The Effect of Work Stress on Turnover Intention through mediation of Job Satisfaction on Couriers at PT. JNE West Kalimantan Branch Office.

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UNIVERSITAS TANJUNGPURA

PONTIANAK

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Thesis as a Requirement for a Bachelor of Management at Universitas Tanjungpura Pontianak Faculty of Economics and Business

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ACKNOWLEDGEMENT

Alhamdulillahi rabbil 'alamin, Praise and gratitude the writer expresses profound gratitude to the Almighty God, Allah SWT, who has given grace, love, guidance, blessings, and strength to enable the completion of this thesis entitled " The Effect of Work Stress on Turnover Intention through mediation of Job Satisfaction on Couriers at PT. JNE West Kalimantan Branch Office". This thesis is a requirement for obtaining a bachelor's degree in Management from the Economics & Business Faculty of Universitas Tanjungpura Pontianak. Don't forget shalawat and greetings, the writer goes to Prophet Muhammad SAW, who is a good role model for his people. During the preparation of this thesis, the writer realized that without the support, guidance, assistance, and prayers of various parties, this thesis could not be completed adequately. Thus, the writer wishes to express gratitude to these deserving individuals:

1. Prof. Dr. Garuda Wiko, S.H., M.Si., as the rector of Universitas Tanjungpura
2. Dr. Barkah, S. E., M. Si., as the Dean of the Faculty of Economics and Business, Universitas Tanjungpura;
3. Heriyadi, S.E., M.E., Ph.D as the Head of the Management Major of the Faculty of Economic and Business at Tanjungpura University;
4. Dr. Wenny Pebrianti, S.E., M.Sc.as the Secretary of Management Major of Faculty of Economics and Business, Universitas Tanjungpura
5. Bintoro Bagus Purmono, S.E., M.M. as the Head Management Program Study of Faculty of Economics and Business, Universitas Tanjungpura;
6. Prof. Dr. Ramadhania, SE, M.Si., as thesis advisor who has spent a lot of time, provided advise, time, effort, and motivation to me throughout my academic careers and while I was preparing this thesis;
7. Dr. Rizky Fauzan, SE., M.Si., as the thesis second supervisor who patiently gave advise, time, effort, and motivation to me while I was preparing this thesis;

8. Yulyanti Fahruna, SE, M.Si., as the examiner who patiently gave advise fo the improvement in my thesis;
9. Arman Jaya, S.Pd.I., MM., as the as the examiner who patiently gave advise for the improvement in my thesis ;
10. All members of the Universitas of Tanjungpura Pontianak's faculty, administration, library, and staff who are too numerous to name individually and who provided assistance and support during the study period, particularly the administrative process;
11. The writer’s parents, Mr. Syaparudin and Mrs. Fitria Handayani who have provided significant sacrifices for the writer’s future and have been remembered for their everlasting moral and spiritual support, prayer, love, and encouragement. To the writer's one and only sister, Nanda Aprilia, who never stopped providing encouragement and support so that the writer could complete this thesis. And also to the writer's fiancé, Muhammad Khemal Andhika, who always provides endless support.
12. All my dear friends: Atikah, KH, Della, Leka, Dinda, Sahnaz and Caesha who have made the college experience more colorful. Thank you for your support in times of joy and sorrow. Having you as my closest friends is a joy for the writer.
13. The Management International Class of 2018 would like to thank all of the writer's friends for their friendship, kinship, and unity throughout college. Additionally, I want to thank you for all of your assistance and support over the course of the last four years, both in good and terrible times. I'll see you all on top, good luck!
14. All those who contributed to the writing of this thesis but whose names cannot be listed individually
15. Last but not least, I would like to take a moment to thank myself. Thank you to myself for persevering to this point. For all the sleepless nights, the struggles against fatigue and doubt, and the unyielding effort, I am so grateful. Thank you for choosing to keep going despite the many obstacles along the way. I am proud of myself for not giving up when I wanted to quit,

for continuing to find a way out when things got tough, and for believing that all this effort will pay off. This thesis is not only about academic achievement, but also a testament to perseverance, patience, and belief in oneself. May it be a reminder that I am capable of overcoming any challenge that lies ahead, just as I have overcome this one. Thank you, me. I'm proud of you!

The author realizes that this thesis is not fully perfect and there are still shortcomings, due to the limited knowledge and literature possessed, but the author has tried according to his ability to obtain the best possible results. Therefore, the author is looking forward to constructive suggestions and criticism so that this thesis can be perfect. Finally, the author would like to thank all those who have helped in the writing of this thesis, hopefully this thesis will be useful for all of us.

Pengaruh Stres Kerja terhadap Turnover Intention melalui mediasi Kepuasan Kerja pada Kurir di PT. JNE Kantor Cabang Kalimantan Barat.

