



WORK STRESS AND TURNOVER INTENTION: CHALLENGES OF NURSES IN THE PRIVATE HOSPITAL

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Abstract

The purpose of this study is to analyze the effect of work stress and work motivation on turnover intention, as well as the role of job satisfaction in mediating the effect of work stress and work motivation on turnover intention. The research location is in X Hospital in Denpasar City, Bali Province-Indonesia. The population in this study included 220 people with a total sample of 142 people. The sampling method used is Proportional Random Sampling. Data analysis was performed using Structural Equation Modeling (SEM) with the Partial Least Square (PLS) approach. The results showed that there is a positive and significant effect of job stress on turnover intention, while work motivation and job satisfaction had a negative and significant effect on turnover intention. The analysis also shows that the effect of job stress and work motivation on turnover intention is partially mediated by job satisfaction. The findings of this study imply that the management of the hospital needs to reduce the work stress of nurses and increase their work motivation and job satisfaction in order to reduce the level of turnover intention.

Keywords: job stress, work motivation, job satisfaction, turnover intention

INTRODUCTION

The rapid growth of business competition nowadays causes many companies to realize the importance of human resources (HR). It will determined the success in achieving company goals, where these goals will not be achieved if employees does not complete their job well. Along with the development of a company, various kinds of problems will arise related to human resources. One of the serious problems concerning on employee turnover intention. Abdillah (2012) states that turnover is the movement of workers leaving their place of work. Turnover intention is a condition where an employee has a conscious intention to find another job as an alternative in a different organization.

Turnover intention is the tendency of an employee's intention to quit his job voluntarily according to his own choice. The high rate of company turnover will have an impact on company revenues because turnover results in recruitment costs, training costs, and costs incurred to fill vacant positions within the company (Khan & Du, 2014). Turnover intention can occur due to the influence of several variables including work stress, work motivation, and job satisfaction (Saputra et al., 2014). Employees who feel high work stress will increase their desire to leave the company (Fong & Mahfar, 2013). Low employee motivation causes the employee's desire to leave the company increases (Qureshi et al., 2013). The low job satisfaction felt by employees also results in a higher turnover intention (Hanafiah, 2014).

Turnover intention also occurs at X Hospital in Denpasar City, Bali Province-Indonesia, where the turnover data can be seen in Table 1.

Table 1 Turnover Rate of Nurse In X Hospital in Denpasar City, Bali Province-Indonesia
(Year 2016-2019)

Year	Number of Initial Nurses (people)	Number of Nurses Left (people)	Number of Nurses Entered (people)	Number of Total Nurses (people)	Turnover Rate (%)
2016	226	27	11	219	7.2
2017	226	30	12	220	8.1
2018	210	40	20	219	9.3
2019	219	43	15	226	12.5

Source: Human Resource Department of X Hospital in Denpasar City,
Bali Province-Indonesia (2020)

Table 1 explains that the turnover rate at X Hospital is quite high every year, for the last 4 years the highest turnover occurred in 2019, amounting to 12.5 percent. The high turnover in 2019 occurred due to the employees' desire to leave as they were looking for other jobs outside the company. According to Gillies (1994: 294), employee turnover is said to be normal in the range of 5-10 percent per year, if higher than 10 percent per year will cause losses to the company.

Subsequent in-depth interviews conducted with ten nurses at X Hospital in Denpasar City, Bali Province-Indonesia identified that there are problems related to work stress, work motivation and job satisfaction, such as employees who feel pressured by assigned tasks, lack of enthusiasm at work, low salaries, lack of support from superiors at work, so that nurses often think about leaving and looking for other jobs. This phenomenon and series of problems gave a negative response, resulting in a high turnover rate at X Hospital in Denpasar City, Bali Province-Indonesia.

Based on the background previously described, the objectives of the research were: 1) to analyze the effect of work stress on job satisfaction of nurses; 2) to analyze the effect of work motivation on job satisfaction; 3) to analyze the effect of work stress on the turnover intention of nurses; 4) to analyze the effect of work motivation on the turnover intention of nurses; 5) to analyze the effect of job satisfaction on the turnover intention of nurses; 6) to analyze the role of job satisfaction as mediating the effect of work stress on the turnover intention of nurses; 7) to analyze the role of job satisfaction as mediating the effect of work motivation on the turnover intention of nurses.

There are two advantages in the research. Firstly, related to theoretical benefit where the results of this study are expected to contribute to the development of science and be used as a reference source for further research. Secondly, associated with practical benefit, where it is hoped that this research can be used as a basis for decision making when facing problems regarding turnover intention.

