

The Effect Of Job Stress, Job Satisfaction And Emotional Intelligence On Turnover Intention

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Abstract.

The purpose of this study was to examine and analyze the effect of job stress, job satisfaction, and emotional intelligence on turnover intention in employees of PT. ISS Indonesia Bintaro. Methods This research uses the causality method. The population in this study were all employees of PT. ISS Indonesia Bintaro. The number of samples used was as many as 150 respondents. Data analysis method using Partial Least Square (PLS). The results of this study are as follows: Job stress has a significant positive effect on turnover intention in employees of PT ISS Indonesia. Job satisfaction has a significant negative effect on the turnover intention of PT ISS Indonesia employees. Emotional intelligence has a significant negative effect on the turnover intention of PT ISS Indonesia employees.

Keywords: Job Stress, Job Satisfaction, Emotional Intelligence and Turnover Intention.

I. INTRODUCTION

The development of the times that shows progress in various aspects of life requires every individual to be able to have the ability and skills to balance changes toward that progress. Along with the progress in various aspects of life, at the same time, there is an increase in competition in various ways, to face competition, each individual must have a competitive competition that can show the advantages or advantages that exist in him [1]. Human resources in the organization is a unity that can not be separated [2]. The company organization can run according to expectations if it includes human resources who have the same goal, namely wanting to make the organization where he works and earns a living also get increased profits and developments from year to year. These human resources certainly hope that the results of their efforts will be rewarded with appropriate values from the organization [3].

PT. ISS is a company engaged in the field of service facilities, which is the world's largest service facility. Established in Jakarta, PT. ISS Indonesia has now become a leading cleaning and facilities service company, numbering more than 2000 customers and more than 50,000 employees today. PT. ISS strives to develop and maintain a sustainable environment and looks to lead the industry by setting best practice test standards and maintaining superior performance. PT. ISS also invests in product and service innovation focused on technology and systems that use financial, natural, and social resources efficiently, effectively, and economically in the long term. Problems are often faced by every company, especially in PT. ISS Indonesia Bintaro, namely employee turnover intention. Turnover intention is defined as an employee's intention to stop working from his job voluntarily from one workplace to another [4]. The company's goals can be achieved if the company can pay attention and maintain its workforce so that they have good qualifications so they don't have the desire to leave the company [5].

Table 1. Employee Turnover Data of PT. ISS Indonesia Bintaro

Year	Number of Employees at the beginning of the year	Number of New Employees	Number of Outgoing Employees	Number of Year-End Employees	LTO
2019	165	15	17	163	1,22%
2020	163	16	18	161	1,23%
2021	161	15	26	150	7,07%

Source: PT. ISS Indonesia Bintaro (2022)

Based on the calculation of LTO (Labour Turnover), the percentage of employee turnover rate of PT. ISS Indonesia Bintaro has increased from 2019 to 2021. Where in 2019 the number of employees left was 1.22%, then increased to 1.23% in 2020, and in 2021 the number of employees left again increased to 7.07%. Based on the results of interviews with HRD, there were several reasons why employees left the

company, namely cut contracts, complete contracts, employees were accepted to work in other better companies, employees felt that there was no award given to them, continuing their studies, the salary given by the company was felt. Not sufficient for daily needs, high workload, declining employee performance, and careers that are felt to be underdeveloped. In addition, there are complaints from employees regarding the relationship between employees and leaders who are less supportive in carrying out their work. Many factors affect employee turnover intention, one of which is work stress. Job stress greatly affects turnover intention, if the work stress felt by employees is very high, it can increase turnover intention, and vice versa if the employee's work stress level is low then it can reduce the level of employee turnover intention [6]. The company has tried to reduce employee work stress by dividing the work into each departments, there is also a division of labor where employees already know what work to do according to their respective duties.

