe_1 = \sqrt{1 - R_1^2} = \sqrt{1 - 0,252} = 0,865$$

$$Pe_2 = \sqrt{1 - R_2^2} = \sqrt{1 - 0,263} = 0,858$$

Based on the calculation of the effect of error (Pe_i), the result of the effect of error (Pe₁) is 0.865 and the effect of error (Pe₂) is 0.858. The results of the total coefficient of determination are as follows:

$$\begin{aligned} R^2_m &= 1 - (Pe_1)^2 (Pe_2)^2 \\ &= 1 - (0,865)^2 (0,858)^2 \\ &= 1 - (0,748) (0,736) \\ &= 1 - 0,551 \\ &= 0,449 \end{aligned}$$

The total determination value of 0.449 means that 44.9 percent of employee turnover intention variations are influenced by variations in job stress and variations in job satisfaction, while the remaining 55.1 percent is explained by other factors not included in the model.

The Effect of Job Stress on Job Satisfaction

The results of the analysis of the effect of job stress on job satisfaction obtained the value of Sig. t is 0,000 with a beta coefficient value of -0,502. Sig value. t 0.000 ≤ 0.05 indicates that H₀ is rejected and H₁ is accepted. This result means that job stress has a significant negative effect on job satisfaction.

Based on the hypothesis testing of job stress variables on job satisfaction, it states that in this study the results of H₀ are rejected and H₁ is accepted. This result means that job stress has a negative and significant effect on job satisfaction, this means that the higher the level of work stress felt by employees, the lower the job satisfaction felt by employees. The level of job satisfaction of employees at Hotel Puri Santrian Sanur is influenced by the work stress that is felt by employees. The level of work stress is mostly caused by employees often feeling tired after working every day and employees often feeling anxious due to the employee's own work. The level of job stress needs to be lowered to increase the level of job satisfaction felt by employees of Hotel Puri Santrian Sanur.

These results are supported by research conducted by Usyal (2019), Chichra et al. (2019), and Lambert et al. (2018) stated that job stress has a negative and significant effect on job satisfaction. Research by Wibowo et al. (2014), Dewi and Sriathi (2019), and Yasa and Dewi (2019) state that employees who have a high level of stress will reduce their satisfaction with their work. These results are also supported by research conducted by Dewi et al. (2014) and Ariana and Riana (2016) which state that there is a negative relationship between job stress and job satisfaction, the feeling of satisfaction felt by employees is caused by work stress experienced by these employees.

The Effect of Job Stress on Turnover Intention

The results of the analysis of the effect of work stress on turnover intention obtained a Sig value. t is 0.000 with a beta coefficient value of 0.307. Sig value. t 0.000 ≤ 0.05 indicates that H₀ is rejected and H₁ is accepted. This result means that work stress has a significant positive effect on turnover intention.

Based on the hypothesis testing of work stress variables on turnover intention, it is stated that in this study the results of H₀ are rejected and H₁ is accepted. This result means that work stress has a positive and significant effect on turnover intention, this means that the higher the level of work stress felt by employees, the higher the level of turnover intention or the high intention of employees to leave the company. The turnover

intention rate of employees at Hotel Puri Santrian Sanur is caused by the work stress that is felt by employees. In this case, the level of work stress is mostly caused by employees often feeling tired after working every day and employees often feeling restless due to the employee's work itself. We recommend that the level of work stress needs to be lowered in order to minimize the high level of turnover intention at Hotel Puri Santrian Sanur. This study is in accordance with research conducted by Parvaiz et al. (2015), Mitchell et al. (2016), and Rai (2015) state that job stress has a positive effect on turnover intention, if employees feel depressed in their work, the employee has the desire to leave the company. This result is also supported by research conducted by Johartono and Widuri (2013) and Putra and Mujiati (2019) which stated that when employees feel high work stress, the employee's intention to leave the company also increases.

