WORK STRESS AS A MEDIATOR OF JOB DEMAND ON TURNOVER INTENTION

Sylvia Diana Purba ¹, Helena Winata ², Efendi ³
^{1,2,3} Atma Jaya Catholic University of Indonesia, Indonesia

ABSTRACT

High job demand can be a factor that increases work stress and decreases job satisfaction, that it is expected to increase employee turnover intention. This research conducted on 50 employees from a department store. The purpose of this study is to examine mediation of work stress and job satisfaction on the influence of job demand toward the employee's turnover intention. The result of this study cannot prove significantly the influence job demand toward turnover intention through the mediation effect of work stress. Job satisfaction can mediate the influence of job demand towards turnover intention. Other results found in this study show that there is an influence of job demand on turnover intention through the mediation of work stress and job satisfaction.

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

STRES KERJA YANG MEMEDIASI HUBUNGAN ANTARA TUNTUTAN PEKERJAAN TERHADAP INTENSI TURNOVER

ABSTRAK

Tuntutan pekerjaan yang tinggi dapat menjadi faktor yang meningkatkan stres kerja dan menurunkan kepuasan kerja, yang mana hal ini diharapkan dapat meningkatkan intensi turnover pada karyawan. Penelitian ini dilakukan kepada 50 karyawan yang bekerja pada sebuah departemen store. Penelitian ini bertujuan untuk menguji efek mediasi stres kerja dan kepuasan kerja pada pengaruh tuntutan pekerjaan terhadap intensi turnover karyawan. Hasil penelitian tidak dapat membuktikan pengaruh tuntutan pekerjaan terhadap intensi turnover melalui mediasi stres kerja. Kepuasan kerja dapat memediasi pengaruh tuntutan pekerjaan terhadap intensi turnover. Hasil lain yang ditemukan dalam penelitian menunjukkan terdapat pengaruh tuntutan pekerjaan terhadap intensi turnover melalui mediasi stres kerja dan kepuasan kerja.

Kata-kata kunci: tuntutan pekerjaan, stres kerja, kepuasan kerja, intensi turnover

Korespondensi: Dr. Sylvia Diana Purba. Unika Atma Jaya. Jl. Jend. Sudirman 51, Jakarta Selatan - 12930. Email: sylvia.purba@atmajaya.ac.id.

Submitted: March 2019, **Accepted:** September 2019, **Published:** September 2019

ISSN: 1412 - 3681 (printed), ISSN: 2442 - 4617 (online), Website: <http://journal.feb.unpad.ac.id/index.php/jbm>

INTRODUCTION

In the 2016 Global Retail Development Index (GRDI) report conducted by global consulting firm A.T. Kearney, Indonesia ranks fifth as one of the countries with the most potential retail business sector in the world. The growth of the retail sector in Indonesia can be seen by the increasing number of local and foreign retailers that accelerate their expansion in Indonesia. Several factors that make the retail sector grow and attract domestic and foreign investors are the population of Indonesia, which reach 256 million and the growth of middle-class society in Indonesia (Ben-Shabat, Kassack, Moriarty, Torres, 2016). One of the firm's strategies to be able to survive and compete with other retail companies is to empower and optimize human resources (HR) which enact an important role in improving the performance, success, and effectiveness of the company.

According to The Retail Workforce Study (2014), the retail sector is one sector that has a high absorption of labor compared to other sectors but also has a high turnover rate of employees. Various researches and existing literature indicate that employee turnover intention can not be separated from job satisfaction. According to Mobbley et al. (1979, in Holtom, Mitchell, Lee & Eberly (2008), the desire to leave the work and the firm is negatively related to job satisfaction. Many factors in work can lead to job satisfaction on employees, but there are also other factors that cause employee dissatisfaction. According to Azman et al (2009, in Aluculesei, Mahika, Radulescu & Nistoreanu (2015) one of the factors affecting job satisfaction

on employees is work stress. The higher the level of work stress, the higher the job dissatisfaction experienced by the employee and it increases the turnover intention. One of the factors associated with work stress is the job demands factor.

The general phenomenon that exists today, especially in the retail sector, is the increasing demand for employee work caused by the increasing competition in the retail sector. The latter condition increases management's expectations of employees especially in the sales division, to continuously improve the ability and expertise in providing services to customers so that the company can have a competitive advantage. When the department store is increasingly crowded, especially with the number of promotions and discounts held, then the demands on the salesperson to interact with customers is also increasing. This demand arises because department store employees, either clerk or cashier, need to make direct contact with customers. The sales attendant is expected to understand the needs and wants of the customer by greeting and be ready to serve the customers to get the goods desired in terms of color and size and to provide swift and responsive service, including in handling customer complaints.

Another demand for a job as a sales attendant is to stand up and move a lot. Their activities include serving one customer to another, moving from counter to the warehouse to find the desired goods, ushering customers to the changing room area, tidying up the goods, and other activities. The sales attendant is also responsible for avoiding loss

and damage to the goods. Crowded store conditions also often make a sales attendant increases his/her working hours that result in fatigue. In situations with job demands as such can cause work stress to employees, and reduce job satisfaction that can lead to employee turnover intention. Many studies agree that factors existed in work and individuals create vulnerabilities and characteristics that contribute to the stress process. When employees feel the demand of the work turned into a pressure that exceeds their ability to solve, then the employee will feel the excessive stress until finally thinking of quitting the organization (Robbins & Judge, 2013). Employees with excessive work stress can lead to voluntary turnover (Robbins & Judge, 2013).

LITERATURE REVIEW

Schaufeli & Bakker (2004) suggest that job demands lead to physical, psychological, social or organizational aspects of work that need physical and psychological support, and are therefore associated with certain physical or psychological costs such as work pressure, role overload, and emotional demands. According to Knight, Kim & Crutsinger (2006), employees working in the retail sector are potentially to be under stress as they try to meet the requirements and demands of managers, colleagues, and customers on an on-going basis.

