

# The Effect of Work Stress on Turnover Intention Mediated by Employee Engagement and Job Satisfaction

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## ABSTRACT

*This study was conducted to examine the effect of work stress on turnover intention, both directly and indirectly through employee engagement and employee satisfaction. The research design used was a causal study that aimed to examine the effect of independent variables on dependent variables using mediating variables. The research variables used consist of one independent variable, namely work stress, two mediating variables, namely employee engagement and job satisfaction, and one dependent variable, namely turnover intention. The sample used was employees working at public accounting firms in Jakarta. From the data collection conducted using Google Forms, a sample of 123 people was obtained. The analysis tool used was SEM-PLS, processed using Smart-PLS software. The results of the analysis revealed the following findings: 1) work stress was not proven to influence turnover intention; 2) work stress was not proven to influence employee engagement; 3) work stress was proven to have a significant negative influence on job satisfaction; 4) employee engagement was proven to have a significant negative influence on turnover intention; 5) job satisfaction was found to influence turnover intention; 6) employee engagement was not found to mediate the negative influence of work stress on turnover intention; and 7) work stress was found to have a positive influence on turnover intention.*

## INTRODUCTION

Turnover intention, or the intention to leave a job, has become one of the main challenges for organizations in various sectors, including the public accounting sector. Turnover intention refers to the desire of employees to leave the organization voluntarily, which is often triggered by various factors such as work stress, low employee engagement, and job dissatisfaction (Mobley et al., 1978). High levels of turnover intention not only disrupt organizational stability but also increase operational costs, such as recruitment and training costs for new employees (Mega Desiana et al., 2024). Work stress is one of the main causes of turnover intention. Work stress occurs when job demands exceed an individual's ability to cope, affecting employees' physical, emotional, and psychological well-being. Research shows that high work-related stress can reduce employee engagement and job satisfaction, thereby encouraging them to seek other job opportunities (Wahyuningrum & Khan, 2023).

Employee engagement is a crucial element in reducing turnover intention. Employees who feel emotionally engaged and dedicated to their work tend to have higher loyalty toward the organization (Riyanto et al., 2021). However, employee engagement is often influenced by high levels of work-related stress (Sun & Bunchapattanasakda, 2019) and job dissatisfaction, thereby affecting their intention to remain in the organization (Harter et al., 2002). Job satisfaction also plays an important role in reducing turnover intention. Job satisfaction encompasses feelings of satisfaction with various aspects of work, such as salary, work relationships, and career development opportunities (Specchia et al., 2021). High job satisfaction significantly influences employee performance and increases loyalty to the organization (Saputro, 2024). Previous research has also found that job satisfaction has a significant relationship with employee loyalty, although in some cases, job satisfaction alone is insufficient to mitigate the negative effects of work-related stress (Wahyuningrum & Khan, 2023). Although many studies have discussed the relationship between work stress, employee engagement, job satisfaction, and turnover intention, there is

still a gap in understanding the simultaneous role of employee engagement and job satisfaction as mediators, particularly in the public accounting sector. Therefore, this study aims to analyze the influence of work stress on turnover intention with employee engagement and job satisfaction as mediating variables. Focusing on public accounting firms in Jakarta provides strategic contributions to more effective human resource management to reduce turnover intention in a high-pressure work environment.

## **Literature Review**

### *Work Stress*

Work stress is an emotional, physical, and mental response experienced by individuals when job demands exceed their capacity and resources (Sandoval-Reyes et al., 2021). Factors causing work stress include high workload, role conflict, and lack of social support. The Job Demand-Control Model Van der Doef & Maes (1999) explains that work-related stress occurs due to high job demands that are not balanced by control or autonomy in the workplace. Work stress that is not managed properly can have a negative impact on employee health, engagement, and job satisfaction, as well as increase the risk of turnover intention (Sun & Bunchapattanasakda, 2019). The dimensions of work stress in previous research conducted by Ivancevich & Matteson (1980) are Job Demand, Role Conflict, Interpersonal Strain, and Lack of Control.

### *Employee Engagement*

Employee engagement refers to the level of dedication, enthusiasm, and commitment employees have toward their work (Saks, 2022). Engaged employees tend to have high morale and are fully focused on their responsibilities. Social Exchange Theory Ahmad et al (2023) states that employee engagement is the result of a reciprocal relationship between employees and the organization. Research shows that employee engagement can act as a barrier against the negative effects of work-related stress while also reducing turnover intention (Oliveira & Najnudel, 2023). The dimensions of employee engagement consist of Dedication, Vigor, and Absorption (Visco & Sen, 2001).

