

# Job Stress and Intention to Quit: The Mediating Role of Job Satisfaction and Organizational Commitment

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## Abstract

Employee dissatisfaction with their jobs is mainly caused by stress at work, despite good organizational support information. Finally the intention to stop happened. The aim of this research is to find out how job stress and intention to quit relate to job satisfaction and organizational commitment, which act as mediators. Based on the results of distributing questionnaires, the research sample consisted of 170 respondents who worked from 17 four-star hotels in Surabaya and were selected using the Accidental Sampling technique. This research uses seventeen observation indicators and 51 items. In statistical data analysis, confirmatory factors are measured using structural equation modeling (SEM), and the Sobel test is used to test indirect effects, and hypothesis testing. The research results show that work stress has a negative and insignificant effect on intention to quit, and a positive and significant effect on job satisfaction and organizational commitment on intention to quit. These findings increase employee job satisfaction and commitment while reducing the intention to resign without the burden of work stress, thus indirectly supporting the positive and significant influence of work stress on the intention to quit. Based on the findings of this research it is recommended that employees working in four-star hotels are likely to continue contributing to the business without stress; Thus, management's goal in dealing with employee problems should be to reduce stress and increase employee comfort, and organizational commitment can be implemented and developed by the organization to reduce employee intentions to quit and continue working.

**Keyword:** job stress, job satisfaction, organizational commitment, intention to quit

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## 1. Introduction

Failure to meet organizational goals is a flaw in the organization's policy towards workers. One of the most significant challenges companies face is employees' desire to move (Robbins & Judge, 2018). The final stage of the cognitive withdrawal process is the employee's intention to transfer or resign, which may be intentional or unintentional. Specifically, turnover intention refers to an employee's willingness to leave or change jobs due to uncertainty caused by individual or organizational causes (Urbancová and Linhartová, 2011; De Simone et al., 2018; Moquin et al., 2019), due to the employee's intention to resign self is the desire to leave the workplace, and every individual has the right to work according to their own preferences (Setiyanto, 2019). This can have an impact on the company if it is not appropriate to the work they do. The management of a four-star hotel in Surabaya is aware of employees' intentions to move to another workplace because of the conditions and employee satisfaction. Apart from that, there are various reasons why they quit and want to leave their jobs, this happens because of heavy work pressure, fatigue, or stress at their place of work. Meanwhile, previous research findings show that their workload is related to the level of employees' intention to quit due to stress (Rachman, 2021).

Stress develops when pressure exceeds a person's ability to deal with it (Palmer & Cooper, 2013). Rachman (2021) further stated that stress is caused by individual relationships with other individuals and management, so that it has a negative impact on work results and individual employees as well as company performance. On the other hand, researchers and academics still question the strength of the relationship between stress and employees' intentions to quit their jobs. As research by Putri and Dewi (2020) revealed that if someone experiences excessive or heavy work stress, this can increase their desire to quit or look for another job.

Several other studies support his statement that, in addition to stress, job satisfaction increases an individual's tendency to resign. However, experts in academic circles and organizational management argue that the main purpose of employee quality related to job satisfaction is to reduce employee intentions to quit. For

example, Calisir et al. (2011) found that employees' intention to quit was not much influenced by job satisfaction, while Yukongdi and Shrestha (2020) found that job satisfaction had the greatest impact on intention to quit. According to Luthans (2015), there is a strong relationship between job satisfaction and intention to quit, and Robbins (2015) found that employees with high expectations of job satisfaction are less likely to resign. This idea contradicts the findings of Masum et al. (2016), Sari et al. (2016), Kim (2018), Erdenekhuu et al. (2018), Puspitawati and Atmaja (2019), Vizano et al. (2020), and Romadhoni et al. (2020), found a stronger negative relationship between job satisfaction and intention to leave current job than a positive relationship. As a result, job satisfaction has a greater influence on employee attitudes, turnover intention, intention to move to another organization, and employee commitment to remain in the organization. On the other hand, organizational commitment has a significant influence on an employee's decision to leave his job.

Previous research such as Ertosuna & Erdil (2012), Yasmin & Marzuki (2015), Hadiyat et al. (2020), and Rachman et al. (2022) explains that there is a significant relationship between organizational commitment and high employee turnover. The findings of this research are different from the findings of Nugraha and Piartrini (2020), Behery et al. (2016), and Calisir et al. (2011) who found a negative relationship between intention to leave the company and organizational commitment. Meanwhile, Robbins and Judge (2018) stated that employees who have organizational commitment identify themselves with a particular organization, its goals, and the desire to remain connected to that organization. As a result, employee dedication to the organization will reduce the likelihood of them leaving their jobs. However, this depends on their beliefs and sentiments, as well as the reasons why their dedication to their work influenced their decision to quit.

