



Effect of Job Stress, Emotional Weakness and Job Satisfaction on Intention to Leave



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Abstract

This study used variable job stress, job satisfaction, job exhaustion and intention to leave. Aim to examine the effect of job stress variables on intention to leave, job satisfaction on intention to leave, emotional exhaustion on intention to leave. Strengthened on the basis of the theory of discrepancy theory, two-factor theory and continuance commitment. This study uses saturated sampling, which is a total sample of 48 employees operating at Matahari Department Store, Lipo Mall, Kuta Mall. The method of data collection uses interviewees and questionnaires with primary and secondary data sources. The results of the study using multiple linear regression analysis showed job stress has a positive effect on intention to leave, job satisfaction has a negative effect on intention to leave and emotional exhaustion has a positive effect on intention to leave.

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1. Introduction

Job satisfaction is something longed for every individual who has jobed (Churiyah, 2011). Lee & Liu (2006), report that job satisfaction and organizational commitment are negatively related to the intention to leave the organization. Job satisfaction has become an important part of human resource management. Identifying the factors that influence job satisfaction gives administrators and managers, the information needed as a basis for making intelligent decisions about interventions aimed at increasing employee job satisfaction (Lambert *et al.*, 2001).

An employee who is satisfied with his job will reduce the desire to leave the company (Nugroho, 2008). Ali *et al.*, (2010), defines as the employee's desire to leave the organization. A high level of job satisfaction lowers the level of employees who want to leave the job (Bayarcelik, 2016). Shields & Ward (2001), write that job dissatisfaction is the main factor that most influences Intention to leave on nurses, another factor is low salary, inflexible schedules (Coomber & Barricall, 2007; Hayes *et al.*, 2006). There are different opinions expressed by Utami *et al.*, (2006), stating

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that the desire to move is the desire of employees to look for other alternative job that has not been realized in the form of real action.

There are many factors that make individuals have the desire to leave their job place. According to Wijaya (2010); Mellor *et al.*, (2004); Moore (2002); Arnold *et al.*, (2010), these factors are job satisfaction, organizational commitment from employees, trust in the organization, job insecurity and job stress. The high level of desire to leave employees is dangerous for the company and it also reduces organizational efficiency and productivity (Joarder *et al.*, 2015).

Robbins (2001) defines stress as a dynamic condition in which individuals are faced with opportunities, constraints or requests related to what they want and whose results are considered to be uncertain and important. Stressors in a person are called stressors. Stress can be caused by the environment, organizations, and individuals themselves (Matteson & Ivancevich, 1999). Stress can be of two types, positive stress is called Eustress and negative stress is called Distress. This directly affects organizational performance. Stress in the job place occurs because of the increasingly modern human lifestyle (Dunham 2001; Landsbergis, 2003).

Emotional Exhaustion is considered a basic cause of burnout that shows the job stress of employees. (Van Jaarseld *et al.*, 2010). Emotional exhaustion is not a symptom of job pressure but is a result of job pressure that cannot be controlled and is a serious condition (Stanley, 2004). So, emotional exhaustion is a response to a pressing state of the job. Meanwhile, based on the perspective of the theory of learning, emotional exhaustion is the result of false expectations of rewards, results, and success. In this case, jobs put too high a standard of personal success that is difficult to achieve based on their abilities. Emotional exhaustion is an interesting issue because there are negative influences on the organization and employees (Tastan Boz, Ilknur *et al.*, 2014).

Intention to leave is the desire to leave the organization intentionally and consciously. Intention to leave must be addressed as an important human phenomenon and behavior in the life of the organization from an individual and social point of view, given that the level of desire to move employees will have a significant impact on the company and the individual concerned. Turnover is a serious problem in the field of Human Resource Management that is associated with high labor turnover (Kumar & Singh, 2014).