Mangkunegara (2017: 157) states that work stress is a feeling that presses or depressed experienced by employees in facing a job. Stress at a severe stage can make employees become sick or even resign (Manurung & Ratnawati, 2012). Job stress can be measured using eight indicators (Qureshi et al., 2013), which are 1) pressure at work, namely the feeling of depressed employees while doing work, 2) difficulties at work, namely feelings of difficulty while doing work, 3) nervous at work, namely the condition of employees who feel anxious when working in a company due to targets that must be met, 4) fatigue at work, namely the state of employees feeling tired when doing work in the company, 5) helping health when changing jobs, namely the employee's thoughts on the job that makes deteriorating health, 6) weak at work, namely the condition of employees who feel unable to complete their work, 7) emotional at

work, namely the condition of employees who cannot control their emotions at work, 8) unhappy at work, namely employees thoughts who feel that they do not find happiness at works.

Motivation is a process that explains the intensity of direction and persistence of efforts to achieve a goal (Robbins & Judge, 2017). Motivation questions how to direct the power and potential of subordinates to be willing to work together productively to achieve predetermined goals (Hasibuan, 2017: 150). Work motivation can be measured using eight indicators (Saleem et al., 2010), namely 1) consistent time for taking jobs, namely always on time to start a work, always finish the work on time 2) the work is very interesting, namely feeling of the work being done is interesting, 3) self-confidence, namely the belief that will succeed in completing work, 4) responsibility for the job, namely not to blame others for failing to complete work, 5) motivating mentors, namely feeling that they have a mentor or companion who can provide motivation, 6) showing best result, namely is trying to show the best results at work, 7) worrying about work, that is, keeping thinking about work even at home, 8) attending training, namely attending training to improve their skills.

Job satisfaction is a condition related to an emotional reaction from the perception of someone who has got the needs they wants from the job (Dizgah et al., 2012). According to Luthans (2012: 243) job satisfaction is very important in organizations, because it is a positive or pleasant emotional statement resulting from an assessment of work or work experience, job satisfaction will provide benefits to the organization. Job satisfaction can be measured using five indicators (Cekmecelioglu et al., 2012), consists of 1) the job itself, namely the job satisfaction that employees feel about the job they have, 2) salary, namely the amount of salary received by the employee should be appropriate, reasonable and proportional to the contribution of their work in the company, 3) promotion opportunity, namely employees have the opportunity to get a higher level of position in the company, 4) co-workers, namely the extent to which the roles of colleagues and superiors as experts who help in work, 5) supervision, namely the ability of superiors to provide technical assistance and behavioral support.

Wiguna & Surya (2017) said that turnover intention is an employee's intention to leave the company or work that is done consciously to find another job at a different company. According to Mobley (2011: 15) turnover intention is the result of an individual's evaluation of the continuation of his relationship with the company where he works but has not yet been realized in real action. Turnover intention can be measured using four indicators (Saeed et al., 2014), namely, 1) having thoughts of quitting 2) being active in looking for new job vacancies, 3) having the intention to look for a new job, 4) thinking about switching from a current job. The conceptual framework of this study can be seen at Figure 1.

