

## **Influences of Job Satisfaction and Job Stress on Turnover Intention Hospital Case Study**

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**ABSTRACT:** *Employee turnover intention is generally a negative issue for the company, but it can be a positive issue if it is controlled precisely and logically. There are many factors that make the employee turnover intention to be at a high level in an organization, some of which are job satisfaction and job stress. The aims of this research are to determine the influence of job stress on job satisfaction of nurses at Sari Asih Karawaci Hospital, determine the influence of job satisfaction on nurse turnover intention at Sari Asih Karawaci Hospital, and determine the influence of job stress on nurse turnover intention at Sari Asih Karawaci Hospital. This research uses quantitative research to analyze the influences of job satisfaction and job stress on turnover intention. Respondents of this research are 200 nurses of Sari Asih Karawaci Hospital. Test on the research model is conducted by using Lisrel Structural Equation Modeling (SEM). The results of the research show that job stress has no influence on job satisfaction of nurses of Sari Asih Karawaci Hospital, job stress positively affects nurse turnover intention of Sari Asih Karawaci Hospital and job satisfaction negatively affects nurse turnover intention at Sari Asih Karawaci Hospital.*

**Keywords:** *Job Stress, Job Satisfaction and Turnover Intention*

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### **I. Introduction**

An organization or an institution, both public and private, in realizing its existence in order to achieve the goal, requires careful planning about the employees who work for the organization, it is better known as Human Resources (HR). The Human Resource impacts on the effectiveness of the organization, both internally and externally (Robbins, 2009). An organization, that is not supported properly by the employees, in terms of its quantitative, qualitative, strategic and operational, the organization will not be able to sustain its existence, develop and promote it in the future. A successful organization can be measured by looking at how far this organization achieves the defined goals (Griffin and Moorhead, 2011). Hospital has a aim to make the patients and the families of the patients feel satisfied with the provided services. This sense of satisfaction comes from the service of the employees who are divided into medical and non medical employees, who will also feel satisfied and proud to work in the hospital. It is very difficult to expect an excellent service from employees who do not work wholeheartly. The health condition of the employees is a reflection of satisfaction and dissatisfaction of the employees (Robbins, 2006).

Employee turnover intention is generally a negative issue for the company, but it can be a positive issue if it is controlled precisely and logically. Turnover intention is often used as an indicator of company performance and is often perceived negatively as a result of the company's effective efficiency policies (Egan et al, 2004). There are many factors that make the employee turnover intention in an organization is in high level, some of which are job satisfaction and job stress.

Job satisfaction is a positive feeling about a person's job that is the result of his characteristics. Employees, who have positive feelings are satisfied with their work, they will be more productive and feel less dissatisfied. Job satisfaction is a very important thing to get attention in the practice of human resource management and organizational behavior (Poon, 2004). The level of employee satisfaction could include the data on safety, absenteeism, level of the overall turnover intention, the level employee turnover intention that deals with customers, social charitable contributions of the employees, complaints, side jobs, and employees' compensation claims. Job satisfaction relates to a person's feelings or attitudes about the job itself, salary, promotional or educational opportunities, supervision, coworkers, workload and so on. He continued his statement that job satisfaction is associated with a person's attitude of the work, and there are some practical reasons that make the job satisfaction is an important concept for the leader.

Job satisfaction becomes an interesting and important problem, because it has prevented the great benefit for the interests of individuals, industry and society. For individuals, research on the causes and sources of job satisfaction allows the increase of their happiness. For the industry, the research on job satisfaction is conducted in order to increase production and cost influences through the improved attitudes and behavior of employees (Chiu and Francesco, 2003). Furthermore, the community will certainly enjoy the maximum capacity of the industry and the increase of human beings value in the context of job.

Stress is a reaction that is not expected to appear as a result of high environmental demand for someone. Job stress is a construct that is extremely difficult to define, job stress occurs to a person where he/she runs out of the problem since some employees bring the level of work on the likelihood of stress, job stress is a combination of sources of stress at work, individual characteristics, and stressors in outside the organization. Job stress is a condition of tension that creates a physical and psychological imbalance, affects the emotions, thinking processes, and conditions of an employee.