### *Job Satisfaction*

Job satisfaction is a positive feeling that individuals have toward various aspects of their work, such as salary, work relationships, and career development opportunities (Michael Galanakis & Giannis Peramatzis, 2022). Based on the Two-Factor Theory, motivational factors (such as achievement and recognition) increase job satisfaction, while hygiene factors (such as working conditions and compensation) prevent job dissatisfaction. High job satisfaction can significantly increase employee loyalty to the organization and reduce turnover intention (Nilasari et al., 2024). The dimensions of job satisfaction in the study conducted by (Smith et al., 1969) consist of Work Itself or the level of satisfaction with the tasks performed. Supervision, which is satisfaction with the support and leadership style of superiors. Pay refers to satisfaction with financial compensation. Next is Promotion Opportunities, which refers to satisfaction with career development prospects. Finally, Coworkers refers to the level of satisfaction with relationships with colleagues.

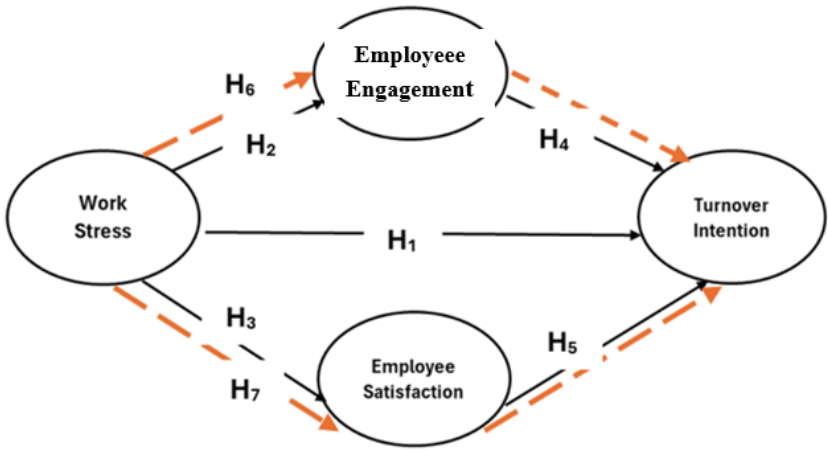
### *Turnover Intention*

Turnover intention is an employee's intention to voluntarily leave an organization. According to AlKandari et al (2023), turnover intention is the main predictor of actual job turnover behavior. The Theory of Planned Behavior (Icek Ajzen, 1991) explains that the intention to leave is influenced by attitudes, subjective norms, and perceived control over the decision. High work stress and low job engagement and satisfaction often serve as the primary factors driving turnover intention (Wahyuningrum & Khan, 2023). Previous research indicates that the dimensions of turnover intention consist of job search intentions, or the active intention to seek new employment, thoughts of quitting, which are thoughts about

leaving work, and finally, intention to leave, which refers to the decision to actually leave the job (Tett & Meyer, 1993).

**Hypothesis Development**

With the research results above, the conceptual framework is as follows:



**Figure 1. Conceptual Framework**  
*Source: Data Processed, 2024*

From this framework, a hypothesis can be formulated:

*The Influence of Work Stress on Turnover Intention*

Work stress is a common phenomenon in professional environments that can have a significant impact on employees (Irawanto et al., 2021). Previous research has shown that high stress levels can affect job satisfaction and organizational commitment, which ultimately increases the intention to leave the company (Sandoval-Reyes et al., 2021). Based on the findings of Muis et al (2021), work stress can cause emotional exhaustion, which is directly related to increased turnover intention. Employees who feel stressed are more likely to seek better job opportunities. Additionally, Galanti et al (2021) suggest that work-related stress can reduce job satisfaction, implying an increase in the intention to leave the job, as employees no longer feel connected to the organization. Previous research by Chen et al (2022) also found that prolonged stress can have a negative impact on employees' mental health, which can trigger the desire to leave the job. In a meta-analysis by Tett & Meyer (1993), it was found that work-related stress factors significantly influence turnover intention, confirming that stress is a primary predictor of the intention to leave. By understanding this relationship, companies can take proactive steps to reduce work-related stress and improve employee retention, such as implementing stress management programs and creating a more positive work environment. Based on the discussion above, the following hypothesis is proposed:

*H1: Work Stress has a positive influence on Turnover Intention*

*The Influence of Work Stress on Employee Engagement*

Work stress is a factor that can disrupt employee well-being and negatively affect employee engagement levels (Fahmi et al., 2022). Previous research has shown that high stress can reduce employee motivation and commitment to their work (Ren et al., 2021). According to Dinh (2020), work stress can cause emotional exhaustion, making employees feel unable to contribute to their full potential, thereby reducing their engagement levels. Additionally, Wang et al (2021) found that stress can reduce job satisfaction, which directly impacts low engagement. Other research also confirms that employees

experiencing stress tend to be less engaged in their work, as they feel overwhelmed and powerless (Galanti et al., 2021). This is further supported by the findings of Tett & Meyer (1993), which show that stress factors can lead to a decrease in commitment to the organization. By understanding this relationship, companies need to implement strategies to manage work-related stress, thereby increasing employee engagement and creating a more productive work environment. Based on the discussion above, the following hypothesis is proposed:

*H<sub>2</sub>: Work Stress has a negative influence on Employee Engagement*

#### *The Influence of Work Stress on Job Satisfaction*

Work stress has been shown to have a negative impact on employee job satisfaction. Previous research has shown that when employees experience high levels of stress, they tend to feel dissatisfied with their jobs (Kurniawaty et al., 2019). Work stress can lead to emotional and physical exhaustion, which directly impacts job satisfaction (Dodanwala et al., 2023). Previous research conducted by Aruldosset al (2021) also found that experiencing stress at work can reduce positive feelings associated with work, causing employees to feel disconnected from their tasks. Additionally, other studies have shown that employees who experience stress tend to have negative views of their work, leading to low levels of satisfaction (Siswanto et al., 2022). Research by Tett & Meyer (1993) in their meta-analysis confirms that work-related stress is a significant factor in reducing job satisfaction, as employees who feel stressed are more likely to be dissatisfied with their work conditions. Understanding this dynamic is crucial for companies to develop effective stress management strategies to enhance job satisfaction and employee well-being. Based on the discussion above, the following hypothesis is proposed:

*H<sub>3</sub>: Work Stress has a negative influence on Job Satisfaction*

#### *The Influence of Employee Engagement on Turnover Intention*

Employee engagement plays an important role in influencing employee turnover intention, where high levels of engagement tend to have a negative effect on the intention to leave a job (Vermooten et al., 2019). Previous research shows that employees who are actively engaged in their work feel more satisfied and connected to the organization (Fauzia & Marwansyah, 2020). High employee engagement can increase their commitment and loyalty to the company, thereby reducing the likelihood of them thinking about leaving their job (Wen et al., 2022). On the other hand, research by Febrisa et al (2023) found that employees who feel engaged in their work tend to have lower turnover intentions, as they derive greater satisfaction and meaning from their work. Additionally, research by Basori et al (2023) shows that employees who are emotionally engaged are more likely to stay, as they feel valued and recognized. By understanding this relationship, it is hoped that companies can design strategies to increase employee engagement, which ultimately can reduce turnover rates and improve employee retention. Based on the discussion above, the following hypothesis is proposed:

*H<sub>4</sub>: Employee Engagement has a negative influence on Turnover Intention*

#### *The Influence of Job Satisfaction on Turnover Intention*

Job satisfaction plays a crucial role in influencing employee turnover intention, where high levels of job satisfaction tend to have a negative effect on the intention to leave a job (Kurniawaty et al., 2019). Previous research indicates that employees who are satisfied with their jobs are more likely to remain with the organization (Al Sabei et al., 2020). Job satisfaction is closely linked to positive feelings toward work, which implies a reduction in the desire to seek other opportunities (Berber et al., 2022). Additionally, research by Tett & Meyer (1993) shows that employees with high levels of satisfaction tend to demonstrate greater commitment to the organization, thereby reducing the likelihood of them considering leaving. Furthermore, research conducted by Ofei et al (2023) also confirms that high job satisfaction is associated with low turnover intention, as employees who feel valued and satisfied tend to have stronger emotional bonds with the organization. Understanding this relationship can help companies improve employee job

satisfaction, thereby reducing turnover rates and enhancing retention. Based on the discussion above, the following hypothesis is proposed:

*H<sub>5</sub>: Job Satisfaction has a negative influence on Turnover Intention*

#### *The Influence of Employee Engagement as mediated Work Stress on Turnover Intention*

Previous research has shown that high job stress can reduce employee engagement levels, which in turn increases the intention to leave the job (Paramarta & Darmayanti, 2020). Work stress can lead to emotional exhaustion, which reduces employees' motivation and commitment to their work (Bawono & Singmin Johannes Lo, 2020). When employees feel stressed, they tend to be less engaged in their tasks, as found by Oliveira & Najnudel (2023), who showed that stress reduces emotional engagement. In this context, research conducted by Jaharuddin & Zainol (2019) found that low engagement is associated with increased turnover intention. Thus, it can be concluded that high work stress can trigger low employee engagement, which ultimately increases turnover intention. Based on the discussion above, the following hypothesis is proposed:

*H<sub>6</sub>: Employee Engagement as mediated has a positive influence Work Stress on Turnover Intention*