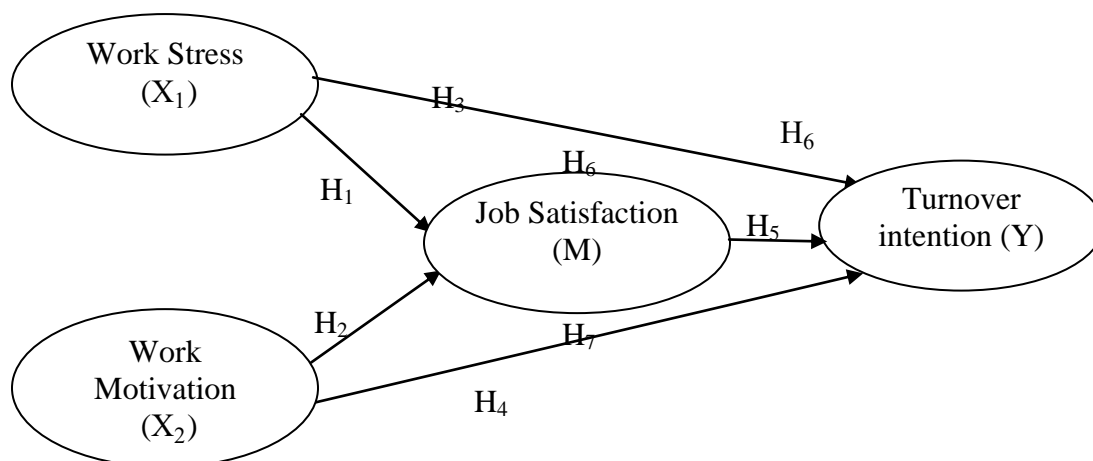


Figure 1: Conceptual Framework

Sources: Iqbal *et al.* (2014); Karambut (2012); Ariana & Riana (2016); Mansoor *et al.* (2011); Jehangir *et al.* (2011); Handara & Mujiati (2013); Kumar & Garg (2011); Kartika & Kaihatu (2010); Hakim & Sutrisno (2018); Parvaiz *et al.*, (2015); Ahmad *et al.*, (2012); Sajjad *et al.* (2013); Qureshi *et al.* (2013); Widiawati (2017); Abouraija & Othman (2017); Aydogdu & Asikgil (2011); Saeed *et al.*, (2014); Gunawan & Ulfai (2018); Chung *et al.* (2017); Jou *et al.* (2013); Chatzoglou *et al.* (2011); Syahgani & Widiartanto (2017); and Omolo & Oloko (2015).

The research conducted by Iqbal *et al.* (2014) state that job stress has a negative and significant effect on job satisfaction. These results are supported by Karambut (2012) and Ariana & Riana (2016) which states that work stress has a negative and significant effect on job satisfaction, the higher the job stress, the lower the job satisfaction is and vice versa. Similar research results by Mansoor *et al.* (2011) and Jehangir *et al.* (2011) which state that job stress has a negative and significant effect on job satisfaction.

H₁: Work stress has a negative and significant effect on job satisfaction

Handara & Mujiati (2013) in their research concluded that motivation has an important role in increasing employee job satisfaction. Motivation is also able to have a positive impact on employee job satisfaction, the more motivated employees, the higher the possibility of job satisfaction levels. This is supported by Kumar & Garg (2011), Kartika & Khaihatu (2010) which states that work motivation has a positive and significant effect on employee job satisfaction.

H₂: Work motivation has a positive and significant effect on job satisfaction

Too much stress can threaten a person's ability to cope with the environment. Hakim & Sutrisno (2018) stated that work stress has a positive and significant effect on turnover intention at PT. Infomedia Solusi Humanika-Malang, when the employee's work stress is getting bigger, it

will affect the intention to move from their workplace, the result is very disturbing performance stability which will multiply the perceived workload, thus implicating employee turnover due to excessive work stress. Parvaiz et al., (2015) stated that job stress has a positive and significant effect on turnover intention. This is consistent with Ahmad et al. (2012) which states that job stress has a positive and significant effect on turnover intention.

H₃: Job stress has a positive and significant effect on turnover intention

Research that has been conducted in the telecommunications sector in Pakistan has revealed that work motivation has a negative and significant effect on employees' desire to leave their place of work (Sajjad et al., 2013). The results of this study are also supported by Qureshi et al., (2013), Widiawati (2017) who state that work motivation has a negative and significant effect on turnover intention.

H₄: Work motivation has a negative and significant effect on turnover intention

Abouria & Othman (2017) state that job satisfaction has a negative and significant effect on turnover intention. Job satisfaction is related to a person's feelings or attitudes about the job itself, such as salary, promotion or education opportunities, supervision, co-workers, workload and others. The results of this study are supported by Aydogdu & Asikgil (2011), Saeed et al., (2014) which state that job satisfaction has a negative and significant effect on employee intention to resign.

H₅: Job satisfaction has a negative and significant effect on turnover intention

Gunawan & Ulfai (2018), Chung et al. (2017), and Jou et al. (2013) state that job stress has a positive and significant effect on turnover intention through job satisfaction as a mediation, meaning that the higher the level of work stress will decrease the level of job satisfaction which can increase the intention to move

H₆: Job satisfaction partially mediates the effect of work stress on turnover intention

Another study by Chatzoglou et al. (2011) on 213 accountants in Macedonia, Greece found the effect of intrinsic motivation on intention to leave through job satisfaction. Management must focus on increasing motivation, increasing the intrinsic motivation of an accountant will cause a decrease in intention to leave because an accountant feels satisfied with the salary and the job itself. This is also supported by Syahgani & Widiartanto (2017), Omollo & Oloko (2015) who prove that work motivation has a negative and significant effect on turnover intention through job satisfaction as mediation, meaning that if employee work motivation increases, job satisfaction will also increase so that desire employees to leave the company decreased.

H₇: Job satisfaction partially mediates the effect of work motivation on turnover intention

RESEARCH METHOD

This research used associative causality approach which aims to determine the influence between two or more variables. The research was conducted at the X Private Hospital in Denpasar City, Bali Province-Indonesia. The research object used is work stress (X_1), work motivation (X_2), job satisfaction (M) and turnover intention (Y). The sample in this study amounted to 142 people, all of whom were nurses at X Hospital in Denpasar City, Bali Province-Indonesia and the samples were taken using a proportional random sampling method. The data collection was done using a questionnaire which is comprises of close and open ended questions. Open ended questions used to collect data of nurses characteristics while close ended questions used to collect data related to respondent's perception about items of variables considered in this study. The questionnaire was distributed to the nurses at X Hospital in Denpasar City, Bali Province-Indonesia. Respondents' answers are measured using a Likert scale. The data analysis technique used is descriptive and inferential statistic analysis with variant-based Structural Equation Modeling with the Partial Least Square approach.