Miche (2002, in Sampson & Akyeampong, 2014) proposes factors that cause stress, i.e., intrinsic factors of work performed, such as long working hours, excessive workload, time

pressures, difficult and complicated tasks, lack of rest time, lack of work variation and unsupportive working conditions. Besides, role conflicts, jobs with lack of promotion opportunities, lack of training and job security can also lead to stress, job dissatisfaction and have an impact on employee turnover intention.

Sampson & Akyeampong (2014) indicate that there are many studies which found that the demands placed by organizations can put pressure on employees, resulting in employees experiencing symptoms of stress and overwork (HSE, 2004). Job demands include exposure to several things, i.e., workload, work patterns, and work environment. For example, the number and complexity of work, shift work, deadlines and illogical targets (HSE, 2001). Lee & Wang (2002) also found that high levels of work stress experienced by employees are related to workload and responsibilities held by employees. In the hotel environment, it is described by shift work, fatigue caused by long working hours, uncertain shift schedules, insufficient rest time, high physical demands (manually lifting heavy objects and others) as well as mental and emotional demands (Wallace, 2003).

Sampson & Akyeampong research (2014) conducted on 296 hotel employees in Kumasi found seven main factors causing work stress on frontline employees, i.e. support, roles (complex, ambiguous and unclear role situations), work relationships (lack of social support, lack of understanding and manager support), job demands (when employees have to face too many tasks with what they can do), customers (direct interaction

with the customer), control (related to lack of control by employees and excessive supervision by supervisor) and salary (low salary compared to work done).

Other research, such as by Di Salvo et. al. (1995, in Sampson & Akyeampong, 2014) suggests that job-related stress arises from an imbalance between job demands and work environment with individual abilities. Ramires et. al. add other sources of stress in work, which are caused by work, which is difficult to manage, managerial responsibility, and having to deal with the customer. Ivancevch & Matteson (1980, in Sampson & Akyeampong, 2014) divide stressors or occupational stressors into four parts: physical environment, individual level (number of roles and career development), group level (based on relationships with others) and organizational level (organizational climate, structure, job design, and job characteristics that will lead to certain demand).

Another study has found that retail employees have low personal satisfaction (57%), and lifestyle changed to become less healthy (67%) since working in the retail sector (Aluculesei, Mahika, Radulescu & Nistoreanu, 2015). In addition, the results of the study found employees experienced signs and symptoms associated with work stress caused by job demands on shop employees. With a breakdown of 50% of employees experiencing headaches, 65.35% experiencing work-related tension, and 64.36% of employees cannot forget work-related concerns even after completing their shift work. While in association with activities as retail employees (dealing with money and working

with customers), as many as 12.8% feel anxiety when having to deal with money, and 34.65% employees feel fatigued when having to work with customers. The results are reinforced by Chiao's , Lu & Liu (2012) research through interviews stating that no employees who work in stores where the focus of questions is on the work experience of employees when doing their work, interacting with customers, and employee coping mechanism. The results found convenience store employees experienced some tension (physical, mental, and emotional) throughout their work shifts. Physical tension experienced due to their work tasks. Minimarket employees working full time, working time in one shift is 8 hours while their work tasks are divided into three, i.e. the tasks in the warehouse, behind the counter (operating the cash machine, processing payment notes, and making espresso drinks, warm the food in the microwave, placing customer packages), and outside the counter (keeping the shop clean and setting store environments, restocking goods, greeting customers). The task of restocking goods is a highly physically demanding activity, while mental and emotional tensions are often experienced by employees behind the counter. This arises from an unpleasant interaction with the buyer. Based on the findings of earlier research, the research hypothesis is formulated as follows:

H1: There is a significant influence of job demands on work stress of employees of a retail company

H7: There is a significant influence of job demands on turnover intentions with the mediation of

work stress of employees of a retail company

Work stress on Job Satisfaction

Azman et. al. (2009, in Aluculesei, Mahika, Radulescu & Nistoreanu, 2015) argue that work stress has a good influence on employees or management, and work stress is an important determinant on employee job satisfaction. Work stress can affect job satisfaction, there is a negative and significant relationship between work stress and job satisfaction (Fairbrother & Warn, 2003). The higher the level of work stress experienced by employees, the higher job dissatisfaction experienced by the employee and it increases turnover intention.

Ayu, Mukzam & Iqbal (2016) conducted a study on the influence of work stress (environment, organizational, and personal) on job satisfaction on 45 employees of the labor and transmigration service of Malang city. The results of hypothesis testing with the t-test found a negative and significant influence of work stress (environment, organizational, and personal) on job satisfaction. The significance value of job environment stress on job satisfaction is 0.002, the significance value of job organizational stress on job satisfaction is 0.041, and significance value of job personal stress on job satisfaction is 0.039. Based on the results of previous research, the research hypothesis formulated is as follows:

H4: There is a significant influence of work stress on job satisfaction of employees of a retail company

Work stress on Turnover Intention

Nazenin & Palupiningsyah (2014) researched 86 permanent employees of production department in Poliplas Makmur Santosa Ltd., Ungaran. Based on the results of the test, the significance value of work stress is (X1) $0.004 < 0.05$ indicates that the turnover intention is influenced by work stress, with indicators of the causes of stress coming from the physical, individuals, groups, and organization environments. Of the four indicators, the most influential one is physical environment. Besides, based on the test results, the significance value of job satisfaction is (X2) $0.013 < 0.05$, indicating that turnover intention is also influenced by job satisfaction with the indicator of the job itself, salary, promotion opportunities, supervision, and colleagues. Of the five indicators the most influential one is promotional opportunities. This happens because employees feel that they have not been satisfied with the promotion opportunities provided by the company.

