

## The relationship between work stress and work motivation toward turnover intention: the role of job satisfaction

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**ABSTRACT:** One of the problems that are considered serious in the HRM sector is the problem of turnover intention. This problem is closely related to high labor turnover. The purpose of this study is to test empirically the role of job satisfaction in mediating the relationship between work stress and work motivation on turnover intention. This study uses the subject of CV. Pondok Antik Gianyar, Bali, Indonesia because they have a high turnover problem in their organization. The number of samples studied were 53 respondents and selected through a saturated sampling method. The data was collected by conducting interviews and using a questionnaire. The data analysis technique used is path analysis. The results showed that work stress has a positive and significant effect on turnover intention, work motivation has a negative and significant effect on turnover intention. Work stress has a negative and significant effect on job satisfaction. work motivation has a positive and significant effect on job satisfaction. Job satisfaction has a negative and significant effect on turnover intention. Job satisfaction mediates the effect of work stress and work motivation on turnover intention.

**KEYWORDS :** *organizational commitment, perceived organizational support, turnover intention.*

### I. INTRODUCTION

The high level of turnover intention within the company has a negative and detrimental impact, because the high turnover of employees that occurs is considered a negative and detrimental thing by the company. The higher the desire to leave the employee, the higher the employee turnover will occur, which results in the need for re-recruitment to replace the position of the employee leaving the company.

Recruitment of employees will of course result in the emergence of a nominal recruitment fee. These costs include the cost of opening job advertisements, the cost when the selection is made, the cost of the employee orientation period, and other costs that may arise as a result of the re-recruitment. The higher the turnover of a company, the greater the costs incurred for re-recruiting employees, which causes losses for the company.

The results of research that have been done previously found that the variables that affect turnover intention include work stress. Stress is defined as a condition of tension felt by a person which will affect one's emotions, way of thinking, and physical condition (Siagian, 2014: 300). Sormin et al. (2017), stated that stress is also needed, because for some jobs, positive stress is needed to increase job performance and job satisfaction. Meanwhile, Siswanto (2015) in his research found that work stress has an effect on job satisfaction.

Forcing circumstances create pressure which in turn has an impact on employee discomfort at work. Work stress experienced by employees is a result of being too burdened by employees with their given workload, lack of harmonious relationships with colleagues, clients, or their superiors. Previous research conducted by Klassen (2015), Choi et al. (2015), Lee Fong (2015), Lupiana (2015), Nasution (2017) found the same results that there was a positive and significant effect of work stress on turnover intention.

Apart from being influenced by job satisfaction, the research results also show that turnover intention is also influenced by work stress. Stress is defined as a condition of tension felt by a person which will affect one's emotions, way of thinking, and physical condition (Siagian, 2014: 300). Sormin et al. (2017), stated that stress is also needed, because for some jobs, positive stress is needed to increase job performance and job satisfaction.

Siswanto (2015) in his research found that work stress has an effect on job satisfaction. Forcing circumstances create pressure which in turn has an impact on employee discomfort at work. Work stress experienced by employees is a result of being too burdened by employees with their given workload, lack of harmonious relationships with colleagues, clients, or with their superiors.

When employees experience high work stress, they will have anxiety whether they are able to complete a job or not. For some people who are unable to deal with this anxiety, this will result in a decrease in the productivity of the employee and a desire to leave the company (Ariyanto et al., 2020).

Previous research conducted by Klassen (2015), Choi et al. (2015), Lee Fong (2015), Lupiana (2015), Nasution (2017) found the same results that there was a positive and significant effect of work stress on turnover intention.

Another factor that affects turnover intention is employee work motivation. In general, work motivation can be interpreted as an encouragement that causes someone to want to do something in accordance with the goals to be achieved. Employees who have high work motivation tend to have good performance in a company. It is also stated that high work motivation can reduce turnover intention. When the employee's motivation to work is high, the employee's commitment to the company will also increase, which results in a decrease in the desire to leave the company.