RESULTS AND DISCUSSION

The characteristics of the respondents in this study are shown in Table 2.

Table 2 Characteristic of Respondent

No	Characteristic	Category	Total	Percent
1	Age (years)	21 - 30	53	37.32
		31 - 40	75	52.81
		> 40	14	9.85
		Total	142	100
2	Gender	Male	43	30.28
		Female	99	69.71
		Total	142	100
3	Working periods (years)	1 - 5	62	43.66
		6 - 10	54	38.02
		11 - 15	14	9.85
		> 15	12	8.45
		Total	142	100
4	Education Background	Nurse Profession	27	19.01
		D3 Nursing Diploma	86	60.56
		Bachelor of Nurse	24	16.90

		D4 Nursing Diploma	5	3.52	Table 2...
Total			142	100	
5	Marital Status	Single	66	46.47	
		Married	76	53.52	
Total			142	100	
6	Job Position	Nurse	78	54.94	
		Professional nurse	21	14.79	
		Skilled nurse	43	30.33	
		Total	142	100	

Based on Table 2, it can be seen that the age characteristics of nurses at X Hospital in Denpasar City, Bali Province-Indonesia are mostly 31-40 years old, namely around 52.81 percent. Since the majority of respondents' age is early adulthood, this is a productive age where they are very motivated to do work according to their profession and are able to think critically in carrying out a task so that they are more aggressive in providing services because of self-motivation to increase performance in work. In addition, there are 99 female nurses or 69.71 percent, this is because women are compassionate, patient, caring and more sensitive to the feelings of others. Women tend to be described as symbols of tenderness and skill so that nurses act well on patients. Most of the respondents have a working period of between 1 and 5 years, as many as 62 people (43.66 percent). This condition can be an indication that X Hospital in Denpasar City, Bali Province-Indonesia has just recruited nurses because in the previous year many nurses had left the hospital, as has been described in the research background.

Judging from the latest education of nurses, most of them have D3 (associate study) nursing education, as many as 86 people (60.56 percent), this inform that the management recruits nurses with D3 nursing education as the initial requirement to work at X Hospital in Denpasar City, Bali Province-Indonesia. Based on marital status, there are 76 married nurses (53.52 percent). This indicates that the status of married nurses will be better able to reduce the occurrence of turnover because married nurses will make more considerations, especially with regard to their responsibilities towards the family. Based on the job position, there are 78 nurses (54.94 percent) who have nurse practitioners positions. This indicates that many nurses at X Hospital in Denpasar City, Bali Province-Indonesia are taking further education in order to increase their position and also to fulfill changes in increasing salary standards.

Validity and reliability tests were carried out to determine the validity and reliability of the answers given by the respondents. The results of the two tests, namely the validity and reliability tests, are shown in Table 3 and Table 4.

Table 3 Validity Test Result

No.	Variables	Indicators	Pearson correlation	Cut off	Explanation
1	Work Stress (X1)	X1.1	0.848	0.30	Valid
		X1.2	0.852	0.30	Valid
		X1.3	0.836	0.30	Valid
		X1.4	0.767	0.30	Valid
		X1.5	0.924	0.30	Valid
		X1.6	0.903	0.30	Valid
		X1.7	0.905	0.30	Valid
		X1.8	0.860	0.30	Valid
2	Work Motivation (X2)	X2.1	0.680	0.30	Valid
		X2.2	0.719	0.30	Valid
		X2.3	0.742	0.30	Valid
		X2.4	0.839	0.30	Valid
		X2.5	0.921	0.30	Valid
		X2.6	0.914	0.30	Valid
		X2.7	0.865	0.30	Valid
		X2.8	0.887	0.30	Valid
		X2.9	0.908	0.30	Valid
3	Job Satisfaction (M)	M1	0.797	0.30	Valid
		M2	0.939	0.30	Valid
		M3	0.938	0.30	Valid
		M4	0.939	0.30	Valid
		M5	0.931	0.30	Valid
4	Turnover intention (Y)	Y.1	0.907	0.30	Valid
		Y.2	0.918	0.30	Valid
		Y.3	0.812	0.30	Valid
		Y.4	0.931	0.30	Valid

Based on Table 3, it shows that all statement indicators in the variables of work stress, work motivation, job satisfaction and turnover intention have a product moment correlation coefficient of more than 0.3 so that all of these indicators have met the validity test requirements.

