

The Influence of Job Stress and Job Satisfaction on Employee Turnover Intention PT.Agung Automall Harapan Raya Pekanbaru

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ABSTRACT

This research aims to examine the influence of work stress and job satisfaction on employee turnover intention of PT.Agung Automall Harapan Raya Pekanbaru. The research approach used is quantitative. The data collection method uses a questionnaire, with a sample of 90 respondents using the saturated sampling technique method, namely making the entire population a sample which is then analyzed using the SmartPLS 3.0 program. The results of the data analysis concluded that work stress had a negative and significant effect on job satisfaction, job satisfaction had a negative and significant effect on turnover intention, work stress had a positive and significant effect on turnover intention and work stress had a positive and significant effect on turnover intention through job satisfaction.

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INTRODUCTION

According to John Chambers from CISCO Systems, human resources include all individuals within a company organization, who have an important role in achieving organizational goals. These human resources are responsible for managing and organizing the role of each employee effectively and efficiently, so that their potential can be optimally utilized to achieve the common goals of the organization. Meanwhile, according to Ardianto (2021), human resources are the key element that becomes the main driver in running the wheels of the organization and achieving the targets and goals that have been set. Therefore, careful and wise management of human resources is very important for the success of the organization. One of the issues that often arises in organizations today is the high desire of employees to change workplaces, known as turnover intention.

The high turnover intention in the organization is due to a decreased level of job satisfaction and the many job pressures experienced resulting in job stress. The negative impact of turnover intention on the company is caused by the quality of employees and the ability to replace employees who leave, so it takes time and new costs in recruiting new employees (Waspodor et al., 2013). One strategy to retain employees is to identify factors that cause turnover intention. According to research (Koko Valentino Supriadi, Irvan Trang, Mirah Helen Rogi: 2021) job stress is one of the causes of turnover intention; (Munawir Nasir, Mutmainnah Hasan, Muh. Haerdiansyah Syahnur: 2022) job satisfaction is a factor causing turnover intention.

Companies often face challenges in retaining employees, especially when faced with employee behavior that is difficult to control, such as the desire to leave work (turnover intention), which can ultimately lead to an employee's decision to actually leave his job (Siagan, 2014). Turnover intention can be defined as the awareness or intention of an employee to leave his company, or it can also be interpreted as an employee's attempt to find new job opportunities elsewhere (Monica and Putra, 2017).

One of the factors reducing the occurrence of turnover intention is by providing a comfortable and conducive work environment for employee work activities. Continuity management is an effort to reduce the level of stress experienced by employees because this condition and employee behavior can determine good performance within the company. Stress is where a person experiences pressure from the work he gets which can affect a person's mental state, and physical condition. When stress cannot be overcome, it results in a person's inability to interact positively with his environment, both in the work environment and the environment outside his work.

Employees are likely to show commitment to stay with the company if they feel satisfaction in their jobs. Conversely, dissatisfaction will lead to employee exit, low attendance, and the emergence of other negative attitudes. One of the main factors that lead to an employee's intention to leave a job is job dissatisfaction. The process of an employee leaving the company usually starts with an increasing sense of dissatisfaction with work. According to Mobley (Ardianto, 2021), job satisfaction has a major effect on a person's desire to leave the organization. In the end, low levels of job satisfaction among employees are often associated with high turnover rates, which

can have a negative impact on overall working conditions. The term job satisfaction refers to the attitude of an employee who feels happy or satisfied with the work they are doing.

Furthermore, through job satisfaction, job stress has a favorable and significant impact on turnover intention, according to Nasution's (2017) research. Research by Shofia, Marta, and Dian (2024), which found that job stress has a favorable and substantial influence on turnover intention, supports this.

From this information, there is the phenomenon of turnover intention at PT Agung Automall Harapan Raya Pekanbaru. Below is a description of the number of employees and the employee turnover rate of PT. Agung Automall Harapan Raya Pekanbaru. The number of employees who resigned from PT Agung Automall Harapan Raya Pekanbaru in 2019 amounted to 4 people, then in 2020 there were 20 people, then 2021 there were 7 people, then 2022 there were 8 people and then 2023 there were 15 people. According to Gillies in (Mardiana et al., 2014) the standard turnover intention is 5-10% per year is considered an ideal condition. Judging from the data above that in 2019 LTO was 6%, in 2020 LTO was 33.8%, in 2021 LTO was 13.2%, in 2022 LTO was 12.3% and in 2023 LTO was 18.4%. The data above shows that the LTO level in 2020-2023 is in a condition that exceeds the ideal of 5-10%.