Job stress, as a source or job stressor, causes individual reactions in the form of physiological, psychological and behavioral reactions. Stress is a state that affects the emotions of the thinking process and one's condition. Or stress can be defined as a state of tension of emotions and thinking processes to overcome obstacles in the environment. Job stress is also defined as a feeling of pressure or distress experienced by the employees in facing the work. Job stress can be seen from some symptoms such as emotional instability, feelings of calm, aloof, sleeplessness, excessive smoking, unrelaxed, anxiety, tension, nervousness, increased blood pressure and indigestion. Stress shows a dynamic condition in which an individual is confronted with an opportunity, constraint or demand that is related to what they want and the result is perceived as uncertain and unimportant.

Therefore, every organization or institution must always try to keep the employees' motivation and enthusiasm of work, because if the company is able to improve the motivation and enthusiasm of work it will obtain many benefits, the work will be done faster, the damage can be reduced, absenteeism can be minimized, the possibility of employee turnover can be minimized to a minimum, so that job productivity can be improved. Motivation and enthusiasm of employees affects productivity (Jaramillo et al, 2006). Low motivation or enthusiasm of work may lead to absenteeism, strikes, pretenses and other actions and reactions. In the long term, low motivation and enthusiasm have a greater influence, more than losing the productivity of the employees.

The number of employees who resigned from Sari Asih Karawaci Hospital in 2013 was 52 employees but in 2014, it increased to 60 employees, by 2015 the resigning employees were 47 employees. From the number of employees who resigned from Sari Asih Karawaci Hospital, in 2013, there was an increase in the number of resign employees of the nurse position, by 21 employees and in 2014, it was 29 people, but in 2015 the number of resign employees was not too many, that was 18 employees.

Employees at Sari Asih Karawaci Hospital, have a high level of job stress, they are employees who face the patient directly. Employees who are working in these departments are the mirrors of the quality of the hospital that will be assessed by the patients when entering a treatment room. Therefore, the readiness, alertness, accuracy and ability of the employees in performing their duties and responsibilities are very decisive in giving the impression of good and bad to the patients who come to Sari Asih Hospital Karawaci. Such responsibility is difficult and under pressure and causes job stress. Usually, the work of Sari Asih Karawaci Hospital's employees is satisfactory when they are supervised by the leader, but when there is no supervision by the leader, the result of their work is less than satisfactory. It indicates the low level of affective commitment, due to lack of awareness from within the employees mind to work optimally. The purpose of this study is to determine the effect of job stress on job satisfaction of nurses at Sari Asih Karawaci Hospital, to know the influence of job satisfaction on nurse turnover intention at Sari Asih Karawaci Hospital, to know the influence of job stress on nurse intention turnover at Sari Asih Karawaci Hospital.

## **II. Literature Review**

### **Job satisfaction**

Job satisfaction is basically a security feeling. According to Howell and Dipboye cited by Munandar (2001) he looks at job satisfaction as the overall result of the employee degree of likes or dislikes to various aspects of their jobs. In other words, job satisfaction shows employee attitudes toward their jobs (Judge and Bono, 2001). Job Satisfaction has social economics aspects such as salaries and social insurance, and psycho-social aspects that include: a chance to go forward, the opportunity to get an award, dealing with supervisory issues, and dealing with relationships among the employees, and between employees with the leader (Anoraga, 2006). Job satisfaction is a positive attitude regarding a healthy adjustment of the employees to the conditions and situation of the job, including the issue of salaries, social conditions, physical condition, and psychological conditions (Judge et al, 2001). Job satisfaction can also be defined as an emotional state that is

favorable or unfavorable to which employees see their job. Job satisfaction reflects one's feelings toward his/her job.

Thus, the definition of job satisfaction is an attitude that is pleasant or unpleasant, it is felt by an employee to perform a job within the organization or job satisfaction can be defined as the behavior of an employee to his/her job.

