

THE IMPACT OF JOB STRESS ON TURNOVER INTENTION WITH JOB SATISFACTION AS A MEDIATING VARIABLE AT CV MADE KARYA LOGAM

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Abstract: This study aims to analyze the mediating role of job satisfaction in the effect of job stress on turnover intention among employees of CV Made Karya Logam. The study employs a saturated sampling technique with a total sample of 43 employees. Data were collected using questionnaires and interviews, and analyzed using descriptive statistics and inferential statistical tools with path analysis assisted by SPSS software. The findings reveal that job stress has a positive effect on turnover intention, a negative effect on job satisfaction, and that job satisfaction negatively affects turnover intention. Job satisfaction is proven to partially mediate the relationship between job stress and turnover intention.

Keywords: Job Stress, Turnover Intention, Job Satisfaction

INTRODUCTION

In the era of globalization, companies aim to generate profits to survive in the competitive business environment (Dahlia & Putra, 2022). Human resources play a crucial role in achieving organizational goals (Yuliantoro, 2022). Failure to manage quality employees can lead to decreased productivity and increased employee turnover. Losing trained and dedicated employees poses significant losses for a company, highlighting the importance of addressing factors influencing job stress, turnover intention, and job satisfaction (Anees et al., 2021).

CV Made Karya Logam is one company that addresses these concerns. It actively reviews factors that may influence employees' intentions to leave the company (turnover intention). Operating in the building materials trade sector, the company is located on Jalan Tukad Balian No. 212 and was officially established on February 16, 2021. It continues to grow by focusing on employee welfare and improving service quality.

This study is grounded in Herzberg's Two-Factor Theory (1959), which explains job stress, job satisfaction, and turnover intention through hygiene and motivational factors. Hygiene factors refer to conditions that, if unmet, cause dissatisfaction and demotivation, while motivational factors are those that directly enhance job satisfaction (Kusumaningtyas, 2023). These factors are not singular but consist of two interrelated dimensions with distinct roles (Azwanda et al., 2024). Puspita (2022) argues that employees' performance is influenced by the presence or absence of these factors, which can lead to dissatisfaction, absenteeism, and increased turnover.

Based on interviews with administrative staff at CV Made Karya Logam, the company faces challenges in managing human resources, particularly turnover

intention. This refers to employees' desire to leave the company, driven by factors such as the pursuit of better compensation or a more suitable job fit (Ihwanti et al., 2023). High turnover intention can be detrimental, potentially hindering company progress or even leading to bankruptcy (Riantini et al., 2021). Therefore, identifying all potential factors affecting turnover intention is essential (Pratama et al., 2022).

A pre-survey involving interviews with ten employees of CV Made Karya Logam revealed indications of turnover intention. Six out of ten employees expressed a desire to leave their jobs, and seven were seeking better job positions elsewhere. This was attributed to high job stress, multitasking demands, dissatisfaction with the work environment, excessive workload, and lack of promotion despite long tenure. However, they remained in their current positions due to the need for a stable income and the lack of alternative employment. The interviews also revealed that many hoped for better positions within the company, seeking new experience and advancement due to their lengthy service.

A key contributor to high turnover intention is job stress. Job stress is the emotional strain experienced by employees in their roles and is characterized by emotional instability, anxiety, isolation, difficulty sleeping, inability to relax, and nervousness (Saputro et al., 2020). Job stress also refers to an adaptive response to external environments, which can result in psychological, behavioral, and physical symptoms if left unaddressed by management, ultimately reducing job satisfaction.

Job satisfaction is defined as the positive or negative feelings employees have about their jobs (Augustine et al., 2022). When needs such as salary, promotion opportunities, benefits, working conditions, relationships with colleagues, and organizational policies are adequately met, employees are likely to display positive attitudes such as engagement, enthusiasm, and interest in their work (Yu et al., 2020).

Previous studies on the impact of job stress on turnover intention have revealed research gaps. For example, Putra & Surya (2020) found that job stress positively affects turnover intention, meaning high stress levels related to workload, conflict, low responsibility, and limited career development increase employees' desire to leave. On the contrary, Suswati (2020) reported no significant relationship between job stress and turnover intention.