High levels of Labor Turnover can be caused by several factors, namely the level of work environment, compensation, work stress, motivation, job satisfaction, comfort at work, and facilities according to Hasibuan, 2010: 118. Supported by research by Deslia, Daisy & Jeane (2015) the factors that influence turnover intention are job satisfaction, organizational commitment and job stress. Employees experience job stress at work, namely a state of tension that affects a person's physical, mental, and emotional health caused by employees who cannot adjust to their environment (Meilasari, 2018). While other factors of turnover intention are job satisfaction. According to Mobley (Ardianto, 2021) Job satisfaction is one of the factors that influence a person's desire to leave the organization where he works. The process of an employee leaving the company often begins with increasing job dissatisfaction, which reflects the feelings and attitudes of employees, whether they feel happy or unhappy, satisfied or dissatisfied with their work. Several researchers have examined the relationship between job stress and job satisfaction on turnover intention. One study conducted by Muhammad Irfan Nasution (2017) concluded that job stress has a positive and significant effect on turnover intention. On the other hand, research conducted by Dwiningtyas (2015) shows that job satisfaction has a negative and significant effect on turnover intention.

PT. Agung Automall employees feel stress and job dissatisfaction, which makes many of them leave the company. In 2020 the number of employees leaving was 20, this was due to the emergence of the covid virus which resulted in employees leaving the company, leaving personally or from the company (layoffs). The emergence of stress due to sales not reaching the car sales target, this will get an SP (warning letter) from the company. Based on the results of interviews with PT Agung Automall employees, namely Mr. Bima as a sales S1 who has worked for 5 years, stating that if sales do not reach the target set by the company for 3 months then, the company will

follow up by giving a warning letter. In addition, employees who leave the company are also caused by often feeling pressured to work to achieve sales targets, and the provision of less compensation results in employees feeling dissatisfied with the job itself. There are three levels of sales at PT Agung Automall Harapan Raya, with different target amounts. S1 sales, also known as field sales, must target sales of three cars per month, S2 sales must target sales of six cars per month, and S3 sales must target sales of nine cars per month.

In 2021, total sales reached 1,222 units with an average monthly sales of 101 units. In 2022, total sales increased to 1,465 units with an average of 122 units per month. However, in 2023, total sales decreased to 1,311 units with a monthly average of 109 units. It can be seen that from 2021 to 2022 there was an increase, but from 2022 to 2023 there was a decrease. Based on the expression of Agung Toyota's Chief Operating Officer, Himawa Wahyu Wardhana, the sales of all of them in Riau decreased in 2023 due to the low economy in Riau which was influenced by the decline in the selling price of palm oil received by farmers. As a result, people's interest in buying a car also declined. However, sales of Toyota vehicles have also decreased, meaning that businesses need to modify their marketing objectives and plans to combat the current market conditions. PT Agung Automall Harapan Raya Pekanbaru is one of the car sales markets experiencing this.

Based on the background of the problem above, it is clearly illustrated how the phenomenon entitled "The Effect of Job Stress and Job Satisfaction on Turnover Intention of Employees of PT Agung Automall Harapan Raya Pekanbaru."

METHODOLOGY

A. Turnover Intention

The strong tendency of employees to leave the company for various reasons, such as seeking employment elsewhere, is known as turnover intention, or the desire to move (Ronald and Milkha, 2014). If businesses are able to build strong collaboration with employees, both financially and physically, this desire will usually not arise. According to Hasibuan (2017), turnover, often known as employee turnover, refers to the proportion of workers who join and leave an organization. An employee's desire to leave an organization and seek opportunities in other companies or in alternative work positions is known as turnover intention. Employees may leave an organization in a discreet manner or as a result of company policy.

Turnover intention is influenced by several elements that can be categorized as personal, organizational, and situational variables by Jewel & Siegal (in Wahyudi, 2014). These factors include age, gender, level of education, length of service, professionalism, level of professionalism, disclosure of self-development needs, distance from the workplace geographically, expressed desire to stay in the organization, reward systems such as salary and opportunities for advancement, and the level of routine in doing work in a position.