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ABSTRAK

Penelitian ini dilatarbelakangi oleh fenomena yang terjadi karena adanya fluktuasi yang signifikan selama lima tahun terakhir pada kurir PT. JNE Kantor Cabang Kalimantan Barat terutama disebabkan oleh tingkat *turnover* yang mendekati atau melebihi 10% yang menurut Harris dalam Kusumaeni dkk. (2022) rata-rata tingkat perputaran karyawan yang dapat ditoleransi berbeda-beda, tetapi jika melebihi 10% per tahun umumnya dianggap terlalu tinggi. Fenomena ini diduga terkait dengan pengaruh Stres Kerja yang dialami oleh kurir. Penelitian ini bertujuan untuk menganalisis pengaruh Stres Kerja terhadap *Turnover Intention* dan Kepuasan Kerja sebagai variabel mediasi. Penelitian ini menggunakan pendekatan kuantitatif dengan metode deskriptif. Populasi penelitian adalah seluruh kurir di PT. JNE Kantor Cabang Kalimantan Barat yang berjumlah 422 orang, dengan teknik pengambilan sampel acak sederhana. Pengumpulan data menggunakan kuesioner dengan skala Likert 5 poin. Analisis data menggunakan WarpPLS 8.0. Hasil penelitian menunjukkan bahwa pengaruh Stres Kerja (X) terhadap *Turnover Intention* (Y) menunjukkan nilai path coefficients 0.547 dengan nilai P-value <0.001 yaitu lebih kecil dari 0.05, yang artinya variabel Stres Kerja (X) memiliki pengaruh positif signifikan terhadap variabel *Turnover Intention* (Y). Pengaruh Stres Kerja (X) terhadap Kepuasan Kerja (Z) menunjukkan nilai path coefficients -0.349 dengan nilai P-value <0.001 yaitu lebih kecil dari 0.05, yang artinya variabel Stres Kerja (X) memiliki pengaruh negatif signifikan terhadap variabel Kepuasan Kerja (Z). Pengaruh Kepuasan Kerja (Z) terhadap *Turnover Intention* (Y) menunjukkan nilai path coefficients -0.136 dengan nilai P-value 0.024 yaitu lebih kecil dari 0.05, yang artinya variabel Kepuasan Kerja (Z) memiliki

pengaruh negatif signifikan terhadap variabel *Turnover Intention* (Y). Pengaruh Stres Kerja (X) terhadap *Turnover Intention* (Y) melalui peran mediasi Kepuasan Kerja (Z) diperoleh nilai path coefficient 0.047 dengan nilai P-value 0.167, yang artinya Kepuasan Kerja tidak memediasi pengaruh antara work stress (X) terhadap turnover intention (Y).

Kata kunci: Stres Kerja, *Turnover Intention*, Kepuasan Kerja

The Effect of Work Stress on Turnover Intention through mediation of Job Satisfaction on Couriers at PT. JNE West Kalimantan Branch Office.

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ABSTRACT

This research is motivated by the phenomenon that has occurred due to significant fluctuations over the past five years in the couriers of PT JNE West Kalimantan Branch Office, mainly due to the turnover rate which is close to or exceeds 10% which according to Harris in Kusumaeni et al. (2022) the average level of employee turnover that can be tolerated varies, but if it exceeds 10% per year it is generally considered too high. This phenomenon is thought to be related to the influence of Job Stress experienced by couriers. This study aims to analyze the effect of Job Stress on Turnover Intention and Job Satisfaction as a mediating variable. This research uses a quantitative approach with descriptive methods. The research population was all couriers at PT JNE West Kalimantan Branch Office totaling 422 people, with a simple random sampling technique. Data collection using a questionnaire with a 5-point Likert scale. Data analysis using WarpPLS 8.0. The results showed that the effect of Job Stress (X) on Turnover Intention (Y) showed a path coefficients value of 0.547 with a P-value <0.001, which is smaller than 0.05, which means that the Job Stress variable (X) has a significant positive effect on the Turnover Intention variable (Y). The effect of Job Stress (X) on Job Satisfaction (Z) shows a path coefficients value of -0.349 with a P-value <0.001, which is smaller than 0.05, which means that the Job Stress variable (X) has a significant negative effect on the Job Satisfaction variable (Z). The effect of Job Satisfaction (Z) on Turnover Intention (Y) shows a path coefficients value of -0.136 with a P-value of 0.024, which is smaller than 0.05, which means that the Job Satisfaction variable (Z) has a significant negative effect on the Turnover Intention variable (Y). The effect of Work Stress (X) on Turnover Intention (Y) through the mediating role of Job Satisfaction (Z) obtained a path coefficient value of 0.047

with a P-value of 0.167, which means that Job Satisfaction does not mediate the effect between work stress (X) on turnover intention (Y).

