

THE INFLUENCE OF WORK STRESS ON TURNOVER INTENTION WITH JOB SATISFACTION AS A MODERATING VARIABLE

Marina

Akademi Pariwisata Denpasar
veronika.marina74@gmail.com

I Wayan Eka Sudarmawan

Akademi Pariwisata Denpasar
ekasdr@ipb-intl.ac.id

ABSTRACT

This study aims to analyze the influence of work stress on turnover intention, examine the influence of job satisfaction on turnover intention, and examine the moderating role of job satisfaction in the relationship between work stress and turnover intention. The study employed a quantitative approach with a causal research design and was conducted at a company operating in the hospitality sector. The research sample consisted of 90 employees. Data were collected through questionnaire distribution and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the assistance of WarpPLS software. The results indicate that work stress has a positive and significant effect on turnover intention, whereas job satisfaction has a negative and significant effect on turnover intention. In addition, job satisfaction was found to moderate the relationship between work stress and turnover intention with a negative moderating direction, indicating that job satisfaction weakens the effect of work stress on turnover intention. These findings suggest that managing work stress through improved job satisfaction is an important factor in reducing employees' tendency to leave the organization. The implications of this study emphasize the importance of organizational policies that support employee well-being, proportional workload management, and the development of a work environment capable of enhancing job satisfaction in order to retain high-quality human resources.

Keywords: work stress, job satisfaction, turnover intention, moderation, WarpPLS.

INTRODUCTION

Turnover intention is the tendency of employees to seek and move to jobs considered better in the future (Rusdiansyah, 2021). High job satisfaction plays a role in enhancing positive workplace behaviors, such as commitment and employee performance (Atmaja et al., 2022). Job dissatisfaction can drive the emergence of turnover intention, namely employees' desire to voluntarily leave the organization (Zhang et al., 2018). The phenomenon of turnover intention has become a strategic issue in hospitality-sector companies because this sector has a relatively high employee turnover rate compared with other industries (Wulansari et al., 2022).

As one of the sectors that contributes significantly to economic growth and tourism, the hospitality industry faces challenges in retaining competent workers (Atmaja et al., 2024). Turnover intention is a psychological stage that precedes an employee's actual resignation (Sarigül, 2024). If this indication is not examined and addressed early, actual turnover may increase and generate consequences for the company, such as rising recruitment and training costs for new employees and a decline in organizational productivity.

Based on Traditional Turnover Theory, an employee's decision to leave the organization begins with the emergence of dissatisfaction with the job being performed (Sumitra et al., 2024). The desire to change jobs becomes stronger when individuals perceive the existence of other job opportunities that offer better conditions or benefits (Yanti et al., 2020). In this study, that theory is used as the conceptual foundation to explain the relationship among work stress, job satisfaction, and turnover intention. Job satisfaction is positioned as a moderating variable presumed to influence the strength of the relationship between work stress and turnover intention (Jafari-Oori et al., 2025). Employees with a higher level of job satisfaction tend to show stronger attachment to the organization and thus have a lower tendency to leave the company.

Work stress is one of the main determinants that can increase employees' turnover intention (Finthariasari et al., 2020; Dewi & Sriathi, 2019). Work stress arises when job demands exceed an individual's ability to manage them, generating psychological pressure that affects both physical and emotional conditions (Finthariasari et al., 2020). This condition is generally marked by emotional instability, anxiety, sleep disturbances, and a diminished capacity to build positive interpersonal relationships (Rahman & Saroyo, 2020). If it persists over a prolonged period, work stress can reduce job satisfaction and ultimately increase employees' tendency to leave the organization.

In addition to work stress, job satisfaction is also an important factor influencing turnover intention (Pratiwi & Johannes, 2020). Job satisfaction is defined as an individual's positive affective evaluation of, or response to, their job, which is influenced by personal characteristics and work experience (Robbins & Judge, 2024). Various studies show that job satisfaction has a negative and significant effect on turnover intention, such that employees with higher levels of job satisfaction tend to have a lower desire to leave the company (Lestari et al., 2022). This finding is consistent with the study of Lehtonen et al. (2021), which confirms that an increase in job satisfaction contributes to a decrease in employees' intention to leave the organization. Therefore, job satisfaction is not only regarded as a factor that directly influences turnover intention, but also has the potential to influence the relationship between work stress and turnover intention.