PT Matahari Department Store Tbk is a leading retail company in Indonesia that provides fashion, accessories, beauty, and household appliances at affordable prices. Sun has been present in Indonesia for almost six decades. At present, the Matahari Department Store is one of the subsidiaries of the Lippo Group. As of the first quarter of 2017, Matahari Department Store already has 151 outlets in more than 50 cities in Indonesia and one online store MatahariStore.com. At present there are quite a number of similar malls running their businesses in Bali, therefore Matahari Department Store must be able to survive in the face of global market competition, by always paying attention to the level of job satisfaction of its employees, in order to be able to provide maximum performance and service for its customers.

The results of observations and interviews with Matahari Department Store managers at Lippo Mall Kuta Branch showed that there were still many employees who did not job optimally, often absent and many employees who attended were not on time at the job. This indicates that there is low job satisfaction which results in the high desire of employees to leave the Matahari Department Store, Lippo Mall Kuta Branch. Sianipar & Haryati (2014), explain that signs of employee turnover intention are increased absenteeism, getting lazy to the job, increasing violations of the employee job order, increasing protests against superiors and positive behavior that is very different from usual. Signs of employee turnover intention can be seen from the number of events that come more than the specified job time and go home before job time ends.

Literature Review and Hypothesis Development

Job stress

Job stress is a tension condition that creates physical and psychological imbalances, which affect emotions, thought processes, and conditions of an employee (Rivai & Sagala, 2009). Job stress can reduce a person's physical condition at the job, increase psychological pressure at the job, and cause excessive fatigue. Structures are usually seen as a result of high job loads, the relationship between these constructs is complex (Gunov *et al.*, 2011). Understanding stress for individuals is any influence that interferes with one's mental and physical health (Wibowo, 2011). Stress is all problems or self-adjustment demands that can disrupt a person's balance (Maramis, 2005 in Candra, 2011). Stress is a reaction to situations that cause pressure, change, emotional tension, etc. (Sunaryo, 2004). In general, it can be said that stress is a pressure that can affect a person's physical and psychological condition where the pressure is a condition that can originate from within a person / personal factor, or from outside a person / outside environment (Cahyono, 2014).

Job Satisfaction

Job satisfaction is an important element from an organizational perspective, because leading to a higher organization of employee commitment and high commitment leads to the overall success of the organization and the development of organizational growth, in addition to the effectiveness and efficiency of the organization and the low intention of leaving the company. Job satisfaction is generally seen as a response to a particular job or some aspect of the job. Satisfied employees tend to remain more loyal to their organization. In general, when people are satisfied with their jobs, they tend to have positive attitudes related to their job (Kharim & Rehman, 2012; Aditya & Kusuma, 2019; Seethanaik, 2015).

Intention to Leave

Intention to leave is the process of leaving the company (Mosadeghrad, 2013). The desire of employees to leave the company is more or less determined based on their emotional attitude (Green *et al.*, 2013). According to Robbins & Judge (2008), Turnover is defined as voluntary (Voluntary) or involuntary (eg involuntary) withdrawal such as dismissal, layoffs, and death. The employee's decision to leave the organization is caused by two factors, namely because of the job at that time and the availability of other alternative jobs (Sari *et al.*, 2016). The intention to leave is when people make a decision to leave the organization, in other words, this is a change in the personal self of employees in the organization with a large-scale change in the organization (Aghae, 2012). In general, resign is resignation either voluntarily or forcibly by employees or superiors from an organization (Bayarcelik, 2016; Farrastama *et al.*, 2019; Kawiana *et al.*, 2018).

Emotional Exhaustion

Job performance and employee turnover as a result of emotional fatigue (Mulki *et al.*, 2006). Emotional exhaustion is an excessive emotional feeling and someone's emotional resources that have been used up are channeled by someone's contact with another individual. This shows that emotional exhaustion arises from contact with other people who drain their emotional resources. Based on the definition of fatigue that has been explained previously, emotional exhaustion is a state of decreased emotional resources flowed due to contact with other individuals (Alifandi, 2016).