Keywords: Work Stress, Turnover Intention, Job Satisfaction

PENGARUH STRES KERJA TERHADAP TURNOVER INTENTION MELALUI MEDIASI KEPUASAN KERJA PADA KURIR DI PT. JNE KANTOR CABANG KALIMANTAN BARAT.

RINGKASAN

1. Latar Belakang

Fenomena tingginya turnover karyawan telah menjadi perhatian global, ditandai dengan "*The Great Resignation*" yang mengakibatkan gelombang besar pengunduran diri karyawan (Forbes, 2021). McKinsey (2021) menyebutkan bahwa tingkat attrition semakin memburuk karena banyak karyawan keluar tanpa memiliki pekerjaan pengganti. Selain itu, fenomena *quiet quitting* juga muncul, di mana karyawan tetap bekerja tetapi hanya memenuhi standar minimal.

Di PT. JNE Kalimantan Barat, *turnover* karyawan kurir menunjukkan fluktuasi yang signifikan dalam beberapa tahun terakhir. Beberapa kantor cabang memiliki tingkat *turnover* yang tinggi, seperti Pontianak yang mencapai 16,44% pada tahun 2023 sebelum menurun menjadi 10,29% pada 2024. Faktor penyebab *turnover* bervariasi, mulai dari tawaran pekerjaan lain, stres kerja, lingkungan kerja yang kurang kondusif, hingga kepuasan kerja yang rendah.

Turnover yang tinggi dapat berdampak negatif pada perusahaan, termasuk meningkatnya biaya rekrutmen, penurunan produktivitas, serta terganggunya stabilitas tim kerja (Jha, 2009; Belete, 2018). Salah satu faktor utama yang berkontribusi terhadap *turnover* adalah stres kerja yang berdampak pada kepuasan kerja dan keinginan untuk keluar (Kim et al., 2015; Qureshi et al., 2013).

Berdasarkan fenomena dan temuan penelitian sebelumnya, penelitian ini bertujuan untuk menganalisis pengaruh stres kerja terhadap turnover intention dengan mediasi kepuasan kerja pada kurir PT. JNE Kalimantan Barat.

2. Masalah Penelitian

Berdasarkan masalah-masalah tersebut, maka dirumuskan pertanyaan penelitian sebagai berikut:

1. Apakah stres kerja mempengaruhi niat untuk berpindah kerja?
2. Apakah kepuasan kerja berpengaruh terhadap turnover intention?
3. Apakah stres kerja berpengaruh terhadap kepuasan kerja?
4. Apakah kepuasan kerja memediasi pengaruh stres kerja terhadap turnover intention?

3. Tujuan Penelitian

Berdasarkan rumusan masalah di atas, maka tujuan penelitian tesis ini adalah:

1. Penelitian ini bertujuan untuk menguji dan menganalisis pengaruh stres kerja terhadap turnover intention.
2. Penelitian ini bertujuan untuk menguji dan menganalisis pengaruh kepuasan kerja terhadap turnover intention.
3. Penelitian ini bertujuan untuk menguji dan menganalisis pengaruh stres kerja terhadap kepuasan kerja.
4. Penelitian ini bertujuan untuk menguji dan menganalisis mediasi kepuasan kerja terhadap turnover intention.

4. Metode Penelitian

Penelitian ini menggunakan pendekatan kuantitatif dengan metode deskriptif. Populasi penelitian adalah seluruh kurir di PT. JNE Kantor Cabang Kalimantan Barat yang berjumlah 422 orang, dengan teknik pengambilan sampel acak sederhana. Pengumpulan data menggunakan kuesioner dengan skala Likert 5 poin yang mengukur variabel Stres Kerja (5 indikator), Turnover Intention (3 indikator), dan Kepuasan Kerja (5 indikator). Analisis data menggunakan WarpPLS 8.0. Evaluasi model meliputi pengujian model pengukuran (*outer model*) dan model struktural (*inner model*).

5. Hasil dan Pembahasan

Hasil pengujian hipotesis menunjukkan:

H1: Variabel Stres Kerja (X) memiliki pengaruh positif signifikan terhadap variabel *Turnover Intention* (Y). H2: Variabel Stres Kerja (X) memiliki pengaruh negatif signifikan terhadap variabel Kepuasan Kerja (Z). H3: Variabel Kepuasan Kerja (Z) memiliki pengaruh negatif signifikan terhadap variabel *Turnover Intention* (Y). H4: Kepuasan Kerja tidak memediasi pengaruh antara work stress (X) terhadap turnover intention (Y).