Rijasawitri & Suana (2020) found that job satisfaction negatively influences turnover intention. High job satisfaction predicts employees' intention to stay and reduces their desire to seek other jobs. Conversely, dissatisfaction increases the likelihood of considering alternative employment.

Based on the phenomena of high turnover intention, high job stress, low job satisfaction, and prior supporting studies, this study was conducted under the title: "The Impact of Job Stress on Turnover Intention with Job Satisfaction as a Mediating Variable at CV Made Karya Logam."

METHOD

This study employs a quantitative approach with a causal associative method to analyze the effect of job stress on turnover intention, with job satisfaction as a mediating variable. The research was conducted at CV Made Karya Logam, located on Jalan Tukad Balian No. 212, based on the observed issue of high employee turnover

intention. The variables in this study include job stress as the exogenous variable, turnover intention as the endogenous variable, and job satisfaction as the mediating variable. Each variable was measured using relevant indicators derived from established theories (Sugiyono, 2019; Fatari & Wahyu, 2023; Saputri et al., 2024).

The research population consisted of all 43 employees at CV Made Karya Logam, all of whom were included as the sample using a saturated sampling technique. The types of data used include quantitative data obtained from Likert-scale questionnaire results and qualitative data in the form of company descriptions and employee working conditions. Data collection was conducted through interviews with management and surveys using questionnaires designed based on variable indicators. Primary data were sourced from employee responses, while secondary data came from company documents and administrative records (Sugiyono, 2019; Rojikinor et al., 2022).

Data analysis in this study utilized descriptive statistics to describe respondent characteristics and path analysis to test both direct and indirect relationships among variables. Classical assumption tests were conducted, including tests for normality, multicollinearity, and heteroscedasticity, to ensure model validity. Additionally, to test the mediating effect of job satisfaction, the Sobel test and Variance Accounted For (VAF) analysis were applied to determine whether the mediation is full or partial in the relationship between job stress and turnover intention (Ghozali, 2016; Sholihin & Ratmono, 2013).

RESULTS AND DISCUSSION

Inferential Analysis Results

Inferential statistical analysis is a method used to draw conclusions or inferences about a population based on existing sample data. In this study, inferential statistical analysis is used to test the relationship or influence between the variables studied, namely path analysis, classical assumption test, and sobel test.

Path Analysis Results

Path analysis aims to determine the direct and indirect influence between independent variables on dependent variables. The basis for calculating the path coefficient is correlation and regression analysis in the calculation is done using SPSS 25.0 for windows. The variables analyzed are Job stress (X), Job satisfaction (Z) and Turnover intention (Y). Path analysis can only be used if it has met certain assumptions. The steps in testing the hypothesis that have been formulated using path analysis are as follows..

1) Formulate hypotheses and sub-structural equations

The first step in path analysis is to formulate a research model hypothesis based on existing theories.

- (1) Job stress has a significant positive effect on turnover intention at CV Made Karya Logam
- (2) Job stress has a significant negative effect on job satisfaction at CV Made Karya Logam

- (3) Job satisfaction has a significant negative effect on turnover intention at CV Made Karya Logam
- (4) Job satisfaction is a mediating variable for the influence of job stress on turnover intention at CV Made Karya Logam

Based on the hypothesis that has been formulated, the Sub-Structural equation 1 can be formulated as follows:

$$Z = \beta_2 X + e_1$$

Meanwhile, the Sub-Structural equation 2 can be formulated as follows:

$$Y = \beta_1 X + \beta_3 Z + e_2$$

This study calculated the effect of job stress on job satisfaction through the SPSS 25.0 for Windows program. The following shows the results of the first Sub-Structural calculation in Table 1.