Qureshi (2015) states that work motivation is used in a company to motivate employees to work so that employee performance can increase, reduce work stress, and reduce intention to quit. It is also stated that high work motivation can reduce turnover intention. When the employee's motivation to work is high, the employee's commitment to the company will also increase, which results in a decrease in the desire to leave the organization.

Apart from being influenced by work stress and work motivation, the results of the study show that turnover intention is also influenced by job satisfaction. Job satisfaction is an individual factor that can affect a person's desire to leave a company (Pranata and Utama, 2019). Job satisfaction can be defined as a set of employee feelings about whether or not their job is fun.

Percentage of employee turnover intention of CV. Pondok Antik Gianyar from 2017-2019 tends to be high, it can even be said to have increased every year. These numbers have exceeded 10 percent, which indicates that there is an employee turnover problem at CV. Pondok Antik Gianyar.

According to Fahrizal (2017), explaining if the percentage of turnover in a company exceeds 10 percent, it means that the turnover intention to leave the company in question can be said to be high. In addition to obtaining information in the form of turnover intention data, researchers also get information about how the management of CV Gianyar is.

Pondok Antik filled the vacant position. Unlike the previous years, if there is an empty position, the management of CV. Pondok Antik Gianyar will immediately fill the vacant position according to the number of employees who leave. But in 2019, the management of CV. Pondok Antik Gianyar did not fill all vacant positions because it was doing a reduction in the number of employees, where for the 8 positions that were left by its employees, the management only recruited 4 people to fill the vacancies.

This happened because in 2019, Bali was hit by many disasters such as Mount Agung again experiencing an eruption which resulted in disruption of business activities in Bali, especially for CV. Pondok Antik Gianyar. In addition, the results of interviews with the administration section showed that in 2018 the number of employees who left there were eight employees, supported by interviews with five employees who responded that there was a desire to quit or look for other jobs.

Employees reveal that employees are reluctant to back up work colleagues who do not come to work or existing vacant positions and employees are also reluctant to take overtime to complete work at the office. This can lead to accumulation and neglect of tasks and which can hamper its operational activities that are not according to the client's schedule and reduce the efficiency of company resources.

This has a very direct effect on job satisfaction and work motivation of employees at CV. Pondok Antik Gianyar which is the main reason for the departure of the five employees from the company. Other reasons are the result of excessive workload due to employee shrinkage and lack of employee motivation to work which is caused by the lack of superiors to appreciate the work done by employees.

## II. LITERATURE REVIEW AND HYPOTHESES

The theory which is the basis of this research is the traditional turnover theory. This theory explains that the employee's desire to make turnover is influenced by job satisfaction as an intermediary variable or a mediating variable. In this theory it is also explained that employees who have a high level of job satisfaction will not easily have the intention to leave the company where they work. Conversely, if employees feel that the satisfaction of their workers is low, the possibility of employees leaving the company will be higher.

Work stress has a positive and significant effect on turnover intention. The positive influence implies that if the work stress experienced by employees increases, then employee turnover intention will also increase. Work stress can increase due to excessive workloads, conflicts with coworkers or superiors, where this will result in an increase in the desire of employees to leave the company where they work.

Research conducted by Lee Fong (2015) reveals that there is a significant positive relationship between work stress and turnover intention. Klassen (2015), also explains that the desire of employees to leave their profession is positively and significantly affected by work stress. In research conducted by Nasution (2017), it

shows that work stress has a positive and significant effect on turnover intention. The same thing was expressed in the results of a study conducted by Choi et al. (2015), who stated that work stress positively affects turnover intention. Other studies have also found that work stress has a positive effect on turnover intention (Lupiana, 2014). This positive and significant influence means that if the work stress felt by employees in a company is high, then their desire to leave the company will also increase. Based on the explanation above, a hypothesis can be formulated as follows.

H<sub>1</sub>: work stress has a positive and significant effect on turnover intention.

Work motivation has a negative and significant effect on turnover intention. The negative effect means that when the employee's work motivation increases, the turnover intention will be lower. Conversely, if the employee's work motivation is low, the company's turnover intention will increase.

