

# The Effect of Work Stress on Turnover Intention with Work Satisfaction and Commitment as Intervening Variable (Study at PT Infomedia Solusi Humanika in Malang)

Adi Lukman Hakim<sup>1\*</sup> Sudarmiati<sup>2</sup> Sutrisno<sup>3</sup>  
Study Program of Management, Postgraduate. Universitas Negeri Malang  
Jl. Semarang No.5, Sumbersari, Lowokwaru, Malang, 65145

## Abstract

Turnover intention is one factor that needs to be considered by an organization, it has an impact on the sustainability of the organization. The impact is the high intensity of employee turnover, and the expense that is incurred from employee turnover for recruitment, this is certainly detrimental to the organization. It was also experienced by the call center of Humanika-Malang, electronic-based service, in which customers expect a practical and efficient service within 24 hours. This study aims to analyze the direct effects of work stress on job satisfaction, work stress on organizational commitment, stress on turnover intention, job satisfaction towards organizational commitment, job satisfaction on turnover intention, organizational commitment towards turnover intention, and indirect influence of work stress on turnover intention through job satisfaction, work stress on turnover intention through organizational commitment, work stress towards organizational commitment through job satisfaction, and work stress to turnover intention through job satisfaction and organizational commitment. The design of this research is explanatory research with quantitative approach. The population in this study are amounted to 203 contract employees with sampling technique by using the Slovin's formula. Then, the sample in this research are 135 employees of PT Infomedia Solusi Humanika - Malang, East Java which are randomly chosen to fulfill the instrument. Furthermore, the data are analyzed by using path analysis. Based on the result of the data analysis, it reveals that work stress has positive and significant effect on job satisfaction and organizational commitment and turnover intention, job satisfaction has positive and significant influence on organizational commitment and turnover intention, organizational commitment has positive and significant impact on turnover intention, work stress has positive and significant influence to work commitment, work stress has a positive and significant impact on turnover intention through organizational commitment, job satisfaction has a positive and significant effect on turnover intention through organizational commitment and work stress has a positive and significant impact on turnover intention through job satisfaction and organizational commitment. Through this result, the further researcher can use as a reference that can be developed as well as adding other variables with techniques or deep approaches to make it worthwhile.

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

## 1. Introduction

Human resources act as a driver in every company, they are the determinant of sustainability and contribute to the achievement of corporate goals effectively and efficiently. Considering this reason, the company requires reliable and qualified human resources. Therefore, company need to manage and pay attention to the human resources as well as possible. One of the problems caused by poor human resource management is the turnover intention. The negative impact of turnover intention on company is the quality and ability to replace employees who leave the company, so it takes a long time and costly to recruit new employees (Waspodo *et al*, 2013). Employees are an important asset of a company that must be managed well (Mondy, 2008).

Some studies and theories explain that turnover intention refers to the intentions of employees to find another job. High employee turnover will cause the decreasing performance on the company. Employee shift is required by the company to the employees who have low productivity. However, excessively high displacements might give loss to the company (Yuliansia *et al*, 2012). The research related to this, was conducted by Lambert and Eugene (2008), and Arshadi and Hojat (2013) which explain that high turnover intention is influenced by excessive work stress and increasing work demands. In addition, high employee turnover rates occur due to the lack of job satisfaction, including the satisfaction of the salary given by the company. Employees are always required to do a good job, but not accompanied by the impetus of financial needs. So, in this case the spirit of employees is low, resulting in the discharge of employees from the workplace. In other words, turnover intention is related to job satisfaction (Ahsan, 2009; Halkos, 2010; Miheli, 2014; and Baharom, 2016).

A research by Aydogdu and Asikgil (2011) also enlightens that the cause of employee turnover is organizational commitment. Employees with high commitment to the company goals have low turnover rates. In other words, they want to advance the company. Conversely, low employee's commitment raises the high desire of employees to leave the company. Thus, based on their research findings it is known that organizational commitment contributes to the employees' willingness to stay, move, or leave the company.

The movement of employees entering and leaving PT. ISH Malang (Infomedia Solusi Humanika) is a concern in this research. In 1 year, at least 2 times the company is informing job vacancy to occupy the position as employee information center or customer service. Based on the information from the employees who leave the company, they experience stress in their work. This is due to high pressure of work, incompatibility in applying the compensation system, and the changing of employees' status, which initially regular 8 hours to 6 hours. A job which requires a rapid response, resulting in strict supervision by the supervisory team or QCO. Some of the above cases because employees felt uncomfortable and depressed with the demand of the company, so that employees are eager to leave the company.

Through this research, it can be described the employees' work stress, job satisfaction, organizational commitment, turnover intention. To make it more specifically, this research aims to analyze from several statements such as (1) work stress has positive and significant effect on job satisfaction at PT Infomedia Solusi Humanika-Malang (2) work stress has positive and significant influence on organizational commitment at PT Infomedia Solusi Humanika-Malang (3) work stress positively and significantly influence on turnover intention at PT Infomedia Solusi Humanika-Malang (4) job satisfaction has positive and significant influence on organizational commitment at PT Infomedia Solusi Humanika-Malang (5) organizational commitment has positive and significant impact on turnover intention at PT Infomedia Solusi Humanika-Malang (6) work stress has positive and significant influence on turnover intention through job satisfaction at PT Infomedia Solusi Humanika-Malang (7) work stress has positive and significant impact on turnover intention through organizational commitment at PT Infomedia Solusi Humanika-Malang (8) job satisfaction has a positive and significant influence on turnover intention through organizational commitment at PT Infomedia Solusi Humanika-Malang (9) work stress has positive and significant impact on turnover intention through job satisfaction and organizational commitment at PT Infomedia Solusi Humanika-Malang.