6. Kesimpulan dan Rekomendasi

Berdasarkan hasil penelitian yang telah dilakukan, maka peneliti sampai pada simpulan akhir sebagai berikut:

A. Berdasarkan hasil analisis deskriptif penelitian ini, dapat diketahui bahwa rata-rata tanggapan responden untuk masing- masing variabel sebagai berikut:
   1. Stres Kerja (X) dengan rata-rata total sebesar 4,19 yang tergolong tinggi; *Turnover Intention* (Y) dengan rata-rata total sebesar 4,34 yang tergolong sangat tinggi; dan Kepuasan Kerja (Z) dengan rata-rata total sebesar 2,63 yang tergolong cukup tinggi.

B. Berdasarkan hasil pengujian hipotesis diketahui hasil penelitian sebagai berikut:

   1. Pengaruh work stress (X) terhadap turnover intention (Y) menunjukkan nilai path coefficients 0.547 dengan nilai P-value <0.001 yaitu lebih kecil dari 0.05, yang artinya variabel work stress (X) memiliki pengaruh positif signifikan terhadap variabel turnover intention (Y). Sehingga dapat disimpulkan bahwa hipotesis diterima.
   2. Pengaruh work stress (X) terhadap job satisfaction (Z) menunjukkan nilai path coefficients -0.349 dengan nilai P-value <0.001 yaitu lebih kecil dari 0.05, yang artinya variabel work stress (X) memiliki pengaruh negative signifikan terhadap variabel job satisfaction (Z). Sehingga dapat disimpulkan bahwa hipotesis diterima.
   3. Pengaruh job satisfaction (Z) terhadap turnover intention (Y) menunjukkan nilai path coefficients -0.136 dengan nilai P-value 0.024

yaitu lebih kecil dari 0.05, yang artinya variabel job satisfaction (Z) memiliki pengaruh negative signifikan terhadap variabel turnover intention (Y). Sehingga dapat disimpulkan bahwa hipotesis diterima.

4. Pengaruh work stress (X) terhadap turnover intention (Y) melalui peran mediasi job satisfaction (Z) diperoleh nilai path coefficient 0.047 dengan nilai P-value 0.167, yang artinya job satisfaction tidak memediasi pengaruh antara work stress (X) terhadap turnover intention (Y). Sehingga dapat disimpulkan bahwa hipotesis ditolak.

C. PT. JNE Kantor Cabang Kalimantan Barat perlu memprioritaskan pengelolaan stress kerja karyawan. Hal ini dapat dilakukan dengan cara seperti identifikasi sumber stress, peningkatan keseimbangan hidup, pelatihan manajemen stress, penciptaan lingkungan kerja yang positif dan evaluasi beban kerja. Meskipun tidak secara langsung mempengaruhi turnover intention, kepuasan kerja tetap penting untuk diperhatikan. Dengan berupaya meningkatkan kepuasan kerja karyawan melalui pengembangan karir, pengakuan dan penghargaan, kompensasi yang adil dan komunikasi yang efektif. Diharapkan dengan adanya saran untuk PT. JNE Kantor Cabang Kalimantan Barat dapat menciptakan lingkungan kerja yang lebih sehat dan produktif, serta meningkatkan kemampuan sebuah organisasi untuk mempertahankan karyawannya dan mengatasi adanya fenomena turnover intention.

THE EFFECT OF WORK STRESS ON TURNOVER INTENTION THROUGH MEDIATION OF JOB SATISFACTION ON COURIERS AT PT. JNE WEST KALIMANTAN BRANCH OFFICE.

SUMMARY

1. Background

The phenomenon of high employee turnover has become a global concern, marked by "The Great Resignation," which has led to a massive wave of employee resignations (Forbes, 2021). McKinsey (2021) states that attrition rates continue to worsen as many employees leave without having a replacement job. Additionally, the quiet quitting phenomenon has emerged, where employees remain in their jobs but only meet the bare minimum standards.

At PT. JNE West Kalimantan, courier employee turnover has fluctuated significantly in recent years. Some branch offices have high turnover rates, such as Pontianak, which reached 16.44% in 2023 before declining to 10.29% in 2024. The reasons for turnover vary, including job offers elsewhere, work stress, an unfavorable work environment, and low job satisfaction.

High turnover negatively impacts companies by increasing recruitment costs, reducing productivity, and disrupting team stability (Jha, 2009; Belete, 2018). One of the main contributors to turnover is work stress, which affects job satisfaction and the desire to leave (Kim et al., 2015; Qureshi et al., 2013).

Based on these phenomena and previous research findings, this study aims to analyze the effect of work stress on turnover intention, with job satisfaction as a mediating factor, among couriers at PT. JNE West Kalimantan.

