

## WORK STRESS, ORGANIZATIONAL COMMITMENT, AND TURNOVER INTENTION: THE INTERVENING ROLE OF WORK SATISFACTION

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### Abstract:

**Background:** Poor management of human resources can lead to employee discomfort in the workplace, resulting in reduced productivity and diminished benefits for the company. Thus, effective human resource management is crucial to fostering a conducive work environment that enables employees to thrive. Enhanced employee productivity can significantly contribute to the company's advancement.

**Purpose:** This study investigates the impact of work stress and organizational commitment on turnover intention, with job satisfaction as an intervening variable at PT. Jakarta Aquarium

**Design/methodology/approach:** This research method is quantitative causality, using Structural Equation Modeling (SEM) assisted by the Smart PLS statistical method (PLS-SEM) and a Likert measurement scale.

**Findings/Result:** The results in this study show that work stress has a positive and significant effect on turnover intention, while organizational commitment has a positive and significant impact on turnover intention. Another finding revealed that work stress has a positive and significant effect on job satisfaction, and organizational commitment has a positive and significant impact on job satisfaction. Job satisfaction has a negative and significant effect on turnover intention, while organizational commitment has a positive and significant impact on turnover intention through job satisfaction. Organizational commitment influences turnover intention through satisfaction as an intervening variable. Fascinatingly, this study reveals that job-related stress does not diminish employee satisfaction, as stress can serve as a challenge, a stimulus, and a source of fascination for employees.

**Conclusion:** Work stress demonstrates a significant positive impact on turnover intention. Organizational commitment exhibits a positive and statistically significant effect on turnover intention. Additionally, work stress is found to have a positive and important influence on job satisfaction, and organizational commitment similarly has a positive and significant effect on job satisfaction.

**Originality/value (State of the art):** The research uses job satisfaction which acts as a mediating variable that provides new academic insights into human resource strategies related to issues of employee retention and organizational stability.

**Keywords:** work stress, organizational commitment, job satisfaction, turnover intention, PLS-SEM

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## INTRODUCTION

Human resources are essential in influencing or playing a role in achieving the Company's vision, mission, and goals (Yasa and Dewi, 2019; Ramli and Soelton, 2018; Suzabar, 2020; Demerouti et al. 2015). Yuliantini and Santoso (2020) uncovered a correlation between the implementation of specific training strategies and the enhancement of employee creativity, potentially leading to improved company performance. This study emphasizes the necessity of continuous human resources (HR) development, as Priyarsono and Munawar (2020) underscored. Potential human resources, when utilized effectively and efficiently, will be beneficial. Human resource management deals with various problems in the scope of work to support the organization's or the Company's activities to achieve the intended goals. Humans are one of the essential elements in an organization because humans are the drivers and the determinants of the course of an organization (Soelton & Atnani, 2018).

Different forces may motivate an employee to decide whether to leave their organization (Ballinger et al. 2010). Organizational commitment (ORC) has been a widespread and well-documented predictor of employee turnover (Grego-Planer, 2019; Kadiresan et al. 2015; Bhatti et al. 2016). Job satisfaction also is the main characteristic of the work they do, one's work in the work environment and emotional stability at work (Zerebecki & Oprea, 2022) job satisfaction is the main characteristic of the work they do, one's work in the work environment and emotional stability at work. Job satisfaction is the level at which people find jobs they like and stay in a company (Rinny et al. 2022; Rahayu et al. 2019). On the other hand, stress in the workplace harms workers (anxiety, depression, and health problems) as well as the Company, increased pace of job leave, sick leave and decreased enthusiasm and morale of low level of service, lousy reputation by Chiang et al. (2010).

Sungkono and Dewi (2017) and Ballinger et al. (2010) revealed that the employee turnover process is characterized by turnover intentions or employees' intentions to leave the Company. Someone who is lowly committed to the Company will be seen withdrawing from the Company, eventually leading to the employee's decision to leave the Company. Turnover intention is the employee's intention to quit his job voluntarily according to his choice alone. Robbins and Judge

(2018) suggest that turnover intention is the tendency of an employee to leave the Company either voluntarily or involuntarily because of the unattractiveness of the current job or the availability of alternatives to another job.

The phenomenon of this research is to examine problems in the field of human resources related to employee turnover intention in a tourist attraction service company in North Jakarta, namely PT Aquarium Jakarta. These problems are based on the results of observations of researchers, namely based on interviews with leaders in the human resources department, which are strengthened by supporting data. The following is shown by the turnover data of PT's employees. Jakarta Aquarium has had employees in confinement for the last four years (2018 to 2021). The increase in the number of employees who resigned in the customer service department occurred the most in 2021.

The Company engaged in the field of various kinds of Safari Park merchandise by prioritizing product quality so the office staff would still come in. The results of the pre-survey show that work stress on employees is relatively high; as many as 17 respondents stated that they felt the task given was not good enough. Work stress is a condition that affects a person's physical or psychological state due to pressure from within or from outside a person that can interfere with their work performance (Robbins & Judge, 2018). This shows that if the work stress experienced by employees is high, it will increase turnover intention in the Company (Nasution, 2017).

Organizational commitment in the Company needs to be better, as seen by 25 employees stating that they do not get recognition or praise when they can complete a good job. Sopiah and Sangadji (2018) mention organizational commitment as employee alignment and loyalty to the organization and organizational goals. Organizational commitment is the identification and involvement of someone who is relatively strong in the organization. This shows that if employees have no organizational commitment to their Company, it will affect employee turnover intention (Dewi, 2017). As many as 25 employees also stated they were unsatisfied at work, noting that the facilities provided needed improvement to support their work. According to Robbins and Judge (2018), job satisfaction is a general attitude toward one's work that shows the difference

between the amount workers receive and the amount they believe they should receive. This indicates that if employees feel dissatisfied with the Company, it will affect the Company's high turnover intention (Setiyanto dan Hidayani, 2017).

