



The Effect of Job Stress and Job Satisfaction on Turnover Intention of Outsourcing Employees

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Abstract. *The purpose of this study is to analyze: the effect of job stress and job satisfaction on turnover intentions on employees who work. This research is descriptive. This research study aims to see the extent to which the influence of the dependent variable influences the independent variable. The population in this study is all employees who work. Data were collected through a questionnaire distributed to the sample / study respondents. Secondary data were obtained from documentation, literature studies, and previous studies relating to the study material. The collected data is then analyzed statistically by descriptive analysis and multiple regression.*

Keywords: *Turnover Intention, Work Stres, Job Satisfaction*

1. INTRODUCTION

Employee turnover is a major challenge for organizations today, employees are a very important company asset. Employees who intend to leave the company can cause several problems for the company such as corporate cost that will be incurred to find and hire new employees in order to replace previous employee positions and the need for new adjustments for both divisions within the company and also the company itself. The 2007/2008 Rewards Strategy Global Survey conducted by Watson Wyatt found that in general, employees or individuals dared to decide to change jobs because the alternative jobs were available in abundance, so there was no difficulty for employees who resigned to get a job again. The conditions in Indonesia are not like that, the number of unemployed is inversely proportional to the available jobs. However, even though the number of available jobs is very limited, the facts show that there is a high turnover rate in Indonesia. The turnover rate that occurs in Indonesia for important positions (managerial level and above) is generally around 10-12% per year.

Turnover intention itself is a person's cognitive process in thinking, planning and urge that makes someone voluntarily leave work. Turnover intention can have an impact on the sustainability of a company or organization. Turnover will have a negative impact on the organization because it creates instability in labor conditions, decreases employee productivity, a non-conductive work atmosphere and also has an impact on increasing human resource costs.

Several studies of turnover intention are caused by many things such as job stress, job satisfaction, organizational commitment, organizational culture and other things. This makes the researcher wants to look more specifically at how job stress and job satisfaction affect

turnover intention. As the studies conducted (Judge, Thoresen, Bono, & Patton, 2001) indicate that satisfied workers are more likely to produce higher work performance standards and remain loyal to the organization.

Employee job satisfaction is very important in a company. If a person likes his job, then there are fewer reasons to quit compared to when the person does not like the work he does. This job satisfaction will shape the employee's intention to stay or leave in a company (Lambert & Hogan, 2008). Job satisfaction is the most important construct in trying to understand employee turnover intentions such as Locke who defines it as job satisfaction as a positive emotional state that results from an individual's experience related to the work performed.

Employees who are dissatisfied with their jobs are more likely to leave the company (Ghiselli, La Lopa & Bai, 2001). Job satisfaction has an effect on employee turnover intention or turnover intention. According to Mobley (in Lambert, 2006) turnover intention is a cognitive process of thinking, planning, and wanting to leave work voluntarily according to the individual's choice. The intention of employee turnover in a company can be caused by job dissatisfaction, poor working environmental conditions, excessive working hours, and also job stress. When employees experience stress, their work becomes disrupted, so employees often deviate from their normal behavior which ultimately affects their work results. This job stress is associated with an increase in turnover intention which will have a negative impact on company profits (Mei, Chieh, & Gin, 2009). In a study conducted by Ali (2013) on a number of nurses in Iran, there were excessive job demands and working hours which caused more job dissatisfaction which resulted in decreased quality of work for nurses, causing job stress.

Job stress refers to psychological, physical, and behavioral responses to job-related demands over short or long term periods. The longitudinal study of turnover intention by Wright & Copranzano has shown that emotional exhaustion is a significant factor of job stress, which results in turnover intention (Dollard, Winefield, & Winefield, 2003). Emotional exhaustion which leads to the emergence of stress on employees thus they are unable to fulfill what is the demands of the job, which leads to the result that these employees experience stress that interferes with their work implementation. In the long run, employees who cannot withstand job stress will no longer be able to work at the company which can cause turnover intentions for these employees. In line with research conducted by Chen (2010) who found that the greater the amount of stress, the higher the employee's turnover intention. The problem of job stress and satisfaction needs to be a concern of the company to reduce employee turnover rates by how the company manages and meets the needs of employees so that employees feel comfortable and feel satisfied working in the company.

The purpose of this research was to empirically examine the effect of job stress and job satisfaction on outsourced employee turnover intention.

2. RESEARCH METHODS

This research involved employees as participants. The participants in this research were employees of X Company in the Jakarta area. All participants in this research were single or married employees. The sampling method in this research used a non-probability sampling method. The technique used is purposive sampling, namely determining the sample with certain considerations (Sugiyono, 2009).

