

The Effect of Work Stress, Organizational Commitment, and Job Satisfaction on Turnover Intention

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Abstract

This study aims to examine the effect of work stress, organizational commitment & job satisfaction on Turnover Intention at PT. Jakarta Aquarium. The population in this study were 117 employees, with a sample of 90, and 27 employees as trials in the instrumental test. The design of this study is quantitative causality, assisted by the PLS statistical method, and uses a Likert measurement scale. Methods of data collection using survey methods, with the research instrument is a questionnaire. The techniques used in data collection are Library Research, Field Research, and saturated sampling. The results of this study prove that work stress has a significant positive effect on Turnover Intention, and organizational commitment and job satisfaction have a significant negative effect on Turnover Intention.

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INTRODUCTION

The success of various activities in an enterprise in achieving its goals does not only depend on technological advantages, the availability of qualified funds, facilities or infrastructure owned, but also depends on aspects of human resources owned. This forces every company to work more efficiently, effectively and productively. At a high level of competition will make every company able to maintain its survival by paying attention to aspects of human resources (Soelton et al., 2020). To achieve the company's goals, the company must have employees who have high skills and develop them in order to manage the company as optimally as possible. (Sapitri, 2016). The role and leadership of the employees themselves are the most important assets and valuable to a company or organization (Jumadi, Soelton & Nugrahati, 2018).

The most important factor of human resources is to influence or play an important role in achieving the company's vision, mission, and goals. According to Hasibuan, humans can be

regarded as the main resource that regulates, analyzes, and controls the problems that exist in the company. This requires companies to analyze how to utilize and optimize their performance considering that employees are one of the important assets for the company's success (Yuliantini. T. 2020). Poor management of human resources will cause inconvenience for employees in work so that what employees produce for their work will be considered less beneficial for the company, therefore good human resource management is needed, therefore it will create a conducive work atmosphere, so that employees can produce high productivity that can advance the company. Human resources that are effective if utilized effectively and efficiently will be useful. (Soelton et al., 2020; Qureshi et al., 2012; Sungkono and Dewi, 2017).

The phenomenon of this research is to examine problems in the field of human resources related to employee turnover intention at PT Aquarium Jakarta. Widjaja et al (2008) revealed that the turnover process is characterized by a condition called turnover intentions or employee intentions to leave the company. A person low-committed to the company will be seen withdrawing from the company which will eventually lead to the decision of the employee to leave the company. Turnover intention is the tendency of an employee's intention to voluntarily quit his job according to his own choice.

Research Qureshi et. al (2013), found a positive relationship of work stress to turnover intention, where with increased work stress also followed by an increase in turnover intention. Stress arises when employees are not able to meet what are the demands of the job, the vagueness of what the job is responsible for, lack of time to complete tasks, there is no facility support for carrying out work, conflicting tasks, are examples of stressors. In the long run, employees who cannot withstand work stress then employees can no longer afford to work in the company. In an increasingly severe stage, stress can make employees sick or even resign (turnover) (Manurung and Ratnawati, 2012).

High organizational commitment will improve high performance and make individuals attach importance to the organization rather than self-interest trying to make the organization better. Low organizational commitment will lead the individual to do his personal interests. In addition, organizational commitment is a psychological tool in running its organization for the achievement of expected performance. Turnover intention has a negative impact on the organization because it creates instability to labor conditions, according to him employee productivity, a work atmosphere that is not conducive and also has an impact on increasing human resource costs (Dharma, 2013).

Job satisfaction is part of life satisfaction that is related to the general feelings and attitudes of a worker towards his work, (Oktavia and Budiono 2021). A superior in a company should always meet what workers need. Employees with high job satisfaction will be reflected