Hypothesis

Job stress has a positive effect on Intention to leave

Job stress affects employees' intention to leave the job (Hasin, 2015). Grobler *et al.*, (2010), said leaving the company was a result of stress. There are many reasons that cause employees to voluntarily leave the company, one of the biggest factors is job stress (Mxenge *et al.*, 2014). Experience related to stress in the job place, makes employees want to quit (Ongori, 2007). Job stress has a negative effect on intention to quit (Rambut *et al.*, 2003).

Job satisfaction has a negative effect on Intention to leave

Job satisfaction influences employees' intention to leave their jobs (Hanafiah, 2015). The high level of job satisfaction has an effect on Intention to leave employees in an organization (Bayarcelik, 2016). There is a significant relationship between job satisfaction and intention to leave the company (Hasin, 2015). Aghaei *et al.*, (2012), found that Intention to leave is a tendency or intention of employees to quit their jobs voluntarily according to their own choice. The desire to leave is strongly influenced by job dissatisfaction, low levels of organizational commitment and high job stress caused by job managers (Firth, 2004). A negative relationship between job satisfaction and intention to leave a job is consistently confirmed in the original literature, as well as (Hacıoğlu *et al.*, 2009; Martini *et al.*, 2018; Kusumanegara *et al.*, 2018; Korry *et al.*, 2017). According to the research conducted, it was stated that employees with high levels of satisfaction did not consider changing their job; Instead, they continue to arrive at the job on time (Ünler *et al.*, 2014). An employee who is satisfied with his job will reduce the intention to leave the company (Nugroho, 2008). Shields & Ward (2001), write that job dissatisfaction is the main factor that most influences Intention to leave

on nurses. Foreman (2009), states in his research that job satisfaction is able to reduce the intention of employees to move from the company.

Emotional Exhaustion has a positive effect on Intention to leave

People who display emotional fatigue cannot emotionally devote themselves to their job (Tastan Boz, Ilknur *et al.*, 2014). Siswadi (2016), writes that emotional fatigue affects the desire of employees to leave the company. Kusriyani (2016), emotional fatigue has a positive effect on intention to leave. Churiyah (2011), emotional fatigue has a positive effect on intention to leave.

2. Materials and Methods

Data collection techniques in this study used questionnaire tools, where the questions in this questionnaire were changed in the form of statements, so as not to cause ambiguous meaning. Respondents will choose one of the answers provided, with alternative answers consisting of intervals worth 1 - 5. The results and interpretation of the discussion will be concluded and further research suggestions will be given. The scope of this research is to examine the effect of job stress, emotional fatigue, and job satisfaction on intention to leave employees of Matahari Department Store, Lippo Mall Kuta Branch.

The sampling technique used in this study is saturated sampling or census, where all members of the population are sampled. Saturated sampling is a sampling technique if all members of the population are used as samples. Because the population in this study is relatively small, with 48 operational employees jobing at Matahari Department Store, Lippo Mall Kuta Branch, all population members are sampled in the study.

3. Results and Discussions

T-test

The t-test is used to test whether or not the relationship of the independent variables of job stress, job satisfaction, emotional exhaustion to the dependent variable intention to leave.

Table 1
Result of t-test

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	11.297	2.533		4.460	.000
Job Stress	.208	.063	.317	3.302	.002
Job Satisfaction	-.310	.091	-.325	-3.389	.001
Emotional Exhaustion	.268	.077	.361	3.464	.001

Primary Data, 2019

In the job stress variable with a significance level of 95% ($\alpha = 0.05$) the significance number (P value) $0.002 < 0.05$, this means that job stress variables have a significant effect on intention to leave.

In the variable job satisfaction with a significance level of 95% ($\alpha = 0.05$) significance number (P value) $0.001 < 0.05$, this means that the variable job satisfaction has a significant effect on intention to leave.

In the emotional exhaustion variable with a significance level of 95% ($\alpha = 0.05$) the number of significance (P value) $0.001 < 0.05$, this means that the variable emotional exhaustion has a significant effect on intention to leave.