Rismawan, Supartha & Yasa (2014) conducted a study to analyze the mediation role of organizational commitment on the influence of work stress and job satisfaction on employee turnover intention. The study was conducted on 79 respondents by taking 49 respondents from permanent employees and contract employees. The testing is carried out by PLS (Partial Least Square) method with smart PLS program. The results concluded that work stress positively and significantly influences turnover intention. The direct influence of work stress on turnover

intention has a coefficient of 0,345 and t-statistic 3.323, which is bigger than 1.960 (t table), hence it is concluded that employees who face excessive work stress continuously will feel a strong pressure to get out of that condition. Besides, job satisfaction results have a negative effect on outgoing intentions. The direct influence of job satisfaction on turnover intention with the coefficient of 0.311 and t-statistic 2.234 which is greater than 1.960 (t-table). Thus, employees who feel satisfied at work have a low turnover intention.

The findings of this study are in line with previous study by Layne et al. (2004, in Rismawan, Supartha & Yasa, 2014) concluding that there is a positive relationship between work stress and employee turnover intentions. The higher the level of stress experienced by employees, the higher their desire to quit the organization. Research conducted by Mitchell et al. (2000) suggests that work stress is the main cause of turnover intentions for employees.

Ogungbamila, Balogun, Ogungbamila & Oladele (2014) conducted research about work stress, emotional demands (emotional labor) and emotional intelligence on turnover intention on bank employees and health workers. The study was conducted on 149 bank employees and 121 health workers. Regression analysis found no relationship between work stress and turnover intention ($\beta = 0.03$, $p > 0.05$). The finding contradicts previous research, which found that work stress is positively related to turnover intention. The researchers assume that these findings are due to conditions where high level of unemployment is in place.

Hence every employee strives to stay with the current job because of difficulty in finding a new job (Adebayo & Ogunsina, 2011). Based on the results of previous research, the research hypothesis formulated is as follows:

H5: There is a significant influence of work stress on turnover intention of employees of a retail company

Job Satisfaction on Turnover Intention

Research by Salleh, Nair & Harun (2012) is conducted to 62 respondents who work in retail companies in Malaysia. The purpose of this study is to see the relationship between job satisfaction, organizational commitment, and turnover intentions. The findings in this study indicate that almost all dimensions of job satisfaction (except colleagues) have a negative relationship with turnover intention. Further analysis finds that these employees experienced dissatisfaction with salary, moderate satisfaction with promotion, co-workers, employment, and supervision. We also argue that employees were dissatisfied with the salary because the company offered unattractive salary and incentive that they only get annual bonus amounted to half of the employees' salaries, which is given equally to all employees and not based on employees' performance. While satisfaction is moderate on promotion factor because the retail sector generally has a slow promotion rate, the company has not created a career development program for the employees but still focused on business expansion. On co-worker factor, the company hired employees from various countries,

which created barriers in culture and language, and created an unpleasant work environment. For on the job factor, in the retail sector, especially the sales department, the scope of work seems monotonous, which could make employees bored at work. In addition, employees are also placed in the same department for a long period of time with a lack of training. On supervisory factors, firms apply leadership based on 51 positions and powers – directions and orders are transmitted from top to bottom with little empowerment, employees must obey the leader's instructions and cannot voice their dissatisfactions or opinions.

Duraisingam, Pidd & Roche (2009) conducted a study to analyze the effect of work stress and job satisfaction on turnover intention. The study was conducted to 1,345 social workers working on AOD treatment in Australia with the indicators of workload, autonomy, workplace support, remuneration, job satisfaction, and turnover intention. The result of analysis indicates that the most influencing factor to employee turnover intention is low job satisfaction, high work stress, low social support at workplace and negative attitude toward remuneration. Further, job demands on AOD workers cause stress, which affects low job satisfaction. Employees with high-stress levels also have high turnover intentions. Employees who report having low level of support in the workplace have low job satisfaction, as well as high level of work stress. Therefore, researchers suggest that interventions are needed to manage the stress level of employees, e.g. by minimizing job demands (workload) or by increasing the resources in work

to help employees in coping with stress. Rahmad (2015) conducted a study to understand the relationship between the level of job satisfaction and turnover intention among permanent employees of the factory department of Operations IV PUSRI Ltd. Palembang. The result shows that the correlation coefficient (r) is 0.289, with the coefficient of determination (R squared) of 0.083. Further, p values = 0.005 ($p < 0.01$) and the value of $t = -2.862$ in a simple regression test. This shows that the hypothesis is accepted. Therefore, there is a very significant relationship between the level of job satisfaction and turnover intention among employees of the factory department of Operation IV Pusri Ltd. Palembang. The lower job satisfaction, the higher turnover intention will be and vice versa. The magnitude of the influence of job satisfaction on turnover intention is 8.3%.

Booth & Hamer (2007) examine variables influencing employee turnover in the retail sector. This study uses case study method on major retail companies using data from annual employee surveys, shopkeeper characteristics, and internal employee turnover data from every retail company in the UK. Based on the findings, the level of job satisfaction experienced by employees is significant in estimating employee turnover. Employees are considered to experience job satisfaction when their work suits their needs and interests and when working conditions and rewards (e.g., salary) are satisfactory, and when they like their co-workers (Daft, 2003). Researchers assume employees who feel their work cannot meet their needs, do not like their current working conditions,

and then the employee will have a tendency to quit their job. These results are consistent with previous studies that found a negative association between voluntary turnover and job satisfaction (Arnold & Feldman, 1982; Griffeth et al, 2000 in Booth & Hamer, 2007).

