

Job Stress, Job Satisfaction and Turnover Intention

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Abstract—It's become important to know the root causes of turnover intention, for good companies the turnover rate will be low. But it become a question if an enterprise with employees does turnover too often. With the occurrence of turnover illustrates that employees are not satisfied with the place where they work, and then the enterprise's performance is not optimal. In this watchfulness there are three variable, Job Stress, Job satisfaction and Turnover Intention. This watchfulness to determine the weight of the one variable on turnover intention intercede by job satisfaction. The Research method used descriptive quantitative where for sampling using purposive sampling, before distributing the questionnaire validity and reliability verify were arrange to verify the indicator of the used. The verifies result show that job stress predispose employee job satisfaction but in this watchfulness shows job satisfaction has a negative and not significant weight on turnover intention.

Keywords—*job stress, job satisfaction, turnover intention, employee, descriptive quantitative*

I. INTRODUCTION

Nowadays technological advances are very beneficial in helping human work, even more so if these technologies have benefits more than just facilitating daily work. This then led to the emergence of many new technology-based companies to market their products, the number of application-based companies that fully relied on the technological sophistication not only brought changes in patterns of meeting needs in the community but also brought new cultures such as the easiness of application-based transactions.

In addition to companies that provide daily needs such as clothing and food, a technology-based finance enterprise that is often called *Fintech (Financial Technology)* is emerging, developing technology that makes it easier for employees to carry out their work very profitable because it is more efficient, but there are many pressure exerted internally to ensure the enterprise's goals can run well. That can this cause higher job stress on employees from their workload. Such stress can both

bodily and psychologically predispose employees which then also predispose their performances [1,2].

Stress caused by workload and work environment can have a negative clout on the spiritual state of an employee, worse, the workers may think about changing workplaces or leaving the enterprise (turnover intention). "Turnover intention is a form of employee to withdraw from the world of work and the employee also has the right to determine the decision to continue working or resign from the enterprise" [3]. The intention to move or resign can also cause by the dissatisfaction with current job, resulting in unproductiveness which then causes other problems such as stress. The enterprise can create a comfortable working atmosphere and appropriate workload so that employees may feel comfortable with their work, in this case, job satisfaction is very important in dispelling the desire to resign from the enterprise [4].

Stress that often occurs comes from a variety of things such as workloads and less-comfortable work environments. According to Mahendrawan and Indrawati [5], workload is the frequency of the regular activity of each work within a specific moment of while. Workload includes both bodily and spiritual burdens, due to heavy workload or improper bodily abilities that can predispose employees' productivity [5].

The weight of job stress on employee performance is worth considering where these elements can make employees inconvenience at work thereby reducing productivity and making employees think about moving to another enterprise. In addition, companies also need to pay attention to job satisfaction elements and there are two cluster of elements that predispose job satisfaction, the first element is organizational elements that comprise enterprise prudence and work atmosphere, and the second element is individual elements or employee attributes [6]. Low work status and repetitive work will be more likely to advise workers to notice for other professions, it means that these two elements can cause profession insecurity and interconnectedness between labors,

employees who have good work relationships and defiance will be more contented with their work if they can comprehensive them to the fullest.

II. LITERATURE REVIEW

A. Job Stress

In the work environment the pressure that is obtained by employees comes from a variety of things but what most influencing employee performance is the pressure that comes from the internal side, both from the workload and work environment. Job stress is a perception in adjusting that is impressed by individual distinctions and psychological manners, as an aftermath of environmental conducts, circumstances or occurrences that carry too much psychological and bodily demands on a fellow [7]. Job Stress can also be defined as respondents' perceptions of various conditions relating to work and fellow conditions of employees [8].

B. Job Satisfaction

Job satisfaction indicate to a person's common demeanor towards his occupation. Someone with a high grade of occupation satisfaction has a positive demeanor towards their work. Someone who is not contented with their occupation has a negative demeanor [9]. When people talk about labor demeanors, they usually refer to occupation satisfaction according to Robbins and Judge [10], occupation satisfaction can be defined as positive sense towards their occupation resulting from evaluation of attributes. Someone with a high grade of occupation satisfaction holds positive sense towards their occupation, while people who dissatisfied holding negative sense towards their occupation [11,12].

C. Turnover Intention

Turnover is a process where employees leave the organization and the position and must be replaced by someone else [13]. Meanwhile, turnover intention is a desire to actually leave the enterprise [14]. Then another opinion says that turnover intention is the possibility that the individual hopes to leave the organization in the tomorrow [15].