2. Research Problems

Based on the identified issues, the research questions formulated are as follows:

1. Does work stress affect turnover intention?
2. Does job satisfaction influence turnover intention?
3. Does work stress impact job satisfaction?
4. Does job satisfaction mediate the effect of work stress on turnover intention?

3. Research Objectives

Based on the problem formulation, the objectives of this study are:

1. To examine and analyze the effect of work stress on turnover intention.
2. To examine and analyze the effect of job satisfaction on turnover intention.
3. To examine and analyze the effect of work stress on job satisfaction.
4. To examine and analyze the mediation of job satisfaction in the relationship between work stress and turnover intention.

4. Research Methodology

This study employs a quantitative approach with a descriptive method. The research population consists of all 422 couriers at PT. JNE West Kalimantan Branch Office, with a simple random sampling technique. Data collection is conducted through a questionnaire using a 5-point Likert scale measuring the variables of Work Stress (5 indicators), Turnover Intention (3 indicators), and Job Satisfaction (5 indicators). Data analysis is performed using WarpPLS 8.0, evaluating both the measurement model (outer model) and structural model (inner model).

5. Results and Discussion

The hypothesis testing results show:

H1: Work Stress (X) has a significant positive effect on Turnover Intention (Y).

H2: Work Stress (X) has a significant negative effect on Job Satisfaction (Z).

H3: Job Satisfaction (Z) has a significant negative effect on Turnover Intention (Y).

H4: Job Satisfaction does not mediate the effect of Work Stress (X) on Turnover Intention (Y).

6. Conclusion and Recommendations

Based on the research findings, the final conclusions are as follows:

A. Descriptive Analysis Findings

The average responses for each variable are:

1. Work Stress (X) with a total average of 4.19 (high category).
2. Turnover Intention (Y) with a total average of 4.34 (very high category).
3. Job Satisfaction (Z) with a total average of 2.63 (moderate category).

B. Hypothesis Testing Results

1. The effect of Work Stress (X) on Turnover Intention (Y) shows a path coefficient value of 0.547 with a P-value <0.001, which is smaller than 0.05. This indicates that Work Stress (X) has a significant positive effect on Turnover Intention (Y), supporting the hypothesis.
2. The effect of Work Stress (X) on Job Satisfaction (Z) shows a path coefficient value of -0.349 with a P-value <0.001, which is smaller than 0.05. This indicates that Work Stress (X) has a significant negative effect on Job Satisfaction (Z), supporting the hypothesis.
3. The effect of Job Satisfaction (Z) on Turnover Intention (Y) shows a path coefficient value of -0.136 with a P-value of 0.024, which is smaller than 0.05. This indicates that Job Satisfaction (Z) has a significant negative effect on Turnover Intention (Y), supporting the hypothesis.
4. The effect of Work Stress (X) on Turnover Intention (Y) through the mediation of Job Satisfaction (Z) shows a path coefficient value of 0.047 with a P-value of 0.167. This indicates that Job Satisfaction does not mediate the relationship between Work Stress (X) and Turnover Intention (Y), rejecting the hypothesis.

C. Recommendations for PT. JNE West Kalimantan Branch Office

PT JNE West Kalimantan Branch Office needs to prioritize managing employee work stress. This can be done in ways such as identifying sources of stress, improving life balance, stress management training, creating a positive work environment and evaluating workload. Although it does not directly affect turnover intention, job satisfaction is still important to note. By trying to increase employee job satisfaction through career development, recognition and appreciation, fair compensation and effective communication. It is hoped that the suggestions for PT JNE West Kalimantan Branch Office can create a healthier and more productive work environment, as well as improve the ability of an organization to retain its employees and overcome the phenomenon of turnover intention.environment while improving organizational retention and mitigating the turnover intention phenomenon.

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CHAPTER I
INTRODUCTION

1.1. Background

The world of work is shaken by the phenomenon of a large wave of workers who quit their jobs (resign). Forbes (2021) highlights the phenomenon of "The Great Resignation or Turnover Tsunami" or massive resignation. McKinsey (2021) mentions that employee attrition will get worse because they are willing to leave without having a replacement job. Forbes (2022) stated that 4 million people left their jobs, and it is likely that this trend of employee exits will continue based on the BLS report. On the other hand, there is also the phenomenon of quiet quitting in response to great resignation where workers do not quit completely from work, but work with efforts to meet minimal standards only. This phenomenon emerged because of the COVID-19 pandemic and as the pandemic subsides, the habit of working flexibly from home continues. The risk felt is that many employees decide to quit their jobs because of the comfort of life that has been obtained since the COVID-19 pandemic outbreak.