### **Job stress**

Work stress is a condition in which there is a power and response as the interaction within a person (individual), as the result to be confronted with an opportunity, constraint, or the demands in the workplace, which is associated with the most desirable thing and the results are perceived as uncertain or unimportant (Fairbrother and Warn, 2003). Stress is body's reaction to situations that seem dangerous or difficult. Stress causes the body to produce adrenaline hormones that function to build a self defense. Stress is a part of human life (McCalister et al, 2006). Light stress is useful and can spur someone to think and try faster and harder so that a person can answer the challenges of everyday life (Klassen and Chiu, 2010). Light stress can stimulate and provide a more passionate sense of life that is usually boring and routine. But too much and sustained stress, if it is not overcome, it will be harmful to health. Luthans (2006) defines stress as the individual's interaction with the environment, an adaptive response that is linked by individual differences and/or psychological processes that are consequences of external actions, circumstances or events (environments) that place excessive psychological and/or physical demands on a person. Stress means an adaptive response, mediated by individual differences and the psychological process that is a consequence of any external activity/environment, situation, or event that weighs an excessive psychological or physical demand on a person. Stress is an individual psychological response and emotional responses to stimuli that cause physical and psychological needs of the individual.

From the descriptions above, job stress is then a condition of an employee who is depressed or suppressed by an organization that can interfere with the execution in doing a job.

### **Turnover Intention**

Turnover intention can also be interpreted as the movement of the employee out of the organization. Turnover leads to the final reality faced by organizations such as the number of employees who leave the organization at a certain period, while the desire of employees to move is referred to the results of the individual evaluation about the continuation of the relationship with an organization that has not been realized in the action, they would have left the organization (Byrne, 2005). Turnover can be a resignation, transfer out of organizational units, dismissal or death of organizational members (Putra et al, 2015). Robbins (2006) explained that the turnover of an employee out of an organization can be decided voluntarily (voluntary turnover) or involuntarily (involuntary turnover). Voluntary turnover or quit is an employee's decision to leave the organization voluntarily that is caused by factors of how attractive the existing jobs today, and the availability of other alternative employment. Instead, involuntary turnover describes an employer's decision to terminate the employment relationship and is uncontrollable to the employee who is experiencing it (Shaw et al., 1998).

Based on some descriptions above, it can be concluded that turnover intention is intensity in discharging employee of a company that is performed by the resignation or being excluded from the job.

### **HYPOTHESIS DEVELOPMENT**

Job stress is one of serious problems that afflict every employee in the work place. Stress can arise as a result of pressure or tension that comes from the disunity between a person and his/her environment. The stress, experienced by employees as a result of the environment, will affect the performance and job satisfaction, so that the management needs to improve the quality of the organizational environment for employees. When there is no stress, work challenges also do not exist and performance tends to decrease. As stress increases, performance tends to rise, as stress helps employees to direct all resources to meet work needs, it is a healthy stimulus that encourages employees to respond to job challenges. Eventually stress reaches a stable point that is roughly in line with the employee's achievement abilities. Furthermore, when stress becomes too large, performance will begin to decrease as stress interferes with the execution of the job. Employees lose the ability to control it. The most extreme consequence is the performance becomes zero. The employees will be no longer strong enough to work, desperate, out or refuse work to avoid stress. Research conducted by Bahri (2013) who found that there is a significant negative influence on job satisfaction of the employee. The results are in line with a research conducted by the Dewi and Netra (2015) who found that job stress a significant negative influence on job satisfaction of the employee.