Although the relationship between work stress and turnover intention has been widely studied, research findings regarding the role of job satisfaction remain mixed. Several studies show that job satisfaction is able to reduce the negative impact of work stress on turnover

intention, while other studies find that job satisfaction has only a direct effect on turnover intention. These differing results indicate that the role of job satisfaction in the relationship between work stress and turnover intention still requires further testing.

Furthermore, research examining the relationship among these three variables in the hospitality sector remains relatively limited, particularly within the context of service companies in Indonesia. Therefore, this study was conducted to examine the effect of work stress on turnover intention and to analyze the moderating role of job satisfaction in the relationship between work stress and turnover intention.

LITERATURE REVIEW

Traditional turnover theory

According to Mobley et al. (1977), the level of job satisfaction is the main factor influencing employees' tendency to leave the organization. Job satisfaction acts as an attitudinal determinant that triggers the emergence of thinking of quitting, which then develops into the stage of searching for and evaluating job alternatives. When employees experience low job satisfaction, they tend to more easily form an intention to search for alternatives. Thus, turnover intention can be understood as a consequence of the cumulative dissatisfaction with work experienced continuously. In line with this view, Hernita et al. (2024) explain that turnover intention develops through an individual's evaluation process regarding the decision to leave their job (attitude toward leaving). This process is influenced by push factors, such as job dissatisfaction, excessive workload, and role conflict, which form a negative perception of the organization. On the other hand, pull factors, such as the availability of better job opportunities, strengthen employees' belief that moving to another organization is a more advantageous choice. The combination of these two factors ultimately increases an individual's tendency to leave the company.

Work stress

Work stress is a condition of psychological pressure that arises when job demands exceed an individual's ability to cope with them (Nursadrina et al., 2025). This pressure can originate from a high workload, lack of supervisor support, workplace conflict, or an unconducive work environment, thereby affecting emotional balance and work effectiveness. According to Handoko (2016), stress affects an individual's emotions, thought patterns, and physical condition. At a moderate level, stress can increase motivation and performance, but excessive stress will reduce concentration and work performance. The Transactional Model of Stress explains that the level of stress is influenced by an individual's appraisal of demands and the coping strategies used (Nursadrina et al., 2025). In Traditional Turnover Theory, work stress is regarded as a factor that drives negative evaluation of one's job. Prolonged work pressure reduces job satisfaction, which in turn triggers turnover intention. Thus, the effect

of work stress on the intention to leave occurs indirectly through the reduction of job satisfaction as its main mechanism.

Turnover Intention

Turnover intention is an employee's conscious intention to leave the organization, representing an initial stage prior to actual resignation (Robbins & Judge, 2024). This intention arises through a process of job evaluation, particularly when working conditions no longer meet expectations or provide satisfaction (Pawesti, 2016). According to Mobley et al. (1977), turnover intention develops gradually, beginning with job dissatisfaction, followed by the emergence of a desire to quit, the search for job alternatives, and finally the decision to leave or stay. Therefore, turnover intention becomes an important indicator in predicting voluntary turnover and reflects the outcome of employees' evaluation of their work experience, consistent with Traditional Turnover Theory.

Job satisfaction

Job satisfaction is a positive emotional state arising from an individual's evaluation of their work experience and conditions (Paparang et al., 2021). The level of satisfaction is influenced by the alignment between employees' expectations and the working conditions received, including recognition, work environment, social relationships, and career development opportunities (Robbins & Judge, 2024; Mascarenhas et al., 2022). The smaller the gap between expectations and work reality, the higher the satisfaction perceived. In Traditional Turnover Theory, job satisfaction is positioned as the main factor determining the emergence of employees' intention to leave. Job dissatisfaction triggers the process of thinking of quitting, which develops into turnover intention, so that job satisfaction serves as an important mechanism explaining the effect of work stress on the intention to leave the organization.

RESEARCH HYPOTHESES

Work stress is a condition of tension that affects an individual's emotions, thought processes, and physical and psychological condition owing to job demands exceeding their capacity (Handoko, 2016). Sources of stress can stem from workload, responsibility, authority, or time pressure, which, if they persist continuously, have the potential to reduce job satisfaction and trigger the desire to leave the organization (Tziner et al., 2019). From the perspective of Traditional Turnover Theory, work stress drives the emergence of thinking of quitting, the initial stage in which employees begin to negatively evaluate their job and seek better job alternatives. A number of studies support this relationship. Ning et al. (2023), Sarigül (2024), Abousoliman and Hamed (2024), Nurhidayati and Dini (2023), and Prasetyo et al. (2018) found that work stress has a positive effect on turnover intention, either directly or

through job satisfaction. Similar findings have also been reported by Barage and Sudarusman (2022), Prayogi et al. (2019), Ramlah et al. (2021), and Ardini and Parahyanti (2021).