Based on the table above, the multiple linear regression equation is obtained as follows:

$$Y = 0,317X_1 - 0,325X_2 + 0,361X_3$$

The value of 0.317 on the job stress variable (X1) is positive. This means that the higher the level of job stress, the higher the intention to leave will be. And vice versa, the lower the level of job stress, the lower the intention to leave will be.

The value of -0.325 in the variable job satisfaction (X2) is negative, this means that the higher the level of job satisfaction, the intention to leave will be lower. Vice versa, if the lower level of job satisfaction then the intention to leave will increase.

The value of 0.361 on the emotional exhaustion (X3) variable is positive this means that the higher the emotional exhaustion, the higher the intention to leave. Likewise vice versa, the lower emotional exhaustion, the lower the intention to leave.

Test F

The F test is used to determine the relationship between the independent variable and the dependent variable. Does it really affect simultaneously (together) the dependent variable.

Table 2
Result of F Testing

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	467.920	3	155.973	181.115	.000 ^a
	Residual	37.892	44	.861		
	Total	505.812	47			

Primary Data, 2019

Coefficient of Determination

The coefficient of determination is done to see the existence of a perfect relationship or not, this is seen based on changes in the independent variable will be followed by the dependent variable in the same proportion. This test is seen from the results of the R square value, the coefficient of determination between 0 to 1. If the small R square value means the ability of independent variables to explain the dependent variable is limited, but if the value approaches 1 it means the independent variables give all information needed to predict the dependent variable (Gozali, 2005).

Table 3
Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
dimension0 1	.962 ^a	.925	.920	.928

Primary Data, 2019

In table 3 can be seen the adjusted R square value of 0.920, this means that the independent variable can be explained by the dependent variable by 92%, while the remainder is explained by other variables outside of the research.

Job stress on intention to leave

Based on the results of data analysis showed a significance value (P value) of 0.002 < 0.05 and a regression coefficient of 0.317. This means that the higher the job stress, the higher the intention to leave.

Based on these results, it can be concluded that H1 is accepted, namely:

"Job stress has a significant positive effect on the intention to leave employees of Matahari Department Store, Lipo branch, Kuta Mall"

This result is in line with previous findings. Job stress is a tension condition that creates physical and psychological imbalances, which affect emotions, thought processes, and conditions of an employee (Rivai & Sagala, 2009). Job stress affects employees' intention to leave job (Hasin, 2015). Based on the results of testing on the hypothesis, found

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a positive effect between job stress on intention to leave, which means H2 is accepted. The results of this study are supported by [Mxenge et al., \(2014\)](#), research which says that leaving the company is a result of stress. The study explained that job stress is one of the biggest factors that cause employees to voluntarily leave the company. The results of a similar study by [Ongori \(2007\)](#), also found that job stress had a positive and significant effect on the intention to leave employees. The results of this study mean that the increasing job stress of employees will be able to increase the intention of employees to leave the company, and vice versa, reduced job stress on employees will reduce the intention of employees to leave the company.

Job Satisfaction on Intention to leave

Based on the results of data analysis showed a significance value (P value) of $0.001 < 0.05$ and a regression coefficient of -0.325 . This means that the higher the job satisfaction, the lower the intention to leave.

Based on these results, it can be concluded that H₂ is accepted, namely:

"Job Satisfaction has a significant negative effect on the intention to leave employees of Matahari Department Store, Lipo branch, Kuta Mall"

This result is in line with previous findings. Job satisfaction is the employee's pleasant or unpleasant view of their job. These feelings will appear from the positive attitude of employees towards job and everything that is faced in the job environment ([Handoko, 2011](#)). Based on the results of testing on the hypothesis, found a negative effect between job satisfaction variables on intention to leave, which means that H5 is accepted. The results of this study are supported by [Hanafiah \(2015\)](#); [Bayarcelik \(2016\)](#); and [Hasin \(2015\)](#), which found that job satisfaction has a negative and significant effect on employees' intention to leave their jobs. An employee who is satisfied with his job will reduce his intention to leave the company.