### **H<sub>1</sub>. Job stress will decrease job satisfaction**

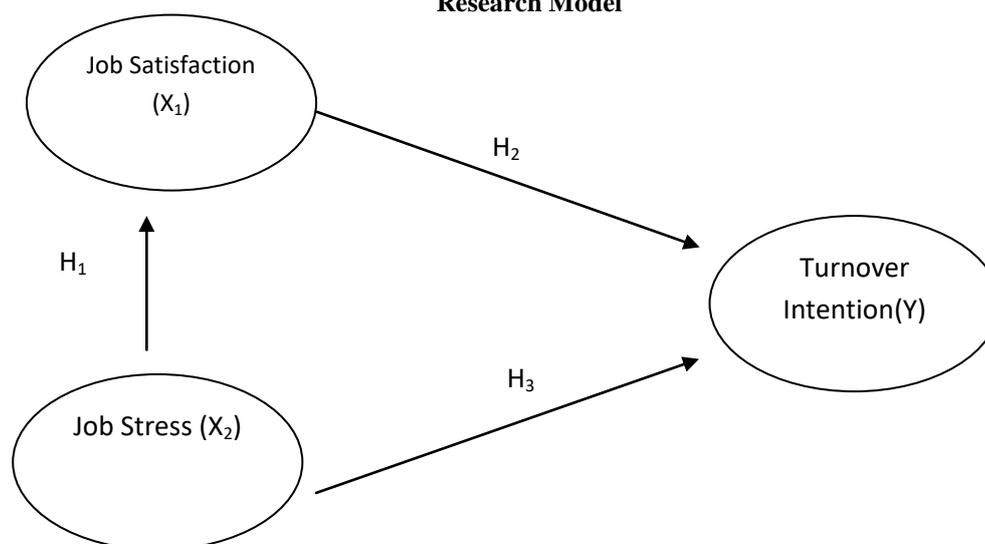
Job satisfaction has a major contribution to turnover intention. It means more and better job satisfaction in the company will decrease the level of turnover intention, and vice versa, job dissatisfaction will trigger a high rate of employee turnover intention. An employee always wants satisfaction in working. However, employees do not always get the desired job satisfaction. This is due to a non-conducive working environment, as employees feel their work will never be finished. Thus, employees are anxious, not enthusiastic, not enjoying the job, and not feeling at home with the current job. When this happens, then there will be a decrease in satisfaction with the job so that this condition will lead employees out of the job (Hafantiet al, 2015). Ahsan et al. (2012) in their research found that job satisfaction influences and is significant on employee turnover intention. Iqbal et al. (2014) found that job satisfaction negatively affects employee turnover intention.

**H<sub>2</sub>. Job satisfaction will decrease turnover intention**

Stress is a dynamic condition in which an individual faces opportunities, obstacles or demand related to what is desired and the results are perceived as uncertain and unimportant. One of the consequences associated with stress include changes in the behavior of productivity, high level of employee turnover, high level absenteeism and workplace accidents (Samarra and Septyanto, 2015). Job stress is one of the serious problems that afflict every employee in their workplace. Stress can arise as a result of pressure or tension that comes from disunity between a person and his/her environment. Stress, experienced by employees due to the environment, will affect the performance and satisfaction of their job, so that management needs to improve the quality of organizational environment for employees. Dewi and Tinjung (2014) in this study stated that occupational stress partially and significantly affects on turnover intention. If job stress increases, turnover intention will increase and vice versa, if job stress decreases, turnover intention will also decrease. Iqbal et al. (2014) also found that job stress affects positively on turnover intention. Based on the explanation, the hypothesis of this research is as follows:

**H<sub>3</sub>. Job stress will increase the turnover intention**

**Figure 1:  
Research Model**



**III. Research Method**

Testing to the research model is conducted by using Structural Equation Modeling (SEM) otherwise known as Analysis of Moment Structures. This statistical analysis is used to estimate several separate regression but is interconnected together (simultaneously). Unlike regression analysis, in SEM, there may be some dependent variables, and this dependent variable can be an independent variable for other dependent variables. According to Hair et al. (2008), SEM is a technique of multivariate statistics that combines aspects of multiple regression (which aims to examine the dependent relationship) and factor analysis (presenting unmeasured concepts factors with multiple variables) that can be used to estimate a series of dependent relationships affecting each other. Data-processing technique of structural equation modeling (SEM) and method of confirmatory factor analysis (CFA) are used in this research. Observed variables (indicators) describe a particular latent variable (latent dimension). It is a testing method that combines analysis factors, path analysis and regression. SEM is a confirmatory method rather than explanatory, which aims to evaluate the proposed dimension that is proposed and came from the previous research. With this understanding, SEM can be used as a tool to confirm the pre-knowledge that has been acquired previously.