Waspodo, Handayani, Paramita (2013) research conducted on 98 employees working in Unitex Ltd. on the subject of job satisfaction and work stress on turnover intention. The result of the research indicates that there is a negative influence of job satisfaction on employee turnover intention with 23% influence value; there is positive association between work stress and employee turnover intention with an influence value of 36%.

Several previous studies also support the findings of Luthans (2006), revealing a negative association between job satisfaction and employee turnover intention. Foon et al., (2010) indicate a negative association between job satisfaction and employee intentions. The higher the job satisfaction perceived by employees, the lower the desire to quit the organization. On contrary, the lower the satisfaction perceived, the higher employees' desire to quit the organization (Rismawan, Supartha & Yasa, 2014). Based on the results of previous research, the research hypothesis is formulated as follows:

H6: There is an influence of job satisfaction on the turnover intention of employees of a retail company

H9: There is an influence of job demands on turnover intentions with the mediation of work stressed

and job satisfaction of employees of a retail company

Conceptual Hypothesis

H1: There is an influence of job demands on work the stress of employees of a retail company

H2: There is an influence of job demands on the job satisfaction of employees of a retail company

H3: There is an influence of job demand on turnover intentions of employees of a retail company

H4: There is an influence of work stress on the job satisfaction of employees of a retail company

H5: There is an influence of work stress on turnover intention of employees of a retail company

H6: There is an influence of job satisfaction on the turnover intention of employees of a retail company

H7: There is an influence of job demands on turnover intentions with the mediation of work stress of employees of a retail company

H8: There is an influence of job demands on turnover intentions with the mediation of job satisfaction of employees of a retail company

H9: There is an influence of job demands on turnover intentions with the mediation of work stress and job satisfaction of employees of a retail company

Research model

This study will examine the model that addresses the issues raised in the background of the study.

This model will test the effect of job demands on

turnover intentions with the mediated by work stress and job satisfaction.

Figure 1. Research Model

METHODS

Population and Sample

The population in this study are employees of a department store located in South Jakarta that amounted to 98 employees who work as saleswomen. In the calculation using Slovin formula, the sample needed in this study is 50 employees. The sampling technique utilized in this research is convenient sampling, which is a sampling technique based on element availability and ease of approach.

Data and Measurements

The data in this research is obtained by administering questionnaires to the respondents. The measure uses the Likert scale of 1 to 5, representing the respond of strongly disagree to strongly agree.

Operational Definition

Job demands are factors in one's work related to physical, social, or organizational aspects of a job that requires physical or mental effort to comply. Measurement of the scale of job demands was developed by Rothmann & Jackson (2005) in The Job Demands-Resources Scale (JDRS) and the Copenhagen Psychosocial Questionnaire

(COPSOQ) research instruments. Indicators used to measure job demands in this study are task demands, interpersonal demands, and role demands.

Work stress is the occurrence of negative emotions caused by demanding situations and conditions at work, wherein they can be fear, anger, guilt, grief, and jealousy (Buunk et al 1998 in deJonge & Dormann, 2003). Indicators of work stress used are physical symptoms, emotional symptoms, and behavioral symptoms (Beehr and Newman, 1978).

Job Satisfaction is a pleasant or unpleasant employee emotional state in which employees view their work. In this study, job satisfaction is measured based on the theory put forward by Colquitt, LePine, Wesson (2009), wherein job satisfaction is divided into five dimensions: salary, co-workers, promotion, boss, and work itself.

Turnover intention is the employee's interest in a specific behavior which in this case, exits or changes jobs (Holtom, Mitchell, Lee & Eberly, 2008). The measurement of turnover intention uses an instrument developed from Mobbley et. al. (1979) in Holtom, Mitchell, Lee & Eberly (2008), i.e. intention to quit, desire to seek and desire to get quit.

RESULTS AND DISCUSSION

Data analysis

To analyze the data, the researchers use SPSS for Windows 22.0 using macros and templates from Preacher & Hayes (2013). Some tests were conducted to get an overview of the influence of

each dependent variable on independent variable and to examine the mediating effects of the variables in the research model. A validity test was conducted on 30 respondents in the preliminary survey. After testing the validity and reliability of the Cronbach Alpha test, some invalid statements were eliminated from the research questionnaire.

Description of Respondents

Based on the age of the respondents, there were 15 respondents (30%) who were under 25 years old, 20 respondents (40%) aged 25-30 years, 11 respondents aged over 30 years - 35 years, and 4 respondents (8%) aged over 35 years. The majority of respondents are female, i.e., 82%. Based on marital status, 18 (36%) respondents surveyed were not married, 32 respondents (64%) were married. The majority of respondents (90%) have a high school as their latest education level. Based on the length of work, 13 respondents (26%) have worked in the company for less than 1 year, 17 respondents (34%) between 1 - 3 years, 7 respondents (14%) for 4 - 6 years, and 13 respondents (26%) for more than 7 years. All employees who became respondents in this research work as saleswomen.

Based on mean score calculation, the retail company's employee judged the perceived job demands to be very high with an overall mean score of 4.37, work stress level experienced by employees was high with an overall mean score of 3.58, job satisfaction was moderate with an overall mean score of 3.30, and turnover intention was moderate with an overall mean score of 3.32.

Results of Hypothesis Test

Hypothesis testing was performed using SPSS v 22 and macro hayes 2013; model 6; Y = Turnover Intention; X = Job Demands; M1 = Work stress; and M2 = Job Satisfaction. The following test results are presented in Table 1 and Table 2.