## 2. Research Method

This research employs explanatory research with quantitative approach. Quantitative research with explanatory research approach used to describe the condition of each variable that is work stress (X) on turnover intention (Y) mediated job satisfaction (Z<sub>1</sub>) and Organizational Commitment (Z<sub>2</sub>). The research model is presented in Figure 1, as follows:

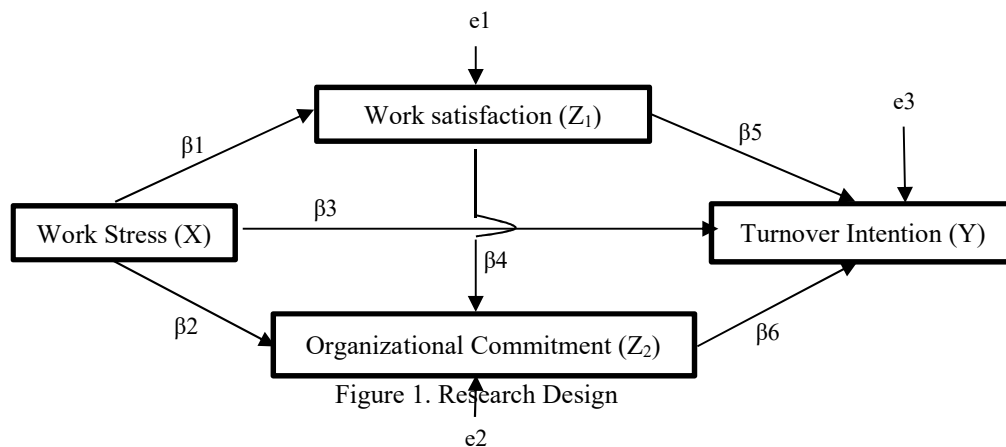


Figure 1. Research Design

In Figure 1, a conceptual framework has been developed from the research variables. In the development of the path model should be based on the relationship that has a strong and accurate theory justification, in this study there are several theories related to the above discussion, namely:

Work stress is a stressful feeling or stress experienced by employees during the work (Mangkunegara, 2012). Siagian (2008) argues that work stress is a tension that affects the emotional, thought, and physical condition of a person. Job satisfaction is defined as an individual's attitude towards the aspects of work (Robbin, 2006). Furthermore, organizational commitment (Mathis and Jackson, 2006) defines that organizational commitment is the level to which employees are confident and accept organizational goals, and they are willing to stay in the organization.

Turnover intention is the desire to get out of the company (Harnoto, 2002). Boot and Hamer (2007) stated that turnover intention is a bad impact of the inability of an organization in managing individual behavior, so it has a high intention to resign from their work.

The population in this study amounted to 203 contract employees at PT Infomedia Solusi Humanika-Malang. The technique of sampling was simple random, which randomly selected the sample from population (Sugiyono, 2006). The number of involved sample were calculated by using Slovin's formula:

$$n = \frac{N}{1+Ne^2} = \frac{203}{1+203(0,05)^2} = \frac{203}{1,5} = 135 \text{ respondents}$$

The results of the Slovin's formula obtained by a sample of 135 employees.

Data collection technique with questionnaires distributed by researcher every Monday to Friday for two weeks. This questionnaire was a written statement that had been attached by an alternative answer that should be responded by the respondent. In this study, questionnaires were distributed to 135 contract employees working at PT Infomedia Solusi Humanika-Malang. Technique of data analysis of this research was to test the validity and reliability in four research variables. In addition, descriptions were also used to explain the frequency or tendency of the respondent's responses from the statement in the questionnaire. To determine acceptance or rejection of the hypothesis, path analysis test was also incorporated in this study. Therefore, the IBM Statistics SPSS 25 program was used to identify the data being tested.

### 3. The Result of the Research

#### 3.1 Analysis Description

The respondent shows that the stress level of the contract employee is 3.21, it means that employees are quite stressed in working in PT.ISH-Malang. The results are presented in table 1 below:

Table 1. Description of Work Stress (X)

No	Statements	Mean	Criteria
X <sub>1</sub>	I need to finish the job in rush	3.32	Moderate
X <sub>2</sub>	I have the excessive workload	3.23	Moderate
X <sub>3</sub>	The stuffs at the office was usually damaged and malfunctioning	3.2	Moderate
X <sub>4</sub>	The company's target and demand are too difficult for me to reach, so for me this job is burdensome	3.09	Moderate
<b>Mean</b>		<b>3.21</b>	<b>Moderate</b>

Source: Primary data processed, 2018

The frequency of final score of respondent description has 3.20 score, which is moderate category. The results explain that employees are quite satisfied with the salaries given, co-workers, promotions, supervisors, and the work itself. In detail, the calculation results are shown in table 2 below:

Table 2. Job Satisfaction Descriptions (Z<sub>1</sub>)

No	Statements	Mean	Criteria
Z <sub>1.1</sub>	I was hired by this company because of my competences	2.59	Low
Z <sub>1.2</sub>	The company provide potential opportunity for employee to again better future carrier	3.18	Moderate
Z <sub>1.3</sub>	My colleagues always stand behind my back when I need it	3.34	Moderate
Z <sub>1.4</sub>	My supervisor consistently considers the employee's idea in regard to solve the problem	3.4	High
Z <sub>1.5</sub>	I feel that I have done something worthy trough this job	3.51	High
<b>Total</b>		<b>3.20</b>	<b>Moderate</b>