Table 4 Reliability Test Results

No.	Variables	Cronbach's Alpha	Cut off	Explanation
1	Work Stress (X1)	0.946	0.60	Reliable
2	Work Motivation (X2)	0.946	0.60	Reliable
3	Job Satisfaction (M)	0.947	0.60	Reliable
4	Turnover Intention (Y)	0.915	0.60	Reliable

Based on Table 4, it shows that the all research instruments, namely work stress, work motivation, job satisfaction and turnover intention, have a Cronbach's Alpha coefficient greater than 0.60 so that the research instrument is said to be reliable.

There are two stages in data analysis using SEM-PLS, namely 1) evaluation of the measurement model (outer model) and 2) evaluation of the structural model (inner model). The outer model or also known as the evaluation of the measurement model is carried out in order to measure the validity and reliability of the indicators of each latent variable used in the study. The evaluation of this model is carried out in three stages, namely 1) Convergent validity, 2) Discriminant validity, and 3) Composite reliability.

Convergent validity is a process carried out to determine the validity of indicators on the basis that indicators of latent variables should have high correlation with latent variables. To be able to determine the correlation of the latent variable indicator, it can be determined by looking at the outer loading value of each latent variable indicator used in this research model. The indicator can be said to be valid when the loading value that is owned is above the value of 0.70. Indicators that have an outer loading value above 0.7 and are said to be valid can be used to measure the value of the variable to be measured properly. However, for the development stage of the measurement scale a loading value above 0.5 is considered sufficient.

Table 5 Factor Loading

	Work Stress	Work Motivation	Job Satisfaction	Turnover intention
X1.1	0.883			
X1.2	0.797			
X1.3	0.873			
X1.4	0.858			
X1.5	0.826			

X1.6	0.921	
X1.7	0.913	
X1.8	0.890	
X2.1		0.765
X2.2		0.742
X2.3		0.735
X2.4		0.876
X2.5		0.901
X2.6		0.924
X2.7		0.902
X2.8		0.899
X2.9		0.921
M.1	0.791	
M.2	0.914	
M.3	0.935	
M.4	0.938	
M.5	0.925	
Y.1		0.907
Y.2		0.917
Y.3		0.818
Y.4		0.916

Table 5...

Based on Table 5, it can be seen that all outer loading values of the indicators on all latent variables are above 0.7 so the data in the study are valid.

Table 6 Average Variance Extracted

Variables	<i>Average Variance Extracted (AVE)</i>
Work Stress (X1)	0.759
Work Motivation (X2)	0.731
Job Satisfaction (M)	0.814
Turnover Intention (Y)	0.793

Based on Table 6, it can be seen that all AVE values are greater than 0.5. Thus it can be stated that the data in the study are valid.

Discriminant validity of the indicator reflexive measurement model is assessed based on the cross loading. The value of discriminant validity is greater than 0.5, so the latent variable has become a good comparison for the model. It can be seen in Table 7.

Table 7 Discriminant Validity

	Work Stress	Work Motivation	Job Satisfaction	Turnover Intention
Work Stress (X1)	0.871	-0.142	0.500	
Work Motivation (X2)	0.855		0.398	
Job Satisfaction (M)			0.902	
Turnover Intention (Y)	0.756	-0.468	-0.607	0.891

Based on Table 7, it can be seen that all the cross loading values for each indicator in each variable are greater than 0.5, thus it can be stated that the data in the study are valid.

Composite reliability is a group of indicators that measure a variable having a good composite reliability. Composite reliability measures the internal consistency and the value must be above 0.60 and the Cronbach alpha value is greater than 0.70 based on the Chin method.

Table 8 Composite Reliability Coefficient and Cronbach's Alpha

Variables	Cronbach's Alpha	Composite reliability
Work Stress (X1)	0.954	0.962
Work Motivation (X2)	0.954	0.960
Job Satisfaction (M)	0.943	0.956
Turnover Intention (Y)	0.912	0.939

Based on Table 8, it can be seen that all Cronbach's alpha values on each variable are greater than 0.7 and all composite reliability values are more than 0.6. Thus it can be stated that the data in the study are reliable.

Inner model or often referred to as structural model evaluation is carried out in order to find out how much the independent latent variable has a correlation with the dependent latent variable. The evaluation of this model is carried out in two stages, namely, 1) R-square (R^2) and 2) Q-square Predictive Relevance (Q^2)

R-square for the dependent construct R-square value can be used to evaluate the effect of predictors on each endogenous latent variable. R^2 results of 0.67, 0.33 and 0.19 for endogenous latent variables in the structural model indicate that the model is "good", "moderate", and "weak". The R-square value is used to later calculate the Q-square value which is a test of the goodness of fit model.