According to Suwandi and Indrianto (in Lengkong 2015), there are three main determinants of turnover intention, namely job satisfaction, organizational commitment, and job stress. Indicators of turnover intention according to Hartono in Sianipar 2014 indicators of turnover intention are increased absenteeism, starting to be lazy to work, increasing violations of work rules, and the courage to oppose or protest to superiors. According to Subekti (2018: 8) indicators of turnover intention include the tendency of employees to think about leaving the organization, the desire of employees to look for other job vacancies, and the desire of employees to leave the organization.

B. Job Stress

Job stress is a condition of pressure that arises due to high workloads, making employees feel difficult in completing their duties and responsibilities. According to Robbins et al. (2001), stress is a condition in which a person experiences psychological pressure in an effort to achieve certain goals, but there are obstacles or limitations that prevent it. Stress can be understood as a feeling in which a person feels that the demands he faces exceed his social and personal abilities or resources. Meanwhile, Mulyadi (2015) and Robbins and Judge (2013) define stress as a condition that occurs when a person feels negative pressure due to high demands from the surrounding environment, which adversely affects him.

Factors that affect job stress according to Robbins (2011) are divided into three. First, environmental elements where there is economic uncertainty, political uncertainty and technological uncertainty. Second, organizational factors that include task demands, role demands, and personal demands. And the third, individual factors, namely family problems, economic problems, and personality characteristics. Meanwhile, according to Hasibuan (2017: 201), factors that can trigger work stress include workloads that are too heavy and difficult to complete, pressure and leadership treatment that is considered unfair or unwise, insufficient time and work equipment facilities, conflicts between individuals and superiors or with work groups, wages or compensation that are considered inappropriate, and family problems such as affairs with children, spouses, or other family members.

C. Job Satisfaction

The term "job satisfaction" describes how an employee feels about their job, taking into account both the good and bad experiences they have while performing their responsibilities. Handoko (2001) defines job satisfaction as a person's emotional state that determines how they view their job - whether it is pleasant or unpleasant. A person who is satisfied with their job will see the tasks completed well. Conversely, dissatisfaction with work will cause a person to have a negative view of their job. Robbins and Judge (2015) define job satisfaction as an individual's favorable sentiment about his or her job derived from an evaluation of various aspects of the job. This shows how employees'

attitudes about their jobs at work are often reflected in their level of job satisfaction. Sutrisno (2017), on the other hand, describes job satisfaction as an employee's attitude towards his or her job, which is influenced by the work environment, interpersonal interactions among coworkers, salary received, and additional physiological and psychological aspects.

The work indicators according to Robbins (2015) indicators of employee job satisfaction are good working conditions, appropriate compensation or wages, and helpful coworkers. According to Hasibuan (2014) indicators of employee job satisfaction are appreciating their work, meaning they like it because they are able to do it, loving what they do, bantin agreements that arise from within an individual or group of individuals to achieve certain goals in accordance with established qualities are known as moral work, obedience, compliance, loyalty, and order are qualities shown by a series of actions that lead to a state of discipline and the results of work achieved by a person in completing the tasks assigned to him according to his ability, sincerity, and available time are referred to as work performance.

RESULTS AND DISCUSSION

A. Results

The results of data analysis, hypothesis testing, and discussion of hypothesis testing were carried out statistically using SmartPLS 3.0 (Partial Least Square) software.

B. Statistical Test Description

1. Description of Research Respondents

a. Based gender

Table 1

Gender	Frekuensi	Presentase
Male	55	61,11 %
Female	35	38,89%
Total	90	100%

Source: primary data processed in 2024

According to table 1, the composition of respondents shows that 61.11% of employees are male, while the remaining 38.89% are female. This finding indicates that most employees at PT Agung Automall Harapan Raya are male. This indicates that the average job in the company requires strong physical labor. This condition is due to more demands by companies using male labor in marketing and car mechanics.

b. Based Age

Table 2

Age	Frekuensi	Presentase
20 th	3	3,33%

21-30 th	52	57,78%
31- 40 th	31	34,44%
>40 th	4	4.44%
Total	90	100%

Source: primary data processed in 2024

Based on table 2 regarding the age of respondents, there are 3.33% of employees aged 20 years consisting of 3 respondents, 57.78% of employees aged 21-30 years with a total of 52 respondents, 34.44% of employees aged 31-40 years totaling 31 respondents, and 4.44% of employees aged over 40 years, as many as 4 respondents. This finding shows that the most numerous age group at PT Agung Automall is those aged 21-30 years, with a total of 52 employees.

