

## Stress, Job Satisfaction, and Organizational Commitment Affect Turnover Intention at PT Berca Kawan Sejati Malang

### Stres, Kepuasan Kerja, dan Komitmen Organisasi Berpengaruh Terhadap Turnover Intention Pada PT Berca Kawan Sejati Malang

Listiyana\*<sup>1</sup>

<sup>1</sup>Program Studi Ilmu Manajemen, Sekolah Tinggi Ilmu Ekonomi Gempol Pasuruan, Indonesia

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#### ABSTRAK

Sumber daya manusia berdiri sebagai aset perusahaan yang sangat penting, melaksanakan tindakan terencana yang penting untuk mewujudkan tujuan organisasi. Kemanjuran mereka membentuk kunci pas, menentukan kemenangan atau penurunan. Studi ini bertujuan untuk menguraikan dampak stres dan kepuasan yang berhubungan dengan pekerjaan terhadap kecenderungan pergantian, sebuah hubungan yang mungkin dimediasi secara langsung atau tidak langsung melalui kesetiaan organisasi. Dengan menggunakan penelitian berbasis survei, penelitian ini mencakup seluruh tenaga kerja PT Berca Kawan Sejati yang berjumlah 78 orang dengan menggunakan sampel pencacahan lengkap. Secara metodologi, analisis data menganut Structural Equation Modeling (SEM) dengan menggunakan tools Smart PLS. Temuan mengungkapkan bahwa stres kerja terutama memicu niat berpindah yang positif dan konsekuensial, sementara juga secara negatif mempengaruhi komitmen organisasi. Sebaliknya, pengaruh kepuasan kerja pada kecenderungan turnover kurang signifikan secara statistik. Menariknya, kepuasan kerja secara nyata mendorong komitmen organisasional yang positif dan signifikan. Namun, interaksi antara stres kerja, kepuasan kerja, dan niat berpindah yang dimediasi oleh komitmen organisasi tidak menunjukkan signifikansi statistik. Ergo, komitmen organisasi tidak cukup memediasi keterkaitan antara stres kerja, kepuasan kerja, dan niat berpindah. Singkatnya, penelitian ini menggarisbawahi peran penting sumber daya manusia, mengungkap dinamika rumit yang meliputi stres kerja, kepuasan kerja, niat berpindah, dan komitmen organisasi.

**Kata Kunci:** *Kepuasan Kerja, Stres Kerja, Komitmen Organisasi, Turnover Intention.*

#### ABSTRACT

Human capital stands as a pivotal corporate asset, executing premeditated actions crucial for realizing organizational objectives. Their efficacy forms a linchpin, determining triumph or decline. This study aims to decipher the impact of job-related stress and contentment on turnover inclination, a nexus possibly mediated directly or indirectly through organizational allegiance. Utilizing survey-based research, the study encompasses PT Berca Kawan Sejati's entire workforce, comprising 78 employees, employing a complete enumeration sample. Methodologically, the data analysis embraces Structural Equation Modeling (SEM) utilizing Smart PLS tools. Findings reveal that job stress notably triggers a positive and consequential turnover intention, while also negatively influencing organizational commitment. Conversely, job satisfaction's influence on turnover inclination lacks statistical significance. Interestingly, job satisfaction tangibly drives positive and significant organizational commitment. However, the interplay between job stress, job satisfaction, and turnover intention mediated by organizational commitment does not exhibit statistical significance. Ergo, organizational commitment inadequately mediates the interrelationship between job stress, job satisfaction, and turnover intention. In sum, this study underscores human resource's pivotal role, unveiling intricate dynamics encompassing job stress, job satisfaction, turnover intention, and organizational commitment.

**Keywords:** Job Satisfaction, Job Stress, Organizational Commitment, Turnover Intention.

\* Correspondence Address

E-mail: listiyanalis@gmail.com

## INTRODUCTION

Human resources are a major asset for the company to carry out all activities planned beforehand and are very valuable for the company to realize the company's goals, the success or failure of the company is one of the determining factors, namely the human element. Therefore companies must be able to protect or provide the best service to human resources so that companies get reciprocity for cooperation because if human resources or company employees are comfortable with their jobs, employees will carry out their duties happily and more productively, even employees do not have thoughts. intention to leave the company. Based on previous research on turnover intention or the desire to move and even leave the company and with the various reasons conveyed by them, especially regarding the workload experienced (Tulangow et al., 2018).