Table 1. Model Test Results

Model Summary of Work Stress Outcome						
R	R-sq	MSE	F	df1	df2	p
0.52	0.27	94.1	18.3	1.00	48.0	0.00
60	66	344	570	00	000	01
Model Summary of Job Satisfaction Outcome						
R	R-sq	MSE	F	df1	df2	p
0.77	0.60	30.4	35.5	2.00	47.0	0.00
59	20	280	429	00	000	00
Model Summary of Turnover Intention Outcome						
R	R-sq	MSE	F	df1	df2	p
0.90	0.81	3.00	67.0	3.00	46.0	0.00
21	38	42	040	00	000	00

Source: Processed Data (2016)

The following is the result of the hypothesis test.

Table 2. Results of Hypothesis Tests

Descrip tion	coef f	se	T	P	LL CI	UL CI
Work Stress Outcome						
Job	1.18	0.27	4.28	0.00	0.62	1.73
Deman d	35	62	45	01	81	89
Job Satisfaction Outcome						
Work	-	0.08	-	0.00	-	-
stress	0.41	21	5.09	00	0.58	0.25
	84		84		35	33
Job	-	0.18	-	0.00	-	-
Deman	0.55	47	3.02	40	0.93	0.18
d	94		97		09	80
Turnover Intention Outcome						
Work	0.07	0.03	2.42	0.01	0.01	0.14
stress	80	21	72	92	33	27
Job	-	0.04	-	0.00	-	-
Satisfac	0.19	58	4.23	01	0.28	0.10
tion	39		16		62	17
Job	0.29	0.06	4.68	0.00	0.16	0.42
Deman	74	34	84	00	97	51
d						

Source: Processed Data (2016)

The results in Table 2 show that hypotheses 1, 2, 3, 4, 5, and 6 are significant. In hypothesis 1, there is a significant positive effect of job demand on work stress, indicated by $p < 0.05$ which is 0.000. In hypothesis 2, there is a significant influence of job demand on job satisfaction, indicated by $p < 0.05$ which is 0.0040. In hypothesis 3, there is a significant influence of the job demand on turnover intention, indicated by $p < 0.05$ which is 0.0000. In hypothesis 4, there is a significant influence of work stress on job satisfaction, indicated by p

< 0.05 which is 0.0000. In hypothesis 5, there is an influence of work stress on turnover intention, indicated by $p < 0.05$ which is 0.0192. Similarly, in hypothesis 6, there is an influence of job satisfaction on turnover intention, indicated by $p < 0.05$, which is 0.0001.

Table 3. The Direct Influence of Job Demand on Turnover Intention

Variable	Coeff	Se	t	P
Job demand	0.2974	0.0634	4.6884	0.0000

Source: Processed Data (2016)

Table 3 indicates the direct influence of the independent variable, i.e. job demand on the dependent variable, i.e. turnover intention. From the results, the researchers conclude that there is a significant direct influence of job demand on turnover intention, indicated by $p < 0.05$, which is 0.0000.

Table 4 shows the results of the indirect effect of job demand on turnover intention through work stress variables and job satisfaction. Based on the results in the table it is found that hypothesis 7 is rejected, work stress does not mediate the influence of job demand on turnover intention. It can be seen from the value of LLCI = -0.0093 and ULCI = 0.2150 in which there is a zero between LLCI and ULCI. Hypotheses 8 and 9 are accepted, which means work stress and job satisfaction can mediate the effect of job demand on turnover intention with the size of influence of 0.0960, and job satisfaction can mediate the effect of job demand on turnover intention with the size of influence of 0.1085.

Based on these results, the total influence (combined direct and indirect influence) on job demands and turnover intention is 0.5943, with the direct influence of 0.2974 and the indirect influence of 0.2968. The amount of indirect influence is smaller than direct influence. Based on the above explanation, work stress and job satisfaction can be regarded as partial mediators on the influence of job demands on turnover intention of the employee of a retail company.

Table 4. The Indirect Influence of Job demand on Turnover Intention

Variable	Coeff	BootL LCI	BootU LCI
Job demand -> 3 Work stress -> 3 Turnover Intention	0.092	-0.0093	0.2150
Job demand -> 0 Work stress -> Job Satisfaction -> Turnover Intention	0.096	0.0311	0.1830
Job demand -> Job Satisfaction -> 5 Turnover Intention	0.108	0.0298	0.2082
TOTAL 8	0.296	0.1971	0.4085

Source: Processed Data (2016)

From the research results, it is found that job demand has an influence on turnover intention through the mediation of work stress and job satisfaction. The results of this study show the job demand for salesperson, related to the many tasks and responsibilities in work and working under

pressure, often cause stress for employees. The duties and responsibilities of these employees when preparing to open the store are as follows: employees are in charge to check the stock on the counter, to fill the goods supply card to control goods from loss, to check if the display label is in accordance with the price of goods, to find out which goods are well sold and which are not, and removing goods from the warehouse. When the store is opened, the employee is tasked with removing items from the warehouse to the counter, displaying the merchandise, re-assembling the customer's messed goods, checking the condition of the goods, and watching the suspicious customer. Then when the store closes, employees do not immediately go home, but still have the responsibility to re-check the physical stock of goods, cleaning shop, smoothing displayed items, closing the counter, and checking the fitting room and other rooms to ensure the condition of the store is safe and no one left.

Besides, there are tasks and responsibilities to maximize the department store's sales target, especially during national holidays (such as Eid Al-Fitr, Christmas, New Year, and Chinese New Year), which increase their job demand compared to sales on weekdays. In addition, another thing that can become a job demand as a salesperson is working in condition that require clerk to stand up and move a lot (from one customer to another customer, from the counter to the warehouse to find the goods desired by customers, frequently taking customers to the changing rooms) during work time. Crowded store conditions require salespeople

to become more alert in keeping an eye on the store to avoid loss and damage to goods, and to often tidy-up display items. Crowded store conditions also often make a salesperson increase his/her working hours.