#### *The Influence of Job Satisfaction as mediated Work Stress on Turnover Intention*

Previous research has shown that high levels of work stress can reduce job satisfaction, which will lead to an increase in the intention to leave the job (Maharani & Tamara, 2024). The stress experienced by employees often causes fatigue and dissatisfaction with their work (Dodanwala et al., 2023). When employees feel stressed, they tend to experience a decline in job satisfaction, as revealed by Kurniawaty et al (2019), who showed that work stress can reduce positive feelings toward work. Additionally, Mawardi (2022) found that low job satisfaction is directly linked to increased turnover intention. Therefore, it can be concluded that high work stress can lead to a decrease in job satisfaction, thereby increasing turnover intention. Understanding this relationship is crucial for companies, as they need to develop strategies to manage work stress and enhance employee job satisfaction to reduce the intention to leave the organization. Based on the discussion above, the following hypothesis is proposed:

*H<sub>7</sub>: Job Satisfaction as mediated has a positive influence Work Stress on Turnover Intention*

## **RESEARCH METHOD**

This research design is quantitative, using census sampling methods. In addition, Structural Equation Modelling (SEM) data analysis techniques were used with PLS software. The data used in this study were primary data obtained from public accounting firms in Central Jakarta, Indonesia, which had been operating for approximately one year. The data collection technique used in this study was to distribute questionnaires online via Google Forms. The sample obtained from the online questionnaire distribution was 123 respondents. The data will be processed to test the validity and reliability of the constructs, as well as to test the hypotheses proposed by the researcher.

#### *Respondent Information*

Based on the data listed in Table 1, from 123 respondents who are employees of public accounting firms, the following information was obtained: The gender of respondents was dominated by males, with 73 respondents or 59.3%, the age group of respondents was dominated by those aged 21-30 years, the highest level of education among respondents was dominated by bachelor's degree (S1) graduates with 84 respondents or 68.3%, and the positions held by respondents were dominated by Staff (Junior - Senior) with 98 respondents or 79.7%. Additionally, the length of employment at the company was dominated by employees who had worked there for 1 to 5 years, with 61 respondents or 49.6%. Finally, the employment status of the respondents was dominated by permanent employees, with 89 respondents or 72.4% of the total respondents.

**Table 1. Demografis Profile of Respondents**

Category	Description	Frequency	Presentase (%)
Gender	Male	73	59.3%
	Female	50	40.7%
Ages	21 - 30 Years	87	70.7%
	31 - 40 Years	26	21.1%
	41 - 50 Years	9	7.3%
	> 50 Years	1	0.8%
Education	Bachelor	84	63.8%
	Magister	39	31.7%
Position	Staff (Junior – Senior)	98	79.7%
	Manager	24	19.5%
	Patners	1	0.8%
Employment Period	< 1 Years	29	23.6%
	1 – 5 Years	61	49.6%
	5 – 10 Years	21	17.1%
	11 – 15 Years	10	8.1%
	> 15 Years	2	1.6%
Employee Status	Permanent	89	72.4%
	Probation	10	8.1%
	Contract	24	19.5%

Source: Data Processed, 2024

## RESULTS AND DISCUSSION

### Validity Test

Validity testing was conducted to test whether the measurement indicators used to measure a variable were proven to measure what they were intended to measure. Validity testing in this study was conducted using the Convergent Validity criterion, which involves demonstrating that the statements for each latent variable can be understood by respondents in accordance with the research objectives. The criterion used is outer loading, with the criterion being that if the outer loading value is between 0.5 and 0.6, the statements from the latent variable are considered valid (Sekaran & Bougie, 2020). In addition, Discriminant Validity was conducted by determining the correlation between constructs and other constructs within the research model. The test was conducted using the Average Variance Extracted (AVE) criterion, where an indicator is considered valid if it has an AVE value > 0.5 (Hair et al., 2019).

### Reliability Test

This study uses a reliability test analysis can be used to measure the consistency of the measurement results of the questionnaire in repeated use. In conducting reliability testing, the desired Cronbach's alpha value must be more than 0.6 and the composite reliability value must be more than 0.7 (Hair et al., 2019). The composite reliability value shows how well a variable is reliable, while the Cronbach's alpha value is the lowest reliability measure of the variable.

**Table 2. Validity and Reliability Test Results**

Variables	Items	Outer Loading	AVE	Composite Reliability
<i>Work Stress</i>	WS1	0.937	<b>0.637</b>	<b>0.893</b>
	WS2	0.926		
	WS3	0.868		
	WS4	0.569		
	WS5	0.614		
Variables	Items	Outer Loading	AVE	Composite Reliability
<i>Employee</i>	EE1	-0.231		