Table 1. Results of Path Analysis on Sub-Structure 1					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	9,464	2,353		8,272	0,000
Job stress	0.689	0.146	-0.593	4,720	0,000
R2: 0.352					

Source: Data processed in 2025

Based on the results of the path analysis in Table 1, the following Sub-Structural Equation 1 can be formulated.

$$Z = \beta_2 X + e_1$$

$$Z = -0.593 X + e_1$$

Sub-Structural Equation 1 can be interpreted as follows:

The job stress variable has a coefficient of -0.593, meaning that job stress has a negative coefficient on job satisfaction. This result means that if job stress increases, job satisfaction will decrease.

This study calculated the effect of job stress and job satisfaction on turnover intention through the SPSS 25.0 for windows program. The following shows the results of the second Sub-Structural calculation in Table 2.

Table 2. Results of Path Analysis on Sub-Structure 2					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		Std. Error	Beta		

(Constant)	,704	2,069		4,207	0,000
Job stress	0.396	0.098	0.482	4,054	0,000
Job satisfaction	-0.290	0.084	-0.410	- 3,451	0.001
R2: 0.634					

Source: Data processed in 2025

Based on the results of the path analysis in Table 2, the following Sub-Structural Equation 2 can be formulated.

$$Y = \beta_1 X + \beta_3 Z + e_2$$

$$Y = 0.482X - 0.410Z + e_2$$

The Sub-Structural Equation can be interpreted as follows:

The job stress variable has a coefficient of 0.482, meaning that job stress has a positive coefficient on turnover intention, meaning that if job stress increases, turnover intention will increase. The job satisfaction variable has a coefficient of -0.410, meaning that job satisfaction has a negative coefficient on turnover intention, meaning that if job satisfaction increases, turnover intention will decrease.

2) Path coefficient diagram form

(1) Direct effect

Direct influence occurs when a variable influences another variable without any mediating variable.

- The effect of job stress on turnover intention (β_1) is 0.482
- The effect of job stress on job satisfaction (β_2) is -0.593
- The influence of job satisfaction on turnover intention (β_3) is -0.410

(2) Indirect effect

Indirect influence occurs when there are other variables that mediate the relationship between the two variables of job stress influence on turnover intention with job satisfaction mediation. The method used to find the magnitude of the indirect influence is to multiply the influence of job stress on job satisfaction (β_2) and job satisfaction on turnover intention (β_3) to obtain -0.593 x -0.410 = 0.243

(3) Total effect

The total influence can be done by adding the direct influence of job stress on turnover intention (β_1) of 0.482 and the indirect influence of job stress on turnover intention through job satisfaction ($\beta_2 \times \beta_3$) of 0.243, then the result is 0.482 + 0.243 = 0.725.

3) Testing the value of the coefficient of determination (R2) and the error variable (e)

This test will see the value of each determination coefficient for Sub-Structural 1 and Sub-Structural 2 as well as the value of each error variable in each Sub-

Structural with the aim of compiling the final path diagram model. The following are the results of calculating the error variable values in each Sub-Structural.

$$e_i = \sqrt{1 - R_i^2}$$

$$e_1 = \sqrt{1 - R_1^2} = \sqrt{1 - 0,352} = 0,805$$

$$e_2 = \sqrt{1 - R_2^2} = \sqrt{1 - 0,634} = 0,605$$

The calculation of the influence of error (e) then obtained the results for the Sub-Structural error value 1 (e1) of 0.805 and the Sub-Structural error value 2 (e2) of 0.605. Next, the total determination coefficient will be calculated as follows:

$$R^2_m = 1 - (e_1)^2 - (e_2)^2$$

$$= 1 - (0.805)^2 - (0.605)^2$$

$$= 1 - (0.648) - (0.366)$$

$$= 1 - 0.237 = 0.763$$

The calculation of the total determination coefficient value is obtained at 0.763, so the conclusion is that 76.3% of the turnover intention variable is influenced by job stress directly or indirectly through job satisfaction, while the remaining 23.7% is influenced by other variables that are not included in the research model or outside the research model. Based on the explanation of the Sub-Structural equation, the results of the path coefficient calculation values will be explained which are shown through the standardized coefficient beta value for each influence of the relationship between variables. The following are the path coefficient values for each influence variable through Figure 1.