in positive attitudes towards their work, while employees with low job satisfaction have a negative attitude towards their duties or work (Kertiriasih et al,2018). According to Hasibuan (2016) job satisfaction is an emotional attitude that pleases and loves his job, which is reflected by work morals, discipline and work achievements. Job satisfaction will affect turnover intention, employees will show their commitment to stay loyal to the company if job satisfaction is obtained, while dissatisfaction will affect employee exit, low attendance rate and other negative attitudes. Job satisfaction is often identified as one of the reasons for the cause of turnover intention. The results of research conducted by Wibawa 2015 that the effect of the variable job satisfaction on turnover intentions indicates that job satisfaction has a significant negative effect on turnover intentions. As well as research conducted Ahmed and Nawaz (2015) show that organizational commitment is significant negatively related to turnover intention. The novelty of this research is PT. Jakarta Aquarium has been researched by Elsyia and Komsia 2021 from field studies in the field of marketing with research title "Visiting Decisions of Tourists: An Analysis of the Role of Electronics Word Of Mouth On Social Media Instagramand" and this research in the same place is examined from the field of human resources. This research will focus on Knowledge Management, Human Resources, Turnover Intention, Job Satisfaction, Job Stress, and Organizational Commitment. The urgency of the research, from the explanation above, the researcher is interested in examining the problems that exist at PT Jakarta Aquarium related to problems in the field of human resources and so that they can provide the solutions needed and will be studied in exploring the "Effect Of Work Stress, Organizational Commitment And Job Satisfaction On Turnover Intention (Study At Pt. Jakarta Aquarium)"

Human Resource Management

According to Hafied (2016), human resource management is a process of dealing with various problems in the scope of employees, managers and other workers to be able to support organizational activities in order to achieve predetermined goals. Every company in general has all sorts of ways to increase the job satisfaction of their employees although the ways vary depending on the actual functioning of each company. This is done in an effort to increase employee satisfaction which is expected to have an impact on the productivity of the company (Ardan 2016). According to Hartatik (2014), explaining that the theory of job satisfaction tries to express what makes some people more satisfied with their work than some others.

Turnover Intention

Intention is an intention that arises in an individual to do something. While turnover is the cessation of an employee from the place of work voluntarily or moving work from the workplace to another place of work. Robbins and Judge (2015) argue that turnover is an act of

permanent resignation carried out by an employee either voluntarily or not voluntarily. Turnover can be in the form of resignation, displacement out of organizational units, dismissal or death of members of the organization. Meanwhile, Mathis and Jackson (2011) suggest that turnover intention is a process when an employee leaves an organization and leaves a job position and where the position must be replaced by someone else.

Work Stress

Work stress according to Wijono (2010) defines work stress as a condition from the results of the individual's subjective passion and work environment that can threaten and put pressure psychologically, physiologically and individual attitudes. According to Robbins and Judge (2015) stress is a condition that affects a person's physical or psychic state due to pressure from within or from outside a person that can interfere with the implementation of their work.

Organizational Commitment

According to Mathis and Jackson (2011) gives the definition of organizational commitment as the degree to which employees trust and accept the goals of the organization and will stay or will not leave the organization. According to Mowday in Sopiah (2008) work commitment as another term of organizational commitment. Organizational commitment is an important behavioral dimension that can be used to assess an employee's propensity to survive as a member of the organization. Blau & Boal in Sopiah (2008) mention organizational commitment as employee partiality and loyalty to the organization and organizational goals. Organizational commitment is the identification and involvement of a person who is relatively strong to the organization. According to Burso, (2018) organizational commitment is an individual's strong acceptance of the company's goals and values, which includes elements of loyalty, involvement in work, and identification of organizational values and goals and will

strive and work and have a strong desire to stay afloat in the future.