So that an employee who has a clear role or work position will not feel stressed or even turn over. However, in reality, the turnover rate is still high [7]. In addition to work stress, a factor that affects employee turnover intention is job satisfaction. Turnover intention is strongly related to job satisfaction [8]. This is because employees in a company who have job satisfaction will tend to be more productive, contribute to organizational goals and objectives, and have a low desire to leave the company [9]. The next factor that influences turnover intention is emotional intelligence. Emotional intelligence is a set of abilities to feel and express emotions, assimilate emotions in thinking, understand and reason with emotions, and relate emotions in oneself and others [10]. An employee's emotional level is related to his emotional intelligence so it will affect turnover intention. [11]. Several studies have shown that work stress has a significant positive effect on turnover intention, this shows that the higher the job stress, the higher the turnover intention, [12], [13], [14]. Turnover intention is triggered by work stress experienced by employees. The high work stress felt by employees will affect the level of employee desire to leave the company where they work, [15]. Job satisfaction reflects a person's feelings towards his job. This can be seen from the positive attitude of employees towards work and everything they face in their work environment [16].

The results of previous studies stated that job satisfaction had a negative and significant effect on turnover intention [17], [18]. In addition, emotional intelligence will increase employees' emotions accordingly in meeting customer expectations which help to form a positive image of the organization [19]. Emotional intelligence has a negative and significant effect on turnover intention [4], [6]. This study aims to identify job stress, job satisfaction, and emotional intelligence as variables that affect employee turnover intention, build a structural equation model for employee turnover intention including these variables, test the suitability of the model data and determine these variables. Direct influence on employee turnover intention to formulate program suggestions that aim to reduce employee turnover.

II. METHODS

This research took place at PT. ISS Indonesia Bintaro. The study was conducted for seven months. The method used in this study is a causal-comparative research method, which is a type of research with characteristics of causality problems between two or more variables. The advantage of comparative causal research is that it allows researchers to examine several variables that cannot be studied experimentally and makes it easier to identify variables [20]. In this study, the variables of job stress, job satisfaction, emotional intelligence, and turnover intention used the Likert scale measurement method. The Likert scale provides information about several different characteristics possessed by a particular object or individual. Usually, the answers to the questionnaire use a Likert scale which is used to measure attitudes, for example, to agree or disagree with a question or statement [21].

The population is a generalization area consisting of objects or subjects that have certain numbers and characteristics set by the researcher to be studied and then drawn conclusions [21]. In this study, the population taken were all employees of PT. ISS Indonesia Bintaro with a total of 150 employees. The number of samples used in this study amounted to 150 respondents with a saturated sampling technique. Saturated Sampling is a sampling technique in which all members of the population are used as samples [21]. The data analysis method used in this research is the Component or Variance Based Structural Equation Model in data processing using Partial Least Square Program (PLS-PLS) version 3.0 PLS. PLS (Partial Least

Square) is an alternative model of covariance-based SEM. PLS can be used to confirm the theory, but it can be used to explain whether or not the relationship exists between latent variables region which always emphasizes the pattern of the battle to win the competition with blood.

III. RESULT AND DISCUSSION

Measurement (outer) Model Evaluation

Table 2. Convergent Validity test results

Variables	Indicators	Outer Loading	Information
Job Stress	SK1	0,831	Valid
	SK2	0,899	Valid
	SK3	0,904	Valid
	SK4	0,802	Valid
	SK5	0,818	Valid
	SK6	0,874	Valid
	SK7	0,847	Valid
	SK8	0,825	Valid
Job Satisfaction	KP1	0,705	Valid
	KP2	0,842	Valid
	KP3	0,890	Valid
	KP4	0,901	Valid
	KP5	0,838	Valid
	KP6	0,871	Valid
	KP7	0,858	Valid
	KP8	0,888	Valid
	KP9	0,871	Valid
	KP10	0,704	Valid
Emotional Intelligence	KE1	0,709	Valid
	KE2	0,740	Valid
	KE3	0,910	Valid
	KE4	0,919	Valid
	KE5	0,783	Valid
	KE6	0,632	Valid
	KE7	0,753	Valid
	KE8	0,890	Valid
	KE9	0,951	Valid
	KE10	0,912	Valid
Turnover Intention	TI1	0,919	Valid
	TI2	0,935	Valid
	TI3	0,838	Valid
	TI4	0,878	Valid
	TI5	0,915	Valid
	TI6	0,935	Valid
	TI7	0,939	Valid

Source: PLS output

Based on the results of the convergent validity test in Table 2, it can be seen that all indicators have met good convergent validity because they have a loading factor value above 0.50. So that all indicators are declared feasible or valid for research use and can be used for further analysis.

