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JOB SATISFACTION AS A MEDIATOR OF EFFECT JOB STRESS AND CAREER DEVELOPMENT ON EMPLOYEE TURNOVER INTENTION PT PKSS

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Abstract: This study aims to examine and analyze the Effect of Job Satisfaction as a mediator variable Job Stress and Career Development on PT PKSS Employee Turnover Intention. This type of research used in this study is quantitative. Samples are calculated using the saturated sample method. The subjects of this study were 98 PT PKSS head office employees. Data were analyzed using Path Analysis with the help of Smart PLS. The results of this study show that (1) Job Stress has a significant negative effect on Job Satisfaction; (2) Career Development has a significant positive effect on Job Satisfaction; (3) Job Stress has a significant positive effect on Turnover Intention; (4) Career Development has a significant positive effect on Turnover Intention; (5) Job Satisfaction mediates Job Stress and Career Development towards Turnover Intention.

Keywords: Job Stress, Career Development, Job Satisfaction Turnover Intention.

INTRODUCTION

Currently, many organizations realize that HR is the most important element of the organization. HR management must be managed properly so that the policies and practices can run as desired by the organization. In fact, companies often have problems related to human resources, such as the difficulty of finding a competent workforce to make it even more difficult to maintain existing human resources, so that the high number of employee movements can cause losses both in terms of time and cost. also occurred at PT Prima Karya Sarana Sejahtera (PKSS) a company engaged in the business of managing labor.

Table 1. PT PKSS Employee Turnover Data

YEAR	NUMBER OF EMPLOYEES	TURN OVER RATE (%)
2016	98	13,30
2017	100	-4.08
2018	92	16.00

Source: Internal Data PT. Sarana Karya Prima Sejahtera (2018)

From this data it can be said that the PT PKSS Employee Returns are still quite high from year to year. Based on the survey conducted to 15 employees, the result is that employees tend to have the desire to leave the company and look for another job. They feel dissatisfied with their work, the workload is too heavy and they are not given the opportunity to promote.

Based on the results of the pre-research data, the desire to move employees at PT PKSS is related to several factors, namely: Job Stress, Career Development and Job Satisfaction. Based on the above problems, researchers need to examine "Job Satisfaction as a Mediator Effect of Job Stress and Career Development on PT PKSS Employee Turnover Intention.

LITERATURE REVIEW

A. Work stress

Stress is an adaptive response, mediated by individual debate or psychological process, which is a consequence of each activity (environment), situation, or external events, which weighed on psychological or physical demands that melebihi against someone. (Gibson Ivancevich in Hermita, 2011: 17),

Work stress is also a condition of tension that creates physical and psychological imbalance, affecting the emotions, thought processes and conditions of an employee (Grenberg in Setiyana, 2013: 384).

B. Career development

Career development is a lifelong series of activities that contribute to the exploration, establishment, success and fulfillment of one's career. (Dessler, 2016).

Career development is an attempt to improve the ability of employees to handle multiple tasks and to foster the employees beyond that required by the current job. (Mathis and Jackson, 2013).

C. Job satisfaction

Job satisfaction is an attitude and a feeling that people have about their works. Pleasant and positive attitude towards work shows their job satisfaction. Negative attitudes and an unknown number of jobs showed job dissatisfaction (Armstrong & Taylor, 2014: 168).

Job satisfaction is a person's emotional response to the situation and working conditions Sopiah (2008: 173)

D. Turnover Intention.

According to Robbins and Coulter (2012: 373) Turnover Intention is the process of withdrawing from the company either voluntarily or involuntarily. Turnover Intention is the desire or intention of employees to move the work which is marked by increased attendance, getting lazy work, rising courage to violate work rules, the courage to oppose or protest against the boss, or the seriousness of resolving a very different responsibilities than usual. (Saklit, 2017).

RESEARCH METHODS

The research used is quantitative research, using surveys as primary data. In addition to primary data, researchers used secondary data in the form of Turnover Intentions data at PT PKSS. This study aimed to analyze the correlation between independent variables on the dependent variable.