**Measurement**

In this study, likerts scale is used to measure the variables with intervals of 1 to 5 with the following criteria: (1) strongly agree (SS)with score of 5, (2) agree (S)with score of 4 (3) less agree with score of 3, (4) disagree (TS) with score of 2, and (5) strongly disagree (STS)with score of 1. The validity of the indicator, used to measure the constructs of the measurement model, can be seen from the numbers of data processing by using LISREL 8.51. The indicators must have a t-value greater than 1.6 and the value of the default/standardized factor should be greater than or equal to 0.5. While the composite reliability of variable construct of the measurement models, can be seen from the construct realibility and variance extracted (Fornel and Laker, 1981). Reliability construct is good when the construct reliability values> 0.7 and variance extracted values> 0.5.

**IV. Result And Discussion**

**Descriptive Analysis**

This research involves 200 respondents of nurses at Sari AsihKarawaci Hospital from various groups including: gender, work period, final education and age. Descriptive analysis is a data processing procedures to describe and summarize the scientific data in tables or graphs (Wolcott, 1994). Descriptive analysis, in this study, aims to provide an overview of the actual situation of the observed object based on existing facts, by collecting, processing and analyzing various data so that in the end will be drawn a conclusion about the results of the case study. Belowe are the results of the average analysis of respondents' answers on each research variable.

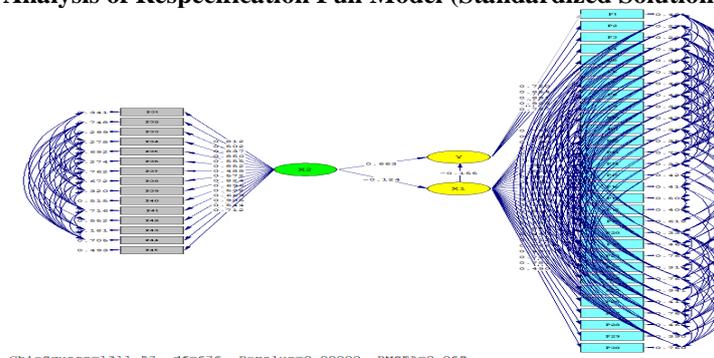
**Table 1**  
Result Analysis Mean Variable Research

No	Variable	Total Score	Average
1	Turnover (Y)	4168	4,168
2	Job Satisfaction (X1)	20873	4,175
3	Job Stress (X2)	12264	4,088

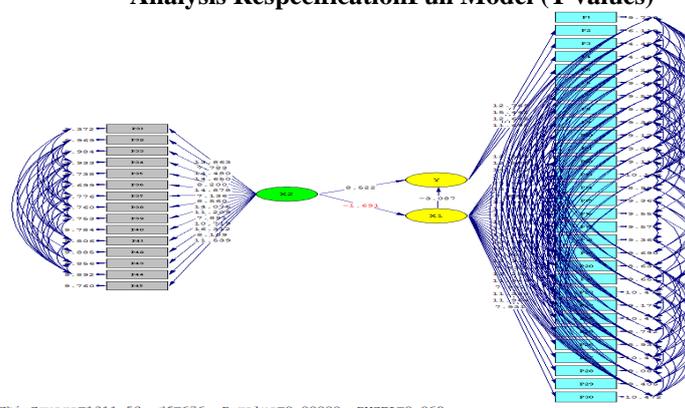
Based on the table, it shows that the average of the respondents to the turnover variable is equal to 4.168, it is clear that the average of the respondents are answering agree to the questions about the turnover variable. While the average respondents to the variable of job satisfaction is equal to 4.175 which means that the average respondents are answering agree to the questions about job satisfaction and then the average respondents to job stress variable is equal to 4.088, which means that the average respondents are answering agree to the questions about job stress.