This is supported by the results of research conducted by Sajjad et al. (2015) explained that work motivation has a significant negative effect on turnover intention in the telecom sector in Pakistan. Work motivation and its dimensions have a significant negative effect on turnover intention (Qureshi, 2014). Suhasini (2015), in his research also revealed that the work aspirations of employees will have a positive effect on work motivation which will also affect the decrease in the desire of employees to leave the company. The same thing was also expressed in the research of Srinadi (2015) and Bonenberger et al. (2014). Research conducted by Srinadi (2015) found that there is a negative and significant relationship between work motivation and turnover intention. In the research of Bonenberger et al. (2014) show that there is a negative and significant relationship between work motivation and turnover intention in Ghana. Based on the explanation above, a hypothesis can be formulated as follows.

H<sub>2</sub>: work motivation has a negative and significant effect on turnover intention.

Work stress has a negative and significant effect on job satisfaction. The higher the work stress experienced by the employee, the lower the job satisfaction felt by the employee. Putradiarta (2016) reveals that too much stress can threaten a person's ability to deal with environmental conditions, which will also affect the decline in job satisfaction.

Tziner et al. (2015) who conducted research on hospital doctors in Israel found that there was a negative and significant relationship between work stress and job satisfaction. The same thing was also found in research conducted by Dewi (2016), where work stress has a significant negative effect on job satisfaction. Another study conducted by Fitria (2015), which shows that work stress has a negative and significant effect on job satisfaction. In research Adebayo (2015), revealed that the higher the work stress experienced, the lower the job satisfaction felt by employees. The same thing was also expressed by Tunjungsari (2015) who found that work stress has a negative and significant effect on job satisfaction. The negative effect means that if the work stress felt by the employee is high, then the job satisfaction felt by the employee will be low. Likewise, if the work stress felt by employees is low, then job satisfaction will increase. Based on the explanation above, the hypothesis can be formulated as follows.

H<sub>3</sub>: work stress has a negative and significant effect on job satisfaction.

Work motivation has a positive and significant effect on employee job satisfaction. High work motivation will be able to increase employee job satisfaction in the company. Work motivation can be increased, for example, through the provision of a salary, where this will be able to meet the needs of employees which results in a sense of satisfaction from the work they do.

Research conducted by Ahmed et al. (2015), revealed that work motivation and its factors have a positive and significant effect on job satisfaction. Kurnia (2014) states that there is a significant positive relationship on the effect of work motivation on job satisfaction. Srinadi (2015) states that the work motivation of medical personnel has a positive and significant effect on work satisfaction. The same thing was also stated by Saleem et al. (2015), which revealed that there is a positive and significant relationship between work motivation and job satisfaction at telecommunications service companies in Pakistan. Roos and Van Eden (2015) support the results of the above research, where in their research it was found that work motivation has a positive and significant effect on job satisfaction. Based on the explanation above, a hypothesis can be formulated as follows.

H<sub>4</sub>: work motivation has a positive and significant effect on job satisfaction.

Job satisfaction has a negative and significant effect on turnover intention. The point is that when the job satisfaction felt by employees increases, the employee's desire to leave the company will decrease. Increasing employee job satisfaction will have an impact on increasing employee commitment which will reduce turnover intention.

The results of research conducted by Yin-Fah et al. (2014), show that low job satisfaction will increase the desire of employees to leave the company. Job satisfaction directly has a negative and significant effect on turnover intention (Tziner et al., 2015). Rismawan (2014) explains that job satisfaction has a significant negative effect on employee intention to leave. Wateknya (2016) reveals that job satisfaction has a negative and significant effect on turnover intention. Other similar studies show that job satisfaction has a negative and significant effect on intense job transfers (Hanafiah, 2015). Based on the explanation above, the hypothesis can

be formulated as follows.