Discriminant Validity Test Results

Table 3. Discriminant Validity Test Results (Cross loadings)

	Job Stress	Job Satisfaction	Emotional Intelligence	Turnover Intention
SK1	0,831	-0,424	-0,488	0,637
SK2	0,899	-0,504	-0,495	0,550
SK3	0,904	-0,492	-0,507	0,568
SK4	0,802	-0,453	-0,435	0,524
SK5	0,818	-0,450	-0,507	0,493
SK6	0,874	-0,456	-0,488	0,518
SK7	0,847	-0,440	-0,487	0,493
SK8	0,825	-0,516	-0,561	0,594
KP1	-0,437	0,705	0,631	-0,533

	Job Stress	Job Satisfaction	Emotional Intelligence	Turnover Intention
KP2	-0,524	0,842	0,723	-0,559
KP3	-0,559	0,890	0,704	-0,580
KP4	-0,524	0,901	0,732	-0,571
KP5	-0,390	0,838	0,526	-0,509
KP6	-0,444	0,871	0,576	-0,503
KP7	-0,428	0,858	0,572	-0,530
KP8	-0,505	0,888	0,591	-0,550
KP9	-0,492	0,871	0,579	-0,558
KP10	-0,197	0,704	0,408	-0,311
KE1	-0,388	0,614	0,709	-0,464
KE2	-0,482	0,642	0,740	-0,530
KE3	-0,538	0,670	0,910	-0,546
KE4	-0,521	0,649	0,919	-0,531
KE5	-0,492	0,536	0,783	-0,521
KE6	-0,426	0,488	0,632	-0,380
KE7	-0,384	0,464	0,753	-0,447
KE8	-0,508	0,616	0,890	-0,545
KE9	-0,546	0,689	0,951	-0,568
KE10	-0,515	0,623	0,912	-0,570
TI1	0,588	-0,620	-0,582	0,919
TI2	0,601	-0,597	-0,559	0,935
TI3	0,540	-0,498	-0,559	0,838
TI4	0,547	-0,549	-0,536	0,878
TI5	0,584	-0,507	-0,509	0,915
TI6	0,613	-0,623	-0,639	0,935
TI7	0,646	-0,598	-0,569	0,939

Source: PLS output

Based on the results of the cross-loading in Table 3, shows that the correlation value of the construct with its indicators is greater than the correlation value with other constructs. Thus, all constructs or latent variables already have good discriminant validity, where the indicators in the construct indicator block are better than indicators in other blocks. Another method to look at discriminant validity is to look at the square root of the average variance extracted (AVE) value of each construct with the correlation between constructs with other constructs in the model, then it can be said to have a good discriminant validity value.

Table 4. AVE Test Result

	Average Variance Extracted (AVE)
Job Stress	0,724
Job Satisfaction	0,705
Emotional Intelligence	0,683
Turnover Intention	0,826

Source: PLS output

Based on Table 4, shows that the variables of job stress, job satisfaction, emotional intelligence, and turnover intention have an AVE value > 0.50, thus it can be stated that each variable has good discriminant validity. Another method that can be used to assess discriminant validity is based on the Fornell Larcker Criterion. The calculation process for the Fornell-Larcker criterion is carried out by comparing the AVE roots of each construct to the correlation between one other construct in the research hypothesis model [22].

Table 5. Discriminant Validity (Fornell Larcker Criterion)

	Job Stress	Job Satisfaction	Emotional Intelligence	Turnover Intention
Work Stress	0,851			
Job Satisfaction	-0,550	0,839		
Emotional Intelligence	-0,585	0,73	0,827	
Turnover Intention	0,648	-0,63	-0,622	0,909

Source: PLS output

Based on Table 5, it can be concluded that the square root of the average variance extracted (AVE) for each construct is greater than the correlation between one construct and the other constructs in the model. The AVE value is based on the table above, it can be concluded that the construct in the estimated model meets the discriminant validity criteria.