The world of work today requires employees to continue working and there is even an overtime schedule system for employees that must be implemented to complete their work. With more and more needs that must be met, increasingly heavy workloads, increasingly fierce work competition can trigger work stress. Conditions of work stress that often occur in employees are also influenced by the physical environment and external factors such as interpersonal differences. According to Tunjungsari (2011) stress is a strong response to external factors that will produce physical deviations and organizational behavior.

Based on previous research according to Zahra et al. (2018) states that there is a significant and positive relationship between work stress and turnover intention. In the research of Khaidir et al. (2017) linked the variables of work stress, compensation, job satisfaction to turnover intention with the results of the study proving that there is a significant and positive effect of work stress on turnover intention and work stress is more dominant than other variables, thus work stress is proven to affect turnover intention. This study also found the same thing that work stress has a significant and positive effect on turnover intention by combining the variables of organizational commitment and job satisfaction (Monica and Putra, 2017). Research from Tulangow et al. (2018) found

results that were slightly different from other studies in that work stress did not have a partial effect on turnover intention because office supervisors and co-workers did not help with work.

Many factors influence turnover intention, one of which is job stress and job satisfaction (Nasution, 2017). This study proves that there is a significant influence between work stress and job satisfaction on turnover intention (Ibrahim et al., 2016. Sewwandi and Perera, 2016), so companies must pay attention and provide solutions to stress levels and employee satisfaction to reduce the level of turnover intention. .

The important factors that affect turnover intention are job satisfaction, job satisfaction is something that expresses feelings of pleasure or displeasure with work (Potale and Uhing, 2015). The research that supports this assumption proves that job satisfaction has a negative and significant effect on employee turnover intentions (Nurmayanti et al., 2018. AlBattat and Som, 2013). the company's success in achieving its goals does not only depend on the facilities or infrastructure but also in terms of employee job satisfaction. turnover intention is higher, so low levels can affect the success of the company (Susanti and Palupiningdyah, 2016).

Research from (Nazarudin et al., 2016) explains job satisfaction is one of the factors that supports employee intentions to leave work with the results of research proving job satisfaction has a significant and negative effect on turnover intention, meaning that the more satisfied employees are with their work, the higher the level of turnover intention. low, in addition to job satisfaction, this study also states that organizational commitment has a significant and negative effect on turnover intention, meaning that the greater the employee's organizational commitment, the lower the turnover intention level.

As for other studies that support Tian-Foreman (2009) proving that there is strong support for job satisfaction and a significant and negative effect on turnover intention, this study focuses on office employees and non-office employees. The results show that the intention to leave non-office employees is higher than that of office employees. But there are several studies that find different results such as research from Azeez et al. (2016) this

study analyzed satisfaction, organizational commitment and turnover intention with the result that employee job satisfaction has a positive relationship with turnover intention and also organizational commitment has a negative relationship with turnover intention.

According to his research, Mahdi et al. (2012) proved that job satisfaction has an inverse relationship with turnover intention. This study divides job satisfaction into two, namely intrinsic and extrinsic. It can be concluded that extrinsic satisfaction has a fairly strong inverse relationship. This study also provides results that have an inverse relationship between job satisfaction and turnover intention from Yuda and Ardana's research (2017) from the results of the study proving that job satisfaction has a negative and insignificant effect.

Other factors that influence turnover intention besides job satisfaction and work stress according to research by Tnay et al. (2013) explained that the intention to leave the company was divided into several indicators including job satisfaction, motivation, support from managers, work environment, organizational commitment, and employee perceptions of job opportunities in other companies. Organizational commitment is an activity that expects involvement in the organization and no intention to leave the company.

Research from Lambert and Hogan (2009) analyzes the importance of job satisfaction and organizational commitment in forming turnover intention proving that age, job satisfaction and organizational commitment directly affect turnover intention and subsequent results also prove job satisfaction, gender, role advantages and organizational justice as a whole. indirectly affect the employee's decision to leave the job. Based on several studies, organizational commitment is often used as an intervening variable or mediating variable, such as research from Arianto (2018) proving that organizational commitment has successfully mediated job satisfaction.