c. Based on length of service

Table 3

Length of service	Frekuensi	Presentase
<2 th	3	3,33%
2-3 th	45	50,00%
>3 th	42	45,67%
Total	90	100%

Source: primary data processed in 2024

Based on table 3 regarding length of service, there are 3.33% of respondents who have worked for less than 2 years, consisting of 3 employees. Meanwhile, 50.00% of respondents have worked for 2-3 years, as many as 45 employees, and 45.67% of respondents have worked for more than 3 years with a total of 42 employees. From this data, it can be concluded that most employees at PT Agung Automall Harapan Raya Pekanbaru have a working period of between 2-3 years.

d. Based on last education

Table 4

Education	Frekuensi	Presentase
SMA/SMK	58	64,44%
D3	5	5,56%
S1	27	30,00%
Total	90	100%

Source: primary data processed in 2024

Based on table 4 regarding the latest education, it is found that 64.44% of respondents have a high school / vocational high school educational background, which includes 58 employees. In addition, 5.56% of respondents have a D3 final education, which is as many as 5 employees, and 30.00% of respondents have a S1 education, which consists of 27 employees. Thus, the majority of employees have upper secondary education, while only a small number have higher education.

C. Descriptive Statistics and Normality Test Results

This study was conducted to ensure the normality of respondent data based on the results of descriptive statistical analysis and data normality tests on 90 respondents. The first test carried out before conducting further analysis is the normality test. The following table presents the findings of the data normality test and descriptive statistical analysis.

Table 5

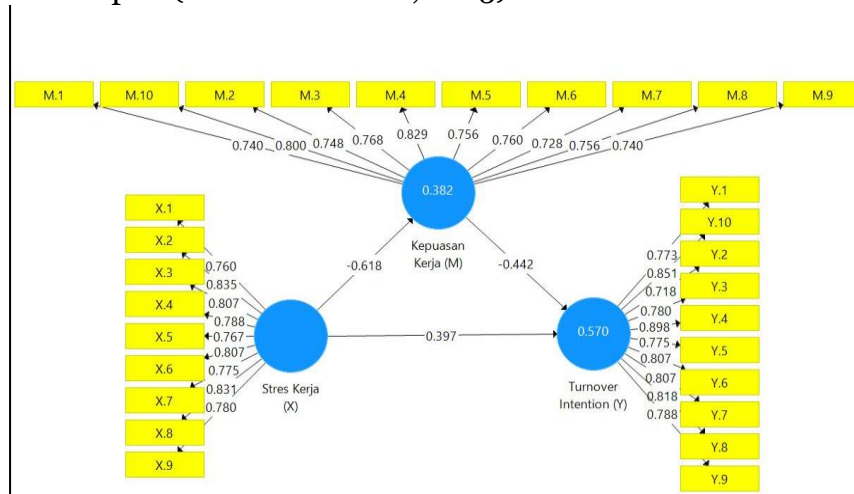
Variable	Indikator	Mean	Min	Max	Standard Deviation	Kurtosis	Skewness
Job Stress	X.1	3.878	1.000	5.000	0,5056	2.573	-1.037
	X.2	3.933	2.000	5.000	0,3979	1.199	-0.363
	X.3	3.856	2.000	5.000	0,4694	1.112	-0.692
	X.4	3.989	3.000	5.000	0,4201	-0.219	0.005
	X.5	4.189	2.000	5.000	0,45	0,3042	-0.458
	X.6	3.956	2.000	5.000	0,4618	1.253	-0.641
	X.7	3.867	2.000	5.000	0,4653	0,1778	-0.287
	X.8	3.844	2.000	5.000	0,4736	0,6639	-0.647
	X.9	3.867	2.000	5.000	0,4292	0,2	-0.193
Job Satisfaction	M.1	3.922	2.000	5.000	0,5965	0.093	-0.703
	M.2	3.944	2.000	5.000	0,5799	-0.287	-0.476
	M.3	3.600	1.000	5.000	0,6021	0.051	-0.471
	M.4	3.800	2.000	5.000	0,5396	-0.109	-0.352
	M.5	4.122	2.000	5.000	0,4833	0,3931	-0.574
	M.6	4.133	2.000	5.000	0,5396	0,4424	-0.817
	M.7	4.267	2.000	5.000	0,5153	0,2563	-0.812
	M.8	4.300	2.000	5.000	0,5326	0,6076	-1.029
	M.9	3.600	1.000	5.000	0,6771	-0.273	-0.287
	M.10	4.011	2.000	5.000	0,4569	1.643	-0.725
Turnover Intention	Y.1	3.989	2.000	5.000	0,4688	0,3813	-0.428
	Y.2	3.700	2.000	5.000	0,5806	-0.150	-0.541
	Y.3	3.878	2.000	5.000	0,4493	1.211	-0.628
	Y.4	3.900	2.000	5.000	0,4396	1.600	-0.715
	Y.5	3.722	2.000	5.000	0,5285	0.021	-0.403
	Y.6	3.744	2.000	5.000	0,5236	0,2667	-0.642
	Y.7	3.722	2.000	5.000	0,5181	-0.038	-0.309
	Y.8	3.689	2.000	5.000	0,5444	0.013	-0.509
	Y.9	3.667	2.000	5.000	0,5479	0,0938	-0.706
	Y.10	3.733	2.000	5.000	0,5049	0,6132	-0.946