<i>Engagement</i>	EE2	-0.282		
	EE3	-0.503		
	EE4	0.576		
	EE5	0.734		
	EE6	0.303		
<b>Revision</b>				
<i>Employee Engagement</i>	EE4	0.615	<b>0.616</b>	<b>0.755</b>
	EE5	0.924		
<b>Variables</b>	<b>Items</b>	<b>Outer Loading</b>	<b>AVE</b>	<b>Composite Reliability</b>
<i>Job Satisfaction</i>	JS1	0.709		
	JS2	0.047		
	JS3	0.799		
	JS4	0.694		
	JS5	0.500		
<b>Revision</b>				
<i>Job Satisfaction</i>	JS1	0.707	0.471	0.777
	JS3	0.794		
	JS4	0.703		
	JS5	0.508		
<b>Revision</b>				
<i>Job Satisfaction</i>	JS1		<b>0.558</b>	<b>0.788</b>
	JS3			
	JS4			
<b>Variables</b>	<b>Items</b>	<b>Outer Loading</b>	<b>AVE</b>	<b>Composite Reliability</b>
<i>Turnover Intention</i>	TI1	0.963	<b>0.806</b>	<b>0.942</b>
	TI2	0.947		
	TI3	0.690		
	TI4	0.962		

Source: Data Processed, 2024

Based on the table above, the results of the validity test for the Work Stress variable, which consists of five indicators, show that all indicators are valid because they produce outer loadings  $> 0.5$ . The five indicators are interrelated in forming the Work Stress variable because they produce an AVE value of  $0.637 > 0.5$ . The reliability test yielded a composite reliability value of  $0.893 > 0.7$ , indicating that the five measurement indicators are reliable (consistent). Thus, all indicators of the Work Stress variable are valid and reliable. The results of the validity test for the Employee Engagement variable, which consists of six indicators, concluded that four indicators were invalid, namely EE1, EE2, EE3, and EE6. After removing these indicators, all indicators were proven valid because they produced outer loadings  $> 0.5$ . The indicators are also interrelated in forming the Employee Engagement variable, as they produced an AVE value of  $0.616 > 0.5$ . The reliability test produced a composite reliability value of  $0.755 > 0.7$ , indicating that the two measurement indicators are reliable (consistent). Thus, all indicators of the Employee Engagement variable are valid and reliable.

The results of the validity test for the Job Satisfaction variable, which consists of five indicators, show that one indicator, JS2, is invalid. After removing this indicator, all indicators are proven to be valid because they produce outer loadings  $> 0.5$ . The four indicators were also not interrelated because they produced an AVE value  $< 0.5$ . After removing the JS5 indicator, the three remaining indicators were found to be interrelated in forming the Job Satisfaction variable because they produced an AVE value of  $0.558 > 0.5$ . The reliability test yielded a composite reliability value of  $0.788 > 0.7$ , indicating that the three measurement indicators are reliable (consistent). Thus, all indicators of the Job Satisfaction variable are valid and reliable. The results of the validity test for the Turnover Intention variable, which consists of four indicators, show that all indicators are valid because they produce outer loadings  $> 0.5$ . The four indicators are also interrelated in forming the Turnover Intention variable because they produce an AVE value of  $0.806 > 0.5$ . The reliability test yielded a composite reliability value of  $0.942 > 0.7$ , indicating

that the four measurement indicators are reliable (consistent). Thus, all indicators of the Turnover Intention variable are valid and reliable.

#### *Multicollinearity Test*

Multicollinearity testing is used to test that the independent variables in the research model are not correlated with each other (Hair et al., 2019). For the Turnover Intention regression model with three independent variables, namely Work Stress, Employee Engagement, and Job Satisfaction, the VIF value is less than 10, indicating that there is no multicollinearity among these variables

**Table 3. Multicollinearity Test Results**

Variable	Turnover Intention
Work Stress	1.574
Employee Engagement	1.145
Job Satisfaction	1.507

*Source: Data Processed, 2024*

#### *Coefficient determination (R-Square)*

The model fit test for the SEM-PLS model is shown by the coefficient of determination value, where the processing results are shown in the table and can be explained as follows

**Table 4. Coefficient Determination Results**

Variable	R-Square	R-Square Adjusted
Employee Engagement	0.116	0.109
Job Satisfaction	0.329	0.323
Turnover Intention	0.606	0.596

*Source: Data Processed, 2024*

Based on the table above, it is known that for the Employee Engagement model, an adjusted R square value of 0.109 was obtained, which means that the variation or behavior of the independent variable, namely Work Stress, is able to explain the variation of the dependent variable, namely Employee Engagement, by 10.9%, while the remaining 89.1% is the variation of other independent variables that influence Employee Engagement but are not included in the model. This result indicates that the Employee Engagement model has a good model fit. Furthermore, for the Job Satisfaction model, the adjusted R-squared value is 0.323, meaning that the variation or behavior of the independent variable, Work Stress, can explain 32.3% of the variation in the dependent variable, Job Satisfaction, while the remaining 67.7% is variation from other independent variables that influence Job Satisfaction but are not included in the model. This result indicates that the Job Satisfaction model has a good model fit. Finally, for the Turnover Intention model, the adjusted R-square value is 0.596, meaning that the variation or behavior of the independent variables—Work Stress, Employee Engagement, and Job Satisfaction—can explain 59.6% of the variation in the dependent variable, Turnover Intention. The remaining 40.4% of the variation is attributed to other independent variables that influence Turnover Intention but were not included in the model. These results indicate that the Turnover Intention model has a good model fit.