Research by Qureshi et al. (2013) found a positive relationship between work stress and turnover intention, where an increase also follows increased work stress in turnover intention. Stress arises when employees cannot meet the job's demands; the vagueness of what the job is responsible for, lack of time to complete tasks, lack of facility support for carrying out work, and conflicting tasks are examples of stressors. In the long run, employees who cannot withstand work stress can no longer afford to work in the Company. In an increasingly severe stage, stress can make employees sick or even resign (turnover) (Chiang and Kwan, 2011).

High organizational commitment will improve high performance and make individuals attach importance to the organization rather than self-interest in trying to make the organization better. Low organizational commitment will lead the individual to do to his interests. In addition, organizational commitment is a psychological tool in running an organization to achieve expected performance. The turnover intention hurts the organization because it creates instability in labor conditions; according to him, employee productivity creates a work atmosphere that is not conducive and impacts increasing human resource costs (Dharma, 2013; Hapsari et al.2021).

Job satisfaction is part of life satisfaction related to a worker's general feelings and attitudes toward his work (Ferdian et al.2020). It may be general job satisfaction or specific dimensions of the job or workplace, such as promotions, pay, and relationships with coworkers (Blaauw et al.2013). A superior in a company should always meet what workers need. Employees with high job satisfaction will be reflected in positive attitudes toward their work, while employees with low job satisfaction will have a negative attitude toward their duties or work (Kertiriasih et al.,2018).

According to Herzberg et al. (1993), job satisfaction is an emotional attitude that pleases and loves his job, reflected by work morals, discipline, and 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 dissatisfaction is often identified as one of the reasons for turnover intention. Based on the phenomenon above, the researcher will examine in depth the "several causal factors for turnover intention with work satisfaction as an intervening variable (Study at PT. Jakarta Aquarium)."

The originality of this research is PT. Jakarta Aquarium has been researched by Elsy and Komsia (2021) from field studies in the marketing field titled "Visiting Decisions of Tourists: An Analysis of the Role of Electronics Word Of Mouth On Social Media Instagram." This research is in the same place but is examined from the field of human resources. This study will focus on Knowledge Management, Human Resources, Turnover Intention, Job Satisfaction, Work Stress, and Organizational commitment. This research comprehensively explains the relationships between Job Satisfaction, work Stress, Organizational Commitment, and Turnover Intention. It is imperative to comprehend that elevated levels of turnover intention can significantly impact organizational sustainability.

## METHODS

The study was conducted from December 2022 to July 2023 at PT. Jakarta Aquarium. This research uses a quantitative research design of causality. In this study, the questionnaire was compiled using an ordinal measurement scale format using a Likert scale. The population in this study is the number of all permanent employees in PT. Jakarta Aquarium has 133 employees. The sample sampling method used is probability sampling. This study's sample size is determined through statistical computations, explicitly employing the Slovin Formula, resulting in a sample size 100. The research utilizes online questionnaires employing a Likert scale to gather primary and secondary data. The questionnaire items for each variable, encompassing independent, mediating, and dependent variables, have been adapted from previous studies (Tofighi et al.2015; Maryam et al.2021) with minor adjustments. Subsequently, the author administered the questionnaire to respondents or employees of PT. Jakarta Aquarium. Before deployment, the questionnaire underwent validity and reliability testing. Structural Equation Modeling (SEM) is chosen for this social science research because it can causally test theoretically substantiated and additive models, drawing from insights in econometrics and

psychometrics (Haenlein & Kaplan, 2004; Statsoft, 2013). Moreover, the data analysis adopts Partial Least Squares-Structural Equation Modeling (PLS-SEM), a method rooted in the Covariance Approach SEM (CB SEM).

The research framework in this study can be seen in Figure 1. The utility of a conceptual framework in research lies in its ability to provide a structured foundation that guides the investigation's design, execution, and interpretation. It serves as a theoretical roadmap, elucidating the relationships between key variables and concepts under scrutiny. By delineating the interconnections among these elements, a conceptual framework aids researchers in formulating hypotheses, selecting appropriate methodologies, and interpreting findings within a coherent theoretical context.

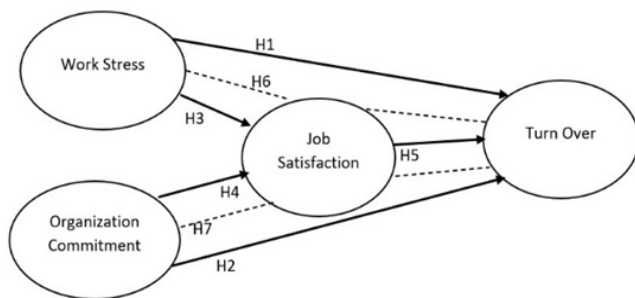


Figure 1. Research Framework

## Hypotheses Development

### The Relationship of Work Stress to Turnover Intention

According to Asih and Yuli (2018), work stress is a condition of tension that affects a person's emotions, thought processes, and situations. People who experience work stress become nervous and feel chronic worry. Luturlean and Prasetio (2019) argue that work stress is a condition of tension that creates the presence of physical and psychic imbalances that affect an employee's emotions, thought processes, and situations. Research by Paat et al. (2017) showed that work stress has a positive effect on turnover intention, while the results of Nasution's research (2017) demonstrated that work stress has a positive and significant impact on turnover intention. Based on this, it can be formulated hypotheses as follows:

H1: Work stress positively affects the turnover intention of PT Jakarta Aquarium employees.