Based on the results of observations and interviews with several parties related to PT. Kemilau Bintang Timur and preliminary studies there are several reasons for employee dissatisfaction because the workload is so high that employees have to work overtime and

even have to do additional work that is not the main task of the employee. In addition, the workload also affects the salary of employees who feel that it is not comparable to the workload carried out by employees or there is a delay in salary from the company which makes employees have the intention to leave the company, from some employees also complain about the dissimilarity of work with their fields, therefore employees feel pressured and feel stressed. So this is a concern to be researched and looking for a solution to overcome it.

Soegandhi (2013) if the level of employee intention to leave reaches 2% and above can be categorized as high, looking at the data above in 2018 the turnover rate is classified as high, it can be concluded that employees do not feel comfortable in the company. Based on the description above and several previous studies that still provide results that are controversial between theory and the phenomena that occur, the researcher is interested in examining the Effect of Job Stress and Job Satisfaction on Turnover Intention through Organizational Commitment as an Intervening Variable in employees of PT Berca Kawan Sejati.

The purpose of this study was to describe job stress, job satisfaction, organizational commitment and Turnover Intention, (2) to analyze work stress to influence Turnover Intention, (3) to analyze job stress to influence Organizational commitment, (4) to analyze job satisfaction to influence Turnover Intention, (5) analyzing job satisfaction has an effect on organizational commitment, (6) analyzing organizational commitment has an effect on Turnover Intention, (7) analyzing work stress has an effect on Turnover Intention through organizational commitment, (8) analyzing job satisfaction has an effect on Turnover Intention through organizational commitment. This research is expected to provide benefits for the company in the form of input to reduce employee intentions to leave and become reference material for future researchers.

## METHOD

The approach used in this research is quantitative, quantitative research can be interpreted as a research method based on the

philosophy of positivism, used to examine certain populations or samples, collecting data using research instruments or research samples, quantitative or statistical data analysis with the aim of testing hypothesis that has been set. The research used in this research is survey research. The population in this study were all 78 employees of PT Kemilau Bintang Timur Cirebon. To determine the sample in this study, a saturated sample was used. The sample used was 78 employees, data collection in this study used a questionnaire with a Likert scale, namely 1-5 and the design of the relationship

modeling between research variables was SEM (structural equation modeling), and data processing with the help of Smart PLS software.

## RESULTS AND DISCUSSION

Convergent validity measurement of the outer model is by looking at the factor loading value of each variable. If the loading factor value is above 0.5. the indicator is declared convergent valid. Complete test results are presented in the following table:

**Table 1. Test Results - Convergent Validity**

Variable	Indicator	Loading Factor	Information
Work Stress	X1.1	0.730	Valid and Usable
	X1.2	0.815	
	X1.3	0.850	
	X1.4	0.793	
	X1.5	0.678	
Job satisfaction	X2.1	0.692	Valid and Usable
	X2.2	0.743	
	X2.6	0.702	
	X2.7	0.702	
	X2.8	0.776	
Organizational Commitment	X2.9	0.678	Valid and Usable
	X2.10	0.710	
	Z1.1	0.806	
	Z1.2	0.874	
	Z1.4	0.607	
Turnover Intention	Z1.5	0.875	Valid and Usable
	Z1.6	0.823	
	Y1.1	0.606	
	Y1.2	0.829	
	Y1.3	0.810	
	Y1.4	0.725	
	Y1.5	0.656	

From the table above, it is obtained that the loading factor of each item has a value above 0.5 has been fulfilled, thus all items are declared convergent valid.

### Discriminant Validity Results

Discriminant validity testing is carried out to prove whether the indicator in a construct will have the largest loading factor in the construct it forms compared to the loading factor with other constructs.

**Table 2. Test Results - Discriminant Validity**

	Work Stress	Job satisfaction	Organizational Commitment	Turnover Intention
X1.1	0.730	-0.506	-0.522	0.571
X1.2	0.815	-0.354	-0.522	0.588

X1.3	0.850	-0.472	-0.528	0.612
X1.4	0.793	-0.368	-0.413	0.571
X1.5	0.678	-0.416	-0.324	0.599
X2.1	-0.370	0.692	0.381	-0.403
X2.2	-0.316	0.743	0.383	-0.389
X2.6	-0.459	0.702	0.430	-0.461
X2.7	-0.515	0.702	0.636	-0.606
X2.8	-0.441	0.776	0.556	-0.522
X2.9	-0.221	0.678	0.327	-0.224
X2.10	-0.294	0.710	0.446	-0.456
Z1.1	-0.443	0.556	0.806	-0.538
Z1.2	-0.652	0.563	0.874	-0.753
Z1.4	-0.295	0.457	0.607	-0.326
Z1.5	-0.483	0.556	0.875	-0.620
Z1.6	-0.472	0.518	0.823	-0.593
Y1.1	0.460	-0.470	-0.519	0.606
Y1.2	0.618	-0.448	-0.580	0.829
Y1.3	0.613	-0.524	-0.638	0.810
Y1.4	0.538	-0.474	-0.539	0.725
Y1.5	0.526	-0.433	-0.346	0.656