From the analysis of group 1 to group 7, most of the testing showed appropriate and suitable match such as Chi Square, RMSEA, ECVI, AIC and CAIC, Fit Index. From the analysis above, it can be concluded that the match throughout the model is goodness of fit. Furthermore, this research resulted in a path diagram as follows:

**Figure 2:**  
Analysis of Respecification Full Model (Standardized Solution)



**Figure 3:**  
**Analysis Respecification Full Model (T values)**



**Hypothesis testing**

In this study, there are three hypotheses tested and based on test results, it is drawn a conclusion that all hypotheses supported by data.

**Table 2**  
**Hypothesis Testing of Research Model**

Hypothesis	Hypothesis Statement	T-Value	Information
H <sub>1</sub>	Job stress does not increase the job satisfaction of the nurses at Sari AsihKarawaci Hospital	-1.691	The data do not support the hypothesis
H <sub>2</sub>	Job satisfaction decreases the turnover intention of the nurses at Sari AsihKarawaci Hospital	-3.087	The data support the hypothesis
H <sub>3</sub>	Job stress increases the turnover intention of the nurses at Sari AsihKarawaci Hospital	8.522	The data support the hypothesis

**V. Discussion**

Based on the results of SEM analysis, it shows that job stress (X2) has no effect on job satisfaction (X1). The results of this study are not in line with research conducted by Bahri (2013) and Dewi and Tinjung (2014) who found that there was a significant negative influence on job satisfaction of the employee. The results are consistent with the research conducted by Dhania (2010) who found that job stress had no influence on job satisfaction. These results explain that job stress experienced by nurses of Sari AsihKarawaci Hospital does not affect their feeling of job satisfaction. The job stress experienced by the nurses shows that the stress in doing the work is part of the job obligation they have to do and the job stress assessment itself is the level of difficulty of the work that the respondent is doing which is part of the nurse's job responsibilities. While the job satisfaction felt by nurses of Sari AsihKarawaci Hospital, which serve as the nurses' benchmark, is the work environment such as the nurses task and duty, supervision from the supervisor and the nursing colleagues and the benefits provided by companies such as salary and promotion opportunities.

The results of this study also indicate that the job performed by nurses are not the only source of job stress experienced by nurses, there are other factors that can affect the perceived job stress by nurses of Sari AsihKarawaci Hospital. The factors that affect job stress itself are so many and also depend on each individual perception in facing a problem. Sometimes there is an individual who feels to be challenged in facing a heavy workload; he/she will be more diligent and enterprising in achieving the targets that have been charged. So the nurses do not feel stress in their job but felt more motivated to work to meet the target.

Based on the results of SEM analysis, it shows that job satisfaction (X1) affects on turnover intention. The results of this research are in line with the research conducted by Ahsan et al. (2012) and Iqbal et al. (2014) who in their research found that job satisfaction is a significant negative effect on employee turnover intention. This result explains that there are still nurses Sari AsihKarawaci Hospital who are satisfied with their job, but still eager to leave their job as a nurse at Sari AsihKarawaci Hospital. Job satisfaction on employees has a very important meaning for the company. Satisfied employees will surely stay

in the company and be able to work productively. Job dissatisfaction has often been identified as an important reason that causes individuals to leave their jobs.

This result also explains that job satisfaction experienced by nurse of Sari Asih Karawaci Hospital, based on respondent's answer from questions of questionnaire, indicates that the promotion of position will affect employee job satisfaction. Annual performance appraisals also need to be considered by companies to promote their positions. Seniority is not a reason for an employee to get a promotion opportunity. But all employees are entitled to opportunities as long as their abilities and skills can meet company goals.

Based on the results of SEM analysis, it shows that work stress (X2) significantly affects turnover intention (Y). The results are in line with research conducted by Dewi and Tinjung (2014) and Iqbal et al. (2014) who found that job stress partially and significantly affects on turnover intention. If job stress increases, turnover intention will increase too and vice versa, if job stress decreases the turnover intention will also decrease too. This result explains that the increasing job stress results in increasing the employee turnover intention. If the company is willing to maintain the intellectual capital, then the company must reduce the stress of the job that may cause job stress and may ultimately lead to employee turnover.