H<sub>5</sub>: Job satisfaction has a negative and significant effect on turnover intention

Employees who have a high level of work stress in a company will have low job satisfaction. When the job satisfaction felt by employees decreases, the desire to leave or leave the company where they work will increase. Vice versa, if the level of work stress experienced by employees is low, then employee job satisfaction will increase work which will also reduce the desire to leave the company.

This is supported by research conducted by Yuhui (2014), which reveals that job satisfaction partially mediates the effect of work stress on turnover intention. Tziner et al. (2015), show that job satisfaction mediates the effect of work stress on turnover intention. The same thing is also expressed in Fitria's research (2015), which shows that job satisfaction perfectly mediates the effect of work stress on turnover intention (perfect mediation). This means that if work stress increases, employee job satisfaction will decrease so that the employee's desire to leave the company will increase. Likewise, if the employee's work stress decreases, the employee's perceived job satisfaction will increase, so that the desire to leave the company will decrease. Based on the explanation above, the hypothesis can be formulated as follows.

H<sub>6</sub>: Job satisfaction mediates the effect of work stress on turnover intention

Work motivation is very influential on employee job satisfaction. The higher the work motivation that is owned, the job satisfaction felt by employees will also increase. Increased job satisfaction will reduce the desire of employees to leave the company or organization where they are now. However, when employees have low work motivation, this will directly affect the job satisfaction they feel. The increase in employee job dissatisfaction, the desire to leave or leave the company will increase.

Syahgani (2017) states that if employee motivation increases, job satisfaction will also increase so that the employee's desire to leave the company will also decrease. Srinadi (2015), in his research also revealed that job satisfaction mediates part of the influence of work motivation on turnover intention. The results of these studies support the assumption that if employee motivation is high, then job satisfaction will also increase which results in an increased desire to leave the company. Based on the explanation above, a hypothesis can be formulated as follows.

H<sub>7</sub>: Job satisfaction mediates the effect of work motivation on turnover intention.

### III. RESEARCH METHOD

The design of this research is an associative research which is causal associative which aims to determine the effect of work stress, work motivation, and turnover intention variables on job satisfaction as a mediating variable in CV. Pondok Antik Gianyar. The location of this research was conducted at CV. Pondok Antik Gianyar which is located at Br. Luglug, Ketewel Village, Sukawati, Gianyar Regency, Bali, Indonesia. This location company was chosen because there were indications of problems related to employee turnover intention or desire to leave the company

Andini et al. (2018) stated that there are three indicators to measure turnover intention, namely employees' thoughts of quitting, employees' desires to look for job alternatives, and employee desires to leave. Meanwhile, according to Andini et al. (2018) states that there are five indicators to measure job satisfaction, namely satisfaction with the job itself, satisfaction with salaries, satisfaction with promotion opportunities, satisfaction with supervision, satisfaction with colleagues.

According to Kurniawan and Cahyono (2014) there are three indicators to measure work stress, namely Workload, Pressure and Conflict. According to Dharmayanti (2015), there are three indicators used to measure work motivation, namely Direction of Behavior, Level of Effort, and Level of Persistence.

The population of this study amounted to 53 employees of CV. Pondok Antik Gianyar. The sampling technique used in this study is non-probability sampling with a saturated sampling method where the entire population is 53 employees of CV. Pondok Antik Gianyar was used entirely as a research sample. Arikunto (2012: 104) states that if the subject population is less than 100 people, then the whole sample is taken. So that the sample of this study amounted to 53 employees in accordance with the number of collections and is called saturated sampling. Data collection was carried out by means of a questionnaire that was distributed directly to employees. The scale used is a five-point Likert scale. The data analysis technique used is path regression analysis.

### IV. RESULT AND DISCUSSION

The first characteristic was gender, the percentage of male respondents was 81.1 percent and female respondents were 18.9 percent. This shows that more male respondents than female.

The second characteristic is age, the dominant age of the respondents is 26-35 years with a percentage of 71.7 percent, while the lowest percentage is 7.5 percent in the age range 17-25 years.