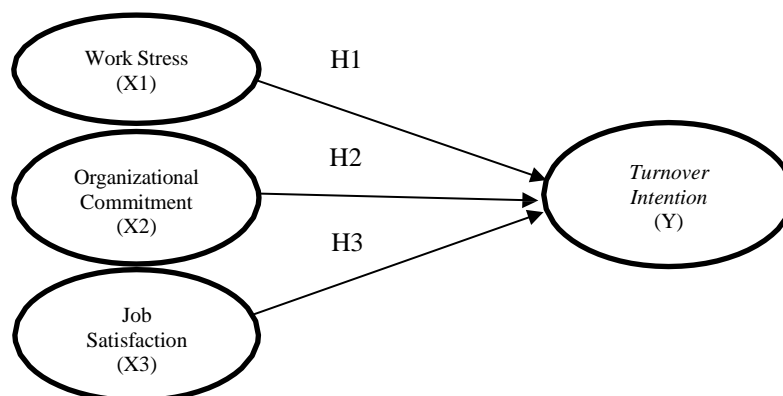


Figure 1. Conceptual Framework

The relationship of Work Stress to *Turnover Intention*

Hasibuan (2016) posits that work stress is a condition of tension that affects a person's emotions, thought processes and conditions. People who experience work stress become nervous and feel chronic worry. Rivai and Sagala (2014) argue that work stress is a condition of tension that creates the presence of physical and psychic imbalances that affect the emotions, thought processes, and conditions of an employee. Research by Paat et al (2017) showed that work stress has a positive and significant effect on turnover intention, while the results of Nasution's research (2017) showed that work stress has a positive and significant effect on turnover intention. Based on this can be formulated hypotheses as follows:

H1 : Work stress has a positive and significant effect on the turnover intention of PT Jakarta Aquarium employees.

The Relationship of Organizational Commitment with *Turnover Intention*

Mowday in Sopiah (2008) work commitment as another term of organizational commitment. Organizational commitment is an important behavioral dimension that can be used to assess an employee's propensity to survive as a member of the organization. Blau & Boal in Sopiah (2008) mention organizational commitment as employee partiality and loyalty to the organization and organizational goals. Organizational commitment is the identification and involvement of a person who is relatively strong to the organization. Nasution's research (2017) shows that organizational commitment has a negative and significant influence on turnover intention. Pristayati and Adnyani (2017) in their research revealed that organizational commitment negatively affects turnover intention. That is, the higher the employee's organizational commitment felt by employees, the lower the employee turnover rate. Based on this can be formulated hypotheses as follows:

H2 : Organizational commitment has a negative and significant effect on the turnover intention of PT Jakarta Aquarium employees

The Relationship of Job Satisfaction with *Turnover Intention*

Roe and Byars in Priansa et al (2013) state that high job satisfaction will encourage the effective realization of organizational goals. A low level of job satisfaction will bring destruction or setbacks to the organization quickly or slowly. Pristayati and Adnyani (2017) in their research revealed that job satisfaction negatively affects turnover intention. That is, the higher the job satisfaction felt by employees, the lower the employee turnover rate. Meanwhile, Ibrar (2015) in his research stated that job satisfaction with satisfaction factors towards salary and supervision support has a significantly low and negative relationship with turnover intention. Based on this

can be formulated hypotheses as follows:

H3 : Job satisfaction has a negative and significant effect on the turnover intention of PT Jakarta Aquarium employees.

RESEARCH METHODS

The study was conducted in April - July 2021 at PT. Jakarta Aquarium, Jl. Rs. Fatmawati Blok E No.29 South Jakarta. This research uses a quantitative research design of causality, which is a design that looks for the relationship between one variable and another variable that is a causal relationship. According to Sugiyono (2019), "causal" is a causal relationship where the variable (free) affects the bound variable (dependent). This study aims to test hypotheses about the influence of one or several variables on other variables with statistical tests. Where this study aims to determine the effect of the influence of work stress, organizational commitment and job satisfaction on the turnover intention of PT. Jakarta Aquarium.

Population and Research Samples

According to Sugiyono (2016), population is a generalization area consisting of: objects or objects that have a certain quantity and characteristics set by the researcher to be studied and then drawn conclusions. The population in this study is the number of all permanent employees in PT. Jakarta Aquarium is 117 employees. The sample sampling method used is Probability Sampling, which means that each element of the population has the same possibility of being selected through systematic calculations. The determination of the number of samples can be done by means of statistical calculations, namely by using the Slovin Formula. The formula is used to determine the sample size of a known population of 117 employees.

Data Collection Techniques

The type of data used is primary data that is quantitative in nature. According to Sugiyono (2019), primary data is data obtained directly from the results of interviews, observations, and questionnaires based on a number of samples of respondents who are in accordance with the target target and are considered representative of the entire population. In this case, the author distributed a questionnaire to the respondents or employees of PT. Jakarta Aquarium. Questionnaire is a data collection technique by providing or distributing a list of questions to respondents, in the hope that they will respond to the question.

METHOD

Partial Least Square Analysis

The data analysis method in this study uses Component or Variance Based Structural Equation Modeling where in data processing using the Partial Least Square (Smart-PLS) program version 3.0. PLS (Partial Least Square) is a model of variance based SEM. PLS is intended for causal-predictive analysis in situations of high complexity and low theoretical support (Ghozali, 2016).