Source: SmarPLS 3.0, data processed 2024

According to Hair et al. (2021), based on the analysis results in Table 5, it can be observed that the Skewness-Kurtosis test values do not exceed -2.00 to 2.00 and Kurtosis -7.00 to 7.00. Therefore, it can be said that the data distribution is close to normal. In addition, all Skewness-Kurtosis test values in this study are below the values of -2.00 to 2.00 and -7.00 to 7.00. This indicates that the data distribution of the research participants is close to normal and additional analysis can be carried out, especially SEM-PLS modeling.

D. Measurement Model Test or Outer Model

Convergent and discriminant validity testing are part of the studies used to evaluate measurement models, also known as outer models. However, there are two approaches used for reliability testing: Composite reliability and Cronbach's Alpha (Ghozali & Latan, 2015).



Source: SmarPLS 3.0, data processed 2024

1. Validity Test

a. Convergent Validity

Convergent validity is a test that shows the relationship between reflective items and latent variables. In this testing process, researchers utilize the Outer Loading value. If the Loading Factor value is greater than 0.7, the indicator is considered to meet the specified criteria. Based on guidelines from Hair et al. (2021), an indicator is considered to have good validity if its Loading Factor exceeds 0.70.

Table 6

Variable	Statement	Loading facor	Description
Job Stress (X)	X.1	0,760	Valid
	X.2	0,835	Valid
	X.3	0,807	Valid
	X.4	0,788	Valid
	X.5	0,767	Valid
	X.6	0,807	Valid
	X.7	0,775	Valid
	X.8	0,831	Valid
	X.9	0,780	Valid
Job Satisfaction (M)	M.1	0,740	Valid
	M.2	0,748	Valid
	M.3	0,768	Valid
	M.4	0,829	Valid
	M.5	0,756	Valid
	M.6	0,760	Valid
	M.7	0,728	Valid
	M.8	0,756	Valid
	M.9	0,740	Valid
	M.10	0,800	Valid
	Y.1	0,773	Valid

Turnover Intention (Y)	Y.2	0,718	Valid
	Y.3	0,780	Valid
	Y.4	0,898	Valid
	Y.5	0,775	Valid
	Y.6	0,807	Valid
	Y.7	0,807	Valid
	Y.8	0,818	Valid
	Y.9	0,788	Valid
	Y.10	0,851	Valid

Source: SmarPLS 3.0, data processed 2024

Based on table 6, it can be concluded that all variables have met the Convergent Validity criteria because each variable shows a Loading Factor value above 0.70. This indicates that all indicators have proven valid.

b. Discriminant Validity (Cross Loading)

The Square Root of Average (AVE) and Cross Loading values are used in this study's discriminant validity test to determine whether the research instrument is valid in reflecting or explaining latent variables. If the loading value of each latent variable is greater than the loading value of other latent variables, then the model is said to have excellent discriminant validity.