Table 1.1

Employee Courier Data of PT. JNE West Kalimantan Branch Office for the Period 2020 – 2024

No.	Kantor Cabang JNE Kalimantan Barat	Turnover Rate (%)				
		2020	2021	2022	2023	2024
1.	Bengkayang	16%	10,71%	9,67%	9,23%	12,5%
2.	Kayong Utara	9,52%	8,16%	11,76%	11,76%	7,84%
3.	Kapuas Hulu	10,17%	6,67%	13,11%	6,35%	9,23%
4.	Ketapang	10,96%	5,40%	13,69%	8,33%	5,13%
5.	Kubu Raya	10,53%	6,25%	12,63%	4,16%	8,16%
6.	Landak	10,67%	8,23%	2,63%	7,69%	11,11%

7.	Melawi	10,17%	6,78%	14,03%	11,23%	12%
8.	Mempawah	7,41%	14,81%	0%	6,67%	6,45%
9.	Sambas	10,71%	3, 57%	6,89%	7,02%	3,51%
10.	Sanggau	5,13%	0%	4,76%	9,76%	10,26%
11.	Sekadau	15,38%	10,81%	5,41%	5,26%	0%
12.	Sintang	12,90%	6,45%	6,25%	0%	5,56%
13.	Singkawang	10,81%	0%	5%	10,26%	5,13%
14.	Pontianak	6,94%	10,91%	3,86%	16,44%	10,29%

Source: primary data

Based on the data in Table 1.1, the turnover rate of courier employees at several branches of PT. JNE Kalimantan Barat has experienced fluctuations in recent years. Pontianak has the highest turnover rate compared to other branches, with 16.44% in 2023. However, it decreased to 10.29% in 2024, indicating an improvement in employee retention, possibly due to better welfare policies or an improved work environment. Although there has been a decrease, this turnover rate is still considered relatively high, approaching the turnover tolerance threshold mentioned by Harris in Kusumaeni et al. (2022), which is the average employee turnover rate that can be tolerated varies by company, but if it exceeds 10% per year, it is generally considered too high, causing the company to find ways to overcome the problem. Mempawah had a turnover rate of 0% in 2022, meaning no couriers left the company that year. However, turnover increased to 6.67% in 2023, and slightly decreased to 6.45% in 2024. Despite the increase, this turnover rate remains relatively low and stable compared to other branches. Sanggau showed a gradual increase in turnover, from 0% in 2021 to 10.26% in 2024, which exceeds the tolerance threshold recommended by Harris in Kusumaeni et al. (2022). This indicates increasing instability in employee retention at this branch. The turnover rate in Singkawang shows fluctuations, starting from 0% in 2021, increasing to 5% in 2022, 10.26% in 2023, and decreasing to 5.13% in 2024. It was high in 2023, but dropped in 2024, although it decreased, it still needs a retention strategy so that turnover remains stable below the tolerance limit. Sekadau had a turnover rate of

0% in 2024, meaning no employees left the company that year, and Sintang had a turnover rate of 0% in 2023, but it increased to 5.56% in 2024

Branches with a turnover rate above 10% require special attention because high employee turnover can lead to higher recruitment and training costs for the company. Branches with relatively low turnover rates show better retention, but it is still important to monitor these rates to prevent significant increases in the coming years.

The reasons why employees want to leave the company vary from the results of interviews conducted with HRD directly, that some employees get job offers elsewhere; focus on studies; plan to change careers; leave because of their family conditions; want to find new challenges; want to get married; some are stressed at work because they face uncooperative customers, for example when the goods received by consumers do not match what was ordered, the courier is the one who is blamed, even though the protest should have been submitted directly to the seller, and not a few consumers also order packages with COD payments but the person concerned is not there, while the courier has a package delivery target which will later affect the salary increase or reward they will receive each year; and last, some want to leave because of poor working relationships with fellow co-workers.

I also conducted interviews with several couriers at the head office, who stated that couriers experience work stress caused by high workload, time pressure, and unsupportive working conditions. External factors such as traffic congestion and bad weather exacerbate couriers' working conditions. The ways to overcome stress by couriers are still individualized, such as taking short breaks or communicating with

family. Couriers expect more support from the company in the form of reduced targets, improved work facilities, and incentives as a form of appreciation. Work stress experienced by couriers is due to an imbalance between job demands and the resources owned by workers. If stress is not handled properly, it has the potential to increase turnover intention or the desire to leave the job.