Figure 1. Path Analysis Model

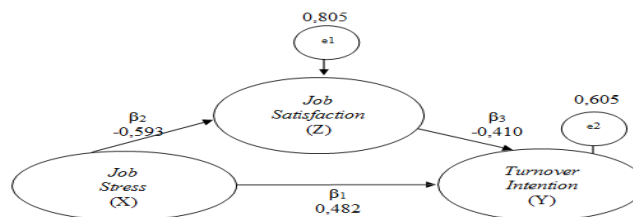


Figure 1 shows the magnitude of the influence of job stress on the variables of job satisfaction and turnover intention, as well as the magnitude of the influence of the job satisfaction variable on turnover intention, where each value of the magnitude of influence is obtained from the standardized Beta coefficient and the magnitude of the value of each error variable from each Sub-Structural equation.

Summarizing and Concluding

Table 3. Summary of the Influence of Job Stress on Turnover Intention Mediated by Job Satisfaction

Influence of	Direct influence	Indirect influence	Total Influence	Std. Error	Sig.	Results
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variables		through Z				
X→Y	0.482	0.243	0.725	0.098	0,000	Significant
X→Z	-0.593		-0.593	0.146	0,000	Significant
Z→Y	-0.410		-0.410	0.080	0.001	Significant

Source: Data processed in 2025

Table 3 displays the summary results of the values of each direct and indirect influence path between variables and the error values in each Sub-Structural equation produced through the path analysis technique. The following will explain the meaning of the values in Table 2.

a) The effect of job stress on turnover intention

The effect of job stress on turnover intention shows that job stress has a direct effect on turnover intention of 0.482 and a significance of 0.000.

b) The influence of job stress on job satisfaction

The effect of job stress on job satisfaction shows that job stress has a direct effect on job satisfaction of -0.593 and a significance value of 0.000.

c) The influence of job satisfaction on turnover intention

The influence of job satisfaction on turnover intention shows that job satisfaction has a direct influence on turnover intention of -0.410 and a significance value of 0.001.

d) The effect of job stress on turnover intention mediated by job satisfaction

The effect of job stress on turnover intention mediated by job satisfaction shows that job stress has a direct effect on turnover intention of 0.482 and an indirect effect of 0.243 with a total effect of 0.725.

Classical Assumption Test

1) Normality test

Table 4. Normality Test Results

Equation	Asymp. Sig. (2-tailed)	Description
Sub-Structural 1	0.200	Normal
Sub-Structural 2	0.196	Normal

Source: Data processed in 2025

Based on the normality test using the One-Sample Kolmogorov-Smirnov Test shown in Table 4, it shows that the value of Asymp. Sig. (2-tailed) Kolmogorov-Smirnov Sub-Structural 1 is 0.200 and Sub-Structural 2 is 0.196. The value of Asymp. Sig. (2-tailed) Kolmogorov-Smirnov is greater than the alpha value of 0.05, indicating that the data used in this study is normally distributed, so it can be concluded that the model meets the assumption of normality.

2) Multicollinearity test

Table 5. Multicollinearity Test Results

Model		Tolerance	VIF	Information
Sub-Structural 2	Job stress	0.648	1,543	Free from Multicollinearity
	Job satisfaction	0.648	1,543	Free from Multicollinearity

Source: Data processed in 2025

Based on Table 5, it is shown that there are no independent variables that have a tolerance value of less than 0.10 and there are also no independent variables that have a VIF value of more than 10. Therefore, the regression model is free from multicollinearity symptoms.

3) Heteroscedasticity test

Table 6. Heteroscedasticity Test Results

Equation Model		Sig.	Information
Sub-Structure al 1	Job stress	0.398	Free of Heteroscedasticity
Sub-Structure al 2	Job stress	0.725	Free of Heteroscedasticity
	Job satisfaction	0.868	Free of Heteroscedasticity

Source: Data processed in 2025

Based on Table 6, it is shown that each model has a significance value greater than 5% (0.05). This shows that the independent variables used in this study do not have a significant effect on the dependent variable, namely the absolute residual, therefore, this study is free from heteroscedasticity symptoms.