The third characteristic is the last education, the most recent education of the respondents is at the high school level with a percentage of 45.3 percent, while the lowest percentage of education is 24.5 percent at the diploma level.

Validity testing is done by calculating the value of Pearson Product Moment Correlation. An instrument is said to be valid if the values of Pearson Product Moment Correlation ( $r \geq 0.30$ ). Valid instruments allow measuring the variables that occur in the study correctly. The results of the validity of each instrument from the variables in this study can be seen in Table 1.

**Table 1. Instrument Validity Test Results**

Variable	Indicator	Pearson Correlation	Validity
Work Stress(X1)	X1.1	0.921	Valid
	X1.2	0.821	Valid
	X1.3	0.855	Valid
Work Motivation(X2)	X2.1	0.714	Valid
	X2.2	0.856	Valid
	X2.3	0.799	Valid
Job Satisfaction(Z)	Z.1	0.802	Valid
	Z.2	0.806	Valid
	Z.3	0.626	Valid
	Z.4	0.721	Valid
Turnover intention(Y)	Y.1	0.791	Valid
	Y.2	0.759	Valid
	Y.3	0.818	Valid

The results of the validity test in this study indicate that the four variables obtain a correlation coefficient (Pearson Correlation) with a total score of all indicators greater than 0.30. This proves that the statement items in this research instrument have met the data validity requirements.

Reliability test aims to determine the extent to which measuring instruments can be trusted or reliable. Reliability testing was carried out on instruments with Cronbach's alpha coefficient. If the Cronbach's alpha value is 0.60, then the instrument used is reliable. The results of the instrument reliability test in this study are presented in the Table 2.

**Table 2. Instrument Reliability Test Results**

Variable	Cronbach Alpha	Reliability
Work Stress (X1)	0.805	Reliable
Work Motivation (X2)	0.683	Reliable
Job Satisfaction (Z)	0.722	Reliable
Turnover intention(Y)	0.697	Reliable

The results of the reliability test in this study indicate that the four variables obtain a Cronbach Alpha that is greater than 0.60 so that the statements in the questionnaire in this study can be said to be reliable and can be used to conduct research.

The classical assumption test is carried out in order to ensure that the results obtained meet the basic assumptions in the regression analysis. The results of the classical assumption test carried out in this study consisted of the normality test, multicollinearity test and homocedasticity test.

The normality test aims to test whether the residuals of the regression models are normally distributed or not. The normality test is carried out using the Kolmogorov-Smirnov statistic where the data is stated to be normally distributed if the Asymp.Sig (2-tailed) coefficient is greater than 0.05 ( $\alpha = 5\%$ ).

Based on the test results, it was found that the coefficient of Asymp.Sig (2-tailed) model I and coefficient of Asymp.Sig (2-tailed) model II was 0.200 while the significant level used was 0.05. Because the coefficient of Asymp.Sig (2-tailed) is greater than  $\alpha$  ( $0.200 > 0.05$ ), it can be concluded that this structural model is normally distributed.

The multicollinearity test aims to test whether the regression model finds a correlation between the independent variables. Multicollinearity test can be seen from a tolerance level greater than 10 percent (0.10) or a VIF that is smaller than 10.

The results of the SPSS multicollinearity test output show that in model I and model II, a tolerance value is greater than 10 percent (0.10) and a VIF value is less than 10. It is concluded that the model does not have multicollinearity symptoms.

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variants from the residuals of one observation to another. This can be seen at a significance value of more than 0.05, so the data is stated that there are no symptoms of homoscedasticity.

The significance value of each variable in model I and model II is greater than 0.05, so it can be concluded that the model above states that there are no symptoms of heteroscedasticity.