Based on the purpose of the watchfulness, this research is a research that aims to verify the hypothesis, which is to explain the nature of specific relationships, or establish distinctions between cluster, or the independence of two or more elements in a situation [16]. Hypothesis verifying arrange will analyze Job stress on turnover intention with job satisfaction as an intervening variable. the influence of the grade of researcher involvement on this research is minimal i.e. research is arranging in a natural scope with minimal involvement and normal workflow. Based on the research situation, this watchfulness was arranging in a natural place (no contrived settings), i.e. this watchfulness was arranging without the involvement of researchers in the normal activities of research subjects [16].

III. METHODS

Based on the strategy in conducting in this research, this research is a survey research, which uses information gathering techniques by compiling questions and statements submitted from respondents. Based on the unit of analysis, this watchfulness uses an individual analysis unit, which is collecting data from each individual on Online Enterprise employees. Based on the while span, this research is a cross sectional watchfulness, which is done by collecting data once daily, weekly or monthly moments [16]. Data is only collected once at a while taken by distributing questionnaires to employees who work in the enterprise. All variables are measured using a measuring instrument in the form of statement items using the type of interval measuring scale and 5-point Likert scale measurement, where 1 = Strongly Not Agree, 2 = Disagree, 3 = Doubtful, 4 = Agree, and 5 = Strongly Agree.

The sampling method used in this watchfulness is purposive sampling, which is sampling based on consideration where the sample chosen is based on specific criteria. The selected sample is employees who work at companies that use digital platforms (online). The population of the watchfulness in April-July 2019 was 120 employees. Distribution of 120 questionnaires in Digital Companies operating in Indonesia. After being re-examined, only 109 questionnaires were returned and data processing could be carried out.

IV. RESULTS AND DISCUSSION

A. Results

The results of hypothesis testing can be seen on table 1 bellow.

TABLE I. HYPOTHESIS TESTING

	Hypothesis	Estimate	p-value	Decision
H1:	There is a weight of Job Stress on Job Satisfaction.	0,169	0,022	Accepted
H2:	There is an weight of Job Satisfaction on Turnover intention.	-0,148	0,566	Rejected
H3:	There is an weight of Job Stress on Turnover Intention	0,710	0,000	Accepted
H4:	There is an weight on Job Stress on Turnover Intention melalui Job Satisfaction.	-0,015	0,288	Rejected

Source: data processing result, 2019

B. Discussion

Based on the findings and hypothesis verifying described in the previous chapter, here are some conclusions that can be drawn from the results of this watchfulness:

Based on the result, Job stress verify have positive and significant weight on job satisfaction, H0 is rejected, H1 is accepted. These results are shown in the weight of the estimated coefficient of job stress on job satisfaction. The

results of this watchfulness support the results of previous studies arrange by Vijayan who found a positive weight of job stress with job satisfaction [17].

In the next result, there is a negative and not significant weight of job satisfaction on turnover intention. These results are shown in the weight of the estimated coefficient which indicates a negative weight on job satisfaction on turnover intention. From these results it is seen that job satisfaction does not always reduce the grade of the intention to move to another enterprise. That way it can be stated that H₀ is accepted and H₁ is rejected.

In the next result, there is a positive and significant weight of job stress on turnover inference, the results are shown in the weight of estimated coefficients which indicate a positive weight on job stress on turnover intention from these results it can be seen that H₀ is rejected H₁ is accepted. In this enterprise work stress is caused by unclear information about the responsibilities given so that employees are in a confusion regarding on how the task should be performed.

Next, the weight of job stress on turnover intention with job satisfaction as mediating variable has a negative weight, the results of this watchfulness indicate that job satisfaction does not mediate job stress on turnover intention. That way, H₀ is accepted and H₁ is rejected.

V. CONCLUSIONS

Job satisfaction is impressed by job stress, while job satisfaction does not predispose turnover intention either directly or indirectly, to reduce the grade of turnover intention in the enterprise, the enterprise needs to increase:

Openness in terms of the work responsibilities division to employees, especially for young employees, at that age the grade of desire to get a better career path is very large, the need for a sense of security in the enterprise becomes important for them to stay afloat. Job satisfaction consists of various supporting elements, one of which is a comfortable work environment by providing space to innovate, so that employees can improve their performance which can then increase job satisfaction and reduce the intention to move. Younger employees are more easily get bored so that more space need to be created to innovate in accordance with enterprise regulations.

For result that shows that job satisfaction has no weight on turnover intention, the enterprise must create a comfortable work environment and clarity in terms of the state of the enterprise which can be done with *all hands* every two or three months, where sharing can be done about the state of the enterprise to employees or vice versa, employees can ask anything in the occurrence. The result of this research shows that Job Satisfaction does not mediate turnover intention, companies need to increase employees' linkages to the enterprise, such as the change of rewards in the form of money

may be replaced by vacation trips in order to increase employee enthusiasm.

For the future research can expand the research object and can add other variables that affect turnover intention for example Clout of work passion and work engagement on turnover intention [18], and person-organization fit [4].

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