Source: Primary data processed, 2018

The score for respondent's description of organizational commitment variable is 3.46 which includes high criteria. That is, that employees have a high commitment on PT.ISH Malang. The results are described in Table 3 as follows:

Table 3. Description of Organizational Commitment (Z<sub>2</sub>)

No	Statements	Mean	Criteria
Z <sub>2.1</sub>	I feel so glad to spend my carrier with this company	3.58	High
Z <sub>2.2</sub>	In my opinion, I should not stay longer in this company	3.52	Moderate
Z <sub>2.3</sub>	Sometimes, I think that I got some options to leave this company	3.36	High
Z <sub>2.4</sub>	One of my consideration to stay with this job is because of the great sacrifice that I could not handle when leaving it	3.53	High
Z <sub>2.5</sub>	I still believe and loyal to one organization	3.43	High
Z <sub>2.6</sub>	If I receive a lucrative job offering, I will not leave this company	3.57	High
<b>Total</b>		<b>3.46</b>	<b>High</b>

Source: Primary data processed, 2018

Based on the statistical description of *turnover intention*, it has a total score 3.34, which is moderate. It indicates that employees of PT.ISH Malang potentially choose to *turnover intention* from their workplace. These results can be seen in table 4 as follows:

Table 4. Turnover Intention Description (Y)

No	Statements	Mean	Criteria
Y <sub>1</sub>	I often think to leave this company	3.32	Moderate
Y <sub>2</sub>	I plan to leave this company sooner	3.28	Moderate
Y <sub>3</sub>	I will hold on this profession while waiting for the better decision at the end of this month	3.28	Moderate
Y <sub>4</sub>	I think over to take another job	3.48	High
<b>Total</b>		<b>3.34</b>	<b>Moderate</b>

Source: Primary data processed, 2018

### 3. 2 Inferential Analysis

The accuracy measurement of the data or validity of the instrument can be done by looking at the correlation of *person product-moment*. The criteria of testing valid value with DF = n-1 significant level 0.05, correlation coefficient is greater than r-table ( $r\text{-count} \geq r\text{-table}$ ). Meanwhile, an instrument can be trusted or stable by analyzing *Cronbach Alpha* value, the instrument is said to be reliable when coefficient *Alpha* is more than 0.6 ( $> 0.60$ ).

Questionnaires can be used for further analysis if it meets the validity and reliability test criteria. The calculation result is known from the lowest score of the highest correlation coefficient; that is 0.541 to the highest 0.837, so it can be said the coefficient value of questionnaire is valid. In addition, Cronbach Alpha from the lowest to the highest; that is 0.758 and 0.821, so that the consistency of the value of the instrument score can be trusted. Thus, alternative hypothesis that is proposed directly or indirectly can be analyzed. Therefore, the study determines the alleged parameters of coefficients in the path as follows:

#### 1. Equation model 1

The regression in equation 1 (direct effect) is used to form the score of the model  $Z_1 = \beta_1 X + e_1$ . Regression calculation result obtained score of beta coefficient of work stress on job satisfaction; that is of 0.657 subsequently incorporated into the path analysis diagram. This score can be used to determine the path coefficient with residual  $e_1 = \sqrt{1 - R^2} = \sqrt{1 - 0.432} = 0.657$  So the equation is  $0.567 + 0.752$ , can be shown in Figure 2 below:

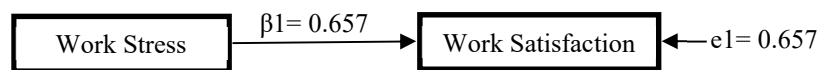


Figure 2. Regression Model of Equation 1

#### 2. Equation model 2

The second equation model is  $Z_2 = \beta_2 X + \beta_4 Z_1 + e_2$ . Score calculation shows the coefficient of regression of work stress on commitment 0.334 and job satisfaction on commitment 0.438. While the summary model obtained 0.495, then put into the residual path that is  $e_2 = \sqrt{1 - R^2} = \sqrt{1 - 0.495} = 0.703$ . So, the equation is  $0.567 + 0.438$ , it can be seen in Figure 3 as follows:

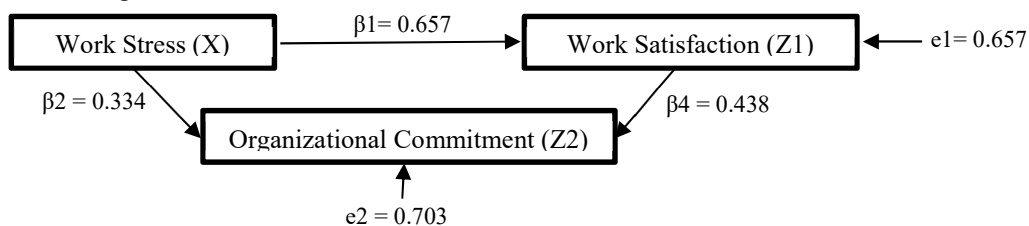


Figure 3. Regression Model of Equation 2

#### 3. Equation model 3

In the direct model of job satisfaction, organizational commitment and work stress on *turnover intention*, the model of the equation which is obtained, is  $Y = \beta_5 Z_1 + \beta_6 Z_2 + \beta_3 X + e$ . Thus, the score of job satisfaction is = 0.264, organizational commitment is = 0.346, then the score of work stress is = 0.354. The score of R<sup>2</sup> is 0.710 which is used to determine the path coefficient with residual  $e - 3 = \sqrt{1 - R^2} = \sqrt{1 - 0.710} = 0.842$ . Thus, the equation is  $0.264 + 0.346 + 0.354$ , it can be explained in Figure.4 as below:

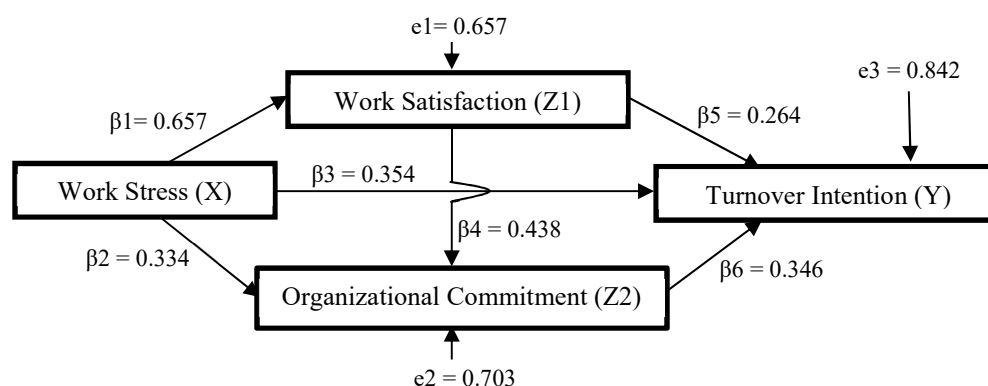


Figure 4. Regression Model of Equation 3

Hypothesis testing can be done by testing the score of beta coefficients of each variable. Table 5 below is a summary of path analysis:

Table 5. Hypothesis Testing Results

Model	Coefficient's Beta	t-count	Sig	t-table
Work Stress → Work Satisfaction	0.657	10.055	0.000	2.613
Work Stress → Organizational Commitment	0.334	4.065	0.000	2.613
Work Stress → Turnover Intention	0.354	5.353	0.000	2.613
Work Satisfaction → Organizational Commitment	0.438	5.334	0.000	2.613
Work Satisfaction → Turnover Intention	0.264	3.840	0.000	2.613
Organizational Commitment → Turnover Intention	0.346	5.233	0.000	2.613

Source: Primary data processed, 2018

H1: Work Stress affects Job Satisfaction

The result of data analysis shows the value of  $t\text{-count} > t\text{-table}$  ( $10.055 > 2.613$ ) or  $\text{sig } 0.00 < 0.05$ , then  $H_0$  is rejected so that it can be said that work stress affects positively and significantly on job satisfaction in PT.ISH-Malang. This result is in line with the explanation of Lambert and Paoline (2008) and Riaz *et al* (2016), which clarify that the characteristics of work and organization, work stress affect the intention to move from the workplace.

H2: Work Stress affects Organizational Commitment

Based on data analysis of  $t\text{-count coefficient value} > t\text{-table}$  ( $4.065 > 2.613$ ) or  $\text{sig } 0.00 < 0.05$ , so it can be seen that work stress has a positive and significant impact on organizational commitment in PT.ISH-Malang. This is similar to the results of Khatibi *et al* (2009) who is revealed that work stress affects organizational commitment, meaning that employees have high stress levels along with low commitment to the organization.

H3: Work Stress affects Turnover Intention

The results of the analysis calculations reveal the value of  $t\text{-count} > t\text{-table}$  ( $5.353 > 2.613$ ), then  $H_0$  is rejected. In other words, work stress affects the turnover intention in PT.ISH-Malang. The high work stress felt by employees has an implication of turnover intention by employees from the workplace (Klassen, 2011).

H4: Job Satisfaction affects Organizational Commitment

Path calculation is obtained  $t\text{-count} > t\text{-table}$  ( $5.334 > 2.613$ ) or  $\text{sig } 0.00 < 0.05$ . That is, alternative hypothesis of this research is accepted. These results provide an explanation that job satisfaction has a positive and significant impact on organizational commitment in PT.ISH-Malang. This result is supported by the findings of Lambert and Paoline (2008), and Hsu (2009) with the result of job satisfaction has a positive and significant impact on the organizational commitment. The implication is that organizational commitment can be enhanced by the fulfillment of employee job satisfaction.

H5: Job Satisfaction affects Turnover Intention

From the result of data analysis, it can be known that  $t\text{-count} > t\text{-table}$  ( $3.840 > 2.613$ ) or  $\text{sig } 0.00 < 0.05$ . That is, alternative hypothesis research is accepted. Specifically, the high intensity of employees' intention to leave the company results in performance degradation, this is because the employees do not meet the work satisfaction, so that employees have a tendency to turnover from their workplace (Susanto, 2013).

H6: Organizational Commitment has an effect on Turnover Intention

From the calculation of path score analysis which is resulted by  $t\text{-count} > t\text{-table}$  ( $5.233 > 2.613$ ) or  $\text{sig } 0.00 < 0.05$ , means that organizational commitment has positive and significant impact on turnover intention in PT.ISH-Malang. The result of this study is supported by Sopiah (2008), the more committed employees to the company, the number of employee intensity to move or exit will decrease.

H7: Work Stress affects Turnover Intention through Organizational Commitment

The calculation result on direct influence (direct effect) of work stress on turnover intention has coefficient score

0.354. While the calculation result of indirect effect, which is resulted from the multiplication of the coefficient score of commitment on turnover intention is  $0.334 \times 0.346 = 0.115$ . The coefficient score of the calculation of indirect effect is smaller than the direct effect; that is  $0.115 < 0.354$ . Therefore, it can be concluded that work stress positively and significantly influences the turnover intention through organizational commitment in PT Infomedia Solution Humanika-Malang.