Because it causes instability in labor conditions, decreased employee productivity, an unconducive working atmosphere, and increased human resource costs, turnover intention has a negative impact on the company (Dharma in Yuliantoro, 2022). Jha (2009) found that employee turnover causes companies to spend a lot of money on recruiting and selecting new employees, their orientation and training, and most importantly, on the knowledge lost by the employee while working there. According to Belete (2018) high employee turnover in an organization has a negative impact on the motivation of existing staff, increases the burden, and makes work planning difficult. Hussain & S. Asif (2012) examined voluntary turnover and its historical trends, where employees choose to leave their chosen company to avoid unpleasant work experiences or to pursue career advancement opportunities or better money. Sutanto & Gunawan (2013) stated that stress in the workplace, job satisfaction, work environment, organizational commitment, and other factors are some of the many factors driving turnover intention.

Although every employee has different reasons for quitting, job stress is a reason that contributes greatly to the desire to quit and increases the likelihood of doing so (Salama et al., 2022). According to Duraisingam et al. (2009) stated that workplace stress has a negative impact on workers and reduces their sense of purpose in their work, which in turn affects workers' intention to leave. Due to heavy workloads, frequent changes in working conditions, lack of performance feedback, and reduced wages, they become easily irritated and tired which negatively affects their behavior and even leads to resignation (Kim et al., 2015). In accordance with the results of a study conducted by Qureshi et al., (2013), there is a positive relationship between job stress and turnover intention. A study conducted by Mawadati & Saputra (2017) also found the same results that job stress has a positive and significant effect on turnover intention. Likewise with the findings of a study conducted by Fitriantini et al., (2020), that job stress has a significant positive effect on turnover intention. But in contrast to the results of research findings conducted by Daeli & Soesanto (2024), it is known that job stress has an insignificant positive effect on turnover intention. Heruwanto et al. (2019) also has research results where work stress has no significant effect on turnover intention. Husniyah (2023) found the same research findings, namely work stress has no significant effect on turnover intention.

As previously mentioned by Sutanto & Gunawan (2013) that job satisfaction is also one of the factors that drives turnover intention. High job satisfaction will increase employee productivity, allow them to contribute significantly to the company, and generally reduce their desire to leave (Yuliantoro, 2022). When employees do not achieve the job satisfaction they want, employees will do their work half-heartedly, not giving their best for the company or organization, which can lead to decreased productivity and the possibility of employees leaving the company or organization. Supported by the results of research found by

Dewi & Sriathi (2019), that there is a negative relationship between job satisfaction and turnover intention. Research conducted by Mahdi et al., (2012), found that there was a negative influence between job satisfaction and turnover intention. The same results were also found by researchers Prasetio et al., (2019), stating that job satisfaction has a significant negative effect on turnover intention. But there are also previous studies that found different results such as the findings conducted by Yoesvizar (2018) that work stress does not have a significant effect on job satisfaction. Zahro & Abadiyah (2021) also found the same results, namely that work stress does not have a significant effect on job satisfaction. Likewise, research conducted by Tama (2022) found results in the form of work stress having no significant effect on job satisfaction.

Turnover intention and job satisfaction are correlated, therefore reduced employee turnover is linked to good job satisfaction and vice versa (Kristin et al.2022). According to Luthans (2011), job satisfaction is a positive emotional state or pleasant condition that results from evaluating an individual's work or work experience. According to the findings of a study by Halimah et al. (2016), turnover intention is significantly and negatively impacted by job satisfaction. According to study by Arnanta & Utama (2017), turnover intention is significantly impacted negatively by job satisfaction. But different results were found by Rokhayati et al. (2023) who found that job satisfaction had a negative but insignificant effect on turnover intention. In line with the findings of Suseno (2021) that job satisfaction had a negative but insignificant effect on turnover intention. Toyibah et al. (2024) also found the same results in the form of job satisfaction having no significant effect on turnover intention.

Stress at work can reduce job satisfaction which can then cause employees to intend to leave which ultimately leads to real turnover (Fitria, 2015). Employee dissatisfaction, on the other hand, makes

employees more susceptible to the negative impacts of work stress, which ultimately makes them want to leave the organization (Adi et al., 2024). Previous research conducted by (Basri, 2017) found that job satisfaction mediates the effect of work stress on turnover intention. This is related to the results of research conducted by Lestari (2021) that work stress affects turnover intention through job satisfaction. The same results were also found by researchers Pratiwi & Lo (2020) who found that job satisfaction mediates work stress on turnover intention. However, different research results were found by several previous researchers, such as research conducted by Prasetio et al. (2018) that job satisfaction does not mediate the relationship between job stress and turnover intention. Wahyuningrum & Khan (2023) stated that job stress has a positive but insignificant effect on turnover intention through job satisfaction. Wahyuningrum & Khan (2023) added that although job satisfaction has a positive effect on turnover intention, it does not play a significant role in increasing turnover intention.