#### *Descriptive Statistics*

Descriptive statistical tests can provide an overview of the data obtained from the minimum, maximum, mean, and standard deviation values generated from this study. The variables used in this study include work stress as the independent variable and employee engagement and job satisfaction as mediating variables. Then, turnover intention is the dependent variable. These variables will be tested descriptively as shown in the table below.

**Table 5. Descriptive Statistics**

<i>Work Stress</i>	<b>Mean</b>	<b>Min</b>	<b>Max</b>	<i>Std.Deviation</i>
WS1	3.512	2	5	1.237
WS2	3.536	2	5	1.236
WS3	3.772	2	5	1.199
WS4	3.512	2	5	0.944
WS5	3.195	2	5	1.219
<b>Total rata-rata</b>	<b>3.505</b>			
<i>Employee Engagement</i>	<b>Mean</b>	<b>Min</b>	<b>Max</b>	<i>Std.Deviation</i>
EE4	4.024	4	5	0.154
EE5	4.260	4	5	0.440
<b>Total rata-rata</b>	<b>4.142</b>			
<i>Job Satisfaction</i>	<b>Mean</b>	<b>Min</b>	<b>Max</b>	<i>Std.Deviation</i>
JS1	4.585	4	5	0.494
JS3	4.024	2	5	0.872
JS4	4.504	2	5	0.563
<b>Total rata-rata</b>	<b>4.371</b>			
<i>Turnover Intention</i>	<b>Mean</b>	<b>Min</b>	<b>Max</b>	<i>Std.Deviation</i>
TI1	2.365	2	5	0.880
TI2	1.439	1	5	1.047
TI3	2.032	1	5	1.076
TI4	2.398	1	5	0.913
<b>Total rata-rata</b>	<b>2.058</b>			

Source: Data Processed, 2024

Based on the results in the table above, Work Stress among employees of public accounting firms in Central Jakarta is in the average category of 3.505 (neutral). These results show that the lowest average is 3.195 and the highest is 3.772, assuming that they agree. Additionally, for the Employee Engagement variable among employees of public accounting firms, the value falls into the average category of 4.142 (agree). This result shows that the lowest average is 4.024 and the highest is 4.260, assuming they agree. Furthermore, Job Satisfaction among employees of public accounting firms falls into the average category of 4.371 (agree). This result shows that the lowest average is 4.024 and the highest is 4.585, assuming they agree. Finally, for the Turnover Intention variable, employees of public accounting firms fall into the average category of 2.058 (disagree). This result shows that the lowest average is 2.032 and the highest is 2.398, assuming they disagree.

#### *Hypothesis Test*

From the table of hypothesis test results below, it is obtained that each t-statistic value and p-value is 0.000 for each hypothesis, which means that all hypotheses in this study are accepted or supported. more details can be seen in the following table.

**Table 6. Hypothesis Test Results**

<b>Hypothesis</b>	<b>Estimate</b>	<b>P Values</b>
<i>Work Stress Has a Positive Effect on Turnover Intention</i>	-0.282	0.000
<i>Work Stress Has a Negative Impact on Employee Engagement</i>	0.341	0.000
<i>Work Stress Has a Negative Impact on Job Satisfaction</i>	-0.573	0.000
<i>Employee Engagement Has a Negative Impact on Turnover Intention</i>	-0.184	0.001
<i>Job Satisfaction Has a Negative Impact on Turnover Intention</i>	-0.922	0.000
<i>Work Stress Has a Positive Effect on Turnover Intention as Measured by Employee Engagement</i>	-0.063	0.005
<i>Work Stress Has a Positive Effect on Turnover Intention, Mediated by Job Satisfaction</i>	0.529	0.000

Source: Data Processed, 2024

*H<sub>1</sub>: Work Stress has a positive influence on Turnover Intention*

The results of data analysis for hypothesis 1 was conducted with the aim of testing whether work stress has a positive impact on turnover intention. The results showed an estimated coefficient value of -0.282, which means that a decrease in work stress will increase turnover intention and, conversely, an increase in work stress will decrease turnover intention. These findings indicate that the hypothesis stating that work stress has a positive impact on turnover intention is not supported. The results of this study are not in line with previous research has shown that high stress levels can affect job satisfaction and organizational commitment, which ultimately increases the intention to leave the company (Sandoval-Reyes et al., 2021). Based on the findings of Muis et al (2021), work stress can cause emotional exhaustion, which is directly related to increased turnover intention. Employees who feel stressed are more likely to seek better job opportunities. Additionally, Galanti et al (2021) suggest that work-related stress can reduce job satisfaction, implying an increase in the intention to leave the job, as employees no longer feel connected to the organization. Previous research by Chen et al (2022) also found that prolonged stress can have a negative impact on employees' mental health, which can trigger the desire to leave the job. In a meta-analysis by Tett & Meyer (1993), it was found that work-related stress factors significantly influence turnover intention, confirming that stress is a primary predictor of the intention to leave.