Job stress in this research describes a person's feelings that deviate from his desires at work as a result of constraints, demands or relationships related to one's work. Job stress in this research was measured using a job stress scale adapted from the original PSS scale (Cohen, 1983) in which respondents rated the frequency of their feelings and thoughts related to events and situations that occurred in the last month. It consists of 10 items, of which 6 items are unfavorable and 4 items are favorable with an example of the item "I am upset because something happened unexpectedly". The reliability of this scale is $\alpha = 0.810$

Job satisfaction in this research focuses on cognitive assessment of one's work situation, or one's well-being in the work context. Job satisfaction in this research was measured using an adaptation scale from Donia, Berube, Gagne, Molson, Houlfort, Koestner (2007) which consists of 5 items with the example "In general, the type of work I do is in accordance with what I want in life". The reliability of this scale is $\alpha = 0.876$

In the Turnover Intention research using the turnover intention scale from Roodt (2004) it consists of 6 items with the example "How often do you consider leaving your job?". The reliability of this scale is $\alpha = 0.822$

The scale uses a response format with a five-choice type which is the answer to the item in the form of a statement. The meaning of the response choices is SS (Highly Appropriate), S (Suitable), N (Neutral), TS (Unsuitable), and STS (Highly Unsuitable). Each item will be grouped as a favorable item (according to the behavioral indicator or indicating the high attribute being measured) and unfavorable (contrary to the contents of the behavioral indicator or indicating the low attribute being measured). This research uses multiple linear regression analysis, using the help of the Statistical Package for Social Science (SPSS) for Windows Release 20.00.

3. RESULTS AND DISCUSSIONS

The results of the research in table 1 and table 2 show that the effect of job stress on turnover intention is $\beta = 0.150$ ($p < .05$). Meanwhile, the effect of job satisfaction on turnover intention is $\beta = -0.086$ ($p < .05$). the joint effect of job stress and job satisfaction on turnover intention is $R^2 = 0.408$ with $F = 9.310$ ($p < .01$). This means that the results of this research answer the hypothesis that has been put forward, namely the effect of job stress and job satisfaction on turnover intention in contract employees.

Table 1. Multiple Regression of Job Stress and Job Satisfaction on Intention Turnover Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.639a	.408	.364	7.927

Table 2. Description of the Influence of Each Predictor Variable on Criterion Variables

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	25.657	7.317		3.506	.001
	STRESS	.163	.123	.150	1.331	.007
	SATISFACTION	-.105	.138	-.086	-.767	.446

The effect of job stress on turnover intention in this research shows that the higher the job stress, the higher the intention to turn over. Robbins and Judge (2008) who said that one of the effects of stress associated with behavior includes changes in productivity, high employee turnover, high absenteeism and work accidents. Putra, (2012), Sheraz et al., (2014), Syahronica et al., (2015), in their research findings revealed that job stress has a positive and significant effect on turnover intention. The higher the job stress, the higher the desire to move (intention turnover) from work.

According to the results of the tests that have been carried out, the calculated sig value on the variable job satisfaction (X2) is $0.446 < 0.05$, then H2 which states that there is an effect of job satisfaction on employee turnover intention is not accepted which has a negative and significant effect on turnover intention in contract employees. This shows that individuals who are satisfied tend to stay in a job or in their organization, and their work is an important factor to pay attention to in an organization. Job satisfaction has a direct effect on turnover intention, job satisfaction is basically an effective factor in employee behavior, which is why managers pay attention to job satisfaction (Ghandi et al., 2017), perceived job satisfaction can influence a person's attitude to choose to stay or choose to leave their jobs (Ningsih and Arsanti, 2014), that is, the higher the job satisfaction of employees, the lower the employee turnover intention. n from the results of Suhanto's research, (2009) found that indicators of satisfaction with

promotions, satisfaction with supervisors or managers, satisfaction with colleagues, teamwork spirit (Manurung and Ratnawati, 2012) have the greatest contribution compared to other indicators on the dimensions turnover intention. This research is also in line with research (Wisantyo and Madiistriyatno, 2015) Masum et al., (2016), Monica and Putra (2017), Chiedu et al., (2017), Qasim et al., (2014) which revealed that job satisfaction is also negatively related to turnover intention.

4. CONCLUSIONS AND SUGGESTIONS

Based on the results of this research, it can be concluded that job stress and job satisfaction have positive and negative effects on turnover intention in outsourced employees where the higher the employee's job stress, the higher the employee's turnover intention. Job satisfaction has a negative and significant effect on employee turnover intention. This means that the lower employee job satisfaction will increase employee turnover intention, conversely the higher employee job satisfaction will decrease employee turnover intention. Suggestions for organizations or companies from the results of this research should the company make a policy or effort to reduce employee stress such as better compensation, appropriate working hours or infrastructure in the work environment. In addition, to increase employee satisfaction, promotion opportunities or salary increases can be given as well as additional facilities that do not yet exist or are felt to be lacking by employees. Theoretical suggestions for future researchers who are interested in conducting similar research are expected to add or replace other variables such as organizational culture, leadership, work environment that are adjusted to the research object.

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