The PLS goal is to look for the optimal predictive linear relationships that exist in the data. Although PLS can also be used to confirm theories, it can also be used to explain the presence or absence of relationships between latent variables. As Wold said in Ghozali (2016), PLS (Partial Least Square) is a powerful method of analysis because it is not based on many assumptions, the data does not have to be normally multivariately distributed, and the sample does not have to be large.

Testing Measurement Models (Outer Model)

Outer model often also called (outer relation or measurement model) defines how each block of indicators relates to its latent variables (Ghozali, 2016).

Convergent Validity

Convergent validity relates to the principle that the gauges of a construct are supposed to be highly correlated. According to Chin in Ghozali (2016), an indicator is said to be of good validity if its value is greater than 0.70, while the loading factor of 0.50 to 0.60 can be considered sufficient. Based on this criterion, if there is a loading factor below 0.60, it will be dropped from the model.

Discriminant Validity

The validity of discriminants relates to the principle that different construct gauges should not be high-correlated. The way to test the validity of a discriminant with a reflexive indicator is to look at the cross loading value for each variable must be > 0.70 . Another way that can be used to test the validity of the discriminant is to compare the square root of the AVE for each construct with the value of the correlation between the constructs in the model. The validity of a good discriminant is shown from the square root of the AVE for each construct greater than the correlation between constructs in the model.

Table. 1 Rule of Thumb Of Convergent and Discriminant Validity Test

<i>Validitas Convergent</i>	<i>Loading Factor</i>	a. > 0,70 for <i>confirmatory research</i> b. >0,60 untuk <i>exploratory research</i>
	<i>Communality</i>	>0,50 for <i>confirmatory dan exploratory research</i>
	<i>AVE (Avarage Variance Extreacted)</i>	>0,50 for <i>confirmatory dan exploratory research</i>
<i>Discriminant Validity</i>	<i>Cross Loading</i>	>0,70 for each variable
	<i>Quadrant Root AVE and correlation</i>	Quadrant Root AVE > correlation between latent constructs

Source: Chin (1995) in Abdillah and Jogianto Hartono (2015).

Composite reliability

In addition to validity tests, PLS also conducts reliability tests to measure the internal consistency of measuring instruments. Reliability shows the accuracy, consistency and accuracy of a measuring lata in making measurements (Abdillah and Hartono, 2015). The reliability test in PLS can use two methods. In the first method, namely Composite Reliability and Cronbach's Alpha. Asexplained in their research Abdillah and Hartono (2015) composite reliabilitytesting aims to test the reliability of instruments in a research model. Composite reliability measures the true value of a construct. Whereas cronbach's alpha measures the limit of the reliability value of a construct. If all values of latent variables have composite reliability values or Cronbach's alpha ≥ 0.7 even though a value of 0.6 is still acceptable. That means that the construct has good reliability or that the questionnaire used as a tool in this study has been reliable or consistent.

Table. 2 Rule of Thumb Construct Reliability Test

Parameter	Rule of Thumb
Composite Reliability	a. >0,70 untuk <i>confirmatoryresearch</i>
	b. 0,60 – 0,70 still acceptable for <i>exploratory research</i>

Conbach's Alpha	a.	>0,70 untuk confirmatory research
	b.	0,60 still acceptable for exploratory research

Structural Model Testing (Inner Model)

Inner model, which is a specification of the relationship between latent variables (structural model), also known as inner relation, describes the relationship between latent variables or estimating strength based on substantive theory.

1) Goodness Of Fit Model

Looking at the R-square value which is a test of the goodness fit of the model. Thesecond test can be seen R- square results for endogenous latent variables of 0.67, 0.33 and 0.19 in the structural model indicating that the model is "good", "moderate", and "weak".

2) Hypothesis Testing

The estimated value for the path relationship in the structural model must be signified. This signification value can be obtained by the boosstrapping procedure. Testing a hypothesis can be seen from the t-statistical value and the probability value. For hypothesis testing using statistical values then for alpha 5%, the t-statistical value used is 1.96. So the hypothesis acceptance/rejection criterion is Ha accepted and H0 rejected when t-statistics > 1.96. To reject/accept the Hypothesis uses probability then Ha is accepted if the value of p < 0.5.