Job satisfaction reflects employees' positive attitude toward their job, which is influenced by the job itself, compensation, promotion opportunities, supervision, and relationships with coworkers (Nadeak et al., 2025; Lestari, 2022). According to Mobley et al. (1997), high job satisfaction reduces the tendency toward thinking of quitting, thereby suppressing turnover intention. This finding is supported by Lehtonen et al. (2021), Wang et al. (2020), Ladelsky and Lee (2022), Sismawati and Lataruva (2020), Ardianto and Bukhori (2021), and Kim et al. (2024), who show that job satisfaction has a negative and significant effect on turnover intention.

H1: Work stress has a positive and significant effect on *turnover intention*.

H2: Job satisfaction has a negative and significant effect on *turnover intention*.

H3: Job satisfaction weakens the effect of work stress on *turnover intention*.

METHOD

This study employed a quantitative approach with a causal research design to examine the relationships among the research variables. The study was conducted at a company operating in the hospitality sector, which is subsequently disguised under the code XYZ in order to protect the confidentiality of the organization's identity. The number of employee respondents who provided responses to the research questionnaire was 90 employees, all of which were declared valid for analysis. The turnover intention indicators refer to Mobley et al. (1977), the work stress indicators used refer to Karasek et al. (1998), and job satisfaction adopts the indicators used by Spector (1985). The research data consisted of primary data obtained through questionnaire distribution and secondary data sourced from company documents and relevant literature. The variables were measured using a five-point Likert scale. Data analysis was conducted using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with the assistance of WarpPLS 7 software. Prior to result interpretation, the research model resulting from the WarpPLS analysis was first tested through measurement model (outer model) and structural model (inner model) evaluation.

RESULTS AND DISCUSSION

The results of the data analysis using WarpPLS show the evaluation of the research model, covering conceptual and structural testing criteria. Subsequently, hypothesis testing was conducted based on the path coefficient and p-value to determine the direction, strength, and significance of the influence among variables in the research model, as described below.

Table 1. Outer model evaluation

Variable	Indicator	Loading Factor	Type	Standard Error	P-Value
Work stress (X)	X1	0.859	Reflective	0.066	<0.001
CA = 0.716	X2	0.576	Reflective	0.066	<0.001
CR = 0.832	X3	0.709	Reflective	0.067	<0.001
AVE = 0.558	X4	0.802	Reflective	0.067	<0.001
Turnover Intention (Y)			Reflective		<0.001
CA = 0.821	Y1	0.894	Reflective	0.066	<0.001
CR = 0.831	Y2	0.820	Reflective	0.067	<0.001
AVE = 0.731	Y3	0.850	Reflective	0.067	<0.001
Job Satisfaction (M)	M1	0.855	Reflective	0.067	<0.001
CA = 0.827	M2	0.874	Reflective	0.066	<0.001
CR = 0.821	M3	0.877	Reflective	0.067	<0.001
AVE = 0.573	M4	0.817	Reflective	0.067	<0.001
	M5	0.697	Reflective	0.067	<0.001
	M6	0.784	Reflective	0.067	<0.001

Based on Table 1, the results of the outer model testing show that all constructs have met the criteria for convergent validity and reliability. This is indicated by the loading factor value of each indicator, which is above the minimum threshold of 0.50 and is entirely significant at $p\text{-value} < 0.001$, so that each indicator is able to adequately reflect the construct being measured.

For the work stress variable, the loading factor values range from 0.576 to 0.859. Indicator X1 has the largest contribution in reflecting work stress (0.859), while X2 has the lowest value (0.576), although it still meets the validity criteria. This construct also has a Composite Reliability (CR) value of 0.832, a Cronbach's Alpha (CA) value of 0.716, and an Average Variance Extracted (AVE) value of 0.558, indicating that the work stress instrument is reliable and has good convergent validity.