It is evident from the Cross Loading estimation results in Table 5.8 that the Loading Factor values for X, M, and Y, the three indicator items in the construct, are greater than the Loading values for the other latent variables. Therefore, it can be said that each latent variable has shown strong discriminant validity.

Table 7

Statement	Job Stress (X)	Job Satisfaction (M)	Turnover Intention (Y)
X.1	0,760	-0,527	0,532
X.2	0,835	-0,517	0,593
X.3	0,807	-0,494	0,609
X.4	0,788	-0,508	0,550
X.5	0,767	-0,454	0,430
X.6	0,807	-0,517	0,445
X.7	0,775	-0,420	0,430
X.8	0,831	-0,475	0,605
X.9	0,780	-0,493	0,553
M.1	-0,447	0,740	-0,576
M.2	-0,421	0,748	-0,525
M.3	-0,538	0,768	-0,566
M.4	-0,452	0,829	-0,538
M.5	-0,481	0,756	-0,500
M.6	-0,380	0,760	-0,542
M.7	-0,416	0,728	-0,481
M.8	-0,424	0,756	-0,484
M.9	-0,630	0,740	-0,558
M.10	-0,466	0,800	-0,447
Y.1	0,488	-0,548	0,773
Y.2	0,552	-0,498	0,718
Y.3	0,530	-0,464	0,780
Y.4	0,626	-0,626	0,898
Y.5	0,447	-0,512	0,775

Y.6	0,577	-0,555	0,807
Y.7	0,536	-0,561	0,807
Y.8	0,555	-0,625	0,818
Y.9	0,533	-0,541	0,788
Y.10	0,517	-0,567	0,851

Source: SmarPLS 3.0, data processed 2024

The Average Variance Extracted (AVE) value of each construct and the correlation between model components are important factors to consider when assessing discriminant validity. According to the standards of Hair et al. (2021), concepts are considered valid only if the AVE value is more than 0.50.

Table 8

Variabel	Average Variance Extracted (AVE)
X	0,632
M	0,582
Y	0,644

Source: SmarPLS 3.0, data processed 2024

Table 8 shows that all research variables - job stress, job satisfaction, and turnover intention - meet the requirements of strong discriminant validity. This is indicated by the Average Variance Extracted (AVE) value for each variable that is more than 0.50, according to the standard set by Hair et al.

2. Reability Test

a. Composite Realibility

The Cronbach's alpha standard is used in composite reliability testing, which evaluates variable dependencies. According to the standards provided by Hair et al. (2021), the value used for composite reliability should be greater than 0.70, while the range of 0.60 to 0.70 is still considered appropriate.

Table 9

Variabel	Cronbach's Alpha	Composite Reliability
Job Stress (X)	0,927	0,939
Job Satisfaction (M)	0,920	0,933
Turnover Intention (Y)	0,938	0,948

Source: SmarPLS 3.0, data processed 2024

Table 9 shows that all variables in this study meet the standards set by Cronbach's alpha and have good reliability, which is indicated by the value of composite reliability and Cronbach's alpha which is greater than 0.60 and in accordance with the guidelines of Hair et al.

E. Inner Model Analysis

Inner model testing is carried out after testing the outer model. Analyzing the relationship between constructs and determining the significant value of R and F-squares in the research model is the purpose of testing the inner model or structural model.

1. R-Square (R²) results

The first step in evaluating the PLS structural model is to look at the R-square value of each dependent latent variable. The results of the R-square estimation using PLS are shown in Table 2.2 below.

Table 10

Structure model	R-square	R-square Adjusted
Job Satisfaction (M)	0,382	0,375
Turnover Intention (Y)	0,570	0,560

Source: SmarPLS 3.0, data processed 2024

Table 10 above shows that the R-square value for job satisfaction is 0.382, which means that job stress affects 38.2% of job satisfaction. In addition, the R-square value for turnover intention is 0.570, which indicates that job stress and job satisfaction account for 57% of turnover intention, with other variables accounting for 43%.

2. F-square Results

The quality of the model was evaluated using the F-square test. This makes it possible to ascertain whether the predictor latent variables have a small, medium, or large influence on the structural context by interpreting the F-square value obtained, which is 0.02; 0.15; and 0.35 (Ghozali, 2011).