Hypothesis testing

The testing criteria to explain the interpretation of the influence between each variable are as follows:

If $\text{sig} < 0.05$ then H_0 is rejected and H_a is accepted.

If $\text{sig} > 0.05$ then H_0 is accepted and H_a is rejected.

The results of hypothesis testing in this study are as follows:

1) The effect of job stress on turnover intention

H_0 : Job stress does not have a significant positive effect on turnover intention.

H_a : Job stress has a significant positive effect on turnover intention

Based on the results of the Sub-Structural path analysis 2 in Table 2, it explains that job stress on turnover intention has a Beta value of 0.482 and a Sig. value of 0.000, so it can be said that H_0 is rejected and H_a is accepted because the Sig. value is $0.000 < 0.05$ so that it can be seen that job stress has a significant positive effect on turnover intention. This shows that if job stress increases, it will have a real impact on increasing turnover intention. So the first hypothesis can be accepted.

2) The influence of job stress on job satisfaction

Ho: Job stress does not have a significant negative effect on job satisfaction.

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

Based on the results of the Sub-Structural path analysis 1 in Table 1, it explains that job stress on job satisfaction has a Beta value of -0.593 and a Sig. value of 0.000, so it can be said that Ho is rejected and Ha is accepted because the Sig. value is $0.000 < 0.05$. So it can be seen that job stress has a significant negative effect on job satisfaction. This shows that if job stress increases, it will have a real impact on decreasing job satisfaction. So the second hypothesis can be accepted.

3) The influence of job satisfaction on turnover intention

Ho: Job satisfaction does not have a significant negative effect on turnover intention.

Ha: Job satisfaction has a significant negative effect on turnover intention

Based on the results of the Sub-Structural 2 path analysis in Table 2, it explains that job satisfaction on turnover intention has a Beta value of -0.410 and a Sig. value of 0.001, so it can be said that Ho is rejected and Ha is accepted because the Sig. value is $0.001 < 0.05$. So it can be concluded that job satisfaction has a significant negative effect on turnover intention. This shows that if job satisfaction increases, it will have a real impact on decreasing turnover intention. So the third hypothesis can be accepted.

Sobel test

Testing the mediation hypothesis can be done using the Sobel test. The Sobel test is used to determine the influence of the mediating variable. Testing the mediating variable hypothesis can be done using the Sobel test. The Sobel test is done by testing the indirect influence of the independent variable.

(X) on the dependent variable (Y) through the mediating variable (Z) is calculated by multiplying the path coefficient of X on Z (a) by the path coefficient of Z on Y (b) or ab . The standard error of the coefficients a and b are written as S_a and S_b . The magnitude of the indirect standard error (indirect effect) S_{ab} . If the calculated value of Z is greater than 1.96, then the mediator variable is considered to significantly mediate the relationship between the dependent variable and the independent variable, indicating that Ho is rejected and Ha is accepted.

Ho: Job satisfaction does not mediate the effect of job stress on turnover intention.

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

$$Z = \frac{ab}{\sqrt{b^2 S_a^2 + a^2 S_b^2 + S_a^2 S_b^2}}$$

Keterangan:

a = 0,593

S_a = 0,146

b = 0,410

S_b = 0,084

$$Z = \frac{0,593 \cdot 0,410}{\sqrt{(0,410^2 \cdot 0,146^2) + (0,593^2 \cdot 0,084^2) + (0,146^2 \cdot 0,084^2)}}$$

$$Z = \frac{0,243}{0,079}$$

$$Z = 3,084$$

Based on the results of the Sobel Test, it shows that the calculated Z result is $3.084 > 1.96$, so it can be said that H_0 is rejected and H_a is accepted, which means that the job satisfaction variable is a mediating variable with a significant influence between job stress and turnover intention. So the fourth hypothesis can be accepted.

VAF Test

Based on the VAF test, the calculated value of 33.35% which is between 20%-80% can be categorized as a partial mediation, so it can be concluded that job satisfaction partially mediates job stress on turnover intention.