Based on various previous studies, it was found that the relationship between work stress, job satisfaction, and turnover intention has not shown consistent results. Some studies found a significant effect, while other studies showed no significant effect. This inconsistency indicates the presence of other variables that have the potential to strengthen or weaken the relationship, one of which is job satisfaction. Therefore, this study will test how work stress affects turnover intention by considering job satisfaction as a mediating variable, in order to enrich academic literature and provide practical implications for organizations in managing stress and retaining employees. The researcher is interested in conducting a study entitled **"The Effect of Work Stress on Turnover Intention through mediation of Job Satisfaction on Couriers at PT. JNE West Kalimantan Branch Office".**

1.2. Research Problem

1.2.1. Problem Statement

Significant employee fluctuations over the past five years at PT JNE West Kalimantan Branch Office indicate problems in employee retention. Turnover rates that approach or exceed 10% per year, which according to Harris in Kusumaeni et al. (2022) is considered too high, can have an impact on the stability of company operations. Based on the results of interviews with HRD, there are various reasons that cause employees to leave, such as getting job offers elsewhere, focusing on

studies, career change plans, family reasons, looking for new challenges, getting married, and stress due to dealing with uncooperative customers. In addition, internal factors such as poor working relationships with coworkers are also a cause of turnover. Therefore, it is necessary to conduct further analysis to identify the main factors causing high turnover and design appropriate strategies to improve employee retention in the company. So this research focuses on the phenomenon of turnover intention which is influenced by job stress by mediating job satisfaction in couriers at PT JNE West Kalimantan Branch Office.

1.2.2. Research Questions

Based on the background of the above research, the researcher can identify the following research questions:

1. Does work stress affect turnover intention?
2. Does job satisfaction affect turnover intention?
3. Does work stress affect job satisfaction?
4. Does job satisfaction mediate the effect of work stress on turnover intention?

1.3. Research Objectives

Based on the research background described above, the purpose of this study is to find out the influence of Work Stress on Turnover Intention with the mediation of Job Satisfaction.

1. This study aims to test and analyze the effect of work stress on turnover intention.
2. This study aims to test and analyze the effect of job satisfaction on turnover intention.
3. This study aims to test and analyze the effect of work stress on job satisfaction.
4. This study aims to test and analyze the mediation of job satisfaction between work stress and turnover intention.

1.4. Research Contributions

1.4.1. Theoretical Contribution

This research contributes to the parties, including:

A. For Academies

The results of this research are expected to help the learning process and the application of science, especially related to Human Resource Management (HR) related to work stress, turnover intention and job satisfaction.

1.4.2. Practical Contribution

This research contributes to several parties, including:

A. For Companies

The results of this study are expected to make a useful contribution related to work stress, turnover intention and job satisfaction. So that companies can find the right way to reduce work stress and increase employee job satisfaction which can then reduce turnover intention so that they don't have to worry about the phenomenon of turnover intention.

B. For Others

The results of this study are also expected to be a reference for future research, especially research on similar topics, and as a consideration for other companies or institutions that face similar problems.

1.5. Research Contextual Overview

PT Tiki Jalur Nugraha Ekakurir or JNE was established in 1990 and began its presence by serving the community in terms of customs, especially imports of time-sensitive shipments through the 'Rush Handling' warehouse. JNE's consistent and responsible service reliability for more than two decades has created high credibility and increasing trust of partners. The increase in foreign investment in the 90s, domestic economic growth, the development of information technology and innovative product diversification, encouraged JNE to continue to grow and prove its performance among the business world and the people of Indonesia. In line with the development of the business world and changes in the lifestyle of modern society, the demand for handling time-sensitive shipments is no longer limited to small packages and documents but also includes handling cargo, transportation, logistics and distribution. JNE is one of the largest freight forwarding companies in Indonesia, thanks to its network and distribution area

coverage that covers more than 83,000 cities, including districts, villages, and outer islands, with more than 8,000 sales outlets and employs more than 50,000 employees throughout Indonesia. JNE has basic values such as honesty, discipline, responsibility, and visionary. Human resource empowerment and the use of technology, information and communication are the main factors in the development of JNE. X-Ray machines, GPS, CCTV, On-line systems, and satellite communication tools are important supporting tools in creating certainty of speed and security of shipments. JNE's achievements and commitment are evidenced by the achievement of various forms of awards and ISO 900 1:2008 certification for the quality management system.

Based on the formulation of the problem stated above, the purpose of this study is to determine how job stress can affect *turnover intention* through job satisfaction as a mediator. The object of this research is all couriers at PT JNE West Kalimantan Branch Office which is located at Jl. Gusti Hamzah No. 35, Sungai Jawi, Kec. Pontianak, Pontianak City, West Kalimantan, 78115. The reason for the selection of PT JNE West Kalimantan Branch Office as the research locus is that there is a phenomenon of *turnover intention* whose level exceeds 10%.