For the turnover intention variable, the loading factor values are in the range of 0.820–0.894, with indicator Y1 as the most dominant indicator (0.894). The CA value of 0.821, CR value of 0.831, and AVE value of 0.731 indicate that the turnover intention construct has a high level of reliability and is able to explain more than 73% of the variance of its indicators, thereby meeting the convergent validity criteria.

Meanwhile, the job satisfaction variable has loading factor values between 0.697 and 0.877. Indicator M3 is the strongest indicator in reflecting job satisfaction (0.877), while M5 has the lowest loading value (0.697), although it is still above the recommended threshold. This construct also shows good measurement quality, with a Cronbach's Alpha value of 0.827, Composite Reliability of 0.821, and AVE of 0.573, and is thereby declared reliable and to meet convergent validity. Thus, all research variables have met the outer model requirements, namely a loading factor > 0.50, Cronbach's Alpha > 0.70, Composite Reliability > 0.70, and AVE > 0.50. Accordingly, all indicators are declared valid and reliable and are thus suitable for use in the inner model analysis at the hypothesis testing stage.

Table 2. Fornell–Larcker Criterion, VIF, R², and Q²

Variable	WS (X)	Tol (Y)	JS (M)	VIF	R ²	Q ²
WS (X)	0.747			3.798	--	--
Tol (Y)	0.642	0.755		2.065	0.926	0.963
JS (M)	0.642	0.655	0.688	2.832	--	--

Based on Table 2, the results of the structural model testing show that all constructs have met the discriminant validity criteria, as indicated by the square root of the Average Variance Extracted (√AVE) on the matrix diagonal being higher than the correlations among constructs. The work stress (WS) variable has a √AVE value of 0.747, higher than its correlation with turnover intention (0.642) and job satisfaction (0.642). The turnover intention (Tol) variable has a √AVE value of 0.755, which is greater than its correlation with work stress (0.642) and job satisfaction (0.655). Similarly, the job satisfaction (JS) variable has a √AVE value of 0.688, which is still higher than its correlation with work stress (0.642).

The multicollinearity test results show that all Variance Inflation Factor (VIF) values are in the range of 2.065–3.798, lower than the maximum threshold of 5.00. Thus, there is no multicollinearity problem in the model, so that the relationships among the independent variables do not cause bias in parameter estimation. The R² value for the turnover intention variable of 0.926 indicates that 92.6% of the variation in turnover intention can be explained by the work stress and job satisfaction variables, while the remaining 7.4% is influenced by other factors outside the research model. This value falls into the very strong category, indicating that the model has very high explanatory power.

Furthermore, the Q² value of 0.963 indicates that the model has very good predictive relevance. This shows that the model not only has the ability to explain the relationships among variables, but also has a very strong predictive capability for the endogenous variable. Overall, the test results show that the research model has met the discriminant validity

criteria, is free from multicollinearity, and has very good explanatory power and predictive capability, making it suitable for hypothesis testing.

Table 3. Hypothesis testing

Relationship Variables	between	Path Coefficient	p-Value	Remarks
WS → Tol		0.173	<0.001	Significant
JS → Tol		-0.799	0.021	Significant
WS × JS → Tol		-0.110	0.037	Significant

Based on the results of the hypothesis testing (Table 3), all relationships among variables are proven to be significant, as they have a p-value < 0.05. Work stress (WS) has a positive and significant effect on turnover intention (Tol), with a path coefficient of 0.173 and a p-value < 0.001. This result indicates that the higher the level of work stress experienced by employees, the higher their tendency to leave the organization. This finding supports previous theory and research stating that prolonged work pressure drives the emergence of an intention to leave the company.

Job satisfaction (JS) has a negative and significant effect on turnover intention, with a path coefficient of -0.799 and a p-value of 0.021. The negative coefficient indicates that the higher the job satisfaction perceived by employees, the lower their desire to leave the organization. Conversely, a decrease in job satisfaction will increase employees' tendency to seek employment elsewhere. The relatively large coefficient value also indicates that job satisfaction is a dominant factor in explaining the variation in turnover intention.

Furthermore, the test of the interaction between work stress × job satisfaction on turnover intention produced a path coefficient of -0.110 with a p-value of 0.037, so that the moderating effect is declared significant. This finding indicates that job satisfaction plays a role in weakening the relationship between work stress and turnover intention. With this moderating effect, the influence of work stress on turnover intention changes according to the level of job satisfaction possessed by employees. In other words, job satisfaction affects the strength of the relationship between work stress and turnover intention. Overall, the research results show that work stress increases turnover intention, job satisfaction decreases turnover intention, and job satisfaction is proven to weaken the effect of work stress on turnover intention.