Table 11

Structure model	Job Stress (X)	Job Satisfaction (M)	Turnover Intention (Y)
Job Stress (X)		0,618	0,227
Job Satisfaction (M)			0,282
Turnover Intention (Y)			

Source: SmarPLS 3.0, data processed 2024

The following conclusions can be drawn from the results of the F-square values in Table 11:

- 1) The relationship between job stress and job satisfaction has an F-square value of 0.618, which means that job stress has a "large" impact on job satisfaction. Given that the F-square value is higher than 0.35, this indicates that there is a substantial relationship between job stress and job satisfaction. The F-square value of 0.227 indicates that job stress has a "moderate" impact on turnover intention.
- 2) Job stress affects turnover intention. Given that the F-square value is between 0.15 and 0.35, it can be concluded that the effect of job stress on the desire to leave the job is moderate.
- 3) The relationship between job satisfaction and turnover intention is "Moderate", with an F-square value of 0.282 indicating that the two variables are related. The fact that the F-square value is between 0.15 and 0.35 indicates that the relationship between job satisfaction and turnover intention is also moderate.

F. Hypothesis

The purpose of this test is to confirm the path coefficients of the structural model. Testing the importance of each proposed relationship or

hypothesis is the goal. In this study, there are two types of hypothesis testing: direct effect and indirect effect. The value contained in the Path Coefficients output is the basis for hypothesis testing. The t-statistic and p-value can be used to assess the results of hypothesis testing; if both are greater than 1.96 and the p-value is smaller than 0.05, then the hypothesis is not rejected. Conversely, the hypothesis is rejected if the p-value is greater than 0.05 and the t-statistic is smaller than 1.96.

Table 12

Hipotesis	Original Sample	T Statistic	P Value	Keputusan
Job Stress (X) -> job Satisfaction (M)	-0,618	10,890	0,000	Negatif Signifikan
Job Stress (X) -> Turnover Intention (Y)	0,397	3,364	0,001	Positif Signifikan
Job Satisfaction (M) -> Turnover Intention (Y)	-0,442	4,711	0,000	Negatif Signifikan
Job Stress (X) -> Job Satisfaction (M) -> Turnover Intention (Y)	0,273	4,814	0,000	

Source: SmarPLS 3.0, data processed 2024

a. Direct hypothesis testing

- 1) The path coefficient value obtained is -0.618, with a t-statistic of 10.890 and a P-value of 0.000. These results show that the t-statistic (10.890) exceeds the t-table (1.96), and the P-value (0.000) is smaller than 0.05. Therefore, it can be concluded that job stress has a negative and significant influence on job satisfaction.
- 2) The path coefficient value obtained is 0.397, with a t-statistic of 3.364 and a P-value of 0.001. These results show that the t-statistic (3.364) is greater than the t-table (1.96), and the P-value (0.001) is less than 0.05. Thus, it can be concluded that job stress has a positive and significant influence on turnover intention.
- 3) The path coefficient value obtained is -0.442, with a t-statistic of 4.711 and a P-value of 0.000. These results show that the t-statistic (4.711) exceeds the t-table (1.96), and the P-value (0.000) is less than 0.05. Therefore, it can be concluded that job satisfaction has a negative and significant influence on turnover intention.

b. Indirect hypothesis testing

A coefficient value of 0.273 was obtained, with a t-statistic of 4.814 and a P-value of 0.000. These results show that the t-statistic (4.814) is higher than the t-table (1.96), and the P-value (0.000) is smaller than 0.05. Therefore, it can be concluded that job stress has a positive and significant influence on turnover intention through job satisfaction.

Discussion

1. The Effect of Job Stress on Job Satisfaction

Based on the analysis and testing conducted using SmartPLS 3.0, it was found that job stress has a negative and significant influence on employee job satisfaction at PT Agung Automall Harapan Raya Pekanbaru. This finding indicates that the higher the level of job stress experienced, the lower the level of job satisfaction felt. Conversely, if the level of job stress is reduced, then employee job satisfaction tends to increase.

The level of work stress at PT Agung Automall Harapan Raya Pekanbaru is often caused by work demands that must meet certain targets, especially in work units such as sales. Salespeople are required to achieve targets set by the company, which causes them to experience pressure. If targets are not met, employees may receive a warning letter from management. This situation contributes to a decrease in employees' job satisfaction, which results from the stress they experience. It can be concluded that if companies are able to manage and reduce stress-causing factors, employees will tend to feel more satisfied with their jobs, which in turn can reduce turnover intention.