Variables are measured through dimensions and indicators and use a Likert scale. The independent (exogenous) variables examined in this study are Job Stress (X1) and Career Development (X2) while the dependent (endogenous) variables studied are Job Satisfaction (Y1) and Turnover Intention (Y2).

The population in this study were all employees at PT PKSS, amounting to 98 people who were at the Head Office located on Jl. Warung Buncit Raya No.75, RW.5, Kalibata, Kec. Pancoran, Kota Jakarta Selatan, Special Capital Region of Jakarta 12790.

In this study, because the total population is not greater than 100 respondents, the authors take 100% of the population in PT PKSS as many as 98 respondents. Thus the researcher uses the entire population without having to draw the study sample as an observation unit called the census technique.

This study uses data analysis techniques using SmartPLS Version 3.2.8 and is run by a computer. Partial Least Square (PLS) is a structural equation model (SEM) analysis by using its variants simultaneously to test the measurement model and structural model.

FINDINGS AND DISCUSSION

Descriptive statistical analysis of research variables is used to determine the tendency of the answers to the questionnaire or the extent to which respondents responded according to the choice of answer categories by using a Likert scale from scale 1 (strongly disagree) to 5

(strongly agree) to the statements of each variable. The data collected is then tabulated to find out the distribution of respondents' answers from each indicator on each research variable.

Based on the data collected, then tabulated to find out the distribution of the answers of each indicator for each research variable and the results show as follows:

- Work Stress Variable has an average of 2.51. The results of the variable frequency distribution of Job Stress indicate that the majority of answers on all items of this variable strongly disagree, so it can be interpreted that generally respondents feel Work Stress, although not too high. This is evidenced by as many as 17.76 percent of respondents said they agree they feel stress at work while 12.65% stated strongly agree that they experience stress at work.
- Career development variables have an average value of 3.10. Each item has an average of answers above 3.00 so that it can be interpreted in general respondents rated career development as good.
- The Job Satisfaction variable has an average value of 3.16. Each item has an average of answers above 3.00 so it can be interpreted in general that respondents consider that they are satisfied with their work.
- The Turnover Intention variable has an average of 3.3. Each item has an average above 3.00 so that it can be interpreted in general respondents rated Turnover Intention is quite high.

Testing the measurement model (Outer Model) defines how each indicator relates to its latent variable, or it can be said that the outer model can specify the relationship between the latent variable and its indicators. Tests conducted on the outer model using the Confirmatory Factor Analysis (CFA) technique.

In this study, the validity criteria based on the reflexive indicator model measured by convergent validity and discriminant validity. The indicator is said to meet convergent validity if the loading factor value is above 0.5 and is indicated by the Average Variance Extracted (AVE) value above 0.50.

Based on the results of the study all indicators of each variable Job Stress, Career Development, Job Satisfaction and Turnover Intention showed a loading factor value above 0.5. This proves that all indicators used in this study are valid or have fulfilled convergent validity so that all indicators of each variable are still used in the model or are not excluded from the model.

Next to discriminant validity testing is done by looking at the value of AVE (Average Variance Extracted). AVE value is good if it has a value greater than 0.50 (Ghozali & Latan, 2012).

Table 2- AVE (Average Variance Extraction) Research Model

Variable	Average Variance Extracted Value (AVE)
Job Stress	0.783
Career Development	0.808
Job Satisfaction	0.727
Turnover Intention	0.748

Source: Results of analysis using SmartPLS (2019)

Table 2 shows the AVE Value of the research model for all research variables has a value above 0.5, namely Work Stress 0.783; Career Development 0.808; Job Satisfaction 0.727, and Turnover Intention 0.748 so that the AVE value for discriminant validity testing has met the next test. Thus, the Discriminant Validity test has been fulfilled as well as the Convergent Validity test so that it can be concluded that the research model has been Valid.

Evaluation of the convergent validity of internal reliability can be measured by the value of Composite Reliability (CR) and Cronbach's Coefficient Alpha in the Table Value Composite Reliability of Model Research below.

Table 3- Value Composite Reliability of Model Research.