When job demand exceeds employee's skills, needs, desires, and resources, these demands can lead to work stress on employees (Awang et al, 2013). These findings are in line with Nazenin & Palupiningsyah (2014) and Rismawan, Supartha & Yasa (2014) studies in which work stress has a positive and significant influence on turnover intention. Employees who continuously face excessive work stress feel a strong pressure to exit from that condition. Therefore, the higher stress experienced by employees will tend to increase their desire to quit the organization.

This study also found no significant influence of job demand on turnover intention through the mediation of work stress. These results can delineate that high job demand and work stress are not enough to bring up employee turnover intention. These findings are supported by Ogungbamila, Balogun, Ogungbamila & Oladele (2014) study which found no association between work stress and turnover intentions in which the researchers assumed these findings were due to conditions of high unemployment rate, hence every employee strives to stay with his/ her current job because of the difficulty to find a new job.

There is also a significant influence of job demand on turnover intention through the mediation of job satisfaction. Moreover, there is a significant influence of job demand on turnover

intention through the mediation of work stress and job satisfaction, which indicates that job demand on employees can lead to stress that impacts low job satisfaction. Employees with high-stress levels also have high turnover intention. Employees who report having low levels of support in the workplace, have low job satisfaction, and high level of work stress. This result is in line with Awang, Amir & Osman (2013) which found that when employees' job satisfaction is high, turnover intentions decline. Conversely, when work stress is high, the employees' desire to quit the job is also high. Therefore, the higher the level of work stress, the higher the job dissatisfaction, and the higher the turnover intention experienced by the employees, in which one of the factors that create work stress that is job demand.

CONCLUSION

The retail company's employees who work as salespeople perceive the demand for their work as very high, while work stress is perceived as high. Although job demands and work stress are high, job satisfaction and turnover intentions are relatively moderate. After conducting hypothesis testing, there is a significant positive influence of job demand on work stress, job demand on turnover intention, and work stress on turnover intention. On the contrary, there are significant negative influences of job demand on job satisfaction, work stress on job satisfaction, and job satisfaction on turnover intention.

Further there is no influence of job demand on turnover intention through the mediation of

work stress. There is an influence of job demand on turnover intention through the mediation of job satisfaction. There is an influence of job demand on turnover intention through work stress and job satisfaction. Lastly, the direct influence of job demand on turnover intention is stronger than through the mediation of work stress and job satisfaction.

The study found that employees perceive the job demands as high, in which there are tasks that should be done by other departments. For example, the tasks of cleaning the shop can be handled to the cleaning service. Besides, the company can increase the number of employees or salesperson before the national holiday or before the event that makes the store becomes crowded, for example by using apprentices. The company also needs to pay more attention to things that can reduce employee stress, such as by creating a comfortable and harmonious working atmosphere to reduce tension among employees. Meanwhile, to increase job satisfaction, the company can conduct a study on things that can improve employee satisfaction, as well as things that can be prioritized, such as promotions, rewards, or bonuses for employees who have ability and high performance. Moreover, providing training that can improve the ability of employees to meet the demand of work and inviting the superordinate to support and communicate well with his/ her subordinates.

Based on these results, job demand can explain 27.66% of the variable of work stress, and the rest 72.34% of employee work stress can be explained by other variables outside the research model.

Therefore, it is required to conduct further research using the other dimensions of job demand, which can explain work stress in the retail sector.

REFERENCES

- Aamodt, M.G. (2004). *Applied Industrial / Organizational Psychology* 4th Edition. USA: Thomson South West.
- Al-Homayan, A., Shamsudin, F. M., Subramaniam, C., & Islam, R. (2013). Impacts of job demands on nurses' performance working in public hospitals. *American Journal of Applied Sciences*, 10(9), 1050-1060.
- Australian Workforce and Productivity Agency in association with Service Skills Australia. (2014). *The Retail Workforce Study*.
- Awang, Amran., Amir, Abdul Razak., & Osman, Wirda. (2013). Job behavioral factors and turnover intention: A case study at Sime Darby Property Limited. *Management Journal* Vol 2 Issue 6 Nov-Dec 2013.
- Ayu, Cynthia P., Mukzam, M. Djudi, & Iqbal, Mohammad. (2016). Pengaruh stres kerja lingkungan, organisasional, dan personal terhadap kepuasan kerja: Studi pada karyawan dinas ketenagakerjaan dan transmigrasi kota Malang. *Jurnal Administrasi Bisnis* Vol 34 No 1, 104-113
- Babakus, E., Yavas, U., & Ashill, N. J. (2009). The role of customer orientation as a moderator of the job demand-burnout-performance relationship: A surface-level trait perspective. *Journal of Retailing*, 85(4), 480-492.
- Bakker, A. B., Demerouti, E., & Verbeke, W. (2004). Using the job demand-resources model to predict burnout and performance. *Human Resource Management*, 43(1), 83-104.
- Bakker, Arnold B., Demerouti, E., & Sanz-Vergel, Ana Isabel. (2014). Burnout and work engagement: The JD-R approach. *The Annual Review of Organizational Psychology and Organizational Behavior*.
- Ben-Shabat, Kassack, Moriarty, Torres, 2016. *The 2016 Global Retail Development Index: Global Retail Expansion at a Crossroads*. A.T Kearney.
- Beutell, N. J. (2010). Work schedule, work schedule control and satisfaction in relation to work-family conflict, work-family synergy, and domain satisfaction. *Career Development International*, 15(5), 501-518.
- Booth, S., & Hammer, K. (2007). Labour turnover in the retail industry. *International Journal of Retail and Distribution Management*, 35(4).