RESULTS AND DISCUSSION

Table 3. Characteristics of Respondents By Age

	<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Comulative Percent</i>
Valid	<25 tahun	21	23.3	23.3
	25-30 tahun	40	44.4	67.7
	30-35 tahun	24	26.7	94.4
	>40 tahun	5	5.6	100.0
	Total	90	100.0	100.0

Source: PLS Data Processing Results 3.0, 2022

Based on the data in The table. The 3 above shows that of the respondents who havethe highest number are respondents between the ages of 25-30 years, namely 44.4% andthe lowest are respondents with an age between >40 years, which is 5.6%. In general, employees who work

at PT. Jakarta Aquarium is at a productive age between 25-30 years.

Table 4. Characterization of Respondents Based on Education

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Comulative Percent</i>
Valid	SMA/SMK	24	19.0	19.0	19.0
	Diploma	17	48.0	48.0	67.0
	S1	49	33.0	33.0	100.0
	Total	90	100.0	100.0	

Source: PLS Data Processing Results 3.0, 2022

Based on the data in The table. The 4 above shows that of the 90 respondents who have the highest number, they are respondents with the last junior high school education, which is 48.0% and the lowest is the last elementary school education respondent, which is 19.0%. In general, employees who work at PT. Jakarta Aquarium is mostly educated at the S1 level.

Table 5. Characteristics of Respondents Based on Length of Service

		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Comulative Percent</i>
Valid	<2 tahun	23	25.5	25.5	25.5
	2-3 tahun	46	51.2	51.2	76.7
	4-5 tahun	12	13.3	13.3	90.0

Source: PLS Data Processing Results 3.0, 2022

Based on the data in The table. The 5 above shows that of the 90 respondents who have the highest number are respondents with a length of work between 2-3 years, which is 51.2% and the lowest is the respondent with a length of work between >5 years, which is 10.0%. In general, employees who work at PT. Jakarta Aquarium has more length of work between 2-3 years.

Variable Description

Provides an overview of respondents' answer information to the items of the questionnaire statement on research variables using percentages. The following are the results of the questionnaire processing of respondents' responses to the indicators that are the statement items on the questionnaire and also the calculation of scores for the variables of turnover intention, work stress, organizational commitment and job satisfaction.

Measurement Model Test Results (Outer Model)

Convergent Validity

Convergent Validity testing of the measurement model with reflexive indicators is assessed based on the correlation between the item score or component score and the construct score calculated with PLS. Individual indicators are considered valid if they have a correlation

value above 0.70. However, in the scale development stage research, the loading factor of 0.50 to 0.60 is still acceptable. By looking at the results of the correlation output between the indicators, with the construction as seen from figure 4.1 and table 4.15 of the structure below. By looking at the results of the output correlation between the indicator and its construct as shown in the table and structural figure below:

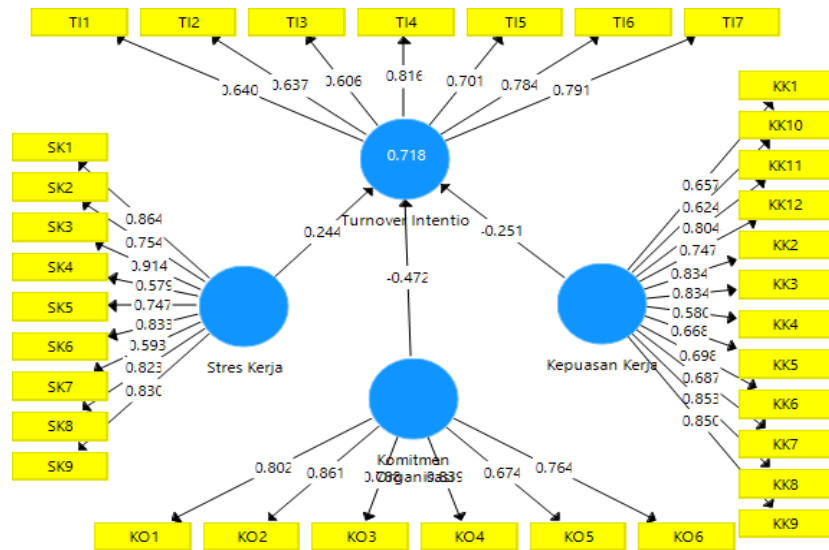


Figure 2. Convergent Validity Test Results

Source: PLS Output, 2022

Table 6. Composite Reliability and Cronbach's alpha Test Results

Variabel	Composite Reliability	Cronbach's Alpha
Turnover Intention	0.879	0.839
Work Stress	0.931	0.915
Organizational Commitment	0.909	0.879
Job Satisfaction	0.935	0.923