H8: Job Satisfaction affects Turnover Intention through Organizational Commitment

The direct effect of the work satisfaction on turnover intention is explained by the score of the job satisfaction regression coefficient on turnover intention, that is 0.264, the indirect effect is indicated by job satisfaction on turnover through organizational commitment which can be seen on the multiplication of job satisfaction and organizational commitment, that is  $0.438 \times 0.346 = 0.515$ . The score of indirect effect is less than the direct effect ( $0.151 < 0.264$ ). Thus, job satisfaction has a positive and significant impact on turnover intention through organizational commitment in PT Infomedia Solusi Humanika-Malang.

H9: Work Stress affects Turnover Intention through Job Satisfaction and Organizational Commitment

In the result of this research, it is found the direct effect of work stress on turnover intention with regression score 0.354. While indirect effect is known from the summation of work stress and job satisfaction, then work stress and organizational commitment. The formulation as follows:  $0.657 + 0.264 = 0.921$  and  $0.334 + 0.346 = 0.68$  summed up to = 1.601. Accordingly, it can be proven that work stress has positive and significant impact on turnover intention through job satisfaction and organizational commitment.

## 4. Discussion

### 4.1 Description of Work Stress, Job Satisfaction, Organizational Commitment and Turnover Intention at PT Infomedia Solusi Humanika-Malang

Based on the result of employees' data description, it indicates a medium work stress, stress is classified into individual stress and organizational. This is indicated by the work demanded that should be done quickly. Other issues of stress due to facilities that are not functioning properly and employees should be multitasking. Furthermore, job satisfaction is obtained with salary, promotion, colleagues, supervisor and the work itself. Followed by the description of organizational commitment which is included to the high category. Then a description of turnover intention is categorized as medium.

In line with the above description, it can be concluded that the variance of work stress score, job satisfaction, organizational commitment, and employee intention turnover is including to average at PT Infomedia Solution Humanika-Malang. That is, the company has been enough to meet the implementation of the company's obligations. However, employees still have a tendency to move or leave the company.

### 4.2 The impact of Work Stress on Job Satisfaction at PT Infomedia Solusi Humanika-Malang

Based on the finding that has been studied, it explains that there is a positive and significant influence between work stress on job satisfaction. This result indicates that employees who experience work stress has an impact on the productivity of the company's performance. Stress is caused by job satisfaction that has been given by the company, while the work demands is higher. If this is continuing to happen, then it is not good for the company. A study which is conducted by Holdsworth and Cartwright (2003) suggests that employees who are experienced work stress show less satisfaction with the work that they have been done. In addition, the study found that call center job drains the physical and mental health of the employees. Furthermore, Lambert and Paoline (2008) explain the work and organizational characteristics, work stress impacts the intention to move from the workplace. So it can be concluded from the result of the research and the previous research that work stress positively and significantly influence on job satisfaction in PT. Infomedia Solution Humanika-Malang.

### 4.3 The Effect of Work Stress on Organizational Commitment at PT Infomedia Solusi Humanika-Malang?

The result of the analysis shows that work stress has positive and significant effect to the organizational commitment. This means that the higher work stress will lower the organization's commitment, because work stress can affect the level of organizational commitment owned by individual. This is based on several factors of scores equality and employees' goals of PT. Infomedia Solution Humanika with the company contributes to the emergence of stress during work.

This result is similar to a study which is conducted by Khatibi et al (2009), work stress affects employee's commitment. So that the conclusion of the analysis result and the precursor study shows that work stress affects the organizational commitment in PT.ISH-Malang.

### 4.4 The Effect of Stress on Turnover Intention at PT Infomedia Solusi Humanika-Malang

The result of the finding explains that work stress positively and significantly has an impact on turnover intention at PT Infomedia Solusi Humanika-Malang. In this result is found when the employees' work stress is getting bigger, then it will be affected on the intention turnover from their workplace. It is very bother the performance

stability that will multiply the load of work carried, thus it is implicate the employee turnover due to excessive work stress.

Robbins and Jugde (2008) describe one of the effects of stress associated with behavior in which are productivity, high employee turnover, high absenteeism and accidents. The results of this study is supported by the statement of Klassen (2011), Sheraz *et al* (2014) that work stress has significant effect on turnover intention, the employees who are overwhelm excessive work stress implies an intention to leave the work place. From several studies, the researcher conclude that work stress has positive and significant effect on turnover intention at PT Infomedia Solusi Humanika-Malang.

#### **4.5 Job Satisfaction on Organizational Commitment at PT Infomedia Solusi Humanika-Malang**

The previous finding explains that job satisfaction has a positive and significant impact on organizational commitment. The finding in this study declares that employees who have high job satisfaction and commitment tend to remain in the organization. Furthermore, these findings also indicate that the higher job satisfaction is perceived the higher commitment to the organization or vice versa.

Some studies that support this research are research by Lambert and Paoline (2008) and Hsu (2009) who say that satisfaction affects organizational commitment. This means that organizational commitment can be improved if employee satisfaction is meet well. Then it can be concluded that job satisfaction contributes to the improvement of organizational commitment in PT. Infomedia Solution Humanika-Malang.