- Chiao, Lu & Liu. (2012). First Come, First Served: Enhancing the Convenience Store Service Experience. *auSMT Vol. 2 No. 3* (2012).
- Colquitt, Jason A., LePine, Jeffrey A., and Wesson, Michael J. (2009). *Organizational Behavior*. Singapore : McGraw-Hill International Edition.
- Demerouti, E., & Bakker, A. B. (2011). The job demands-resources model: Challenges for future research. *SA Journal of Industrial Psychology*, 37(2), 1-9.
- De Braine, Roslyn & Roodt, Gert. (2011). The Job Demands-Resources Model as Predictor of work identity and work engagement: A Comparative Analysis. *SA Journal of Industrial Psychology vol 37 no 2*
- De Jonge, J., Dormann, C. (2003). The DISC Model : Demand induced strain compensation mechanism in job stress.
- Duraisingam, Vinita., Pidd, Ken., & Roche, Ann.M. (2009). The Impact of Work Stress and Job Satisfaction on Turnover Intentions: A Study of Australian Specialist Alcohol and Other Drug Workers. *Drugs: education, prevention and policy*, June 2009; 16(3): 217–231.
- Fairbrother, Kerry dan Warn, James. 2003. Workplace Dimensions, Stress and Job Satisfaction. *Journal of Managerial Psychology*, Vol.18, No.1, pp. 821-831.
- Firth, L., Mellor, D. J., Moore, K. A., & Loquet, C. (2004). How can managers reduce employee intention to quit? *Journal of Managerial Psychology*, 19(1), 170-187.
- Foon, Yeoh Sok; Leong, Lim Chee; Osman, Syuhaily. 2010. An Exploratory Study on Turnover Intention Among Private Sector Employees. *International Journal of Business and Management*, Vol.5, No.8.
- Gibson, James L. Gibson., Ivancevich, John M., Donnelly, James, H., & Konopaske, Robert. (2012). *Organizational behavior structure process* 14th edition. McGraw-Hill Higher Education
- Greenberg, J & Baron, Robert A. (2003). *Behavior in Organizations*. New Jersey : Pearson Education, Inc.
- Ghozali, I. (2001). *Aplikasi Analisis Multivariate dengan Aplikasi SPSS*. Semarang: Badan Penerbit Universitas Diponegoro.
- Hayes, A.F. 2013. *Introduction To Mediation, Moderation, And Conditional Process Analysis A Regression – Based Approach (Series Editor's Notes by Little, D.T)*. New York: The Guilford Press.
- Holtom, Brooks. C., Mitchell, Terence.R., Lee, Thomas.W., & Eberly, Marion.B. (2008). Turnover and Retention Research : A Glance at the Past, a Closer Review of the Present, and a Venture into the Future. *The Academy of Management Annals*, vol 2 no 1, 231-276.
- Istijanto. (2010). *Riset Sumber Daya Manusia*. Jakarta : Gramedia.
- Kadir. (2015). *Statistika Terapan: Konsep, contoh dan analisis data dengan program spss / lisrel dalam penelitian*. Jakarta: PT Raja Grafindo Persada.
- Kamarulzaman, N., Zulkeflee, Nur Z., Hairiani, Abdul H., Sahari, Norshahniza., Halim, Fazlin Natasya Abdul. (2015). Exploring the Factors of High Turnover in Retail Industry in Negeri Sembilan. *Procedia Economics and Finance* 31 (2015) 896 – 902.
- Knight, D.L., Crutsinger, C., Kim, H.J. (2006). The Impact of retail work experience, career expectation, and job satisfaction on career intention. *Clothing and Textile Research Journal*, 24(1), 1-14
- Kreitner, Robert & Kinicki, Angelo. (2007). *Organizational Behavior* 7th edition. New York: McGraw-Hill Education.
- Lind, Douglas A., Wathen, Samuel A., & Marchal, William G. (2005). *Statistical Techniques in Business and Economics*. New York: McGraw-Hill Companies, Inc.
- Lomax, Linda., Naranjee, Nelle., Karodia, Anis Mahomed. (2014). An Evaluation of Job Demands and The Impact on Organisational Commitment of Enrolled Nurses at A Private Hospital in Durban, Kwa-Zulu Natal. *Singaporean Journal of Business Economics and Management Studies vol 3 no 3*
- Luthans, Fred. (2006). *Organizational Behavior*. New York: McGraw Hill.
- Mansoor Muhammad., Sabtain Fida., Saima Nasir, Zubair Ahmad. (2011). The Impact of Job Stress on Employee Job Satisfaction A Study on Telecommunication Sector of Pakistan, *Journal of Business Studies Quarterly*, Vol. 2, No. 3, pp. 50-56
- Mathis, Robert L., & John H. Jackson. (2003). *Human Resource Management*. Ohio: South Western.
- Mahendrawan, I Gede & Indrawati, Ayu Desi. (2015). Pengaruh Beban Kerja dan kompensasi terhadap kepuasan kerja PT Panca Dewata Denpasar. *E-journal Manajemen Unud Vol 4 no 11*
- Mitchell, Ojmaarh; Mackenzie, Doris Layton; Styve, Gaylene J; Gover, Angela. 2000. The Impact of Individual, Organizational, and Environmental Attributes on Voluntary Turnover Among Juvenile Correctional Staff Members. *Justice Quarterly: Academy of Criminal Justice Science*, Vol. 17, No.2, pp. 323-367.
- Ming, B. S., Mellor, D., Moore, K. A., & Firth, L. (2006). Predicting intention to quit in the call