Job stress can affect the emotions, thinking processes, and conditions of a person, both physical and mental. Employees who experience excessive job stress will affect turnover intention. Employee turnover intention is the desire to leave the company voluntarily with a reason. When employees experience pressure in their work, then employees will feel the stress of the excessive, then they are finally going to think about getting out of the company. It shows that the higher level stress of the employees will increase employee turnover intention; otherwise the lower level stress of employees will decrease the rate of employee turnover intention.

### **Managerial Implications**

The sustainability of the company's business can not be separated from the important role of its employees. In the business continuity of the company, employees play a role to maintain the stability of the business itself. In an organization, employees act as planners, implementers, supervisors and controller of organizational activities. In the research, it is expected that the company may anticipate the level of company turnover by referring to job satisfaction and organizational commitment. The number of turnover affects the level of organizational effectiveness, high level of turnover results in increasing of investment costs on human resources (HR) and may cause instability and uncertainty about employees conditions. In addition, it may have implications on the performance of the company.

Based on the results of questionnaires, from the respondents of this research, the managerial implications in this research, based on the results of the lowest customer satisfaction, is the statement about each time the salary is less than it should be, the respondents directly complain to the financial section. The average value is 3.8050 which means that the average respondent answered the question with the answer of less agrees. This result explains that when the respondent gets less salary, the respondent can not directly complain to the financial section.

The lowest average value of the indicator of turnover intention is 3.9750, that is the statement about the respondent will be out of the company if there is an offer from another company that gives a larger salary. These results indicate that the average respondent answered with less agrees. Respondents will consider other companies that give higher salaries and there are other factors that may lead the respondents out of the company. The average value of the respondent's statement that they will actively find another job is 4.1900, which means the average respondent answered agrees. Respondents are actively looking for another job. From the results of the respondent's answer, it explains that there is a possibility that some respondents will find job on other companies. In addition, the average value of respondents' answers in answering statements about respondents often think to come out is equal to 4.1950, which means that the average respondent answered agrees. These results indicate that the average respondent has a tendency to think about leaving the company. Respondents also gave the same answer to statements about the respondents may be out of the company if there is a better chance. These results explain that the respondents in this research are likely to leave the organization of the company in the near future.

The results of this research indicate that job stress experienced by the employees is caused by a heavy workload that affects the physical and emotional condition of the employees so that these circumstances may lead the employees to think about finding a better job and will be out of the company if there is a better opportunity for them. High level of work stress leads to employee discomfort, which is causing the employees to feel dissatisfied with the work they do. The management should consider the factors that cause employee stress such as reducing the burdens and responsibilities of employees that may cause the stress of the employee. It aims to reduce work stress perceived by employees, so as to reduce employee turnover intention.

Management should also pay attention to any factors that can increase job satisfaction of the employee, such as salary that is received by the employee, the atmosphere of work environment and challenging jobs that can improve job satisfaction of the employee. It aims to improve job satisfaction of the employee so as to reduce

employee turnover intention. To overcome nurse turnover intention at Sari Asih Hospital, it should be held an outing that aims to strengthen the kinship or brotherhood among the employees of Sari Asih Hospital, especially the nurses, or it should be held a family gathering that aims to provide entertainment to the employees. In addition, it provides a good career path for the employees to reduce turnover intention.

## VI. Conclusion

### Conclusion

From the results of this study, it can be concluded: 1) job stress does not affect the job satisfaction, the higher job stress of the employees, the lower job satisfaction will be, 2) job satisfaction negatively affects the turnover intention, the higher job satisfaction of the employees the lower desire of the employees to go out from the company, 3) job stress positively affects the turnover intention, the higher the work stress, the higher turnover intention will be.

### Scope of the Research

This research is limited to several things, as follow: 1) the research is only conducted at one place of research, it is Sari Asih Hospital, 2) hypothesis testing of the research use only an inferential analysis, it is Structural Equal Modeling (SEM) and does not use other method of analysis, 3) the quality of respondents' answers are possibly not the real answers because it is considered as things that have no influences to their own job and is hesitated to answer the questions.

### Suggestion for further research

In order to develop this research, the further researcher may add other variables that are not used in this research and try to have research in other industries other than the Hospital.

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