Based on Table 2 above, it shows that each indicator that measures the construct has a higher correlation with the construct compared to the other constructs. Thus it can be said that there is good discriminant validity.

### Composite Validity Results

**Table 3. Test Results - Composite Reliability**

Construct	AVE	Composite Reliability	Cronbach's Alpha
Work Stress	0.602	0.882	0.832
Job satisfaction	0.515	0.881	0.846
Organizational Commitment	0.645	0.900	0.859
Turnover Intention	0.534	0.849	0.776

Table 3 shows that all composite reliability values are greater than 0.7. cronbach's alpha is above 0.60 and the AVE (average variance extrsced) value is above 0.5.

**Table 4. Descriptive statistics**

Variable	N	Mean	Max	Min	Std. Dev	category
Work Stress (X1)	78	3.981	4.727	2.09	0.449	High
Job satisfaction (X2)	78	2.094	4.4	1.3	0.553	Low
Organizational Commitment (Z)	78	2.053	4.4	1.34	0.576	Low
Turnover Intention (Y)	78	4.045	5	3	0.477	High

One measure of construct reliability is composite reliability and Cronbach's Alpha. The variable is stated to be constructively reliable if the composite reliability value is above 0.7. The following are the results of reliability measurements:

So it can be concluded that all indicators measure their respective constructs.

### Descriptive Analysis Results

From the results of the statistical descriptive table above for each variable, it can be seen that some of the respondents who answered agreed on each statement item. The highest average value on the variable turnover intention shows that respondents still have a sense of leaving the company, therefore the results of these respondents provide a challenge for companies to be able to reduce the level of turnover intention.

### PLS Analysis Results

In Smart PLS there are several tests, the first is looking at the goodness of fit model, the second is looking at the results of the outer model and the third is the results of the inner model as follows:

#### 1. Goodnes of Fit Model

The goodness of fit model in smart PLS can be seen from the predictive-relevance value ( $Q^2$ ). The value is calculated based on the value of each endogenous variable as follows:

- a. Measurement of the endogenous Organizational Commitment Variable is obtained at 0.518 or 51.8%. This indicates that 51.8% Organizational Commitment is influenced by work stress and Job satisfaction.
- b. Measurement of the endogenous Turnover Intention Variable is obtained at 0.705 or 70.5%. This indicates that 70.5% Turnover Intention is influenced by work stress, Job satisfaction and Organizational Commitment.

Thus the predictive-relevance value ( $Q^2$ ) is obtained as follows:

$$Q^2 = 1 - (1 - R1^2) (1 - R2^2)$$

$$Q^2 = 1 - (1 - 0.518^2)(1 - 0.705^2) = 0.857$$

Based on the calculation above, the predictive-relevance value of 0.857 or 85.7% has high value so that the model is feasible to have relevant predictive value. The predictive-relevance value of 85.7% indicates that the diversity of the data that can be explained by the built PLS model is 85.7% or the information contained in the data is 85.7% that can be explained by the model. While the remaining 14.3% is explained by other variables (which are not included in the model) and errors.

#### 2. Research Model Results

The results of data processing using the Smart PLS software tool, the output results are obtained from the loading factor construct structure model which will explain the relationship between the Variable work stress, Job satisfaction, Organizational Commitment and Turnover Intention as shown in the following figure 1.

#### 3. Hypothesis Test Results

This section will show the results of testing the research hypothesis that was proposed in the previous chapter. To determine whether a hypothesis is accepted or rejected by comparing t count with t table with the condition that if t count > t table then the hypothesis is accepted and vice versa. The t table value for a significance level of 5% = 1.78.