Variable	Composite Reliability	Requirement	Information
Job Stress	0.955	> 0.7	Reliable
Career Development	0.974	> 0.7	Reliable
Job Satisfaction	0.947	> 0.7	Reliable
Turnover Intention	0.982	> 0.7	Reliable

Source: Results of analysis using SmartPLS (2019)

The composite reliability value of the research model shows that each variable has a composite reliability value above 0.7. From these results it can be concluded that the research model has met the value of composite reliability. The next stage of reliability testing is testing the value of Cronbach's alpha. The construct is declared to be reliable if it has a Cronbach's alpha value above 0.60 (Imam Ghozali, 2012).

Reliability testing next step is testing the value of Cronbach's alpha. Constructs declared reliable if the Cronbach's alpha values above 0.60 (Imam Ghozali, 2012).

Table 4 - Cronbach's Alpha value of Model Research.

Variable	Cronbach's Alpha	Requirement	Information
Job Stress	0.931	> 0.6	Reliable
Career Development	0.970	> 0.6	Reliable
Job Satisfaction	0.946	> 0.6	Reliable
Turnover Intention	0.980	> 0.6	Reliable

Source: Results of analysis using SmartPLS (2019)

The results showed that each variable has had a Cronbach's alpha values above 0.6. From these results it can be concluded that the model has met the criteria Composite Reliability and Cronbach's Alpha so that our model has met the criteria of reliability and a measure that is trustworthy and reliable.

Furthermore, researchers conducted hypothesis testing in this study through several steps, namely evaluating the value of R2, validating the overall Structural Model with the Goodness of Fit Index, and testing the predictive relevance (Q2). Meanwhile, the SmartPLS calculation uses Bootstrap to reveal the results for the path coefficient which explains the relationship between constructs / variables as shown in the Table 5- Path Coefficient Test Results below:

Table 5- Path Coefficient Test Result.

Relationship Between Constructions	Original Samples (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O / STDEV)	P Values
Job Stress (x1) -> Job Satisfaction (y1)	-0,211	-0,217	0,080	2,642	0,004
Job Stress (x1) -> Turnover Intention (y2)	0,313	0,312	0,076	4,115	0,000
Career Development(x2) -> Job Satisfaction (y1)	0,738	0,733	0,076	9,72	0,000
Career Development(x2) -> Turnover Intention (y2)	-0,287	-0,281	0,122	2,362	0,009
Job Satisfaction(y1) -> Turnover Intention (y2)	-0,345	-0,362	0,115	3,079	0,001

Source: Results of analysis using SmartPLS (2019)

Effect of variables simultaneously and Career Development Job Stress on Job Satisfaction can be done by calculating the arithmetic f / f statistic using the formula as below.

$$R^2 = 0.861 (Y1)$$

$$F \text{ count} = (R^2 / ((k-1))) / ((1-R^2) / ((nk)))$$

$$F \text{ count} = (0,861 / ((3-1))) / ((1-0,861) / ((98-3)))$$

$$F \text{ count} = 0.431 / 0.001$$

$$F \text{ count} = 294.227$$

Values in the table F (DF1 = 3-1; DF2 = 98-3) alpha 0.05 is 3.092. This means that the f count > F table then there is a simultaneous effect Career Development and Job Stress on Job Satisfaction.

Variables Job Stress, Career Development, Job Satisfaction and Turnover Intention able to influence amounted to 0.842 or 84.2%. Effect of Job Stress variables simultaneously, Career Development and Job Satisfaction on Turnover Intention can be done by calculating the arithmetic f / f statistic using the formula as below.

$$R^2 = 0.842 \text{ (Y2)}$$

$$F \text{ count} = (R^2 / ((k-1))) / ((1-R^2) / ((nk)))$$

$$F \text{ count} = (0,842 / ((4-1))) / ((1-0,842) / ((98-4)))$$

$$F \text{ count} = 0.281 / 0.002$$

$$F \text{ count} = 166.979$$

Values in the table F (DF1 = 4-1; DF2 = 98-4) alpha 0.05 yaitu 2,701. This means that the f count > F table then there is a simultaneous effect Job Stress, Career Development and Job Satisfaction on Turnover Intention.