### The Relationship of Organizational Commitment with Turnover Intention

Mowday, in Sopiah (2015), work commitment is another term for organizational commitment. Organizational commitment is an essential behavioral dimension that can be used to assess an employee's propensity to survive as a member of the organization. Employees committed to the organization and their job tend to believe that their job is the center of their life. (Suliati et al.2022). Santoni et al. (2021) mention organizational commitment as employee partiality and loyalty to the organization and organizational goals. Organizational commitment is the identification and involvement of a relatively robust person in the organization. Nasution (2017) shows organizational commitment negatively and significantly influences turnover intention. In their study, Pristayati and Adnyani (2017) 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, it can be formulated hypotheses as follows:

H2: Organizational commitment hurts PT's turnover intention. Jakarta Aquarium employees.

### The Relationship of Work Stress to Job Satisfaction of PT. Jakarta Aquarium employees

Perceived work stress can also have an impact on employees' job satisfaction. This is similar to what was disclosed by Brief, Schuler, and Sell (Wijono & Sutarto, 2011), who said that job satisfaction is often associated with a psychological influence that is felt when stress occurs at work. This means that if work stress increases, job satisfaction will decrease. If the level of stress continues to rise, then that person will experience psychological tension, such as psychosomatic problems, indecisiveness, depression, and anger. Seed et al. (2014) stated that work-related stress significantly and negatively influences job satisfaction. According to the study by Yasa and Dewi (2019), the analysis results indicated that work-related stress negatively affects job satisfaction. This implies that as the stress level among employees increases, the perceived job satisfaction decreases. Conversely, job satisfaction tends to improve as the stress level among employees decreases. Based on this, it can be formulated hypotheses as follows:

H3: Work Stress hurts Job Satisfaction of PT Jakarta Aquarium employees.



## **The Relationship of Organizational commitment to Job Satisfaction of PT Jakarta Aquarium employees**

Organizational commitment is the relative strength of an individual's identification with and involvement in a specific organization. It can be characterized by three factors: 1) a strong belief in and acceptance of the organization's goals and values; 2) a willingness to exert considerable effort on behalf of the organization; and 3) a strong desire to maintain membership in the organization [ On the other hand, about organizational commitment, its conceptualization, its measurement scales, and its theoretical basis have all varied over the past fifty years. However, the scientific community has yet to fully agree on its definition and measurement, e.g., De Frutos et al. Bergman, Ko et al. Solinger et al. Vandenberg & Self, the dominant model is still the one proposed by the team of Allen and Meyer; Allen Started basically from the idea that commitment is an attitude and that calculative commitment may be defined according to the concept of Becker's sidebet (1960), we now find a multidimensional model of construct Organizational commitment and job satisfaction have been two of the recurring constructs in the scientific literature about work organization. Traditionally, they have been associated with the desired and undesired behavior of those who interact inside an organizational system. For years, theoretical models have been evolving, e.g., Meyer et al. as they were being empirically tested. However, beyond their different approaches, which we shall be considering later, a critical turning point was their joint treatment. This resulted from an in-depth analysis of the antecedents (i.e., pay satisfaction), the consequences (i.e., organizational citizenship behavior), and the correlations (Hedayay et al., 2018). Based on this, it can be formulated hypotheses as follows:

H4: Organizational commitment has a positive effect on the Job Satisfaction of PT Jakarta Aquarium employees

## **The Relationship of Job Satisfaction with Turnover Intention**

Roe and Byars in Priansa (2014) and Saeed et al. (2014) state that high job satisfaction will encourage the practical realization of organizational goals. Low job satisfaction will bring destruction or setbacks to the organization quickly or slowly, and high job satisfaction can minimize turnover intention ( Andrian, 2023). In their research, Pristayati dan Adnyani (2017)

revealed that job satisfaction negatively affects turnover intention. That is, the higher the job satisfaction employees feel, the lower the employee turnover rate. Meanwhile, in his research, Ibrar (2015) stated that job satisfaction with satisfaction factors towards salary and supervision support has a significantly low and antagonistic relationship with turnover intention. Based on this, it can be formulated hypotheses as follows:

H5: Job satisfaction hurts the turnover intention of PT Jakarta Aquarium employees.

## **The relationship of Work Stress to Turnover Intention through Job Satisfaction**

The current study identified the positive effect of work stress on turnover intention. This result aligns with Sheraz et al.'s (2014) and Duraisingam et al. (2009) research. Work stress is significantly associated with turnover intention, whereas workers reported having high-stress levels develop high turnover intention. Several other studies have been conducted regarding job satisfaction, which can mediate the relationship between work stress and turnover intention. Indrayani (2012) concluded that job satisfaction significantly mediates between work stress and employee turnover intentions. Basri (2017), in his research, said that job satisfaction mediates the effect of work stress on turnover intentions. Many studies show that job satisfaction partially mediates the relationship between work stress and employee turnover intentions; this is in line with research conducted by Sheraz et al. (2014). who said that many research results show that work stress hurts job satisfaction and job satisfaction is significantly negatively related to turnover intention. On the contrary, Tziner et al. (2015) found the mediation role of job satisfaction in work stress and turnover intention. Interestingly, work stress does not have a significant effect on turnover intention. This means that the causal effect of work stress on turnover intention still needs to be explored with various cultural backgrounds. The mediation of job satisfaction for work stress and turnover intention has been researched by Fried et al. (2008) and Paille (2011). They found that job satisfaction mediates the relationship between work stress and employee turnover intention (Ferdian *et al.* 2020). Based on this, it can be formulated hypotheses as follows:

H6: Work Stress has a positive effect on Turnover Intention through Job Satisfaction

## The relationship of Organizational commitment to Turnover Intention through Job Satisfaction

When someone in an organization has a strong organizational commitment, it makes the members of the organization responsible for their work so that they will provide good work results, which in the end will also give satisfaction to their work results. Employees who have a high commitment to the Company reflect a sense of satisfaction with the treatment and company policies they receive, the regulations made by the organization or Company, and support them (Rasyid & Indarti, 2017; Majid et al.2024). Employee commitment to the organization does not just happen but goes through a long and gradual process. Employee commitment to the organization is also determined by several factors, such as a sense of fairness and job satisfaction, a sense of job security, a sense of understanding of the organization, a sense of employee involvement, and a sense of employee trust (McShane & Von Glinow, 2000). Based on this, it can be formulated hypotheses as follows:

H7: Organizational commitment hurts Turnover Intention through Job Satisfaction

## RESULTS

### Convergent Validity Test Results

Convergent validity testing of the measurement model with reflexive indicators is assessed based on the correlation between the item or component scores and the PLS-calculated construct scores. Individual indicators are considered valid if they have a correlation value above 0.50. By looking at the output results of the correlation between indicators and their constructs as shown in the Table 1. The results of modifying the convergent validity test show that all indicators have fulfilled the convergent validity because they have a loading factor value above 0.50. Another method for discriminant validity is the square root of the average variance extracted (AVE) value for each construct with the correlation between the build and the other constructs in the model, so it has good discriminant validity.

### Discriminant Validity Test Results

Discriminant validity testing, namely reflective indicators, can be seen in the cross-loading between the indicators and their constructs. An indicator can be declared valid if it has the highest loading factor for the

intended construct compared to the loading factor for other constructs. Based on Table 2, another method for looking at discriminant validity is the square root of the average variance extracted (AVE) value for each construct with the correlation between the build and the other constructs in the model, so it can be said to have good discriminant validity. Table 3 shows the average variance extracted about variables Work stress, organizational commitment, job satisfaction, and turnover intention. Table 4 shows that the square root of the average variance extracted (for each construct) is greater than the correlation between one construct and the other constructs in the model.

Table 1. The result of Convergent Validity

Variable	Indicator	Outer Loading	Notification
Work Stress (X1)	SK1	0.898	Valid
	SK2	0.877	Valid
	SK3	0.887	Valid
	SK4	0.951	Valid
	SK5	0.883	Valid
	SK6	0.905	Valid
	SK7	0.941	Valid
	SK8	0.900	Valid
	SK9	0.764	Valid
Organizational Commitment (X2)	KO1	0.922	Valid
	KO2	0.918	Valid
	KO3	0.711	Valid
	KO4	0.910	Valid
	KO5	0.901	Valid
	KO6	0.921	Valid
Job Satisfaction (Y1)	KK1	0.723	Valid
	KK2	0.892	Valid
	KK3	0.762	Valid
	KK4	0.885	Valid
	KK5	0.873	Valid
	KK6	0.904	Valid
	KK7	0.858	Valid
	KK8	0.771	Valid
	KK9	0.700	Valid
	KK10	0.917	Valid
	KK11	0.862	Valid
	KK12	0.861	Valid
Turnover Intention (Y2)	TI1	0.954	Valid
	TI2	0.886	Valid
	TI3	0.875	Valid
	TI4	0.941	Valid
	TI5	0.898	Valid
	TI6	0.867	Valid
	TI7	0.888	Valid

Table 2. Discriminant Validity (Cross Loading)

Indicator	Work Stress	Organizational Commitment	Job Satisfaction	Turnover Intention	Indicator	Work Stress	Organizational Commitment	Job Satisfaction	Turnover Intention
SK1	0.917	0.867	0.898	0.877	KK3	0.622	0.761	0.762	0.661
SK2	0.877	0.795	0.862	0.851	KK4	0.803	0.859	0.885	0.827
SK3	0.887	0.837	0.861	0.876	KK5	0.825	0.856	0.873	0.858
SK4	0.954	0.896	0.918	0.951	KK6	0.873	0.897	0.904	0.890
SK5	0.886	0.823	0.858	0.883	KK7	0.839	0.820	0.858	0.856
SK6	0.905	0.732	0.781	0.875	KK8	0.670	0.704	0.771	0.681
SK7	0.941	0.849	0.888	0.941	KK9	0.567	0.700	0.711	0.603
SK8	0.900	0.826	0.877	0.898	KK10	0.898	0.867	0.917	0.877
SK9	0.764	0.571	0.607	0.708	KK11	0.862	0.795	0.877	0.851
KO1	0.788	0.922	0.848	0.867	KK12	0.861	0.837	0.887	0.876
KO2	0.834	0.918	0.881	0.888	TI1	0.951	0.896	0.918	0.954
KO3	0.567	0.711	0.700	0.603	TI2	0.883	0.823	0.858	0.886
KO4	0.827	0.910	0.871	0.851	TI3	0.875	0.732	0.781	0.905
KO5	0.865	0.901	0.890	0.875	TI4	0.941	0.849	0.888	0.941
KO6	0.870	0.921	0.909	0.887	TI5	0.898	0.826	0.877	0.900
KK1	0.676	0.699	0.723	0.682	TI6	0.788	0.867	0.848	0.922
KK2	0.892	0.854	0.902	0.885	TI7	0.834	0.888	0.881	0.918

Table 3. Average Variance Extracted

Variable	Average Variance Extracted	Variable	Average Variance Extracted
Work Stress	0.794	Job Satisfaction	0.701
Organizational Commitment	0.781	Turnover Intention	0.813