#### **4.6 Job Satisfaction on Turnover Intention at PT Infomedia Solusi Humanika-Malang**

The result shows that the level of job satisfaction has a positive and significant effect on turnover intention. Furthermore, the researcher also found the level of employee satisfaction is fulfilled enough, which means not very satisfactory and very unsatisfactory for employees, so that employees are tend to leave the workplace. Thus, for the employees who are not satisfied with the work are tend to leave, otherwise employees who are satisfied with the work tend to stay at the company.

The research which is conducted by Sutanto (2013) states that the degree of employee satisfaction implies the descent of intention to leave the company. So, from the result of this study it can be explained that job satisfaction affects the turnover intention in PT Infomedia Solution Humanika-Malang.

#### **4.7 Organizational Commitment to Turnover Intention at PT Infomedia Solusi Humanika-Malang**

The result showed that the organizational commitment had a positive and significant effect on turnover intention at PT Infomedia Solusi Humanika-Malang. The commitment of employees with the company can lower the employee's willingness to move, but the individual who is not committed, will expected to move to another company. Therefore, organizational commitment strongly emphasizes the desire of employees to get out of the organization. For employees and companies, the implication of this research is the company must be able to improve its management so that effective commitment, normative commitment and commitment continuance which is owned by the employees toward the company goes well. Sopiah (2008) explains how the company can to build organizational commitment of organizational vision and mission as charisma, every member of organization has equal opportunity to improve career.

The results of the study show that employees will be more committed to the organization in accordance with their respective capacities (Sopiah, 2008). It can be concluded that from the result of the research and study theoretically that organizational commitment has a positive and significant impact on turnover intention in PT Infomedia Solusi Humanika-Malang.

#### **4.8 Work Stress on Turnover Intention through Organizational Commitment at PT Infomedia Solusi Humanika-Malang**

Based on the result of the analysis, it is known that organizational commitment mediates the influence of work stress on turnover intention at PT. Infomedia Solution Humanika. This result is due to high employee turnover can also be mediated by employee's commitment, so that employees still want to leave the workplace because they feel stress with their work even though they are committed to the company. This result is in accordance with the Falkenburg and Birgit (2007) study which suggest that job satisfaction and commitment can be able to mediate employee withdrawal behavior.

The implementation of this research is the level of intention of employees that will leave the company which is affected by work stress variables, organizational commitment and job satisfaction (Rismawan *et al*, 2014); and Kaffashpoor *et al.*, 2014). Similar to Robbins (2009), organizational commitment is related to employee's intention to share and sacrifice for the company. Thus, organizational commitment can mediate the effect of work stress on employee's turnover intention in PT. Infomedia Solution Humanika-Malang.

#### **4.9 Job Satisfaction on Turnover Intention through Organizational Commitment at PT Infomedia Solution Humanika-Malang.**

In the result of data testing indicate that job satisfaction has a positive and significant impact on turnover intention in PT. Infomedia Solution Humanika-Malang. This result is based on the total impact of the resulting impact on employee's turnover from the workplace. In other words, organizational commitment provides the role of mediating the effect of job satisfaction on employee's turnover intention.

This result supports the research of Falkenburg and Schyns (2007) and Putra (2015), in which it is known that organizational commitment mediates the effect of job satisfaction on employee's turnover intention. That is, the high commitment of employees can increase the satisfaction of the employees, which in turn will impact on employee's consideration to perform turnover. In conclusion, organizational commitment can mediate the effect of job satisfaction on turnover intention in PT Infomedia Solusi Humanika-Malang.

#### **4.10 Work Stress on Turnover Intention through Job Satisfaction and Organizational Commitment at PT Infomedia Solusi Humanika-Malang.**

The result of data analysis shows that job satisfaction and organizational commitment mediate the effect of work stress on employee's turnover intention in PT Infomedia Solusi Humanika-Malang. That is, the contribution of variable satisfaction and organizational commitment becomes the determinant of not to leave the workplace and reduce the work stress. This result is supported by the Falkenburg and Birgit (2007) studies which find that job satisfaction and organizational commitment can provide a mediating role of employee to stay in the company. Similar to the statement of Sutanto (2009) which explains that job satisfaction can lower the intention to leave the workplace. Further research conducted by Ampadu (2015) which states that job satisfaction is a variable mediation. So, based on some opinions through the result of the research it can be concluded that the role of job satisfaction and organizational commitment can mediate or strengthen the influence of work stress on employee's turnover intention in PT Infomedia Solusi Humanika-Malang.

### **5. Conclusion**

Based on the result of the discussion and hypothesis testing, it can be can summarize as follows: (1) work stress positively and significantly affect job satisfaction in PT Infomedia Solusi Humanika-Malang (2) work stress positively and significantly influence to organizational commitment in PT Infomedia Humanika-Malang Solution. This result which means that the underlying intention of individual to leave the work place in PT Infomedia Solusi Humanika-Malang due to low pressure will remain leave work place (3) work stress have positive and significant impact to turnover intention at PT Infomedia Solusi Humanika-Malang, which implies that when the stress is felt greater, then it will impact on employee's turnover from work place (4) job satisfaction has a positive and significant impact on organizational commitment in PT Infomedia Solusi Humanika-Malang. The organizational commitment will increase if employee's satisfaction can be fulfilled well (5) job satisfaction has a positive and significant impact on turnover intention at PT Infomedia Solusi Humanika-Malang. This is due to the decreasing of employee's performance caused by the level of satisfaction that is considered unfulfilled, so that the employees are potentially leave the company (6) organizational commitment has a positive and significant impact on turnover intention at PT Infomedia Solusi Humanika-Malang. Employees want to stay, but individually, a committed employee want to move to another company (7) work stress positively and significantly influence to turnover intention through organizational commitment at PT Infomedia Solusi Humanika-Malang. This result is due to organizational commitment has an important role in recruitment of employee (8) job satisfaction influence on turnover inetention through organizational commitment at PT Infomedia Solusi Humanika-Malang. This proves that the role of mediation commitment can influence employee's desire (9) work stress positively and significantly influence on turnover intention through job satisfaction and organizational commitment at PT Infomedia Solusi Humanika-Malang. This is because the variable of job satisfaction and organizational commitment provide a very important mediation in affecting employees to stay in the company.