Test Results Composite Reliability and Cronbach's Alpha

Testing of composite reliability and Cronbach's alpha- aims to test the reliability of the instrument in a research model. If all latent variables have composite reliability or Cronbach's alpha ≥ 0.7 it means that the construct has good reliability or the questionnaire used as a tool in this research has been reliable or consistent.

Table 6. Composite Reliability Test Results and Cronbach Alpha

Variable	Cronbach's Alpha	Composite Reliability
Job Stress	0,945	0,954
Job Satisfaction	0,953	0,960
Emotional Intelligence	0,946	0,955
Turnover Intention	0,965	0,971

Source: PLS output

Based on Table 6, shows that each construct namely Work Stress, job satisfaction, emotional intelligence, and turnover intention has a composite reliability value and Cronbach's alpha > 0.70 . With the resulting value, all constructs have good reliability following the minimum required value.

Testing Structural Model or Hypothesis Testing (Inner Model)

Inner model testing is the development of a concept and theory-based models to analyze the relationship between exogenous and endogenous variables that have been described in the conceptual framework. The testing steps of the structural model (inner model) are as follows:

Test Results R-squared value

By seeing the value of R-square which is a goodness-fit test model.

Table 7. Value of Endogenous Variable

	R Square	R Square Adjusted
Turnover Intention	0,544	0,535

Source: PLS output

Based on table 7, it can be seen that the model of the influence of the independent latent variables of work stress, job satisfaction, and emotional intelligence on turnover intention gives an R-square value of 0.544. This value is included in the medium category, which can be interpreted that the variability of the turnover intention construct which can be explained by the variability of the constructs of work stress, job satisfaction, and emotional intelligence is 54.4% while 45.5% is explained by other variables outside the researched.

Hypothesis Testing Results (Line Coefficient Estimation)

The estimation value for path relation in the structural model should be significant. The significance value of this hypothesis can be obtained by bootstrapping procedure. See the sign on the hypothesis by looking at the parameter coefficient value and T-statistical significance value on bootstrapping report algorithm. To know significant or not significant seen from T-table at alpha 0,05 (5%) = 1,96, then T-table compared with T-count (T-statistic).

Table 8. Hypothesis Testing Results

Hypothesis	Original Sample	T Statistics	P Values
H1 Job Stress -> Turnover Intention	0,381	4,876	0,000
H2 Job Satisfaction -> Turnover Intention	-0,275	3,408	0,001
H3 Emotional Intelligence -> Turnover Intention	-0,199	1,976	0,049

Source: PLS output

The work stress variable on turnover intention has an Original Sample value of 0.381, a Tstatistic of 4.876 > 1.96 , and a P-Value of 0.000 < 0.05 , which means that the work stress variable has a positive and significant effect on turnover intention. From the results of these hypotheses, it can be concluded that the first hypothesis (H1) is accepted. The job satisfaction variable on turnover intention has an Original Sample value of -0.275, a Tstatistic of 3.408 > 1.96 , and a P-Value of 0.001 < 0.05 , which means that the job satisfaction variable has a negative and significant effect on turnover intention. From the results of these hypotheses, it can be concluded that the first hypothesis (H2) is accepted. The emotional intelligence variable on turnover intention has an Original Sample value of -0.199, a Tstatistic of 1.976 > 1.96 , and a P-Value of

0.049 < 0.05, which means that the emotional intelligence variable has a negative and significant effect on turnover intention. From the results of these hypotheses, it can be concluded that the third hypothesis (H3) is accepted.