Table 4. Discriminant Validity (Fornell Larcker Criterion)

Variable	Job Satisfaction (Y1)	Organizational Commitment (X2)	Work Stress (X1)	Turnover Intention (Y2)
Job Satisfaction (Y1)	0.950			
Organizational Commitment (X2)	0.884	0.965		
Work Stress (X1)	0.837	0.891	0.904	
Turnover Intention (Y2)	0.945	0.959	0.902	0.984

### Composite Reliability and Cronbach's Alpha Test Results

Testing the composite reliability and Cronbach's alpha aims to test the instrument's reliability in a research model. Suppose all latent variables have a composite reliability value or Cronbach's alpha  $\geq 0.7$ . In that case, it means that the construct has good reliability or the questionnaire used as a tool in this study is reliable or consistent. Based on Table 5, the composite reliability and Cronbach's alpha tests show satisfactory values because all latent variables have composite reliability, and Cronbach's alpha values are  $\geq 0.70$ . This means that all latent variables are said to be reliable.

### Structural Model Testing or Hypothesis Testing (Inner Model)

Testing the inner model is developing a concept- and theory-based model to analyze the relationship between exogenous and endogenous variables described in a conceptual framework. The steps for testing the structural model (inner model) are as follows:

#### R-square test results

Look at the R-square value, which is a goodness-fit model test. Based on Table 6, the structural model indicates that the model's work satisfaction variable to Turnover Intention is vital because it has a value above 0.67. The model of the influence of independent

latent variables (Work Stress and Organizational Commitment) on Work Satisfaction gives an R-square value of 0.963, which can be interpreted that the variability of the Work Satisfaction construct can be explained by the variability of the construct Work Stress and Organizational Commitment 96,3% while other variables outside the one explain 3.7% studied. Turnover Intention has an R-Square value of 0,986, so it can be interpreted that construct variability of Turnover Intention can be explained by construct variability of Work Stress, Organizational Commitment, and Job Satisfaction at 98,6%. In contrast, other variables outside the one explained in 1.4% of studies.

#### The Goodness of Fit Model Test Results

Testing the Goodness of Fit Structural model on the inner model uses predictive-relevance values. The Q-square value is greater than 0 (zero), indicating the model has a predictive relevance value. The R-square value of each endogenous variable in this study can be seen in the following calculations with the result. Based on Table 7, the formula obtains the predictive relevance value:

$$\begin{aligned} Q^2 &= 1 - (1 - 0.664^2) (1 - 0.793^2) \\ &= 1 - (0.441) (0.628) \\ &= 0,723 \end{aligned}$$

The calculation of predictive relevance (Q2) obtained a value of 0.732. In this research model, the dependent latent variable has a predictive relevance value (Q2) > 0. So, the independent latent variable as a capable explanatory variable predicts the dependent variable, job satisfaction. In other words, this proves that this model has good predictive relevance.

Table 5. Composite Reliability and Cronbach's Alpha Test Results

Variable	Cronbach's Alpha	Composite Reliability	Information
Work Stress (X1)	0.967	0.972	Reliable
Organizational Commitment (X2)	0.942	0.955	Reliable
Job Satisfaction (Y1)	0.960	0.965	Reliable
Turnover Intention (Y2)	0.961	0.968	Reliable

Table 6. R-Square Test (Coefficient Determinacy)

Variable	R Square Adjusted
Job Satisfaction (Y1)	0.963
Turnover Intention (Y2)	0.986

#### Hypothesis Testing Results (Estimated Path Coefficient)

The estimated values for the path relationships in the structural model must be significant. The bootstrapping procedure can obtain the significance value of this hypothesis. Look at the significance of the hypothesis by looking at the parameter coefficient values and the T-statistical significance values in the algorithm bootstrapping report (Figure 2). To find out whether it is significant or not, it can be seen from the T-table at alpha 0.05 (5%) = 1.96, then the T-table is compared with the T-count (T-statistics). The criteria for acceptance/rejection of the hypothesis are that Ha is accepted and H0 is rejected when the t-statistic is > 1.96. To reject/accept the hypothesis using probability, Ha is accepted, and Ho is rejected if the p-value < 0.5. The results of the hypothesis test in Table 8.

#### Hypothesis 1: Description of Work Stress toward Turnover Intention

The description of work stress has a T-Statistic value 20057 > T.table at 5% alpha (1.96) and a P-value of 0.000 < alpha 0.050. As well as the original sample value of 0.802, the first hypothesis is accepted, which means that work stress has a positive and significant effect on turnover intention. This suggests that work stress positively and significantly affects PT's turnover intention. Jakarta Aquarium. This means that the work stress felt by employees is high, it will increase turnover intention.

Table 7. Q-Square Test (Predictive Relevance)