### **6. Suggestions**

The discussion results of the research and conclusions in this study, can be submitted in several suggestions, those are:

#### **a) Suggestion to PT Infomedia Solusi Humanika-Malang**

The work stress indicates that the employees are quite stressed in their work, the employees are less comfortable in working and the regulations are considered hard to be implemented, therefore the company can evaluate more deeply related to the employees' stress. Work satisfaction is expected to be considered by the company, because in this case, it is found that the salary and incentives which is received by employees is not in accordance with their hard work. That is, company needs to pay attention to the salaries and incentives given to employees, because the employee will leave the company if the employee satisfaction level is not meet, so the impact on employee's *turnover* from the workplace, would be detrimental to the company's sustainability.



Furthermore, the employee's commitment to stay in a long period of course also should be along with company's commitment to the employees related to their satisfaction. That is, the company can fulfil the employees' satisfaction by consider their hard work. This result found that employees have a choice in considering whether to leave the company or not. PT Infomedia Solusi Humanika-Malang should investigate and evaluate the employees' willingness to leave the company. The findings prove that the employees are likely to leave the company.

#### b) Suggestions for Further Researchers

The further researcher can develop this research, thus providing perfection in the next research. Besides, the next researcher should use additional variables or different analysis models in order to develop in the future.

#### References

- Ahsan, Nilufar, Abdullah, Z., Fie, D.Y.G., Alam, S.S. 2009. A Study of Job Stress on Job Satisfaction among University Staff in Malaysia: Empirical Study. *European Journal of Social Sciences*. 8 (1), 121-131. <http://www.scopus.com/inward/record.url?scp=65349191964&partnerID=8YFLogxK> (November 10, 2017)
- Ampadu, Esther O. (2015). Impact of Nurse Faculty Job Stress on Job Satisfaction and Intent to Remain in Academia. *Dissertation*. Massachusetts: Northeastern University. <http://hdl.handle.net/2047/D20196132>
- Arshadi, Nasrin dan Damiri, Hojat. (2013). The Relationship of Job Stress with Turnover Intention and Job Performance: Moderating Role of OBSE. *Procedia Social and Behavioral Sciences*. 84, 706-710. <https://doi.org/10.1016/j.sbspro.2013.06.631>
- Aydogdu, S. and Asikgil, B. (2011). An Empirical Study of the Relationship Among Job Satisfaction, Organizational Commitment and Turnover Intention. *International Review of Management and Marketing*, 1(3), 43-53. <http://econjournals.com/index.php/irmm/article/view/30> (November 12, 2017).
- Baharom, Mumtaz A. (2016). The Link between Training Satisfaction, Work Engagement and Turnover Intention. *European Journal of Training and Developmental*. 40 (6), 1-26. <https://doi.org/10.1108/JOEPP-03-2017-0025>.
- Booth, S., Hamer, K. (2007). Labour turnover in the retail industry (Predicting the role of individual, organisational and environmental factors). *International Journal of Retail and Distribution Management*. UK: Emerald Group Publishing limited. Vol. 35 No. 4 (289-307). <https://doi.org/10.1108/09590550710736210>
- Falkenburg, Karin dan Birgit Schyns. (2007). Work Satisfaction, Organizational Commitment and Withdrawal Behaviors. *Management Research News*. 30 (10), 708-723. <https://doi.org/10.1108/01409170710823430>.
- Harnoto. (2002). *Manajemen Sumber Daya Manusia*. Prehallindo: Jakarta.
- Halkos, George and Dimitrios Bousinakis. 2010. The Effect of Stress and Satisfaction on Productivity. *International Journal of Productivity and Performance Management*. 59 (5), 415-431. <https://doi.org/10.1108/17410401011052869>.
- Holdsworth, Lynn and Susan Cartwright. 2003. Empowerment, Stress and Satisfaction: An Exploratory Study of a Call Centre. *Leadership and Organization Development Journal*. 24 (3), 131-140. <https://doi.org/10.1108/01437730310469552>.
- Hsu, Hsiu-Yen. (2009). Organizational Learning Culture's Influence on Job Satisfaction, Organizational Commitment and Turnover Intention Among R&D. *Dissertation*. Graduate School of The Universitas of Minnesota. <http://hdl.handle.net/11299/53624>.
- Kaffashpoor, A., Sadeghian, S., Shakori, N., & Kavooosi, S. (2014). The Impact of Job Stress on Turnover Intention: Mediating role of Job Satisfaction and Affective Commitment; Case Study: Mashhad's Public Hospitals. *Applied Mathematics in Engineering, Management and Technology*. 2 (1), 96-102. <https://profdoc.um.ac.ir/paper-abstract-1037577.html> (December 10, 2017).
- Khatibi, A. H. Asadi and M. Hamidi. 2009. The Relationship Between Job Stress and Organizational Commitment in National Olympic and Paralympic Academy. *World Journal of Sport Science*, 2(4), 272-278. [http://idosi.org/wjss/2\(4\)09/12.pdf](http://idosi.org/wjss/2(4)09/12.pdf) (August 20, 2017).
- Klassen, Robert M. 2011. The Occupational Commitment and Intention to Quit of Practicing and Preservice Teachers: Influence of Self-Efficacy, Job Stress, and Teaching Context. *Contemporary Educational Psychology*. 36 (2), 114-129. <https://doi.org/10.1016/j.cedpsych.2011.01.002>.
- Lambert, Eric G. and Eugene A. Paoline III. 2008. The Influence of Individual, Job and Organizational Characteristics on Correctional Staff Job Stress, Job Satisfaction, and Organizational Commitment. *Criminal Justice Review*. 33 (4), 541-564. <https://doi.org/10.1177/0734016808320694>.
- Mangkunegara, A.A Anwar Prabu. (2012). *Evaluasi Kinerja Sumber Daya Manusia*. Bandung: PT. Refika Aditama.
- Malthis, R.L. & J.H. Jakson. (2006). *Human Resource Manajemen: Manajemen Sumber Daya Manusia*. Terjemahan Dian Angelia. Jakarta: Salemba Empat.
- Miheli, Katarina, K. (2014). Work-Family Interface, Job Satisfaction and Turnover Intention. *Baltic Journal of Management*. 9 (4), 446-466. <https://doi.org/10.1108/BJM-09-2013-0141>.
- Mondy, R. Wayne. (2008). *Manajemen Sumber Daya Manusia*. Edisi, 10. Jakarta: Penerbit Erlangga.