##### a. Direct Influence Analysis

The results of testing the direct effect of each variable in this study can be presented as follows:

**Table 5. Results of the direct effect hypothesis test**

Exogenous	Endogenous	Direct Coef.	Std Error	T-Statistics	P-Value	Information
Work Stress (X1)	Organizational Commitment (Z)	-0.344	0.136	2.538	0.011	Significant
Work Stress (X1)	Turnover Intention (Y)	0.463	0.140	3.313	0.002	Significant
Job satisfaction (X2)	Organizational Commitment (Z)	0.471	0.141	3.344	0.001	Significant
Job satisfaction (X2)	Turnover Intention (Y)	-0.166	0.107	1.560	0.127	Not significant
Organizational Commitment (Z)	Turnover Intention (Y)	-0.339	0.164	2.075	0.044	Significant

From the results of the data processing above, it can be seen that the effect of Work Stress (X1) on Turnover Intention (Y) produces a significance level of 0.002. The test results show that the significance level is <0.05 (5%). This means that there is a significant effect of

Work Stress on turnover intention. The coefficient of 0.463 states that Work Stress has a positive effect on turnover intention. This means that the higher the Work Stress, the higher the Turnover Intention. Thus the first hypothesis is accepted.

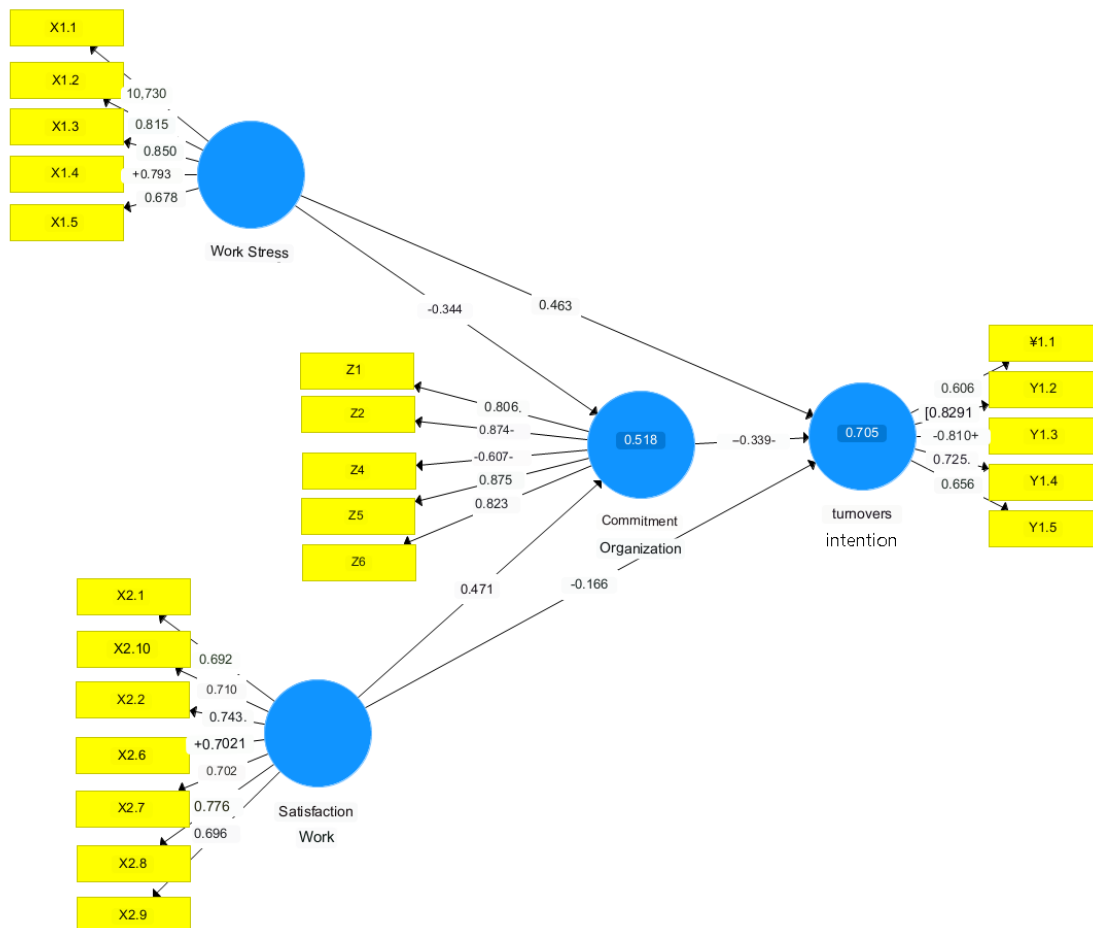


Figure 1. Research Model

The effect of Work Stress (X1) on Organizational Commitment (Z) produces a significance level of 0.011. The test results show that the significance level is <0.05 (5%). This means that there is a significant effect of Work Stress on Organizational Commitment. The coefficient of -0.344 states that Work Stress has a negative effect on Organizational Commitment. This means that the higher the Work Stress, the lower the Organizational Commitment. Thus the second hypothesis is accepted.