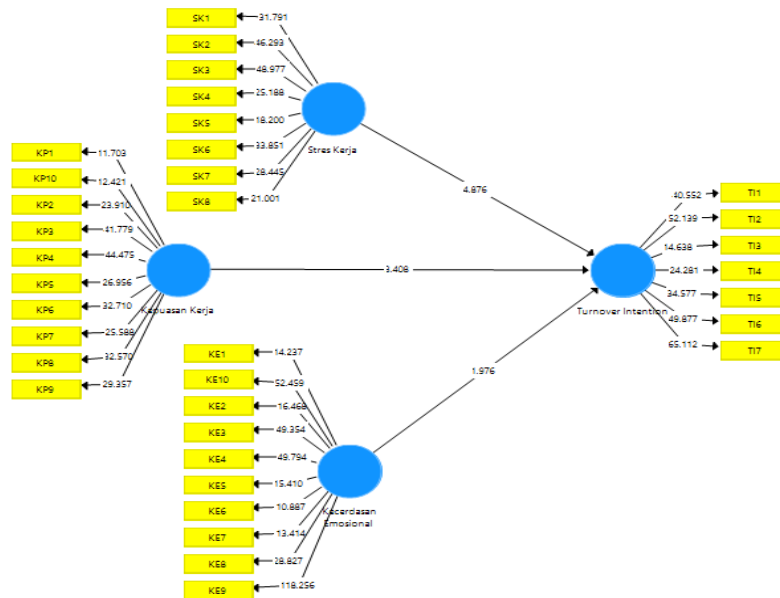


Fig 1. Bootstrapping test results

Based on Figure 2 above, it is clear that the independent and dependent variables and indicators have a statistic value > 1.96. Thus it can be concluded that all the hypotheses in this study are accepted.

Discussion of research results

The Effect of Job Stress on Turnover Intention

Job stress has a positive and significant effect on turnover intention. This means that employees who experience work stress will result in a desire to leave the company, so the higher the work stress experienced, the greater the employee's desire to leave the company. Various factors that influence the employee's desire to leave the organization (turnover intention) include high work stress in the company, low satisfaction felt by employees, and lack of commitment to employees to give all their abilities for the progress of the company. The results of this study are supported by research conducted by Prasetya and Ariyanto (2019) which states that work stress has a significant positive effect on turnover intention. The research of Yuda and Ardana (2019) stated that work stress had a significant positive effect on turnover intention. As well as research by Poeh and Soehari (2017) stated that work stress has a significant positive effect on turnover intention.

The Effect of Job Satisfaction on Turnover Intention

Job satisfaction has a negative and significant effect on turnover intention. This means that the higher the level of job satisfaction of a person, the lower the intensity to leave the job. Referring to the results of this study, low job satisfaction will increase the possibility of employees thinking and even looking for other jobs outside the company. Job satisfaction is one of the factors that can anticipate turnover intention and for that organizations need to maintain employee job satisfaction at work. The results of this study are supported by research conducted by Kartika and Purba (2016) which states that job satisfaction has a negative and significant effect on turnover intention. The research of Kurniawaty, Ramly, and Ramlawati (2019) stated that job satisfaction has a negative and significant effect on turnover intention. As well as research by Zunaidah, Nengyanti, and Hadjri (2019) states that job satisfaction has a negative and significant effect on turnover intention.

The Effect of Emotional Intelligence on Turnover Intention

Emotional intelligence has a negative and significant effect on turnover intention. This means that better employees can control themselves well and can deal with problems that occur in the company and motivate themselves to increase work efficiency and effectiveness, this can reduce turnover intention. Emotional intelligence is an emotional ability that includes the ability to control oneself, have endurance

when facing a problem, be able to control impulses, motivating oneself, be able to regulate moods, empathize, and build relationships with others. The results of this study are supported by research conducted by Waheed, Shabir, Shahid Safdar, and Akhtar (2017) which states that emotional intelligence has a negative and significant effect on turnover intention. Research by Giao, Vuong, Huan, Tushar, and Quan (2020) states that emotional intelligence has a negative and significant effect on turnover intention. As well as research by Hong and Lee (2016) stated that emotional intelligence has a negative and significant effect on turnover intention.

IV. CONCLUSION

Based on the results of research at PT ISS Indonesia, the following conclusions can be drawn Job stress has a significant positive effect on the turnover intention of PT ISS Indonesia employees. The results of this study can be interpreted that the higher the level of work stress experienced by employees, the higher the level of turnover intention. Job satisfaction has a significant negative effect on the turnover intention of PT ISS Indonesia employees. The results of this study can be interpreted that if employee job satisfaction is high, the turnover faced by employees will decrease. Emotional intelligence has a significant negative effect on turnover intention in PT ISS Indonesia employees. The results of this study can be interpreted that the higher the level of emotional intelligence of employees, the lower the level of turnover intention.

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