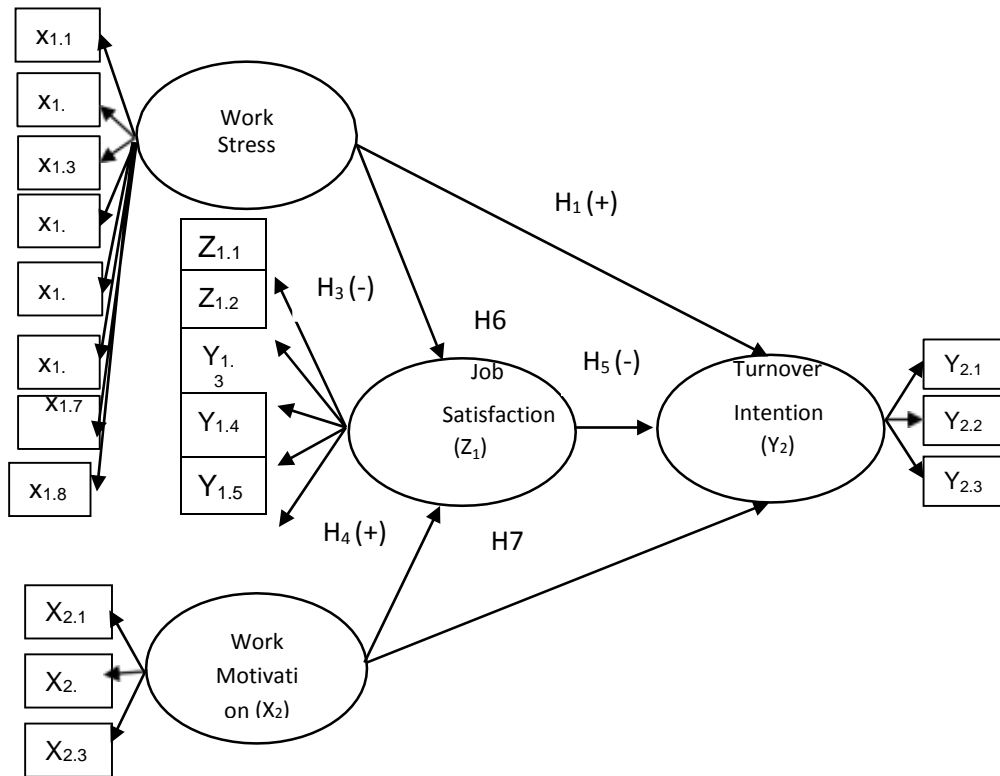


Figure 1. Research Model

Table 3. Regression Test Result Model I

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.890	2.248		4.400	0.000
	Wok Stress	-0.380	0.084	-0.222	-2.067	0.044
	Work Motivation	0.750	0.135	0.598	5.568	0.000

a. Dependent Variable: Job Satisfaction  
 b. R square: 0.508  
 c. Sig. F: 0.000

Table 4. Regression Test Result Model II

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.753	1.414		3.360	0.002
	Wok Stress	0.388	0.138	0.427	2.806	0.007
	Work Motivation	-0.209	0.154	-0.217	-2.706	0.013
	Job Satisfaction	-0.305	0.112	-0.410	-2.718	0.009

a. Dependent Variable: Turnover Intention  
 b. R square: 0.445  
 c. Sig. F: 0.000

The magnitude of the effect of work stress (X1) on turnover intention (Y) is 0.427 with a sig.t value ratio of 0.007 less than the significant value used (0.007 < 0.05). This figure shows that work stress has a positive and significant effect on turnover intention. This means that low work stress will reduce employee turnover intention. These results support previous research conducted by Lee Fong (2015), Klassen (2015), Nasution (2017), Choi et al. (2015), and Lupiana (2014) which state that work stress has a positive and significant effect on turnover intention.

The magnitude of the influence of work motivation (X2) on turnover intention (Y) is -0.217 with a sig.t value of 0.013 less than the significant value used ( $0.013 < 0.05$ ). This figure shows that work motivation has a negative and significant effect on turnover intention. This means that if employees have good work motivation, the desire to leave the company will decrease. These results support previous research conducted by Sajjad et al. (2015), Qureshi (2014), Suhasini (2015), Srinadi (2015) and Bonenberger et al. (2014) which states that work motivation has a negative and significant effect on turnover intention.