Table 9 R-Square Value of Endogenous Variables

Variables	R Square	R Square Adjusted
Job Satisfaction	0.359	0.350
Turnover intention	0.722	0.716

Based on Table 9, it is obtained that the R-square value for the variable work stress and work motivation on job satisfaction is 0.359 including moderate which shows that it has a large influence of $0.359 \times 100\% = 35.9$ percent. The R-square value for the variable work stress and work motivation on turnover intention is 0.722, including good which shows a large influence of $0.722 \times 100\% = 72.2$ percent

Inner model testing is done by looking at the Q-square value which is a test of the goodness of fit model. If the Q-square value is greater than 0 (zero), it shows that the model has a predictive relevance value. Meanwhile, if while the Q-square value is less than 0 (zero), it shows that the model has less predictive relevance. However, if the calculation results show that the Q-square value is more than 0 (zero), then the model deserves to be said to have a relevant predictive value.

The Q-square calculation can be seen as follows:

$$Q^2 = 1 - [(1-R_1^2) (1- R_2^2)]$$

$$Q^2 = 1 - [(1-0.359) (1-0.722)]$$

$$Q^2 = 1 - [(0.645) (0.278)]$$

$$Q^2 = 1 - (0.179)$$

$$Q^2 = 0.801$$

Based on the above calculations, the Q-square value is 0.801 more than 0 and close to 1, so it can be concluded that the model has a predictive relevance value or the model deserves to be said to have a relevant predictive value.