2. The Effect of Job Satisfaction on Turnover Intention

Based on analysis and testing using SmartPLS 3.0, it was found that job satisfaction has a negative and significant impact on employee turnover intention at PT Agung Automall Harapan Raya Pekanbaru. This finding indicates that the lower the level of job satisfaction felt by employees, the higher their intention to leave the company. The intention to change jobs at PT Agung Automall Harapan Raya Pekanbaru is influenced by job satisfaction experienced by employees.

The results of the questionnaire distribution indicate that the low level of job satisfaction is caused by several factors, such as inadequate facilities provided by the company to support work, limited promotion opportunities, and based on an interview with Mr. Bima, most employees' salaries are not sufficient to meet their needs, especially with increasingly demanding work demands. In the midst of the current increase in the price of basic necessities, this condition further encourages employees to look for work elsewhere. This shows the importance of improving job satisfaction to reduce turnover intentions within the company, which in turn can reduce recruitment and training costs and maintain team stability.

3. The Effect of Job Stress on Turnover Intention

Based on analysis and testing using SmartPLS 3.0, it was found that the work stress variable has a positive and significant influence on employee turnover intention at PT Agung Automall Harapan Raya Pekanbaru. This finding shows that the higher the level of job stress experienced by employees, the greater their desire to change jobs. The inability to manage job stress well can lead to dissatisfaction, which in turn encourages employees to consider leaving the company.

The level of turnover intention at PT Agung Automall Harapan Raya is largely triggered by the stress felt by employees. In this context, work stress levels are often caused by the fatigue experienced by employees after working every day, limited rest time, and anxiety that arises from high job demands. In addition, difficulties in completing work can also interfere with employees' sleep quality. Therefore, it is important to lower the level of work stress in order to reduce the high turnover intention at PT Agung Automall Harapan Raya Pekanbaru.

4. The Effect of Job Stress on Turnover Intention Through Job Satisfaction as Mediation

Based on the research results, it can be concluded that the work stress variable has a positive and significant influence on turnover intention through employee job satisfaction at PT Agung Automall Harapan Raya Pekanbaru. This shows that high levels of job stress can reduce job satisfaction, and when employees are dissatisfied, they are more likely to consider switching jobs.

When employees face high job stress, such as excessive pressure, great job demands, and lack of adequate means, they feel uncomfortable and dissatisfied with their jobs. A decrease in job satisfaction can prompt employees to think about leaving their jobs and seek other opportunities that are more fulfilling or with lower levels of stress.

Therefore, PT Agung Automall Harapan Raya Pekanbaru needs to overcome the level of turnover intention by paying attention to job stress and job satisfaction factors. The company should reduce the pressure experienced by employees by considering working time and adjusting salaries to the assigned workload, so that employees feel valued for their performance. As employees' job satisfaction increases, their likelihood of leaving the company will decrease.

CONCLUSION

The conclusion of the discussion regarding the Effect of Job Stress, Job Satisfaction, and Turnover Intention at PT. Agung Automall Harapan Raya Pekanbaru is as follows:

1. The Effect of Job Stress on Job Satisfaction: Job stress has a negative and significant impact on employee job satisfaction. The higher the level of job stress, the lower the perceived job satisfaction. Job stress is mainly triggered by job demands and targets that must be achieved, especially in sales.
2. Effect of Job Satisfaction on Turnover: Job satisfaction has a negative and significant effect on turnover intention. The lower employees' job satisfaction, the greater their intention to leave the company. Factors such as inadequate work facilities, limited promotion opportunities, and insufficient salary are the causes of low job satisfaction..
3. Effect of Job Stress on Turnover Intention: Job stress has a positive and significant influence on turnover intention. Employees who experience high stress are more likely to want to change jobs. The stress is caused by heavy workload, limited rest time, and high work pressure.
4. Effect of Job Stress on Turnover Intention through Job Satisfaction as Mediation: Job stress affects turnover intention through decreased job satisfaction. High levels of stress cause employees to feel dissatisfied with their jobs, which encourages them to look for other jobs. Managing job stress well and increasing job satisfaction can reduce employee turnover intention.

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