The effect of Job satisfaction (X2) on Turnover Intention (Y) produces a significance level of 0.127. The test results show that the significance level is > 0.05 (5%). This means that there is no significant effect of Job

satisfaction on Turnover Intention. Thus the third hypothesis is rejected. The influence of Job satisfaction (X2) on Organizational Commitment (Z) produces a significance level of 0.001. The test results show that the significance level is <0.05 (5%). This means that there is a significant effect of Job satisfaction on Organizational Commitment. The coefficient of 0.471 states that Job satisfaction has a positive effect on Organizational Commitment. This means that the higher the Job satisfaction, the Organizational Commitment can increase. Thus the fourth hypothesis is accepted.

The effect of Organizational Commitment (Z) on Turnover Intention (Y) produces a significance level of 0.044. The test

results show that the significance level is  $<0.05$  (5%). This means that there is a significant effect of Organizational Commitment on Turnover Intention. This means that there is a significant effect of Work Stress on Organizational Commitment. The coefficient of  $-0.339$  states that Organizational Commitment has a negative effect on Turnover intention. This means that the higher the Organizational Commitment, the

lower the Turnover Intention. Thus the fifth hypothesis is accepted.

#### b. Indirect Influence Analysis

Indirect effect is the effect that is measured indirectly from one Variable to another through an intermediary (intervening) in this case is Organizational Commitment. The size of the indirect effect in this study can be seen in the following table:

**Table 6. Results of the indirect effect hypothesis test**

Effect	Indirect Coef.	Std Error	P - Value	Information
X1-> Z ->Y	0.116	0.072	0.109	Invalid
X2-> Z ->Y	-0.159	0.090	0.078	Valid

The results of the data processing above can be seen the effect of Work Stress (X1) on turnover intention (Y) through Organizational Commitment (Z), resulting in a significance level of 0.109. The test results show that the significance level is  $<0.05$  (5%). This means that there is no significant effect of Work Stress on turnover intention through Organizational Commitment. It can be concluded that Organizational Commitment is unable to mediate the effect of Work Stress on turnover intention. Thus the sixth hypothesis is rejected. The effect of Job satisfaction (X2) on turnover intention (Y) through Organizational Commitment (Z), produces a T Statistics value of 0.078. The test results show that the significance level is  $<0.05$  (5%). This means that there is no significant effect of Job satisfaction on turnover intention through Organizational Commitment. It can be concluded that Organizational Commitment is not able to mediate the effect of job satisfaction on turnover intention. Thus hypothesis seven is rejected.

#### Effect of Work Stress on Turnover Intention

In this study, Variable Work Stress was measured using 3 indicators, namely environmental factors, organizational factors and individual factors with 11 statement items. The variable turnover intention is measured using 3 indicators, namely thinking about quitting, the desire to leave, the desire to find another job with 5 statement items.

The results of the hypothesis test are in table 5 where the original sample (O) is the path coefficient of 0.463 and the significance level shows that 0.002 is less than 0.05 (5%). This also means that work stress has a

significant and positive effect on turnover intention. The higher the employee's Work Stress, the higher the level of turnover intention. Based on the distribution of the respondents' answers, it can be seen that the factors that have a large influence on employee work stress in the company are individual factors. The frequency distribution shows that respondents tend to experience changes in personal habits such as dieting and quitting smoking. This proves that organizational rules that conflict with employee habits cause Work Stress for the employees themselves, seen from the characteristics of respondents at the dominant age level, namely the age of 21-30 years where at that age they are still young and still want to find new things and experiences.

Based on the results of research from Septiari and Ardana (2016) proving that work stress has a significant and positive effect on Turnover Intention, other studies also prove that work stress has a significant and positive effect on turnover intention (Adebayo and Ogunsina, 2011). Based on some of the research above, it can be concluded that work stress can affect turnover intention.