The Effect of Job Satisfaction on Turnover Intention

The results of the analysis of the effect of job satisfaction on turnover intention obtained a Sig value. t of 0.001 with a beta coefficient value of -0.285. Sig value. t $0.000 \leq 0.05$ indicates that H_0 is rejected and H_1 is accepted. This result means that job satisfaction has a significant positive effect on turnover intention.

Based on the hypothesis testing of job satisfaction variables on turnover intention, it is found that the theory used in this study is the traditional turnover theory. This theory shows that if employees who have low job satisfaction are believed to be leaving an organization, this is in accordance with this study which results in H_0 being rejected and H_1 accepted. This result means that job satisfaction has a negative and significant effect on turnover intention, this means that the lower the level of job satisfaction felt by employees, the higher the level of turnover intention or the high intention of employees to leave the company.

The turnover intention rate of Hotel Puri Santrian Sanur is influenced by the job satisfaction felt by employees. In this case, the level of job satisfaction is mostly due to the salary given that is not in accordance with the workload, which causes employees to have the desire to find work elsewhere. We recommend that the level of employee job satisfaction needs to be increased to reduce the level of turnover intention at Hotel Puri Santrian Sanur. This research is in line with research conducted by Wisantyo and Madiistriyatno (2015), Warshawsky and Havens (2014), and Satrio and Surya (2018) which state that there is a negative influence between job satisfaction and turnover intention, that employees who have low job satisfaction will the employee will think about leaving the company. These results are also in line with research conducted by Saeed et al. (2014), Candra and Riana (2017), and Januartha and Adnyani (2019) stated that if employees who have a low level of job satisfaction will increase their intention to leave the company.

Sobel test

The Sobel test is an analytical tool to test the significance of the indirect relationship between the independent variable and the dependent variable which is mediated by the mediator variable. The Sobel test is formulated and calculated through the Microsoft Excel application. If the Z value is greater than 1.96, the mediator variable is considered to significantly mediate the relationship between the dependent variable and the independent variable.

The results of the Sobel test in this study are presented as follows.

$$Z = \frac{ab}{\sqrt{b^2 Sa^2 + a^2 Sb^2 + Sa^2 Sb^2}}$$

Information:

a = - 0,502

Sa = 0,055

b = - 0,285

Sb = 0,108

$$\frac{(-0,502) \times (-0,285)}{\sqrt{-0,285^2 0,055^2 + -0,502^2 0,108^2 + 0,055^2 0,108^2}}$$

Z = 2,521

Job Satisfaction Mediates the Effect of Job Stress on Turnover Intention

Based on the results of the calculation, it shows that the tabulation results are $Z = 2,521 > 1.96$, which means that the mediator variable, namely job satisfaction, is considered to significantly mediate the relationship between job stress and employee turnover intention partially.

The Sobel test results show that job satisfaction significantly mediates the effect of job stress on turnover intention. In the previous test, job stress has a negative and significant effect on job satisfaction and job satisfaction has a negative and significant effect on turnover intention, so it can be said that job satisfaction partially mediates the effect of job stress on turnover intention. As stated by. Sheraz et al. (2014), Tziner et al. (2015), and Putra and Mujiati (2019) who state that job stress has a negative impact on turnover intention

mediated by job satisfaction. This study was also conducted by Liu et al. (2019) and Andini et al. (2018) that job satisfaction has a mediating effect between job stress and turnover intention.

V. CONCLUSION

The results of this study indicate that job stress has a direct effect on turnover intention, and indirectly through job satisfaction. Theoretically, if the results of this study are related to Traditional Turnover Theory, it can be said that the company must pay attention to employee job satisfaction so that it will lead to low intention to leave the company.

The findings of this study have implications for human resource development strategies at Hotel Puri Santrian Sanur to pay more attention to indicators of job stress and job satisfaction. Especially what must be considered is fatigue at work, in a way that the company must pay attention to the ability of employees to fit the existing workload and the job satisfaction variable that must be the main concern is satisfaction with colleagues, by maintaining harmonious relationships with fellow colleagues. and above in order to behave fairly with subordinates. So that this research is expected to be used as a consideration for decision makers in reducing employee turnover rates by reducing employee turnover intention.

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