

# Analysis The Effect Of Work Stress, Work Discipline And Turnover Intention On Employees Performance Mediated By Job Satisfaction At Pt. Epson Indonesia, Jakarta

Edi Sugiono, Dewi Sintia Vitaloka

**Abstract:** This study aims to analyse the effect of work stress, work discipline, and turnover intentions on employee performance at PT. Epson Indonesia with job satisfaction as mediation variable. The analytical method is descriptive and inferential analysis with Structural Equation Model (SEM) facilitated by AMOS software. The results revealed that work stress, work discipline and turnover intentions had a positive and significant effect on job satisfaction. Job stress and work discipline do not have a positive and significant effect on employee performance, while turnover intentions have a negative and significant effect on employee performance. Finally, job satisfaction is proven to mediate the relationship of work stress, work discipline and turnover intention on employee performance. This research can be useful for managers and directors to develop disciplinary facilities and a good environment to adopt the values of innovation and learning to optimize strategies to improve the employees performance to achieve company goals.

**Index Terms:** Employee performance, job stress, work discipline, turnover intention, job satisfaction.

## 1 INTRODUCTION

This Human resources (HR) have a very important role. It becomes the main driving factor to determine the success of an organization. Target to increase human resources is how to improve performance fully. Performance is the main index to measure the level of HR development of the companies, including at PT. Epson Indonesia. PT. Epson Indonesia at Jakarta improve the performance the employees in accordance with their work responsibilities. Good performance is created from proportional job stress. Mangkunegara (2008: 157) defined job stress as "a pressure feeling of the employees in the work ". Stress can have positive and negative impacts. Stress also can increase turnover. Feinstein & Harrah (2002) said that turnover can interfere with communication process, productivity and also job satisfaction of the employees. Companies always try to find ways to reduce employee turnover. Most of dysfunctional turnover involves various potential costs invested in employees, lower performance level and recruitment and retraining costs. PT. Epson Indonesia at Jakarta often meets above factors. However, employee performance factor is other factors that become the main consideration of PT. It creates a phenomenon of company revenue fluctuations from 2014 to 2018, as shown in table 1.

**TABLE 1. PERFORMANCE TARGETS AND REALIZATION OF PT. EPSON INDONESIA, JAKARTA.**

NO	Year	Frequency of Job Implementation		Target	(2)/(1) x 100% Realization
		Target (1)	Realization (2)		
1	2014	998	896	100 %	90 %
2	2015	729	554	100 %	76 %
3	2016	686	569	100 %	83 %
4	2017	786	698	100 %	89 %
5	2018	950	702	100 %	74 %
Total				100 %	82,4%

Source: HRD of PT. Epson Indonesia, Jakarta.

Table 1 show that the average job realization was of 82.4%. Generally, it is still not optimal because it has not reached the determined target of 100%. Therefore, HR (employees) has not reached the optimal target. In other words, employees have not been able to implement all activities in accordance with targets set. Based on above background, research is needed to analyze the effect of work stress, work discipline and turnover intentions on employee performance mediated by job satisfaction. PT. Epson Indonesia, Jakarta, was the research subject as an effort to increase the level of company achievement.

## 2 THEORETICAL REVIEW

### 2.2 Employee Performance

The goals achievement of an institution or company does not only depend on modern equipment and complete infrastructure. It depends on the employees. Qualified employees will do their work and provide good work. The company must know the performance goals in order to achieve the performance-level. An employee has a higher ability if work is done in accordance with the agreement and work results higher than company standard. Mangkunegara (2011: 67) said that performance has a very big role to determine the results and work efficiency in every company. Mathis (2006: 378) said that performance is what employees

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do or do not do with regard to elements of results, quality, timeliness, participation, and ability to work together.

## 2.2 Job Stress, Work Discipline, Turnover Intentions and Job Satisfaction

Malayu Hasibuan (2009: 204) defined work stress as a condition to affects the emotion, thought processes and current condition. Stressed people become nervous and feel chronic anxiety. Veizal Rivai (2009: 1008) said that the stress is a cause that causes physical and psychological irresponsibility to affects emotions, thought processes, and condition of an employee. The stress occurrence is due to an imbalance between the personality characteristics of employees with aspects of work. It can occur in all conditions of work, stress is conceptualized from point of view, namely stress as a stimulus, stress as a response and stress as a stimulus response. Stress as a stimulus is an approach that focuses on environment. The definition of stimulus sees the stress as something to forces individuals to respond to stressors. This approach views stress as a consequence of interactions between environmental stimuli and individual responses. Therefore, the hypothesis is stated below.