DISCUSSION

The results show that work stress has a positive and significant effect on turnover intention. This finding indicates that the higher the level of work stress experienced by employees, the greater their tendency to leave the organization. This result supports Traditional Turnover Theory as proposed by Mobley et al. (1977), that work pressure drives employees to negatively evaluate their job until thinking of quitting emerges and develops into turnover intention (Mobley et al., 1977). This condition is generally triggered by a high workload, time pressure, and job demands that reduce employees' comfort and psychological well-being. This research finding is in line with Ning et al. (2023), Sarigül (2024), Abousoliman and Hamed (2024), and Tziner et al. (2015), who proved that work stress has a positive effect on turnover intention. Thus, the higher the work pressure perceived by employees, the greater the likelihood that they will seek employment in another organization. This finding supports Traditional Turnover Theory as proposed by Mobley et al. (1977), which explains that working conditions that do not align with employees' expectations will drive negative job evaluation, develop into thinking of quitting, and ultimately increase turnover intention. This research result is also in line with the studies of Ning et al. (2023), Sarigül (2024), and Abousoliman and Hamed (2024), who found that work stress is one of the important factors that increases employees' tendency to leave the organization.

The analysis results show that job satisfaction has a negative and significant effect on turnover intention. This finding indicates that job satisfaction is an important factor capable of suppressing employees' intention to leave the organization. According to Robbins and Judge (2024), job satisfaction reflects an individual's positive evaluation of their job, which is influenced by job characteristics, the work environment, relationships with supervisors and coworkers, and career development opportunities. In Traditional Turnover Theory, job satisfaction is the main determinant that determines the sustainability of the working relationship between employees and the organization (Mobley et al., 1977). When the organization is able to fulfill employees' expectations, loyalty and commitment will increase, thereby lowering the desire to change jobs. This research result is consistent with the studies of Lehtonen et al. (2021), Ladelsky and Lee (2022), Wang et al. (2024), Bai and Zhou (2025), and Atmaja et al. (2024), which concluded that job satisfaction has a negative effect on turnover intention. This finding reinforces Traditional Turnover Theory, which states that job satisfaction is a major factor influencing individuals' decisions to stay with or leave the organization. When the organization is able to fulfill employees' needs and expectations, loyalty and commitment to the organization will increase, thereby suppressing turnover intention.

Furthermore, job satisfaction weakens the relationship between work stress and turnover intention. The negative interaction coefficient indicates that an increase in job satisfaction can reduce the effect of work stress on employees' tendency to leave the

organization. Thus, employees with a higher level of job satisfaction tend not to be easily driven to leave the organization even when facing certain work pressures. This finding is in line with the Transactional Model of Stress proposed by Lazarus and Folkman (1984), which explains that an individual's response to stress is influenced by the appraisal process and the individual's capacity to cope with the conditions faced. In the context of this study, job satisfaction can serve as a factor that helps reduce the negative impact of work stress on turnover intention. This research result also supports the findings of Nurhidayati and Dini (2023), Sofia and Sriathi (2019), Wulansari et al. (2022), and Ning et al. (2023), which show that job satisfaction is able to reduce the negative impact of work stress on turnover intention. Therefore, organizations need to enhance job satisfaction through the provision of fair compensation, a conducive work environment, and clear career development opportunities in order to minimize employees' tendency to leave the organization.

CONCLUSION

This study proves that work stress has a positive and significant effect on turnover intention, indicating that an increase in work pressure drives an increase in employees' desire to leave the organization. Conversely, job satisfaction has a negative and significant effect on turnover intention, such that the higher the job satisfaction perceived by employees, the lower their tendency to leave the company. In addition, job satisfaction is proven to moderate the relationship between work stress and turnover intention with a negative moderating direction. This finding indicates that job satisfaction is able to weaken the effect of work stress on turnover intention, so that the impact of work stress on employees' intention to leave becomes lower at higher levels of job satisfaction. This research finding supports Traditional Turnover Theory, which asserts that job satisfaction is an important factor influencing employees' decisions to stay with or leave the organization.