Variable	Q-Square
Job Satisfaction (Y1)	0.664
Turnover Intention (Y2)	0.793



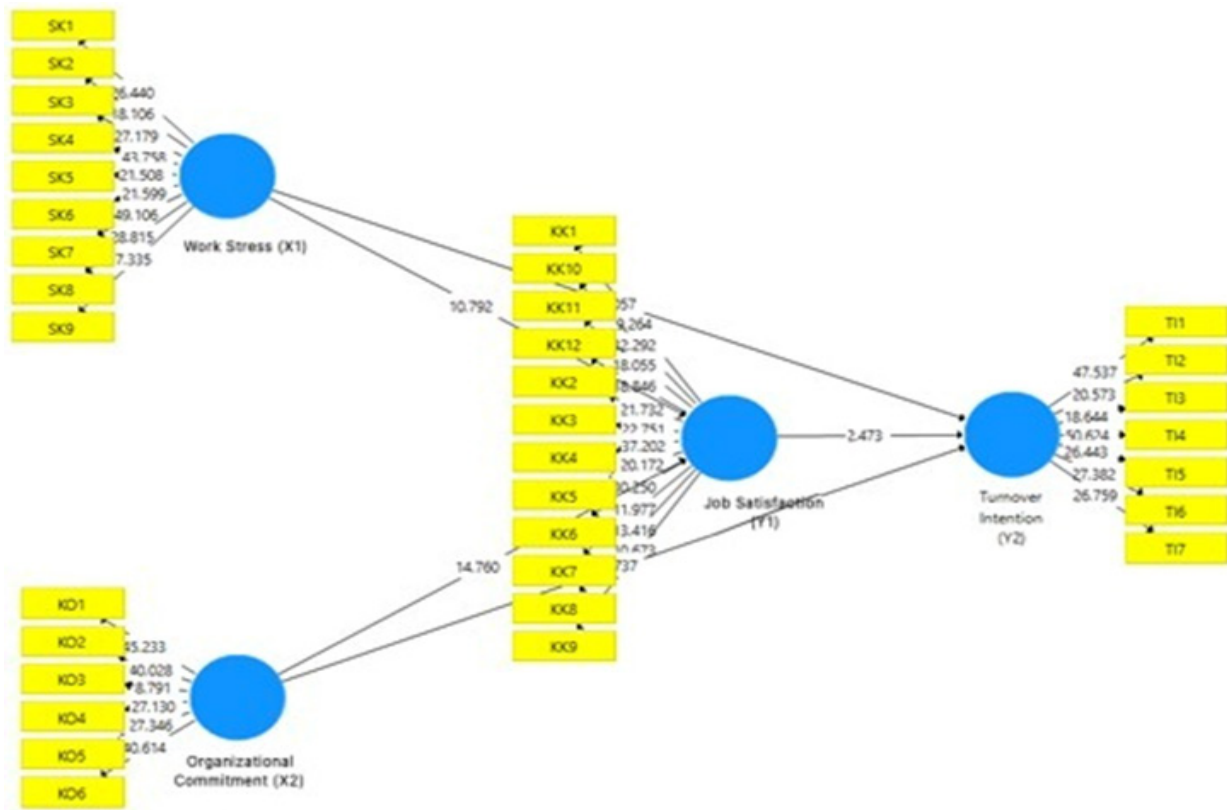


Figure 2. Result in Bootstrapping Test

Table 8. Hypothesis Test Result

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Information
Work Stress(X1) → Turnover Intention (Y2)	0.802	0.806	0.040	20.057	0.000	Positive - Significant
Organizational Commitment X2) → Turnover Intention (Y2)	0.427	0.438	0.063	6.737	0.000	Positive – Significant
Work Stress (X1) → Job Satisfaction (Y1)	0.424	0.423	0.039	10.792	0.000	Positive – Significant
Organizational Commitment (X2) → Job Satisfaction(Y1)	0.581	0.583	0.039	14.760	0.000	Positive – Significant
Job Satisfaction (Y1) → Turnover Intention (Y2)	-0.215	-0.230	0.087	2.473	0.014	Negative – Significant
Work Stress (X1) → Turnover Intention (Y2) Through Job Satisfaction (Y1)	0.091	0.099	0.041	2.234	0.026	Positive – Significant
Organizational Commitment (X2) → Turnover Intention (Y2) Through Job satisfaction (Y1)	-0.125	-0.133	0.048	2.577	0.010	Negative– Significant

**Hypothesis 2: Description of Organizational Commitment toward Turnover Intention**

The description of organizational commitment has a T-Statistic value of 6,737> T.table at 5% alpha (1.96) and a P-value of 0.000 < alpha 0.050. As well as the original sample value0.427, the second hypothesis is

rejected, which means that organizational commitment has a positive and significant effect on turnover intention. This shows that even though an attitude of organizational commitment already exists, it still needs to reduce turnover intention.

### **Hypothesis 3 Description Work Stress Toward Job Satisfaction**

The description of work stress has a T-Statistic value of  $10,792 > T_{table}$  at 5% alpha (1.96) and a P-value of  $0.000 < \alpha 0.050$ . As well as the original sample value of 0.424, the third hypothesis is rejected, which means that work stress has a positive and significant effect on Job Satisfaction.

### **Hypothesis 4 Description Organizational Commitment to Job Satisfaction**

The description of organizational commitment has a T-Statistic value of  $14,760 > T_{table}$  at 5% alpha (1.96) and P-value  $0.000 < \alpha 0.050$ . As well as the original sample value of 0.581, the fourth hypothesis is accepted, which means that organizational commitment has a positive and significant effect on Job Satisfaction.

### **Hypothesis 5 Description of Job Satisfaction toward Turnover Intention**

The description of job satisfaction has a T-Statistic value of  $2,473 > T_{table}$  at 5% alpha (1.96) and P-value  $0.014 < \alpha 0.050$ . Also, the original sample value of 0.215 makes the fifth hypothesis accepted, which means that the description of job satisfaction has a negative and significant effect on turnover intention. This suggests that if the Company provides appropriate satisfaction to employees, the level of turnover intention will decrease.

### **Hypothesis 6 Description Work Stress Toward Turnover Intention Through Job Satisfaction**

Description of Work Stress has a T-Statistic value  $2,234 > T_{table}$  at 5% alpha (1.96) and P-value  $0.026 < \alpha 0.050$ . As well as the original sample value 0.091, the sixth hypothesis is accepted, which means that the description of work stress positively and significantly affects turnover intention. This suggests that the turnover intention is high if employees feel high work stress and are unsatisfied at work.