The magnitude of the effect of work stress (X1) on job satisfaction (Z) is -0.222 with a sig.t value comparison of 0.044 less than the significant value used ( $0.044 < 0.05$ ). This figure shows that work stress has a negative and significant effect on job satisfaction. This means that the lower the work stress experienced, the higher the job satisfaction felt by employees. These results support previous research conducted by Tziner et al. (2015), Dewi (2016), Adebayo (2015), and Tunjungsari (2015) which show that work stress has a negative and significant effect on job satisfaction.

The magnitude of the influence of work motivation (X2) on job satisfaction (Z) is 0.598 with a sig.t value comparison of 0.000 less than the significant value used ( $0.000 < 0.05$ ). This figure shows that work motivation has a positive and significant effect on job satisfaction. This means that the higher the work motivation, the employee job satisfaction will also increase. These results support previous research conducted by Ahmed et al. (2015), Kurnia (2014), Srinadi (2015), Saleem et al. (2015), as well as Roos and Van Eden (2015) who show that work motivation has a significant positive effect on job satisfaction.

The magnitude of the effect of job satisfaction (Z) on turnover intention (Y) is -0.410 with a sig.t value ratio of 0.009 less than the significant value used ( $0.009 < 0.05$ ). This figure shows that job satisfaction has a negative and significant effect on turnover intention. This means that the higher the job satisfaction is felt, the employee turnover intention will be reduced. These results support previous research conducted by Yin-Fah et al. (2014), Tziner et al., (2015), Rismawan (2014), Wateknya (2016), and Hanafiah (2015) which show that job satisfaction has a negative and significant effect on turnover intention.

Based on the results of the Sobel test, it shows that the tabulation results  $Z = 2.09 > 1.96$ , which means that the job satisfaction variable significantly mediates the relationship between work stress and turnover intention. This means that the lower the employee's work stress, the higher the job satisfaction is felt which causes a decrease in turnover intention. These results support previous research conducted by Yuhui (2014), Tziner et al. (2015) and Fitria (2015) which state that job satisfaction is able to mediate the relationship between work stress and turnover intention.

Based on the results of the Sobel test, it shows that the tabulation results are  $Z = 2.78 > 1.96$ , which means that the job satisfaction variable significantly mediates the relationship between work motivation and turnover intention. This means that the higher the employee's work motivation, the higher the job satisfaction is felt which causes a decrease in turnover intention. These results support previous research conducted by Syahgani (2017) and Srinadi (2015) which states that job satisfaction is able to mediate the relationship between work motivation and turnover intention.

## V. CONCLUSION

Work stress has a positive and significant effect on turnover intention. This means that low work stress will reduce employee turnover intention. Work motivation has a negative and significant effect on turnover intention. This means that if employees have good work motivation, the desire to leave the company will decrease. Work stress has a negative and significant effect on job satisfaction. This means that the lower the work stress experienced, the higher the job satisfaction felt by employees. Work motivation has a positive and significant effect on job satisfaction. This means that the higher the work motivation, the employee job satisfaction will also increase. Job satisfaction has a negative and significant effect on turnover intention. This means that the higher the job satisfaction is felt by the employee, the turnover intention will be reduced. Job satisfaction significantly mediates the relationship between work stress and turnover intention. This means that the lower the employee's work stress, the higher the job satisfaction is felt which causes a decrease in turnover intention. Job satisfaction significantly mediates the relationship between work motivation and turnover intention. This means that the higher the employee's work motivation, the higher the job satisfaction is felt which causes a decrease in turnover intention.

This research has been proposed and carried out according to scientific procedures. However, there are still limitations in this study, namely the number of respondents is only 53 people and only discusses the behavior of the employees of CV. Pondok Antik Gianyar, so the results of this study cannot be generalized to other companies' environments. Future research can expand the scope of the research area. This study has an Adjusted R squared that has not reached 60 percent. Further research can be suggested to explore the factors that influence turnover intention.

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