#### Effect of Work Stress on Organizational Commitment

In this study, Variable Organizational Commitment was measured using 3 indicators, namely Affective Commitment, Continuance Commitment and Normative Commitment with 9 statement items. The results of the hypothesis test are in table 5 where the original sample (O) is the path coefficient which is  $-0.344$  and the significance level shows that 0.011 is less than 0.05 (5%).

Thus Work Stress has a direct effect on Organizational Commitment. This also means that Work Stress has a significant and negative effect on Organizational Commitment. The higher the employee's Work Stress, the lower the Organizational Commitment level and vice versa.

Based on the distribution of respondents' answers, it can be seen that those that have a large influence on Work Stress, namely individual factors such as experiencing family problems and experiencing changes in personal habits will affect employee commitment, according to the characteristics of respondents on status, namely dominant status married and dominant sex male where male - Married men have more responsibilities in the family, and therefore it will cause work stress and will reduce organizational commitment.

Based on the research results from Batool and Ullah (2013) proving that Work Stress has a significant and negative effect on Organizational Commitment, another study from Khatibi et al. (2009) Nart and Batur (2014) also prove that Work Stress has a significant and negative effect on Organizational Commitment.

#### **Effect of Job satisfaction on Turnover Intention**

In this study, Variable Work Stress was measured using 5 indicators, namely satisfaction with the work itself, satisfaction with salary satisfaction, satisfaction with promotion opportunities, satisfaction with supervision and satisfaction with colleagues with 10 statement items. The results of the hypothesis test are in table 5 where the original sample (O) is the path coefficient which is -0.166 and the significance level shows that 0.127 is greater than 0.05 (5%). Thus job satisfaction does not have a direct effect on turnover intention, meaning that there are other variables that can affect turnover intention outside of this study.

In this study, Variable Job satisfaction has no effect on turnover intention because there are several indicators that are not significant, namely satisfaction with salary and satisfaction with promotion opportunities. This means the Job satisfaction factor at PT Berca Kawan Sejati is not a major factor for employees who have the intention to leave the company. This is due to the

characteristics of the respondents during the dominant working period of less than 5 years where during this working period the employees still accept what is determined by the company.

Based on the results of research by Issa et al. (2013) Yuda and Ardana (2017b) support this research that job satisfaction has no significant effect on turnover intention.

#### **Effect of Job satisfaction on Organizational Commitment**

Based on the results of the hypothesis test in table 5 where the original sample (O) is a path coefficient of 0.471 and the significance level shows that 0.001 is less than 0.05 (5%). Thus Job satisfaction has a direct effect on Organizational Commitment. It can also be interpreted that Job satisfaction has a significant and positive effect on Organizational Commitment. The higher the job satisfaction of the employees, the higher the Organizational Commitment and vice versa.

Based on the distribution of respondents' answers, it can be seen that what has a major influence on Job satisfaction is satisfaction with supervision, such as feeling satisfied with supervision by superiors with good supervision of employees and responsiveness to employees, which will increase Organizational Commitment. Respondents' answers that have a big influence on satisfaction with co-workers such as feeling comfortable because relations with co-workers are good will increase employee commitment to the company.

Based on the results of research by Law and Guo (2016) Yücel (2012b) proves that Job satisfaction has a significant and positive effect on Organizational Commitment. other researchers confirmed that Job satisfaction has a significant and positive effect on Organizational Commitment (Aghdasi et al., 2011).

#### **The Effect of Organizational Commitment on Turnover Intention**

Based on the results of the hypothesis test in table 5 where the original sample (O) is a path coefficient of -0.339 and the significance level shows that 0.044 is less than 0.05 (5%). Thus Organizational Commitment has a direct effect on turnover intention. This also means that Organizational Commitment has a

significant and negative effect on turnover intention. The higher the Organizational Commitment, the lower the level of turnover intention and vice versa.

Based on the distribution of respondents' answers, it can be seen that those who have a major influence on Organizational Commitment, namely Affective Commitment and Continuance Commitment, such as feeling proud to work for the current company and feeling economically disturbed when leaving the current company, here it can be seen that employees have high Organizational Commitment, so will reduce turnover intention, judging from the characteristics of the respondents in status, namely dominantly married where they still need income to support their family, therefore married status has a high Organizational Commitment which will reduce turnover intention.