H1: Higher the work stress will decrease the job satisfaction of employees at PT. Epon Indonesia, Jakarta.

Hasibuan (2006: 193) defined work discipline as the awareness and willingness of a person to obey all organizational rules and applied social norms. Davis in Mangkunegara (2010: 129) defined work discipline as the implementation of management to reinforce organizational guidelines. Better employee discipline can increase the work performance. Employees who do not implement or violate the rules set will get sanctions, from mild to severe in accordance with the applicable rules. Therefore, the hypothesis is stated below.

H2: Higher work discipline will increase the employees job satisfaction at PT. Epon Indonesia, Jakarta.

Hartono (2002) defined turnover intention as the intensity of desire to leave the company. The turnover intention is defined as the intention of someone to carry out the actual separation (turnover) from one organization (Good et al, in Sunjoyo & Harsono, 2003). Based on some of definitions stated above, it can be concluded that turnover intention is the employees desire to quit from the membership of an organization or to break with organization where they get income. Therefore, the hypothesis is stated below.

H3: Higher turnover intention will decrease the employees job satisfaction at PT. Epon Indonesia, Jakarta.

## 2.3 Job Stress, Work Discipline, Turnover Intention, Job Satisfaction and Employee Performance.

Job satisfaction is a pleasant or unpleasant emotional state where the employees view their work. Job satisfaction reflects a person's feelings towards his job. In addition, job satisfaction can also be interpreted as an effectiveness or emotional response to various aspects of work (Kreitner, 2005). Job satisfaction is a pleasant emotional state with which workers view their work (Handoko, 1996). Organizations with satisfied employees at work then tend more effective than organizations with low job satisfaction (Robbins, 2001). Hentry Sukmasari (2011) found a positive and significant relationship between job satisfaction and employee performance.

Moeheriono (2012: 95) said that the performance is a picture of achievement level of program of activities or policies implementation in realizing goals, objectives, vision, and mission as outlined through the strategic planning of an organization. The performance can be known and measured if an individual or group of employees has achieved the criteria or success standards set by organization. Therefore, the hypothesis is stated below.

H4: Higher level of employee job satisfaction increases the level of employee performance of PT. Epon Indonesia, Jakarta.

Stress relates with an imbalance between the personality characteristics of employees and aspects of their work and can occur in all conditions of work. The employees who feel work stress from work environment and their own work will result in unstable or lower employee performance. Employees who cannot control their stress will decrease their performance. Therefore, the hypothesis is stated below.

H5: Higher work stress decreases the employees performance at PT. Epon Indonesia, Jakarta.

Good discipline reflects the magnitude of one responsibility for tasks assigned to him. This encourages morale and realization of company goals and its employees. Therefore managers always support their subordinates to always have good discipline. Without the good support to improve the employee discipline, companies will difficult to realize the goal of optimal employee performance. The discipline is the success support of an organization to achieve the goal Hasibuan (2012: 194). This is reinforced by Wibowo and Yuniarti (2013: 703-713) who examined the effect of discipline on employee performance. The results showed that discipline has a positive and significant effect and contributes to improve the employee performance at BMKG Office Region III Denpasar. Therefore, the hypothesis is stated below.

H6: Higher employee work discipline increase the employees performance at PT. Epon Indonesia, Jakarta.

Turnover intention can affect the employee performance. Greater turnover intention of an employee will increase his desire to quit from the company. This greatly affects the employee's performance. This is reinforced Rachmawati Meita Oktaviani Ida Nurhayati (2014: 90-91) that Turnover Intention has a positive and significant effect on employee performance in Tax Consultant Office in Semarang. Therefore, the hypothesis is stated below.

H7: Higher the intention turnover decreases the employees performance at PT. Epon Indonesia, Jakarta.

## 2.4 The Mediation Role of Job Satisfaction in Relationship between Work Stress, Work Discipline and Turnover Intention

The work stress, work discipline and turnover intention have direct and indirect effect on performance. The indirect effects are mediated by job satisfaction. Therefore, the hypotheses are stated below.