This study has several limitations. First, the study was conducted only at a single hospitality-sector company whose identity was disguised, with a total of 90 employee respondents, so that the generalizability of the research results remains limited. Second, the study used a cross-sectional design, so it is not yet able to describe the dynamic changes in employee behavior over time. Third, the research model only tested the effects of work stress and job satisfaction, so there remain other factors that potentially influence turnover intention.

Future research is recommended to involve a broader organizational scope, a larger sample size, and a longitudinal design in order to obtain a more comprehensive understanding of the dynamics of turnover intention. In addition, future studies may develop the research model by adding variables such as work-family conflict, organizational commitment, perceived organizational support, employee engagement, and burnout, so as to provide a deeper understanding of the factors influencing turnover intention.

REFERENCES

- Abousoliman, A. D., & Hamed, H. M. (2024). Effect of authentic leadership on nurses psychological distress and turnover intention. *International Journal of Africa Nursing Sciences*, 20, 100722.
- Ardianto, R., & Bukhori, M. (2021). Turnover intentions: Pengaruh kepuasan kerja, komitmen organisasional dan stres kerja. *Ekomabis: Jurnal Ekonomi Manajemen Bisnis*, 2(11), 89–98.
- Ardini, D. R., & Parahyanti, E. (2021). Peran stres kerja terhadap niat berhenti bekerja dimoderasi oleh tekanan psikologis akibat COVID-19. *Jurnal Psikologi*, 10(2), 184–195.
- Atmaja, I. K. T., Amerta, I. M. S., & Dewi, I. G. A. P. (2024). The influence of work-family conflict and job satisfaction on turnover intention with organizational commitment as a mediation variable in Bebek Tepi Sawah Employees Restaurant Ubud. *International Journal of Current Science Research and Review*, 7(3), 1503–1517.
- Bai, Y., & Zhou, J. (2025). Coworker support, work–family conflict, job satisfaction, and turnover intention: Female employees in post-organizational socialization. *Frontiers in Psychology*, 16, 1472977.
- Dewi, P. S. A., & Sriathi, A. A. A. (2019). Pengaruh Stres Kerja terhadap Turnover Intention yang Dimediasi oleh Kepuasan Kerja. *E-Jurnal Manajemen Universitas Udayana*, 8(6), 3646.
- Finthariasari, M., Ekowati, F., & Yuniarti, R. (2020). Pengaruh Work Family Conflict terhadap Turnover Intention melalui Komitmen Organisasi. *Ekuitas: Jurnal Ekonomi dan Keuangan*, 4(3), 421–438.
- Handoko, T. H. (2016). *Manajemen Personalia dan Sumber Daya Manusia*. Yogyakarta: BPFE.
- Hernita, N., Marianti, M. M., & Deti, R. (2024). Sebuah Tinjauan Literature Review: Intention to Leave. *Jurnal Ilmiah Manajemen*, 15(3), 419–442.
- Karasek, R., Brisson, C., Kawakami, N., Houtman, I., Bongers, P., & Amick, B. (1998). The Job Content Questionnaire (JCQ): An instrument for internationally comparative assessments of psychosocial job characteristics. *Journal of Occupational Health Psychology*, 3(4), 322–355.
- Ladelsky, L. K., & Lee, T. W. (2022). Effect of risky decision-making and job satisfaction on turnover intention and turnover behavior among information technology employees. *International Journal of Organizational Analysis*, 31(7), 3553–3581.
- Lazarus, R. S., & Folkman, S. (1984). *Stress, appraisal, and coping*. Springer.
- Lehtonen, E. E., Nokelainen, P., Rintala, H., & Puhakka, I. (2021). Thriving or surviving at work: How workplace learning opportunities and subjective career success are connected with job satisfaction and turnover intention. *Journal of Workplace Learning*, 34(1), 88–109.
- Lestari, N. N. A., Rismawan, P. A. E., & Andika, A. W. (2022). Pengaruh Beban Kerja, Lingkungan Kerja dan Kepuasan Kerja terhadap Turnover Intention pada Karyawan PT. Kopi untuk Indonesia. *Jurnal Emas*, 4(12), 3028–3041.
- Mascarenhas, C., Galvão, A. R., & Marques, C. S. (2022). How Perceived Organizational Support, Identification with Organization and Work Engagement Influence Job Satisfaction: A Gender-Based Perspective. *Administrative Sciences*, 12(2), 1–15.
- Mobley, W. H. (1977). Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of Applied Psychology*, 62(2), 237–240.