Source: PLS 3.0 Data Processing Results, 2022

By Table. 6 above it is seen that the test results of Composite reliability and Cronbach's alpha show satisfactory values, because all latent variables have Composite reliability values and Cronbach's alpha > 0.70. This means that the construct has good reliability or that the

questionnaire used as a tool in this study has been reliable or consistent.

Structural Model Testing Results / Hypothesis Test (Inner Model)

Inner model testing is the development of concept-based and theory-based models in order to analyze the relationship between exogenous and endogenous variables that have been described in conceptual design. The test steps for the structural model (inner model) are as follows:

Looking at the R-square value which is a goodness-fit test of the model (Gof). The value of the R-square is zero to one. As the R-square value gets closer to one, then the independent variables provide all the information needed to predict the variation of each dependent variable, and vice versa, the smaller the R-square value the more limited the variation of the dependent variable. Here is the output of the R-square.

Table 7. R-Square Value Test Results

Variabel Endogen	R square
<i>Turnover Intention(Y)</i>	0.718

Source: PLS 3.0 Data Processing Results, 2022

The structural model indicates that the model on the turnover variable can be said to be good because it has a value above 0.67. The model of the influence of independent latent variables on turnover intention R-square value of 0.718 which can be interpreted that the variability of the constructive turnover intention that can be explained by the variables of work stress, organizational commitment and job satisfaction is 71.8% while 28.2% is explained by other variables outside the study.

Hypothesis Testing Results (Path Coefficient Estimation)

The estimated value for the relationship of paths in the structural model should be significant. Significance values on this hypothesis can be obtained by the bootstrapping procedure. Looking at the significance of the hypothesis by looking at the value of the parameter coefficient and the value of the significance of the T-statistic on the algorithm bootstrapping report. To find out significant or insignificant seen from the T-table at alpha 0.05 (5%) = 1.96, then the T-table is compared with the T-count (T-statistical).

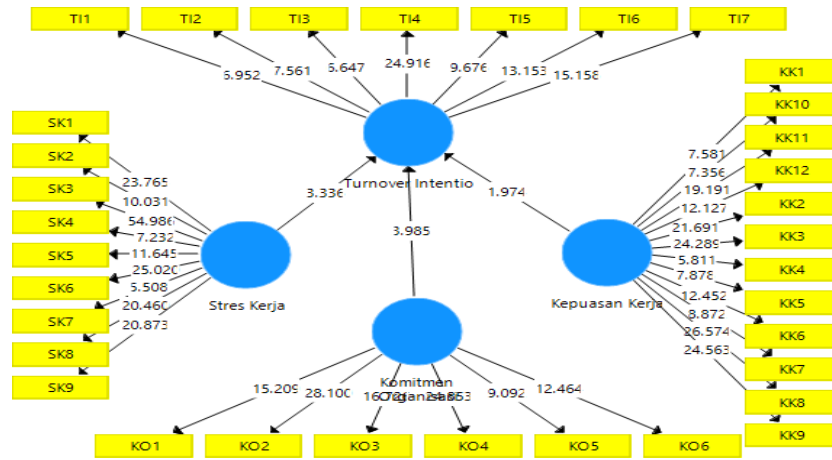


Figure 3. Bootstrapping Test Results

Source: PLS 3.0 Data Processing Results, 2022

Table. 8 Hypothesis Test Results

	<i>Variabel</i>	<i>Original Sample</i>	<i>T. Statistic</i>	<i>P Values</i>	<i>Signifikansi</i>
H1	Work Stress → <i>Turnover Intention</i>	0.244	3.336	0.001	Significant Positives
H2	Organizational Commitment → <i>Truniver Intention</i>	-0.472	3.985	0.000	Significant Negatives
H3	Job Satisfaction → <i>Turnover Intention</i>	-0.251	1.974	0.049	Significant Negatives