Further testing Goodness of Fit Index (GoF) to validate the performance of the combination of the measurement model (outer model) and structural models (inner model), obtained by the calculation as follows:

$$GoF = \sqrt{(AVE \times R^2)}$$

$$GoF = \sqrt{(0,755 \times 0.362)}$$

$$GoF = \sqrt{0,274}$$

$$GoF = 0,523$$

Information :

$$AVE = (0.738 + 0.808 + 0.727 + 0.748) / 4 = 3.021 / 4 = 0.755$$

$$R \text{ square} = (0,861 \times 0,842) / 2 = 0.362.$$

The calculation result Goodness of Fit Index (GoF) shows the value of 0,523. Based on these results it can be concluded that the combined performance measurement model

(outer model) and structural models (inner model) as a whole is good because the value of Goodness of Fit Index (GoF) is more than 0.23 (moderate Scale).

Researchers further testing predictive relevance (Q2) is to validate the models. Q2 calculation results are as follows:

$$Q2 = 1 - (1 - R12) (1 - R22)$$

$$Q2 = 1 - (1 - 0.861) (1 - 0.842)$$

$$Q2 = 1 - (0.139) (0.158)$$

$$Q2 = 1 - 0.022$$

$$Q2 = 0.978$$

Based on calculations of predictive relevance (Q2) above, shows the value of 0.978. In our model, the latent variables endogenous value predictive relevance (Q2) is greater than 0 (zero) so that the latent variable exogenous correspond as explanatory variables capable of predicting variables endogenous other words prove that this model is considered to have predictive relevance good.

Hypothesis test to determine the influence Job Satisfaction as a Mediator Job Stress and Career Development of the Turnover Intention can be seen in the table below:

Table 6- Path Coefficient, t-Statistics, and P-Values values

Relationship Between Constructions	Original Samples (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O / STDEV)	T Table	P Values
Job Stress (x1) -> Job Satisfaction (y1)	-0,211	-0,217	0,080	2,642	1,96	0,004
Job Stress (x1) -> Turnover Intention (y2)	0,313	0,312	0,076	4,115	1,96	0,000
Career Development(x2)-> Job Satisfaction (y1)	0,738	0,733	0,076	9,72	1,96	0,000
Career Development(x2)->Turnover Intention (y2)	-0,287	-0,281	0,122	2,362	1,96	0,009
Job Satisfaction(y1) ->Turnover Intention (y2)	-0,345	-0,362	0,115	3,079	1,96	0,001

Source: Results of hypothesis testing using software SmartPLS (2019)

Statistical calculation results obtained are presented in Table for structural models with the following hypotheses:

1. Hypothesis 1 - Work Stress influences Turnover Intention. Obtained t statistics value $4.115 > t$ Table 1.96 with p of 0.000 which is less than $\alpha = 0.05$. The coefficient value is positive, that is equal to 0.313 meaning that the Work Stress variable (X1) has a positive effect on Turnover Intention, thus H3 is accepted and H0 is rejected, Job

Stress has a significant positive effect on Turnover Intention.

2. Hypothesis 2 - Career Development influences Turnover Intention. Obtained t statistics value $2.362 > t$ Table 1.96 with p equal to 0.009 which is less than $\alpha = 0.05$. The coefficient value is negative, that is equal to -0.287 means that the Career Development variable (X2) has a negative effect on Turnover Intention (Y2), thus H4 is accepted and H0 is rejected, Career Development has a significant negative effect on Turnover Intention.
3. Hypothesis 3 - Job Stress influences Job Satisfaction. Obtained t statistics value $2.642 > t$ Table 1.96 with p equal to 0.004 which is less than $\alpha = 0.05$. The coefficient value is negative, that is equal to -0.211 means that the Job Stress variable (X1) has a negative effect on the Job Satisfaction variable, thus H1 is accepted and H0 is rejected, Job Stress has a significant negative effect on Job Satisfaction.
4. Hypothesis 4 - Career Development influences Job Satisfaction. Obtained t statistics $9.72 > t$ Table 1.96 with p of 0.000 which is less than $\alpha = 0.05$. The coefficient value is positive, that is 0.738 means that the Career Development variable (X2) has a positive effect on the Job Satisfaction variable, thus H2 is accepted and H0 is rejected, Career Development has a significant positive effect on Job Satisfaction.
5. Hypothesis 5 - Job Satisfaction Mediating Job Stress and Career Development towards Turnover Intention.