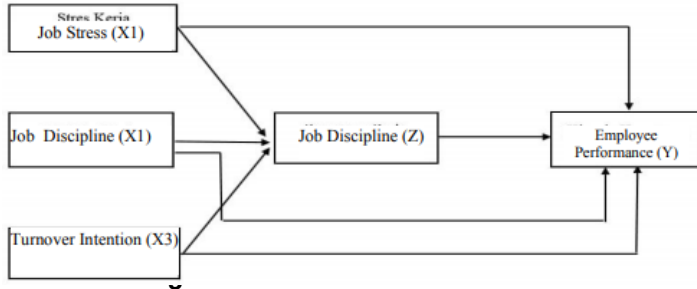
H8: Job Satisfaction mediates the relationship between Job Stress on Employee Performance at PT. Epon Indonesia, Jakarta.

H9: Job Satisfaction mediates the relationship between Work Discipline on Employee Performance at PT. Epon

Indonesia, Jakarta.

H8: Job Satisfaction mediates the relationship between Turnover Intentions on Employee Performance at PT. Epson Indonesia, Jakarta.

This research examines the direct of independents variable to dependen variable. The indirect effects of independents variable on dependen variable that mediated job satisfaction is shown in Figure 1.



### 3 METHOD

#### 3.1 Research design

This is a descriptive quantitative research type. The research aim is to describe the (characteristics) of a situation or object of research through the collection and analysis of quantitative data and statistical testing. The nature of this research is descriptive explanatory to explain the position of one variable and its relationship with other variables.

#### 3.2 Population and Sampling Procedure

The population is all 155 employees of PT. Epson Indonesia, Jakarta, employees. The samples are selected by Random Sampling method. It means each element of population has the same possibility to become sample through systematic calculations. Based on Slovin formula, samples are calculated below.

$$n = \frac{N}{1 + N(e)^2} = \frac{155}{1 + 155 (0,05)^2} = 111,7 \text{ Rounded to } 112$$

The numbers of indicators are 19; therefore the minimum sample size is 5 times the number of indicators estimated or as much as 5 x 19 = 95. The numbers of samples used are 112, if there is data bias or invalid does not reduce the number of respondents below the minimum sample suggested by (Hair et al, 1995).

#### 3.3 Analysis Techniques

The research approach used for this research is quantitative research, namely interviews, observations, and questionnaires. The model was analyzed by the statistical software AMD 22. Analysis the indirect effect through mediation of job satisfaction variables was done by sobel test (Ghozali, 2011). The function is to find the indirect effect of independent variable on dependent variable through the intervening variable. In addition, sobel test is used to test the ability of intervening variables to become a mediator in

research framework model.

The sobel test calculation uses the following formula:

$$sab = \sqrt{b^2 sa^2 + a^2 sb^2 + sa^2 sb^2}$$

Testing the significance of indirect effect is needed to calculate the t value of coefficient ab with formula:

$$t = \frac{ab}{sab}$$

If the value of t arithmetic > value of t, then it can be concluded influence is mediation.

## RESULTS AND DISCUSSION

The research results for the relationship between variables are shown in figure 2 below.

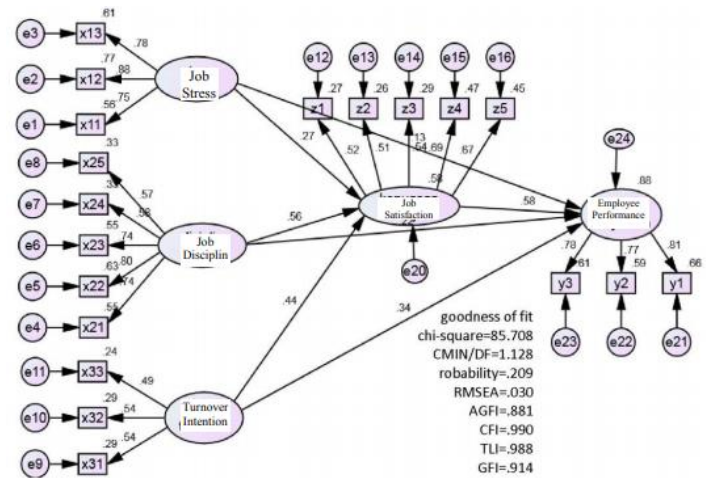


Fig. 2. Relationship between variables

Goodness of fit results shows that full model has a marginal goodness of fit with a calculated Chi Square value greater than the chi square table at marginal results. While the probability, RMSEA, GFI, AGFI, CMIN / DF, TLI and CFI are on result of Good fit. Full model fit test results are summarized in table 2.