Based on research from Yadav and Misra (2015) and Saeed et al. (2014) proved that Organizational Commitment has a significant and negative effect on turnover intention. Other researchers confirm that if the employee's Organizational Commitment is strong, it will reduce the level of turnover intention (Samad and Yusuf, 2012; Hussain and Asif, 2012).

#### **Effect of Work Stress on Turnover Intention through Organizational Commitment**

Based on the results of this study, empirically the Variable Organizational Commitment was unable to mediate between the effect of Work Stress on employee turnover intention at PT. Cirebon East Star Sheen. The results of the hypothesis test are in table 6 where the original sample (O) is the path coefficient of 0.116 and the significance level shows that 0.109 is greater than 0.05 (5%). Thus the relationship between Work Stress and turnover intention through Organizational Commitment is not significant.

in this study the direct relationship between Work Stress and turnover intention is greater than the indirect relationship through Organizational Commitment. Based on the average respondent's answers in Organizational Commitment in the low category, employee turnover intention is affected by Variable Work Stress not with Organizational Commitment as a link between Work Stress and turnover intention,

when the employee stress level is high enough to represent employees leaving the company. Therefore, Organizational Commitment is unable to mediate the relationship between Work Stress and turnover intention.

Based on research from Agarwal (2015) and Rohman (2018) proving that the relationship between Work Stress and turnover intention through Organizational Commitment is not significant, meaning that Organizational Commitment is unable to mediate the relationship between Work Stress and turnover intention.

#### **Effect of Job satisfaction on Turnover Intention through Organizational Commitment**

Based on the results of this study, empirically the Variable Organizational Commitment was unable to mediate between the effect of job satisfaction on employee turnover intention at PT. Cirebon East Star Sheen. The results of the hypothesis test are in table 6 where the original sample (O) is the path coefficient which is -0.159 and the significance level shows that 0.078 is greater than 0.05 (5%). Thus hypothesis 6 is rejected, this means that the relationship between Job satisfaction and turnover intention through Organizational Commitment is not significant.

In this study, the direct relationship between Job satisfaction and turnover intention and the indirect relationship through Organizational Commitment get the same result, which is not significant. Looking at the average respondent's answers to Variable Job satisfaction, it is in the low category, meaning that Variable Job satisfaction is not the main factor for employees having intention to leave the company more dominant Work Stress variable. This finding is the result of the observation that on average they are satisfied with the salary but not with the bonus system given to employees because employee bonuses are often given late. Therefore, Organizational Commitment is unable to mediate the relationship between job satisfaction and turnover intention.

Based on research from Dewi (2019) and Pareke (2004) it proves that the relationship between Job satisfaction and turnover intention through Organizational Commitment is not significant, meaning that

Organizational Commitment is unable to mediate the relationship between Job satisfaction and turnover intention.

Commitment is unable to mediate employee job satisfaction on turnover intention.

## CONCLUSION

Based on the results of the analysis and discussion that the researcher has explained, it can be concluded as follows:

- a. The results of the path analysis test on the direct effect of Work Stress on turnover intention show a significant and positive relationship. This proves that the higher the employee's work stress level, the higher the turnover intention.
- b. The results of the path analysis test on the direct effect of Work Stress on Organizational Commitment show a significant and negative relationship. This proves that the higher the employee's Work Stress level, the lower the Organizational Commitment and vice versa.
- c. The results of the path analysis test for the direct effect of Job satisfaction on turnover intention show no significant relationship.
- d. The results of path analysis testing on the direct effect of Job satisfaction on Organizational Commitment show a significant and positive relationship. This proves that the higher the job satisfaction of the employees, the higher the Organizational Commitment.
- e. The results of the path analysis test for the direct effect of Organizational Commitment on turnover intention show a significant and negative relationship. This proves that the stronger the employee's Organizational Commitment, the lower the level of turnover intention.
- f. The results of the path analysis test on the indirect effect of Work Stress on turnover intention through Organizational Commitment show that the relationship is not significant. This proves that the Variable Organizational Commitment is unable to mediate employee Work Stress on turnover intention.
- g. The results of the path analysis test on the indirect effect of Job satisfaction on turnover intention through Organizational Commitment show that the relationship is not significant. This proves that the Variable Organizational

## Author declaration

### Author contributions and responsibilities

The authors made major contributions to the conception and design of the study. The authors took responsibility for data analysis, interpretation and discussion of results. The authors read and approved the final manuscript.

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### Availability of data and materials

All data is available from the author.

### Competing interests

The authors declare no competing interests.

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