*H<sub>2</sub>: Work Stress has a negative influence on Employee Engagement*

The results of data analysis for hypothesis 2 was conducted with the aim of testing whether work stress has a negative impact on employee engagement. The results showed an estimated coefficient value of 0.341, which means that an increase in work stress will increase employee engagement and, conversely, a decrease in work stress will decrease employee engagement. The positive regression coefficient value shows that the hypothesis that work stress has a negative impact on employee engagement is not proven. The findings of this study are not in line with previous research has shown that high stress can reduce employee motivation and commitment to their work (Ren et al., 2021). According to Dinh (2020), work stress can cause emotional exhaustion, making employees feel unable to contribute to their full potential, thereby reducing their engagement levels. Additionally, Wang et al (2021) found that stress can reduce job satisfaction, which directly impacts low engagement. Other research also confirms that employees experiencing stress tend to be less engaged in their work, as they feel overwhelmed and powerless (Galanti et al., 2021).

*H<sub>3</sub>: Work Stress has a negative influence on Job Satisfaction*

The results of data analysis for hypothesis 3 was conducted with the aim of testing whether work stress has a negative impact on job satisfaction. The results showed an estimated coefficient value of -0.573, which means that a decrease in work stress will increase job satisfaction and, conversely, an increase in work stress will decrease job satisfaction. The t-statistic value of 10.077 yields a p-value of  $0.000 < 0.05$ , meaning that the null hypothesis ( $H_0$ ) is accepted, confirming that the hypothesis that Work Stress has a negative impact on Job Satisfaction is proven. The findings of this study align with previous research has shown that when employees experience high levels of stress, they tend to feel dissatisfied with their jobs (Kurniawaty et al., 2019). Work stress can lead to emotional and physical exhaustion, which directly impacts job satisfaction (Dodanwala et al., 2023). Previous research conducted by Aruldoss et al (2021) also found that experiencing stress at work can reduce positive feelings associated with work, causing employees to feel disconnected from their tasks. Additionally, other studies have shown that employees who experience stress tend to have negative views of their work, leading to low levels of satisfaction (Siswanto et al., 2022).

#### *H<sub>4</sub>: Employee Engagement has a negative influence on Turnover Intention*

The results of data analysis for hypothesis 4 was conducted with the aim of testing whether Employee Engagement has a negative impact on Turnover Intention. The results showed an estimated coefficient value of -0.184, which means that a decrease in Employee Engagement will increase Turnover Intention and vice versa, an increase in Employee Engagement will decrease Turnover Intention. The t-statistic value of 3.109 yields a p-value of  $0.001 < 0.05$ , meaning that the null hypothesis ( $H_0$ ) is accepted, confirming that the hypothesis that Employee Engagement has a negative impact on Turnover Intention is proven. The findings of this study are supported by previous research indicates that employees who are satisfied with their jobs are more likely to remain with the organization (Al Sabei et al., 2020). Job satisfaction is closely linked to positive feelings toward work, which implies a reduction in the desire to seek other opportunities (Berber et al., 2022). Additionally, research by Tett & Meyer (1993) shows that employees with high levels of satisfaction tend to demonstrate greater commitment to the organization, thereby reducing the likelihood of them considering leaving. Furthermore, research conducted by Ofei et al (2023) also confirms that high job satisfaction is associated with low turnover intention, as employees who feel valued and satisfied tend to have stronger emotional bonds with the organization.

#### *H<sub>5</sub>: Job Satisfaction has a negative influence on Turnover Intention*

The results of data analysis for hypothesis 5 was conducted with the aim of testing whether job satisfaction has a negative impact on turnover intention. The results showed an estimated coefficient value of -0.922, which means that a decrease in job satisfaction will increase turnover intention and, conversely, an increase in job satisfaction will decrease turnover intention. The t-statistic value of 11.363 yields a p-value of  $0.000 < 0.05$ , meaning that the null hypothesis ( $H_0$ ) is accepted, confirming that the hypothesis that Job Satisfaction has a negative impact on Turnover Intention is proven. The findings of this study are also supported by previous research results indicates that employees who are satisfied with their jobs are more likely to remain with the organization (Al Sabei et al., 2020). Job satisfaction is closely linked to positive feelings toward work, which implies a reduction in the desire to seek other opportunities (Berber et al., 2022). Additionally, research by Tett & Meyer (1993) shows that employees with high levels of satisfaction tend to demonstrate greater commitment to the organization, thereby reducing the likelihood of them considering leaving. Furthermore, research conducted by Ofei et al (2023) also confirms that high job satisfaction is associated with low turnover intention, as employees who feel valued and satisfied tend to have stronger emotional bonds with the organization.