Discussion of Research Results

The Influence of Job Stress on Employee Turnover Intention at CV Made Karya Logam

Based on the results of the first hypothesis test in this study, it shows that job stress has a positive and significant effect on the turnover intention of CV Made Karya Logam employees. This result means that the increasing job stress felt by CV Made Karya Logam employees will have a real impact on increasing the turnover intention of CV Made Karya Logam employees, and vice versa, the lower the job stress felt by CV Made Karya Logam employees, it will have a real impact on decreasing the turnover intention of CV Made Karya Logam employees, so that the first hypothesis is accepted.

Job stress is a feeling of pressure faced by employees in dealing with their work. High stress can reduce comfort, enthusiasm, and work motivation, thus encouraging employees to consider the option of leaving the company. The findings of this study at CV Made Karya Logam provide an understanding that employees who have a high level of pressure at work, are caused by the workload they feel is too much which results in employees having the desire to look for other better jobs, so that this will cause the turnover intention of CV Made Karya Logam employees to increase. When associated with the Two Factor Theory, the results of this study explain that High work stress is caused by unfulfilled hygiene factors, such as unbalanced workload, pressure from superiors, lack of role clarity. When employees feel this condition and it continues, employees lose commitment to the company and increase turnover intention.

The results of this study are in line with research conducted by Putra & Surya (2020) which shows that job stress has a positive and significant effect on turnover intention. The results of Fauzi et al.'s research (2022) which stated that job stress has a significant positive effect on turnover intention. Manuaba & Suwandana (2022) also stated that job stress has a significant positive effect on turnover intention and Marcella & Le (2022) stated that job stress has a significant positive effect on turnover intention. In addition, research by Chen & Qi (2022) also supports these results.

The Influence of Job Stress on Job Satisfaction of CV Made Karya Logam Employees

Based on the results of the second hypothesis test in this study, it shows that job stress has a negative and significant effect on job satisfaction of CV Made Karya Logam employees. This result means that the higher the job stress felt by CV Made Karya Logam employees, the more it will have a real impact on decreasing job satisfaction of CV Made Karya Logam employees, and vice versa, the lower the job

stress felt by CV Made Karya Logam employees, the more it will have a real impact on increasing job satisfaction of CV Made Karya Logam employees, so the second hypothesis is accepted.

Job stress is a condition of work pressure that can affect the emotional, cognitive, and physiological aspects of an individual. The findings of this study at CV Made Karya Logam provide an understanding that employees who have a high level of work pressure due to the workload they feel is too much will result in employees being dissatisfied with the work they have, in addition to employee dissatisfaction caused by the absence of a career ladder in the company and co-workers who do not provide assistance when employees experience problems, so that this will cause the job satisfaction of CV Made Karya Logam employees to decrease. If associated with the Two Factor Theory, the results of this study prove that high levels of work stress are caused by the unfulfilled hygiene factors, such as excessive workload, pressure from superiors, unclear roles, and less harmonious work relationships. This condition will create pressure on employees, thereby reducing employee satisfaction with the work they have.

The results of this study are in line with research conducted by Aulia & Putra (2025) which states that job stress has a significant negative effect on job satisfaction. Similar results were also stated by Tarigan & Lataruva (2024) who concluded that job stress contributes to reducing the level of job satisfaction. Research by Dwipayana & Suwandana (2024) also supports these findings by stating that job stress has a negative and significant effect on employee job satisfaction. Meanwhile, Dewi et al., (2023) stated that job stress has a significant negative effect on job satisfaction and Permatasari & Sriathi (2021) also strengthen this argument with research results showing that job stress has a significant negative effect on job satisfaction.

The Influence of Job Satisfaction on Employee Turnover Intention at CV Made Karya Logam

Based on the results of the third hypothesis test in this study, it shows that job satisfaction has a negative and significant effect on the turnover intention of CV Made Karya Logam employees. This result means that if the increasing job satisfaction of CV Made Karya Logam employees will have a real impact on decreasing the turnover intention of CV Made Karya Logam employees, and vice versa if the lower job satisfaction of CV Made Karya Logam employees will have a real impact on increasing the turnover intention of CV Made Karya Logam employees, so the third hypothesis is accepted.