Source: PLS 3.0 Data Processing Results, 2022

Discussion

The Effect of Work Stress on Turnover Intention

Based on hypothesis tests that have been carried out, it shows that work stress has a significant positive effect on the turnover intention of PT employees. Jakarta Aquarium. The results of this hypothesis are in line with previous research conducted according to Suswati (2020), showing that work stress has a positive and significant effect on turnover intention. the more employees feel high work stress, the turnover will increase. Then the research of Paat et al., (2017) also showed that work stress has a positive and significant effect on turnover intention. Comparable to the results of Nasution's research (2017) that work stress has a positive and significant effect on turnover intention. Where work stress is closely related to turnover intention. turnover intention will be higher when employees have high job demands. Work stress on turnover intention has a positive and significant influence. This shows that the more work stress increases, the more turnover will increase.

The Effect of Organizational Commitment on Turnover Intention

Based on the hypothesis tests that have been carried out, it shows that the commitment of organisasi has a negative and significant effect on turnover intention. The results of this hypothesis are in line with previous research conducted according to Nasution research (2017), showing that organizational commitment has a negative and significant effect on turnover intention. Organizational commitment has a relationship with turnover intention, so that it can reduce the turnover intention rate, the higher the company gives commitment to employees, it will reduce the turnover intention rate. Pristayati and Adnyani (2017). Then the research of Abdurahim et al., (2017) also showed that organizational commitment has a negative and significant impact on turnover intention. Comparable to the results of research by Pristayati and Adnyani (2017) that organizational commitment has a negative and significant impact on employee performance. This shows that committed employees will stay afloat and give high loyalty to the company.

The Effect of Job Satisfaction on Turnover Intention

Based on hypothesis tests that have been carried out, it shows that job satisfaction has a negative and significant effect on turnover intention. The results of this hypothesis are in line with previous research conducted according to the research of Paat et al., (2017), showing that job satisfaction has a negative and significant effect on turnover intention. the more job satisfaction received by employees increases, the turnover intention will decrease. Then the research of Pristayati and Adnyani (2017) also showed that job satisfaction has a negative and significant impact on turnover intention. Comparable to the results of research by Fujiana and Rahardja (2016) that job satisfaction has a negative and significant effect on turnover intention. Job satisfaction is very important for employees, because the high job satisfaction provided by the company will reduce the turnover rate. If the company provides appropriate salaries, bonuses, incentives and

benefits to employees, the intention to go in and out of employees will decrease.

CONCLUSIONS

Based on the formulation of the problem along with data analysis and discussion proposed in the previous chapter, several research conclusions can be stated as follows: Work stress has a positive and significant effect on turnover intention, which is 3,336. This shows that work stress plays a very important role in turnover intention, the higher the employee's work stress, the more turnover intention will increase, on the contrary, the lower the work stress felt by employees, it will reduce turnover intention.

Organizational commitment has a negative and significant effect on turnover intention, which is 3,985. This shows that organizational commitment plays a very important role in turnover intention, the higher the commitment of the organization, the turnover intention will decrease, on the contrary, the lower the organizational commitment, the turnover intention will increase.

Job satisfaction had a negative and significant effect on turnover intention, which was 1,974. This shows that job satisfaction plays a very important role in turnover intention, the higher the job satisfaction received by employees, it will reduce turnover intention, on the contrary, the lower the job satisfaction received by employees, it will increase turnover intention.

Based on the lowest mean value on the work stress variable with the statement "Task demands make me feel exhausted to complete work" then what can be used as a suggestion is that the company should give appropriate tasks such as by adjusting the employee's ability and providing the appropriate amount of work.

Based on the lowest mean value on the organizational commitment variable with the statement "I am always willing and confident to take appropriate actions" then what can be used as advice should be the company to provide trust for employees, such as by giving responsibility in carrying out tasks, so that employees will provide high loyalty to employees.

Based on the mean value in the variable of job satisfaction with the statement "My co-workers judge that I can work well" then what can be used as advice is that the boss should be able to provide direction on cooperation between colleagues, such as by giving tasks that are worked in a group team and holding a family gathering in order to

foster a high sense of cooperation between colleagues.

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