- Ning, L., Jia, H., Gao, S., et al. (2023). The mediating role of job satisfaction and presenteeism on the relationship between job stress and turnover intention among primary health care workers. *International Journal for Equity in Health*, 22(1), 155.
- Nurhidayati, M., & Dini, Y. I. F. (2023). Pengaruh work-life balance dan work stress terhadap turnover intention dengan job satisfaction sebagai variabel mediasi pada karyawan kontrak BP Batam. *Jurnal Madani: Ilmu Pengetahuan, Teknologi, dan Humaniora*, 6(2), 79–87.
- Paparang, N. C. P., Areror, W. A., & Tatimu, V. (2021). Pengaruh Kepuasan Kerja terhadap Kinerja Pegawai Kantor PT. Post Indonesia di Manado. *Productivity Journal*, 2(2), 119–123.
- Pawesti, R., & Wikansari, R. (2016). Pengaruh Kepuasan Kerja terhadap Intensi Turnover Karyawan di Indonesia. *Jurnal Ecopsy*, 3(2), 49–67.
- Pratiwi, F., & Johannes, S. L. (2020). Job Satisfaction As A Mediator of Effect Job Stress and Career Development on Employee Turnover Intention PT. PKSS. *Dinasti International Journal and Digital Business Management*, 1(4), 580–592.
- Rahman, M. F., & Saroyo. (2020). Pengaruh Stres Kerja terhadap Prestasi Kerja Karyawan pada PT. Bumi Jaya Kabupaten Tabalong. *Jurnal Administrasi Publik dan Administrasi Bisnis*, 5(2), 893–904.
- Robbins, S. P., & Judge, T. A. (2024). *Organizational behavior* (18th ed.). Pearson.
- Rusdiansyah, M. (2021). Pengaruh Kompetensi, Kepuasan Kerja dan Motivasi terhadap Kinerja Pegawai pada Kantor Kecamatan Kuripan. *Business Innovation & Entrepreneurship Journal*, 3(1), 1–7.
- Sarigül, S. S. (2024). The Mediating Role of Job Satisfaction and Presenteeism in The Relationship between Job Stress and Turnover Intention: An Application in Family Health Centres. *Nevşehir Hacı Bektaş Veli Üniversitesi Sbe Dergisi*, 14(1), 310–328.
- Sismawati, W., & Lataruva, E. (2020). Kepuasan kerja sebagai variabel intervening pada pengaruh terhadap turnover intention karyawan generasi Y (Studi pada PT Bank Tabungan Negara Syariah Semarang). *Diponegoro Journal of Management*, 9(3), 1–11.
- Spector, P. E. (1985). Measurement of human service staff satisfaction: Development of the Job Satisfaction Survey. *American Journal of Community Psychology*, 13(6), 693–713.
- Sumitra, I. M., Supartha, W. G., Riana, I. G., & Surya, I. B. K. (2024). How Work Family Conflict Effect on Job Satisfaction and Turnover Intention. *Journal of Economics, Finance and Management Studies*, 7(2), 1354–1360.
- Tziner, A., Rabenu, E., Radomski, R., & Belkin, A. (2015). Work stress and turnover intentions among hospital physicians: The mediating role of burnout and work satisfaction. *Revista de Psicología del Trabajo y de las Organizaciones*, 31(3), 207–213.
- Wang, Q., Gan, K. P., Wei, H. Y., Sun, A. Q., Wang, Y. C., & Zhou, X. M. (2024). Public service motivation and public employees' turnover intention: The role of job satisfaction and career growth opportunity. *Personnel Review*, 53(1), 99–118.
- Wulansari, C., Subroto, B., & Mardiaty, E. (2022). The Influence of Excessive Workload and Work Stress Towards The Auditor's Turnover Intention with Job Satisfaction as Mediation Variable. *Jurnal Ilmiah Akuntansi*, 6(2), 293–316.
- Yanti, N. P. Aryk Pramana, & Manuatidewi, I. G. Ayu. (2020). The Role of Organizational Commitments Mediating The Effect of Employee Satisfaction to Employee Intention Turnover. *American Journal of Humanities and Social Sciences Research*, 1(4), 193–199.

Zhang, W., Meng, H., Yang, S., & Liu, D. (2018). The Influence of Professional Identity, Job Satisfaction, and Work Engagement on Turnover Intention among Township Health Institutions in China. *International Journal of Environmental Research and Public Health*, 1(1), 1–13.