Job satisfaction becomes one of the important factors that can affect the company's turnover intention. The findings of this study at CV Made Karya Logam provide an understanding that employees who are dissatisfied with their jobs, this is because there is no opportunity for job promotion or a clear career path, so they do not feel appreciated and employees will have the desire to look for work elsewhere that promises the future for employees. So this will increase the turnover intention level of CV Made Karya Logam employees. If associated with the Two Factor Theory, the results of this study provide an understanding that Dissatisfaction arising from poor hygiene factors, such as inadequate salaries, an uncomfortable work

environment, or poor relationships between employees and a lack of motivating factors such as the absence of a clear career path will encourage employees to look for a better workplace.

The results of this study are in line with the research of Dodanwala & Santoso (2021), which found that job satisfaction has a significant negative effect on turnover intention. This finding is in line with the results of research conducted by Utama & Surya (2020), which also showed a significant negative effect between job satisfaction and turnover intention. In addition, research by Suryawan et al., (2021) supports similar results, where high job satisfaction correlates with low turnover intention. Yukongdi & Shresta (2020) stated that job satisfaction negatively affects turnover intention and Rijasawitri & Suana (2020) also stated the same thing, that job satisfaction negatively affects turnover intention

The Role of Job Satisfaction in Mediating the Effect of Job Stress on Employee Turnover Intention at CV Made Karya Logam

Based on the results of the fourth hypothesis test in this study, it shows that job stress has an effect on the turnover intention of CV Made Karya Logam employees with job satisfaction as the mediation, so that job satisfaction is a partial mediation variable for the influence of job stress on turnover intention, this shows that the higher the job stress felt by CV Made Karya Logam employees, the lower the job satisfaction, and the lower the job satisfaction, the more significant the impact on increasing the turnover intention of CV Made Karya Logam employees. So the fourth hypothesis is accepted.

Job satisfaction plays an important role in mediating the influence of job stress on turnover intention. The findings of this study at CV Made Karya Logam provide an understanding that employees who have a high level of pressure at work due to the workload they feel is too excessive, will result in employees being dissatisfied with the work they have in addition to employee dissatisfaction caused by the absence of a career path in the company and co-workers who do not provide assistance when employees experience problems. Employees who are dissatisfied with their jobs, result in them not feeling appreciated and employees will have the desire to look for work elsewhere that promises a future for employees. So that this will increase the turnover intention level of CV Made Karya Logam employees. If associated with the Two Factor Theory, the results of this study provide an understanding that high levels of work stress are caused by the unfulfilled hygiene factors, such as excessive workload, pressure from superiors, unclear roles, and less harmonious working relationships. This condition will create pressure on employees, thereby reducing employee satisfaction with the work they have and the lack of motivating factors such as the absence of a clear career path will encourage employees to look for a better workplace

The results of this study are in line with research conducted by Sholihin et al., (2022), it was found that job satisfaction has an important role as a mediating variable in the relationship between job stress and turnover intention. Research by Anees et al., (2021), stated that job satisfaction bridges the influence of job stress on turnover intention. A similar finding was also found by Noeary et al., (2020), which stated that

job satisfaction significantly mediates the relationship between job stress and turnover intention. Dewi and Sriathi (2019) support this view by stating that job satisfaction is able to mediate the negative effect of job stress on turnover intention. In addition, Kurniati and Simbolon (2019) also stated that job satisfaction plays a role in reducing the negative impact of job stress on turnover intention

CONCLUSION

Based on the research results obtained, several conclusions can be drawn as follows.

1. Job stress has a positive and significant effect on the turnover intention of CV Made Karya Logam employees.
2. Job stress has a negative and significant effect on job satisfaction at CV Made Karya Logam.
3. Job satisfaction has a negative and significant effect on the turnover intention of CV Made Karya Logam employees.
4. Job satisfaction is a partial mediating variable of the influence between job stress and turnover intention of CV Made Karya Logam employees.

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