- centre industry: Does the retail model fit? *Journal of Managerial Psychology*, 21(3), 231.
- Mobley, W.H., Grriffeth, R.H., Hand, H.H. & Meglino, B.M (1979). Review and Conceptual Analysis of The Employee Turnover Process. *Psychological Bulletin*, 86.
- Nazenin, Syarifah dan Palupiningdyah. (2014). Peran stres kerja dan kepuasan kerja untuk mengurangi turnover intention. *Jurnal Dinamika Manajemen vol 5 no 2, 2014 pp 220-227*
- Nelson, D.L & Quick, J.C. (2006). *Organizational Behavior Foundations, Realities and Challenges*. USA: Thompson South Western.
- Ogunbamila, Balogun, Ogunbamila & Oladele. (2014). Job Stress, Emotional Labor, and Emotional Intelligence as Predictors of Turnover Intention: Evidence from Two Service Occupations. *Mediterranean Journal of Social Sciences Vol 5 No 6 April 2014*.
- Ongori, H. (2007). A review of the literature on employee turnover. *African Journal of Business Management*, 1(2).
- Parker, Donald F., & DeCotiis, Thomas A. (1983). Organizational Determinants of Job Stress. *Organizational Behavior and Human Performance* 32(2) 160-177.
- Peeters, M. C. W., Montgomery, A. J., Bakker, A. B., & Schaufeli, W. B. (2005). Balancing work and home: How job and home demands are related to burnout. *International Journal of Stress Management*, 12(1), 43-61.
- Peterson, S. L. (2007). Managerial turnover in US retail organizations. *The Journal of Management Development*, 26(8), 770-789.
- Potter dan Perry. (2005). *Fundamental Keperawatan: Konsep, Proses, dan Praktik*. Jakarta: Penerbit Buku Kedokteran EGC.
- Preacher, K. J. & Hayes, A. F. 2008. *Asymptotic and Resampling Strategies for Assessing and Comparing Indirect Effects in Multiple Mediator Models*. *Behavioral Research Methods*. New York: the Guilford Press.
- Qureshi, Muhammad Imran., Iftikhar, Mehwish & Abbas, Syed Gohar. (2013). Relationship Between Job Stress, Workload, Environment and Employees Turnover Intentions: What We Know, What Should We Know. *World Applied Sciences Journal* 23 (6): 764-770, 2013
- Rahmad. (2015). Hubungan Antara Tingkat Kepuasan Kerja dengan Intensi Turnover pada Karyawan Tetap Pabrik Departemen Operasi IV PT Pusri Palembang. *Jurnal Fakultas Psikologi Universitas Bina Darma Palembang 2015*
- Rainayee, R. A. (2013). Employee turnover intentions: Job stress or perceived alternative external opportunities. *International Journal of Information, Business and Management*, 5(1), 48-59.
- Rismawan, Supartha & Yasa. (2014). Pengaruh Mediasi Komitmen Organisasional Pada Pengaruh Stres Kerja dan Kepuasan Kerja Terhadap Intensi Keluar Karyawan. *E-Jurnal Ekonomi dan Bisnis Universitas Udayana* 3.8 (2014) :424-441.
- Robbins, S. P., & Judge, T. A. (2013). *Organizational Behavior 15th edition Global Edition*. England: Pearson Education.
- Rothmann, S., Mostert, K., and Strydom, M. (2006). A Psychometric Evaluation of The Job Demands-Resources Scale in South Africa. *SA Journal of Industrial Psychology vol 32 no 4*.
- Sampson, WG & Akyeampong, O. (2014). Work-related Stress in Hotels: An Analysis of The Cause and Effects among Frontline Hotel Employees in The Kumasi Metropolis, Ghana. *J Tourism Hospit* 2014, 3:2.
- Salleh, Rohani., Nair, Mishaliny Sivadahasan & Harun, Haryani.(2012). Job Satisfaction, Organizational Commitment, and Turnover Intention : A Case Study on Employee of a Retail Company in Malaysia. *International Journal of Social, Behavioral, Educational, Economic, Business and Industrial Engineering Vol 6 No 12*
- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*, 25(3), 293-315.
- Schaufeli, W.B.,& Taris, Toon W. (2014). A Critical Review of the Job Demands-Resources Model: Implications for Improving Work and Health.
- Schmidt, K.H., & Burkard D., 1993. Job Characteristics and Voluntary Employee Turnover: Direct and Moderated Relationships. *European Work and Organizational Psychologist* 3: 29-42.
- St-Vincent, M., Denis, D., Imbeau, D. & Trudeau, R. (2006). Symptoms of stress related to the characteristics of customer service in warehouse superstores. *International Journal of Industrial Ergonomics* 36 313-321.
- Sudarmanto, RG. (2005). *Analisis Regresi Linier Ganda dengan SPSS*. Yogyakarta: Graha Ilmu
- Tooren, Jonge, Vlrick, Daniels & de Ven, 2011. Job Resources and Matching Active Coping Styles as Moderators of The Longitudinal relation between Job Demands and Job Strain. *International Journal Behavior Med Dec* 18(4).
- Uyanto, Stanislaus. S. 2009. *Pedoman Analisis Data dengan SPSS*. Yogyakarta: Graha Ilmu.
- Waspodo, Handayani, Paramita (2013). Pengaruh Kepuasan Kerja dan Stres Kerja Terhadap Intensi Turnover pada Karyawan PT Unitex di Bogor.

Jurnal Riset Manajemen Sains Indonesia (JRMSI)
Vol. 4, No. 1, 2013.

- Xanthopoulou, D., Bakker, A. B., Dollard, M. F., Demerouti, E., Schaufeli, W. B., Taris, T. W., & Paul J.G. Schreurs. (2007). When do job demands particularly predict burnout? *Journal of Managerial Psychology*, 22(8), 766-786.
- Yo, Putu Melati Purbaningrat & Surya, Ida Bagus Ketut. (2015). Pengaruh Beban Kerja Terhadap Kepuasan Kerja dengan Stres Kerja Sebagai Variabel Mediasi. *E-Jurnal Manajemen Unud vol 4 no 5*.
- Zairis, Antonios. (2013). The Retail Store Manager's Role: Evidence from Greece. *International Journal of Business Science and Applied Management vol 8 Issue 1*.