Figure 2 Inner Model

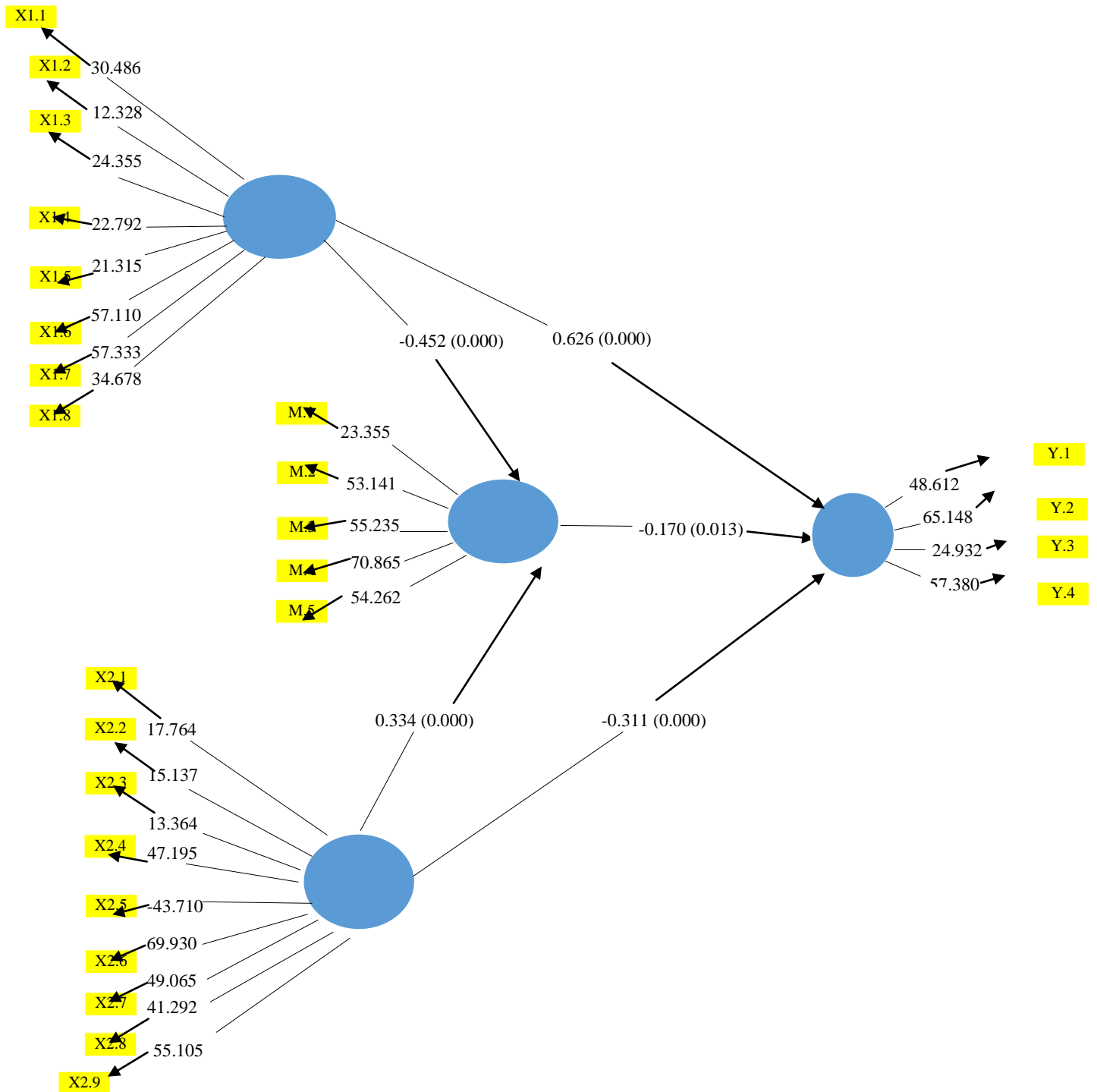


Table 10 Direct Effect Results

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Satisfaction -> Turnover Intention	-0.170	-0.166	0.068	2.518	0.013
Work Motivation -> Job Satisfaction	0.334	0.328	0.084	3.982	0.000
Work Motivation -> Turnover Intention	-0.311	-0.309	0.057	5.459	0.000
Work Stress -> Job Satisfaction	-0.452	-0.460	0.067	6.799	0.000
Work Stress -> Turnover Intention	0.626	0.629	0.057	11.064	0.000

Based on Table 10, it is obtained that the p-value and t statistic for each variable shows that the p-value of the work stress variable on job satisfaction is 0,000 which is compared with a significant value of 0.05. Because the p-value <significant (0.000 <0.05) with a negative beta value of 0.452 and a t-statistic value of 6.799 compared to the t-table of 1.656. Because the t-statistic value > p-value (6.799 > 1.656), it can be concluded that job stress has a negative and significant effect on job satisfaction. The p-value of the work motivation variable on job satisfaction is 0,000 which is compared with a significant value of 0.05. Because the p-value <significant (0.000 <0.05) with a positive beta value of 0.334 and a t-statistic value of 3.982 compared to the t-table of 1.656. Because the t-statistic value > p-value (3.982 > 1.656), it can be concluded that work motivation has a positive and significant effect on job satisfaction.

The p-value of the work stress variable on turnover intention is 0.000 which is compared to a significant value of 0.05. Because the p-value <significant (0.000 <0.05) with a positive beta value of 0.626 and a t-statistics value of 11.064 compared to the t-table of 1.656. Because the t-statistic value > p-value (11.064 > 1.656), it can be concluded that job stress has a positive and significant effect on turnover intention. The p-value of the work motivation variable on turnover intention is 0,000 which is compared with a significant value of 0.05. Because the p-value <significant (0.000 <0.05) with a negative beta value of 0.311 and a t-statistic value of 5.459 compared to the t-table of 1.656. Because the t-statistic value > p-value (5.459 > 1.656), it can be concluded that work motivation has a negative and significant effect on turnover intention. The p-value of the job satisfaction variable on

turnover intention is 0.013 which is compared to a significant value of 0.05. Because the p-value <significant (0.013 <0.05) with a negative beta value of 0.170 and a t-statistic value of 2.518 compared to the t-table of 1.656. Because the t-statistic value > p-value (2.518 > 1.656), it can be concluded that job satisfaction has a negative and significant effect on turnover intention.

Table 11 Indirect Effect Results

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P-Values
Work Stress -> Job Satisfaction	0.077	0.077	0.033	2.303	0.023
Turnover Intention					
Work Motivation -> Job Satisfaction	-0.057	-0.054	0.027	2.094	0.038
Turnover Intention					

Based on Table 11, it is obtained that the p-value and t statistic for each variable shows that the p-value of the work stress variable on turnover intention through job satisfaction is 0.023 which is compared with a significant value of 0.05. Because the p-value <significant (0.023 <0.05) with a positive beta value of 0.077 and a t-statistic value of 2.303 compared to the t-table of 1.656. Because the t-statistic value > p-value (2.303 > 1.656), it can be concluded that job satisfaction has a positive mediating role and a significant effect of job stress on turnover intention. The p-value of the work motivation variable on turnover intention through job satisfaction is 0.038 which is compared with a significant value of 0.05. Because the p-value <significant (0.038 <0.05) with a negative beta value of 0.057 and a statistical t value of 2.094 compared to the t-table of 1.656. Because the t-statistic value > p-value (2.094 > 1.656), it can be concluded that job satisfaction has a negative mediating role and a significant effect of work motivation on turnover intention.