A similar study conducted by [Aghaei et al., \(2012\)](#); [Firth \(2004\)](#); [Hacıoğlu et al., \(2009\)](#); [Nugroho \(2008\)](#); [Shields & ward \(2001\)](#) and [Foreman \(2009\)](#), found results that affect job satisfaction negative and significant towards intention to leave. Based on these results, it was found the implication that the more satisfied employees worked at Matahari Department Store, Lippo Mall Kuta Branch, the less the employee's intention to leave the organization. Vice versa, the more dissatisfied employee job at Matahari Department Store, Lippo Mall Kuta Branch, the higher the employee intention to leave the organization.

Emotional exhaustion effect on intention to leave

Based on the results of data analysis showed a significance value (P value) of $0.001 < 0.05$ and a regression coefficient of 0.361 . This means that the higher emotional exhaustion, the higher the intention to leave.

Based on these results, it can be concluded that H₃ is accepted, namely:

"Emotional Exhaustion has a significant positive effect on the intention to leave employees of Matahari Department Store, Lipo branch, Kuta Mall"

This result is in line with previous findings. Emotional fatigue is characterized by depletion of emotional resources, such as feeling frustrated, hopeless, sad, and helpless, depressed, irritable, irritable for no apparent reason. Emotional fatigue is a state of psychological imbalance in the body. Emotional fatigue is characterized by individual feelings such as excessive emotions and very tired. ([Kanten, 2015](#)). Emotional exhaustion can have a negative effect on the organization so that it will result in the desire to find job in other interests ([Cropanzano et al., 2003](#)). Based on the results of testing on the hypothesis, it was found a positive effect between the exhaustion emotional variable on intention to leave, which means that H4 is accepted. Emotional exhaustion can be bad for the organization and will result in the desire to find job elsewhere. The results of this study are supported by research conducted by [Ilknur et al., \(2014\)](#) and [Siswadi \(2016\)](#), who found results that emotional fatigue had an effect on the desire of employees to leave the company. People who display emotional fatigue cannot emotionally devote themselves to their job. Similar research conducted by [Kusriyani \(2016\)](#) and [Churiyah \(2011\)](#), also found that emotional fatigue had a positive effect on intention to leave.

Based on the results of the study found the implication that emotional exhaustion has a positive and significant effect on intention to leave employees of Matahari Department Store, Lippo Mall Kuta Branch. Emotional exhaustion which consists of burnout, depersonalization and a decrease in self-achievement in employees can increase emotional fatigue of employees of Matahari Department Store, Lippo Mall Kuta Branch. The higher the level of emotional fatigue that is felt by employees, the more it will increase the desire of employees to leave the organization.

4. Conclusion

The results showed that there was a positive and significant relationship between the variables of job stress, and emotional exhaustion on intention to leave, and there was a negative and significant relationship between job satisfaction and intention to leave. The implications of the results of the study are in accordance with the application of The Side-Bets Theory, in which this theory states that the relationship between employees and organizations is based on a contract of behavior that refers to the accumulation of investments valued by an employee. Accumulated investments are based on benefits and losses that employees will receive to remain or leave the organization associated with such as retirement, seniority, social status, and access to binding social net jobs. Where in this study the attitude to stay or leave the organization is influenced by several factors consisting of job stress, emotional exhaustion, and job satisfaction.

This study has implications for the Matahari Department Store Lippo Mall Kuta Branch as a consideration and evaluation of the causes of job stress and emotional exhaustion in order to increase employee job satisfaction which in turn will reduce the intention to leave employees of the Matahari Department Store Lippo Branch Kuta Mall. The management of Matahari Department Store, Lippo Mall Kuta Branch, in increasing employee job satisfaction and reducing the level of intention to leave employees should be able to see and consider the causes of job stress and emotional exhaustion because it can affect employee job satisfaction which later will reduce the intention to leave employees.

Conflict of interest statement and funding sources

The authors declared that they have no competing interest.

Statement of authorship

The authors have a responsibility for the conception and design of the study. The authors have approved the final article.

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