- Putra, Rendra Permana. 2015. Pengaruh Stress Kerja dan Kepuasan Gaji terhadap Turnover Intention dengan Gender Sebagai Variabel Moderating (Studi pada Kantor Akuntan Publik Di Yogyakarta dan Surakarta). *Jurnal Nominal* Volume IV (No. 1). <http://dx.doi.org/10.21831/nominal.v4i1.6889>.
- Rismawan, Putu Agus Eka, Wayan Gede Supartha, dan Ni Nyoman Kerti Yasa (2014). Peran Mediasi Komitmen Organisasional Pada Pengaruh Stres Kerja dan Kepuasan Kerja terhadap Intention Keluar Karyawan. *E-Jurnal Ekonomi dan Bisnis Universitas Udayana*. 8 (3), 424-441. ISSN: 2337-3067. <https://ojs.unud.ac.id/index.php/EEB/article/download/8607/7297> (December 10, 2017).
- Riaz, Muhammad dkk. (2016). Impact of job stress on Employee Job Satisfaction. *International Review of Management and Business Research*. 5 (4), 1370-1382.
- Robbins, Stephen P. (2006). *Perilaku Organisasi*; Edisi kesepuluh. PT Indeks, Jakarta.
- Robbins, SP dan Judge. (2008) *Perilaku Organisasi*. Buku 2. Jakarta: Salemba Empat.
- Robbins, Sp. (2009). *Perilaku Organisasi*. Jakarta: Salemba Empat.
- Siagian, Sondang. (2008). *Perilaku Sumber Daya Manusia*. Jakarta: Penerbit Bumi Aksara.
- Sugiyono. (2006). *Metode Penelitian Bisnis (Pendekatan Kuantitatif, Kualitatif, dan R&D)*. Bandung: Alfabeta.
- Sutanto, Eddy M dan Carin Gunawan. (2013). Pengaruh Kepuasan Kerja, Komitmen Organisasional dan Turnover Intentions. (studi pada Industri Keramik di Surabaya). *Jurnal Mitra Ekonomi dan Manajemen Bisnis*. Vol. 4. No. 1. [http://repository.petra.ac.id/17073/1/6\\_Eddy\\_M\\_Sutanto.pdf](http://repository.petra.ac.id/17073/1/6_Eddy_M_Sutanto.pdf) (December 1, 2017).
- Sheraz, A., Wajid, M., Sajid, M., Hussain, W. Q., & Rizwan, M. (2014). Antecedents of Job Stress and its Impact on Employee's Job Satisfaction and Turnover Intentions. *International Journal of Learning & Development*. 4(2), 204–226. <https://doi.org/10.5296>.
- Sopiah. (2008). *Perilaku Organisasi*. Yogyakarta: Andi.
- Waspo. A.AWS, Handayani, N. C., Paramita, W. (2013). Pengaruh Kepuasan Kerja Dan Stres Kerja Terhadap Turnover Intention Pada Karyawan PT. Unitex Di Bogor. *Jurnal Riset Manajemen Sains Indonesia (JRMSI)*, 4(1), 97–115. <http://journal.unj.ac.id/unj/index.php/jrmsi/article/view/780> (August 11, 2017).
- Yuliasia, Y., Santoso, I., & Hidayat, A. (2012). Analysis of Variables Affecting Employee's Turnover Intention Using Structural Equation Modeling (SEM) (Case Study at PT Wonokoyo Jaya Corporindo, Pasuruan). *Jurnal Teknologi Pertanian*. 13(1), 61–66. <https://jtp.ub.ac.id/index.php/jtp/article/download/357/712>.
- Zehra, S.Z., Ather, M., & Zehra, B. (2017). A Correlation between Workplace Stress and Organizational Commitment: Doctors response from Public and Private Hospitals in Karachi, Pakistan. *Journal Paper*. Mei 2017 (66700). <https://mpira.ub.uni-muenchen.de/79073/> (August 7, 2017).