The VAF test for job satisfaction mediates the effect of job stress on turnover intention. VAF is a measure of how much the mediating variable is able to absorb the direct effect that was previously significant from the model without mediation. VAF can be calculated by $(b \times c) / (a + b \times c)$. If the VAF value is above 80 percent, it indicates the role of Y1 as full mediation. Furthermore, if the VAF value is between 20 percent and 80 percent, it can be categorized as

partial mediation. However, if the VAF value is less than 20 percent, it can be explained that there is almost no mediating effect.

$$\begin{aligned} \text{VAF} &= (-0.452 \times 0.626) / (-0.170 + ((-0.452) \times 0.626)) \\ &= -0.282952 / -0.452952 \\ &= 0.625 \text{ or } 62.5 \text{ percent} \end{aligned}$$

Since the VAF value (62.5 percent) is more than 20 percent, it can be explained that there is a mediating effect of job satisfaction on the influence of work stress on turnover intention, so it can be concluded that job satisfaction has a partial mediating role.

The VAF test for job satisfaction mediates the effect of work motivation on turnover intention. VAF is a measure of how much the mediating variable is able to absorb the direct effect that was previously significant from the model without mediation. VAF can be calculated by $(b \times c) / (a + b \times c)$. If the VAF value is above 80 percent, it indicates the role of Y_1 as full mediation. Furthermore, if the VAF value is between 20 percent to 80 percent, it can be categorized as partial mediation. However, if the VAF value is less than 20 percent, it can be explained that there is almost no mediating effect.

$$\begin{aligned} \text{VAF} &= (0.334 \times -0.311) / (-0.170 + (0.334 \times (-0.311))) \\ &= -0.103874 / -0.273874 \\ &= 0.379 \text{ or } 37.9 \text{ percent} \end{aligned}$$

The VAF value of 37.9 percent is more than 20 percent, so it can be explained that there is a mediating effect of job satisfaction in the influence of work motivation on turnover intention, so it can be concluded that job satisfaction has a partial mediating role.

CONCLUSIONS AND SUGGESTIONS

The conclusions that can be drawn from this research are: first, job stress has a negative and significant effect on job satisfaction in Denpasar City, Bali Province-Indonesia. This means that if the nurse feels high work stress, the job satisfaction will decrease as well. Second, work motivation has a positive and significant effect on job satisfaction of nurses at X Hospital in Denpasar City, Bali Province-Indonesia. This means that if the work motivation is high, there will also be an increase in job satisfaction that is felt by nurses. Third, job stress has a positive and significant effect on the turnover intention of nurses at X Hospital in Denpasar City, Bali Province-Indonesia. This means that when nurses feel high work stress, the nurse's intention to leave their place of work will also increase. Fourth, work motivation has a negative and significant effect on the turnover intention of nurses at X Hospital in Denpasar City, Bali Province-Indonesia. This means that if the nurse has high work motivation, the nurse's intention to leave her job will decrease.

Fifth, job satisfaction has a negative and significant effect on the turnover intention of nurses at X Hospital in Denpasar City, Bali Province-Indonesia. This means that if the nurse feels high job satisfaction, the nurse's intention to leave the workplace will be low. Sixth, job satisfaction partially mediates the effect of job stress on the turnover intention of nurses at X Hospital in Denpasar City, Bali Province-Indonesia. This means that if nurses have a higher level of work stress, they tend to decrease their job satisfaction where will also result in an increasing the nurse's intention to leave their workplace. Seventh, job satisfaction partially mediates the effect of work motivation on the turnover intention of nurses at X Hospital in Denpasar City, Bali Province-Indonesia. This means that if nurses who have low work motivation tend to feel lower job satisfaction, this will increase the intention of nurses to leave their working place.

Suggestions that can be given to the management of X Hospital in Denpasar City, Bali Province-Indonesia are First, based on the results of descriptive analysis of work stress variables, the highest score was obtained on the statement "difficulty in work usually makes it difficult for me to sleep". Therefore the company is expected to be able to provide work demands that are appropriate or can be completed according to the agreed time and provide a workload that is in accordance with the capabilities and skills of employees. Second, based on the results of the descriptive analysis of the work motivation variable, the lowest score was obtained on the statement "I do not blame others but are responsible for my own mistakes". Therefore, the company should provide employee personality training related to their work. After being trained on their personality, employees will be more enthusiastic about working and earnestly giving the best for the company. Third, based on the results of descriptive analysis of the job satisfaction variable, the lowest score was obtained on the statement "I am satisfied with the financial compensation given by this hospital". Therefore, companies should formulate policies that really pay attention to job satisfaction, especially financial factors, namely the provision of salaries and allowances to match the level of education, length of work, work performance and skills. Fourth, based on the results of a descriptive analysis of the turnover intention variable, the highest score was obtained on the statement "I often think about changing my current job with another job". Therefore, the company should be able to manage time well and provide relevant targets so that employees do not feel overwhelmed by the various jobs that are given. In that way employees will feel comfortable and will increase loyalty to the company so that the turnover intention can gradually decrease. This research provides an overview to management about factors that affect employee turnover, future studies are expected to add other variables that also affect employee turnover.

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