**Table 7- The indirect effect (Indirect effects) to the Independent Variables
Dependent Variables**

Relationship Between Constructions	Original Samples (O)	Sampel Mean (M)	Standar Deviasi (STDEV)	T Statistik (O/STDEV)	T Tabel	P Value
Job Stress(x1) -> Job Satisfaction (y1) -> Turnover Intention	0,075	0,078	0.039	1.929	1,96	0,027
Career Development (x2) - > Kepuasan Kerja (y1) -> Turnover Intention (y2)	-0,262	-0,265	0.090	2.900	1,96	0,002

Source: Results of analysis using SmartPLS (2019)

The path coefficient value of the direct influence of Job Stress on Turnover Intention is 0.312 while the value of the path coefficient of indirect effect of Job Stress on Turnover Intention is 0.075 and the p value of the indirect effect of the variable Job Stress on Turnover Intention with mediated by Job Satisfaction variable is 0.027 with T value of 2,900. Because the p value obtained <0.05 and T statistic > 1.96 and the path coefficient value of Career Development toward employee turnover Intention from direct effect to indirect effect, the value rises from -0,378 to 0.075, then H0 is rejected and H5 received.

This shows that good management of Work Stress at PT PKSS can reduce the level of Employee Turnover Intention through mediator variables, namely Job Satisfaction. The path coefficient value of the direct influence of Career Development on Turnover Intention - 0.287 while the value of the path coefficient of indirect influence Job Stress on Turnover Intention is -0,262 and the value of p value of the indirect effect of the Career Development variable on Turnover Intention with mediated by the Job Satisfaction variable is equal to 0.002 with T value of 2,900.

Because the p value obtained <0.05 and T statistic > 1.96 and the path coefficient value of Career Development Career Turnover towards employee turnover Intentions from direct effects to indirect effects, the value increases from -0.287 to -0.262, then H_0 is rejected and H_5 is accepted.

This shows that the management of good Career Development at PT PKSS can reduce the level of Employee Turnover Intention through mediator variables namely Job Satisfaction. Based on the analysis results above, then H_0 is rejected and H_5 is accepted. Thus it can be concluded that the Job Satisfaction variable mediate the Job Stress variable.

CONCLUSION AND SUGGESTION

Conclusion

Based on the results of the research and discussion in the previous chapters, several conclusions can be made as follows:

1. Job Stress has a significant negative effect on Job Satisfaction.
2. Career Development has a significant positive effect on Job Satisfaction.
3. Job Stress has a significant positive effect on Turnover Intention.
4. Career Development has a significant positive effect on Turnover Intention.
5. Job Satisfaction as a mediator in this study has a significant effect on Turnover Intention.
6. Job Satisfaction mediates Job Stress and Career Development towards Turnover Intention.

Suggestion

The suggestions that can be given to complete the results of this study are as follows:

1. For Companies

- a. The company leaders are expected to provide socialization to employees related to the task of working objectives more clearly, for example, employees are given information about the responsibilities of their respective jobs so as to reduce the level of employee stress and can increase satisfaction with their work.
- b. The company leadership is expected to develop employee career planning programs well for example by providing the best employee opportunities to occupy managerial positions, paying attention to career plans for employees and creating training

programs for career development so as to increase employee satisfaction with their work and increase employee job satisfaction.

- c. The company leadership is expected to be able to provide better opportunities to develop employee skills because based on research results show that Career Development has a very big influence on the desire of employees to leave their jobs.
- d. The head of the company is expected to consider paying attention to the amount of employee salaries, for example by giving them higher pay so that the better wages they get at the company, the lower the desire of employees to leave the company and vice versa

2. For Further Researchers.

The hope of the author is that further research can dig deeper into the variables that affect Turnover Intention. The significance of the effect of Job Satisfaction as a mediator of Turnover Intention encountered in this study opens up the possibility of other effects of Job Satisfaction on other variables.

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