#### *H<sub>6</sub>: Employee Engagement as mediated has a positive influence Work Stress on Turnover Intention*

Hypothesis 6 was conducted with the aim of testing whether Work Stress has a positive impact on Turnover Intention as measured by Employee Engagement. The results showed an estimated coefficient value of -0.063, meaning that a decrease in Work Stress will increase Turnover Intention as measured by Employee Engagement, and conversely, an increase in Work Stress will decrease Turnover Intention as measured by Employee Engagement. The t-statistic value of 2.542 yields a p-value of  $0.005 < 0.05$ , meaning that the null hypothesis ( $H_0$ ) is accepted, indicating that the hypothesis that Work Stress has a positive impact on Turnover Intention mediated by Employee Engagement is not proven. The results of this study are inconsistent with previous research has shown that high job stress can reduce employee engagement levels, which in turn increases the intention to leave the job (Paramarta & Darmayanti, 2020). Work stress can lead to emotional exhaustion, which reduces employees' motivation and commitment to their work (Bawono & Singmin Johannes Lo, 2020). When employees feel stressed, they tend to be less engaged in their tasks, as found by Oliveira & Najnudel (2023), who showed that stress reduces emotional engagement. In this context, research conducted by Jaharuddin & Zainol (2019) found that low engagement is associated with increased turnover intention.

#### *H<sub>7</sub>: Job Satisfaction as mediated has a positive influence Work Stress on Turnover Intention*

Hypothesis 7 was conducted with the aim of testing whether work stress has a positive impact on turnover intention as measured by job satisfaction. The results showed an estimated coefficient value of 0.529, which means that an increase in work stress will increase turnover intention as measured by job satisfaction, and conversely, a decrease in work stress will decrease turnover intention as measured by job satisfaction. The t-statistic value of 6.229 yields a p-value of  $0.000 < 0.05$ , meaning that the null hypothesis ( $H_0$ ) is rejected and the alternative hypothesis ( $H_a$ ) is accepted. This confirms that the hypothesis that Work Stress has a positive impact on Turnover Intention mediated by Job Satisfaction is proven. The findings of this study are consistent with previous research has shown that high levels of work stress can reduce job satisfaction, which will lead to an increase in the intention to leave the job (Maharani & Tamara, 2024). The stress experienced by employees often causes fatigue and dissatisfaction with their work (Dodanwala et al., 2023). When employees feel stressed, they tend to experience a decline in job satisfaction, as revealed by Kurniawaty et al (2019), who showed that work stress can reduce positive feelings toward work. Additionally, Mawardi (2022) found that low job satisfaction is directly linked to increased turnover intention.

## **CONCLUSION**

Based on the results of research conducted to analyze the from the findings of the above study, the following conclusions can be drawn: Work Stress has not been proven to have a positive effect on turnover intention and has not been proven to have a negative effect on employee engagement. Furthermore, Work Stress has been proven to have a significant negative effect on job satisfaction. Meanwhile, Employee Engagement has been proven to have a negative effect on turnover intention, and Job Satisfaction has been proven to have a significant negative effect on turnover intention. Meanwhile, work stress was not found to have a positive effect on turnover intention mediated by employee engagement, and work stress was found to have a positive effect on turnover intention mediated by job satisfaction.

Turnover intention is influenced not only by the variables described above, namely work stress, employee engagement, and job satisfaction, but also by the demographic characteristics of respondents, such as their position in the workplace (staff, manager, partners) or length of service. An employee in a managerial position inherently experiences higher levels of work stress due to the greater scope of responsibilities assigned compared to staff members. On the other hand, a manager is likely to achieve higher job satisfaction through the recognition and appreciation received compared to staff members. Therefore, a recommendation for future research to develop a more robust model is to incorporate moderating variables such as position within the company as a moderating variable or the employee's tenure.

Furthermore, this study has limitations, including the variables used and the objects used in this study. Further research could add other variables such as job burnout (Salama et al., 2022). Job burnout is a condition of physical, emotional, and mental exhaustion caused by prolonged stress in the workplace (Bakker & de Vries, 2021). By incorporating this job burnout variable, future research can provide a comprehensive overview and approach that considers the influence of various factors affecting turnover intention, as well as how companies can utilize job burnout to create a better working environment for employees.

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