Table 2. Model fit Test Results

No	Goodness of fit index	Cut off value	Result s	Description
1	$\chi^2$ - Chi square	Should Small. $\chi^2$ DF=76 (0,05) = 97,351	85.708	Good fit
2	Probability	> 0,5	0,209	Good fit
3	RMSEA	< 0,8	0.030	Good fit
4	GFI	>0,9	0.914	Good fit
5	AGFI	>0,9	0.881	Marginal fit
6	CMIN/DF	<2,0	1.128	Good fit
7	TLI	>0,95	0.988	Good fit
8	CFI	>0,95	0.990	Good fit

Source: Amos Data Process (2019)

The test results of regression weight for the relationship between variables are shown in table 3.

**TABLE 3. REGRESSION WEIGHTS (GROUP NUMBER 1 - DEFAULT MODEL)**

		Estimate	S.E.	C.R.	P	Label
Job_Satisfaction	← Work_Stress	.326	.083	3.926	***	par_4
Job_Satisfaction	← Work_Discipline	.400	.071	5.602	***	par_5
Job_Satisfaction	← Turnover_Intention	.242	.064	3.764	***	a
Employee_Performance	← Work_Stress	.000	.071	.004	.997	par_8
Employee_Performance	← Work_Discipline	.015	.069	.215	.829	par_9
Employee_Performance	← Turnover_Intention	.242	.064	3.764	***	a
Employee_Performance	← Job_Satisfaction	.948	.123	7.736	***	par_10

Source: Amos Data Process (2019)

First Hypothesis analysis show that work stress has a negative and significant effect on employee job satisfaction, evidenced by a CR value of 3.926 and a significance value of 0.000 (\*\*\*). This test shows that job stress has a negative and significant effect on employee job satisfaction. This means that employees work stress can affect their feeling to job and results they receive. This research finding is consistent with Supriyatun, Alwi Suddin, and Sutarno (2018) that work stress has a significant effect on performance, job stress has a significant effect on job satisfaction, job satisfaction has a significant effect on performance and job satisfaction can mediate the effect of work stress on employee performance. Second Hypothesis analysis shows that work discipline has a positive and significant effect on job satisfaction, evidenced by a CR value of 5.602 and a significance value of 0.000 (\*\*\*). This shows that better work discipline will increase employees job satisfaction. Soejono (1997: 67) said that the indicators of work discipline include timeliness, utilization of facilities, work responsibilities, and adherence to agency regulations. This research results contradict with Lumentut (2015) that work discipline did not significantly influence job satisfaction at PT Bank Sulut at Airmadidi Branch. Third Hypothesis shows that turnover intention has a negative and significant effect on employee job satisfaction at PT. Epson Indonesia, Jakarta, evidenced by CR value of 3.764 and a significance value of 0.000 (\*\*\*). It means lower employee turnover intention will increase employee job satisfaction. It can be emphasized that employee job satisfaction at PT. Epson Indonesia, Jakarta is influenced by turnover intentions. Forth Hypothesis shows that work stress does not has positive and significant effect on employees performance at PT. Epson Indonesia, Jakarta, evidenced by a CR value of 0.004 and a significance value of 0.997. This test shows that work stress does not have a significant effect on employees performance of PT. Epson Indonesia, Jakarta. The lack of human resources makes many employees hold more than one job, but because PT. Epson Indonesia, Jakarta has facilities and a comfortable environment, problem of work stress does not significantly affect the employees performance. It can be concluded that forth hypothesis is rejected, with cr value of 0.0004 and sig 0.997 > 0.05. This research results are consistent with Khuzaeni et al. (2013) that work culture has no effect on job satisfaction. Job stress does not affect job satisfaction. Work culture is influenced by employee performance. Job stress has