### **Hypothesis 7 Description Organizational Commitment Toward Turnover Intention Through Job Satisfaction**

Organizational Commitment description has a T-Statistic value of  $2,577 > T_{table}$  at 5% alpha (1.96)

and P-value  $0.010 < \alpha 0.050$  as well as the original sample value, 0.125, the seventh hypothesis is accepted, which means that organizational commitment has a negative and significant effect on turnover intention through job satisfaction. This suggests that the turnover intention will be high if the Company does not have an excellent commitment to employees and employees feel dissatisfied on the job.

Based on the results of the Partial Least Square (PLS) analysis, this section will discuss the results of the calculations that have been carried out. Testing is shown through existing hypotheses to determine how each variable influences the other variables. The following is a discussion of each variable:

#### **The Effect of Work Stress on Turnover Intention**

Based on hypothesis testing 1, what has been done shows that work stress significantly affects the turnover intention of PT employees. Jakarta Aquarium. The results of this hypothesis align with previous research conducted by Rasjid (2021), which shows that work stress has a positive and significant effect on turnover intention; the more employees feel high work stress, the higher the turnover intention. Research by Paat et al. (2017) also shows that work stress has a positive and significant effect on turnover intention; if the work stress felt by employees is high, then the level of turnover intention will increase, comparable to the results of the study Nasution (2017) that work stress has a positive and significant effect on turnover intention. This shows that the more employee work stress increases, the higher the turnover intention.

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

Based on hypothesis testing 2, organizational commitment positively and significantly affects turnover intention. PT employees at Jakarta Aquarium show they have committed highly to employees but still need to reduce turnover intention. The results of this hypothesis are in line with previous research conducted by Setiawan and Harahap (2016) and Ngaeni (2024), which showed that organizational commitment has a positive and significant effect on turnover intention but is not in line with research by Lubis and Onsardi (2021) that organizational commitment has a negative and significant impact on turnover intention. Ramalho Luz et al. (2018) show a robust negative relationship

between organizational commitment and employee turnover intention, so the higher the organizational commitment level of employees, the lower the employee turnover intention. Wibawa & Putra (2018) found that organizational commitment to employee exit intentions can be interpreted as the higher the level of organizational commitment has a significant negative effect felt by employees, the lower the level of turnover of attention that will occur. Kalidass and Bahron (2015) also found that organizational commitment is negatively related to turnover intention. This shows a research gap that can be one of the objects of future research.

### **The Effect of Work Stress on Job Satisfaction**

Testing hypothesis 3 shows that work stress positively and significantly affects job satisfaction at PT. Jakarta Aquarium. These results support Sasuwe et al.'s (2018) and Rauan and Tewal (2019) research. The results showed that work stress positively and significantly affected job satisfaction. This result means that any increase in work stress will increase job satisfaction. This research also demonstrates the relationship between work stress and job satisfaction, namely that although work stress is high, employees still feel satisfied with their work. Stress for employees (personnel) can be a challenge, stimulation, and fascination, but it can also mean worry, conflict, tension, and fear, depending on how employees perceive it. This result is different from the results of previous research conducted by Asep Gunawan and Ulfa'I (2018), work stress negatively and significantly affects job satisfaction. This means that when the level of work stress increases, the level of job satisfaction will decrease; it shows that there is a research gap that can be one of the objects of subsequent studies.

### **The Effect of Organizational Commitment on Job Satisfaction**

Based on the hypothesis they are testing, four shows that organizational commitment positively and significantly affects job satisfaction. Organizational commitment is a measure of the employee's desire to always be in the current or future Company, constantly reflecting the employee's belief in the Company's mission and goals, the desire to advance efforts in completing, and the employee's intensity in continuing to work there (Dwiyanti and Bagia, 2020). This is emphasized by Bagia (2015) and Luthans (2011), saying that if organizational commitment is high, employees will have high job

satisfaction. Employees with a high organizational commitment to themselves will have a responsible attitude towards work and the Company and obey the rules and values contained in the Company. This will encourage employees to work well and, in turn, increase job satisfaction. This supports the research conducted by (Dwiyanti & Bagia, 2020) and Setiawan (2013), who said that organizational commitment positively and significantly influences employee job satisfaction. It can be concluded that employee job satisfaction is influenced by organizational commitment. Prospects: Journal of Management and Business, Vol. 2 No. 2, December 2020 P-ISSN: 2685-5526.

### **The Effect of Job Satisfaction on Turnover Intention**

Based on the hypothesis they are testing, five shows that Job Satisfaction has a negative and significant effect on turnover intention. This shows that the higher the level of employee job satisfaction, the lower the employee's turnover intention at the Company. What makes an employee leave or intend to leave is a big question for any company. Several studies have examined job satisfaction as an antecedent of turnover intentions (Mahdi et al. 2012). Akbar et al. (2016) stated that employees who are satisfied with their jobs will be highly committed to the Company. Generally, when an employee has the desired level of job satisfaction, then the level of commitment to be loyal to the Company will also increase. Hidayat (2018) states that there is a positive influence between job satisfaction and organizational commitment. This is supported by research by Devvyanti and Sartya (2020), and Indrayanti and Riana (2016) found that organizational commitment can mediate negatively and significantly the effect of job satisfaction on turnover intention.

### **The Effect of Work Stress on Turnover Intention Through Job Satisfaction**

Hypothesis 6 testing shows that work stress has a positive and significant effect on turnover intention through job satisfaction, proving that work stress can affect job satisfaction and significantly impact turnover intention. Meyer et al. Allen 1991 (In Bredenson, 2023) stated that working conditions that cause work stress can cause dissatisfaction at work and trigger individuals to quit. The results obtained align with the research by Gunawan and Ulfai (2018) and Ampadu (2015).