no effect on employee performance. Job satisfaction does not affect performance. The implication of this research is to build a strong work culture to reduce work stress and increase job satisfaction which ultimately increases employee performance. Fifth Hypothesis analysis show that work discipline does not have a positive and significant effect on employees performance at PT. Epson Indonesia, Jakarta, evidenced by a CR value of 0.125 and a significance value of 0.829. This test shows that work discipline does not have a significant effect on employees performance at PT. Epson Indonesia, Jakarta. Conditions at PT. Epson Indonesia Jakarta shows many employees do not use the time properly, some employees are often out during work hours just to eat and sit and enjoy coffee outside the office. The role of supervisor must be maximized to overcome this. However, because the discipline rules made by company have been good, hypothesis that work discipline does not affect on employee performance is rejected, evidenced by CR value of 0.125 < 1.96 and probability 0.829 > 0.05. The analysis results is inconsistent with Dhesty Kasima, AL Rantetampangb, and Happy Lumbantobingc (2016) that discipline affect on performance and leadership affect on performance of administrative staff at Abepura Hospital. Sixth hypothesis analysis show that intention of turnover has a positive and significant effect on employee performance at PT. Epson Indonesia, Jakarta with a CR value of 3.764 and a significance value of 0,000 (\*\*\*). This means that high turnover intention affect on employee performance. These results are consistent with Alfatina pandu romance research (2017) that turnover intention affect on employee performance, High turnover intention affect on employee performance. Holzer, Stoll, and Wissoker (2004) stated that employees will reflect high turnover intentions by avoiding duties and responsibilities at work. The results showed that turnover intentions affect employee performance. However, this research results inversely proportional to results of research from Iqra Saeed et al. (2014). Their results show that (1) turnover intention has a negative direct effect on work performance; (2) absence has a direct negative effect on job performance; (3) turnover intention has a positive direct effect on absenteeism. Job performance can be improved through reducing turnover and absenteeism intentions. Seventh hypothesis analysis show that job satisfaction has a positive and significant effect on employee performance at PT. Epson Indonesia Jakarta, evidenced by CR value of 7.736 and a significance value of 0.000 (\*\*\*). This means that with a high turnover intention

value can have affect on employee performance. This means that employees job satisfaction at PT. Epson Indonesia Jakarta can affect their performance at work. High job satisfaction tends to be followed by an increase in employee performance. This is consistent with Helmi Haryanto (2011) that job satisfaction has a positive and significant effect on employee performance. Hmas Sukmasari (2011) showed the relationship between Leadership, Motivation, Incentives, Job Satisfaction and Work on environment with employee job performance. Eighth hypothesis analysis shows that work stress significantly affect the employees performance at PT. Epson Indonesia, mediated by job satisfaction. This is evidenced by value of t test which shows significant results with t value of 2.636 (greater than t table 1.96). This means that high work stress tends to be followed by a decrease in employee performance. This is consistent with Helmi Haryanto (2011) that work stress has a negative and significant effect on employee performance. But it is different with Hulaifah Gaffar (2012) which states that work stress has a positive and significant effect on employee performance. Ninth hypothesis analysis shows that work discipline has a positive and significant effect on employees performance of PT. Epson Indonesia, mediated by job satisfaction. This is evidenced by significant t value of 4.014 (greater than t table 1.96). Tenth hypothesis analysis shows that turnover intention positively and significantly affect on employees performance at PT. Epson Indonesia, mediated by job satisfaction. This is evidenced by significant t value of 3.859 (greater than t table 1.96).

## 5 CONCLUSION

The company should be able to deal with stress related to individual stress, namely anxiety and fear, aggressive, lethargic, tired, very disappointed and losing patience. Long stress will affect physiological and cognitive conditions which ultimately will harm the individual. Therefore, company should guarantee the employees welfare, more observant and sensitive to satisfy their employees. The future researchers can develop this research by other methods in researching the work stress and work discipline in the relation to job satisfaction, for example through in-depth interviews with respondents to improve the information obtained from questionnaire. They can explore the effect of control variables on job satisfaction, and involve other variables such as leadership style, organizational culture, and work environment. The future researchers can develop a research model to involve conditional variables as moderation variables. This research results are expected to provide benefits to PT. Epson Indonesia, Jakarta, as employees, leaders, and others.

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