## The Effect of Organizational Commitment on Turnover Intention Through Job Satisfaction

Based on the results of testing the seven hypotheses, it was found that organizational commitment affects turnover intention through satisfaction as an intervening variable. The results align with Yunita's (2020), Mowday, and Sutton's (2017) research that organizational commitment negatively affects employee turnover intention. Organizational commitment shows employees' promises or pledges to their companies. In addition, organizational solid commitment to employees can also increase employee job satisfaction. Natassia's research results (2017) reveal that more substantial organizational commitment in an employee will encourage a weakening of turnover intention, as well as the results of research by Lauren (2017) and research conducted by Pratama et al. (2021) both found that strong organizational commitment in each employee will make them more comfortable in the Company so that turnover intention is decreased.

### Managerial Implications

As a managerial implication derived from the SEM-PLS analysis results, it is evident that work stress significantly influences employee turnover intentions. Consequently, companies should comprehensively analyze workplace stress using surveys, interviews, and focus group discussions. Moreover, companies can develop managerial strategies to foster a healthier and more productive work environment to mitigate the significant impact of work stress on turnover intention. Additionally, the results indicate that elevated levels of work stress only sometimes result in reduced job satisfaction. However, management must remain vigilant regarding the potential negative repercussions of work stress.

Furthermore, another step companies can take to mitigate the significant impact of work stress on job satisfaction and turnover intention is to develop managerial strategies to create a healthier and more productive work environment. Another crucial aspect of the relationship between organizational commitment and turnover intentions is that management should implement strategic practices to positively influence employee commitment, thereby reducing the likelihood of turnover. Companies can create a supportive work environment for employees by providing tools and resources to cope with work-related stress. These

programs may include workshops, training sessions, and access to stress reduction techniques. The Company can also provide opportunities for continuous learning and professional development. Employees who feel they are growing and advancing in their careers are more likely to experience job satisfaction despite stressors. A company that understands the relationship between organizational commitment and job satisfaction can guide managerial practices to foster a positive workplace environment. Establishing clear communication of the organization's mission, vision, and goals is essential. When employees comprehend and align with these objectives, it amplifies their commitment and satisfaction, fostering a more meaningful contribution to the organizational mission. This study also reveals a significant influence of job satisfaction on turnover intention. In addressing issues concerning job satisfaction and reducing turnover intentions, one approach is to implement regular feedback mechanisms to assess employee satisfaction and identify areas for improvement. Another step that can be taken is establishing open communication channels, thereby facilitating managers to promptly address issues, potentially enhancing job satisfaction and reducing turnover intentions. Another fascinating fact of this study indicates a significant mediation effect of job satisfaction on the relationship between work stress and turnover intention. This underscores the critical importance of addressing work stress and its potential repercussions on the turnover intention by prioritizing the elevation of job satisfaction.

Consequently, organizations are encouraged to contemplate implementing flexible work arrangements, encompassing remote or flexible work schedules. Such flexibility is envisioned to aid employees in achieving a harmonious balance between their professional and personal lives, thereby fostering a reduction in stress levels and an augmentation of job satisfaction. In conclusion, recognizing the substantial impact of organizational commitment on turnover intention through job satisfaction implies a myriad of managerial implications. Organizations possess the opportunity to cultivate a positive and inclusive corporate culture aligned with the values and objectives of their employees. Establishing such a robust organizational culture can increase commitment and job satisfaction levels and reduce stress levels among employees, thereby contributing to the reduction of turnover intention and the enhancement of overall organizational performance and employee well-being.



## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

Based on the research findings above, several conclusions can be drawn. Firstly, work stress demonstrates a significant positive impact on turnover intention. Secondly, organizational commitment exhibits a positive and statistically significant effect on turnover intention. Additionally, work stress is found to have a positive and important influence on job satisfaction, and organizational commitment similarly has a positive and significant effect on job satisfaction. Importantly, job satisfaction is observed to have a negative and significant impact on turnover intention. Furthermore, the research highlights that work stress directly influences turnover intention and exerts this impact by mediating job satisfaction. This underscores the nuanced relationship where work stress affects turnover intention by controlling levels of job satisfaction. Additionally, organizational commitment emerges as a critical factor influencing turnover intention, with job satisfaction as a pivotal intervening variable in this complex interplay. In conclusion, these findings contribute to a comprehensive understanding of the intricate dynamics among work stress, organizational commitment, job satisfaction, and turnover intention. The identified relationships provide valuable insights for organizations seeking to formulate targeted strategies and interventions to enhance employee well-being and mitigate turnover intentions.

### Recommendations

Work stress, company commitment, and job satisfaction are key employee behaviors influencing turnover intentions. Addressing elevated turnover intentions resulting from these factors necessitates the company's targeted and proactive approach, entailing comprehensive analysis, identification, and prioritization of areas requiring improvement. Strategic initiatives mitigating workplace stress, fostering a conducive climate and environment for enhancing organizational commitment, and augmenting job satisfaction are imperative. Moreover, this study underscores the significance of its findings in contributing not only to managerial decision-making within corporate contexts but also to advancing scholarly knowledge, particularly within human resource studies. As for future research endeavors, it is

essential to acknowledge certain limitations. Primarily, the quantitative nature of this research precludes in-depth elucidation of specific findings. Furthermore, this inquiry is delimited to examine particular variables, namely work stress, organizational commitment, and job satisfaction, concerning turnover intentions. Researchers are encouraged to explore additional variables beyond the scope of this study that have thus far remained unexplored.

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