Most research findings aim to influence employees' intentions to leave their positions (Park and Jung, 2015; Afzal et al., 2019). This research provides a comprehensive framework for discussing employees' intentions to leave their jobs, both positively and negatively, and according to the job (De Simone et al., 2018). This can be seen from the existence of disputes and discrepancies as well as inconsistent research results, giving rise to different findings, therefore, additional research is needed to fully understand this research problem. Job satisfaction and organizational commitment mediate the research objectives, and a research question states whether job stress influences turnover intention to position job stress as more effective actions and changes to achieve organizational goals.

## **2. Literature Review And Hypothesis Development**

### **2.1. Intention to Quit**

Employee intentions to leave their firm can result in actual turnover (Haque et al., 2019; Rombaut and Guerry, 2018; Yalabik et al., 2017). According to Mathis and Jackson (2013), the process of an employee leaving a company and seeking a replacement is known as the intention to quit. According to Setiyanto (2019), an employee's purpose to quit is an attitude to leave the workplace; every individual has the right to work according to his or her choices. However, an employee's desire to resign refers to the employee's wish to quit the organization. T. Wen et al. (2018) recommend that persons who desire to leave their current workplace look for work elsewhere first. This can be used as an indication measurement when assessing intention to stop. According to Islam and Jahangir (2014), who developed Mobley et al.'s viewpoint, thoughts of quitting, intention to resign, and looking for new work can all be utilized to indicate an employee's purpose to quit.

### **2.2. Job Stress**

Greenberg and Baron (2010) define work stress as a series of psychological reactions and emotional states that occur in response to conditions both inside and outside the workplace. Stress can appear as a positive or negative experience in response to various environmental events (Rachman, 2021). Both individual employees and organizations as a whole experience stress. Employees' stress levels are exacerbated by the nature of their work, which requires them to confront a variety of societal standards and behavioral patterns. According to Bashir and Ramay (2010), stress is a force, pressure, or tension felt by people who reject it and try to return to their original state. As a result, several variable indicators, such as job demands, role expectations, and personal needs, can be used to investigate stress problems faced by company employees (Robbins and Judge, 2018).

### **2.3. Job satisfaction**

Job satisfaction shows how a person feels about his job, work environment, and co-worker relationships. According to Luthans (2015), job satisfaction is an individual experience conveyed by people who like or hate the work they do to help a business achieve its goals. This is measured using a variety of factors, including salary/wages, the job itself, promotion opportunities, supervision, coworkers, and working conditions. Robbins and Judge (2018) define job satisfaction as good feelings about work resulting from evaluating job attributes.

According to Noe et al. (2012), job satisfaction is a good emotion produced by the belief that one's job fulfills important work aspirations.

#### 2.4. Organizational Commitment

Organizational commitment is a continuous process in which organizational members express their concern for the success and progress of the organization. Commitment is an attitude that shows an employee's loyalty to the organization (Rachman, 2022). Organizational commitment can be defined as an employee's sense of identity (belief in the ideals of the organization), involvement, and loyalty. Then, Mayer et al's perspective developed by Enny and Rachman (2019) identified three factors that contribute to increasing organizational employee loyalty: affective commitment, which is related to employees' emotional ties; identification and involvement in the organization of one's own free will; and involvement in organizations due to personal interests. Meanwhile, Luthans (2015) noted that organizational commitment produces positive results, such as high performance, low propensity to leave, and low levels of absenteeism. As a result, an employee will stay because he is loyal and feels comfortable if the organization shows its dedication to its people according to its promises.

#### 2.5. Job stress and intention to quit

According to a number of studies, an employee's desire to quit is reflected in their willingness to do so voluntarily and independently. Several previous studies found that work stress has a positive and significant effect on intentions to leave the company (Mohamad et al., 2023; Salama et al., 2022; Agustini and Diputra, 2021; Fahdy et al., 2020; Ariansyah, 2019; Shofiah et al., 2017; Mxenge and Bazana, 2014; Ming-Chen & Shu Yu, 2009). Meanwhile, several studies have found that stress has no significant effect on intention to quit work (Tongchaiprasit & Ariyabuddhiphongs, 2016; Chung et al., 2017; Suswati, 2020). Liu et al. (2019) found that the desire to leave domestic work in western China was substantially related to job stress, job satisfaction, age, income, and medical institutions. Based on many research findings, the following hypothesis can be made:

H1: Job stress influences employees' intention to quit their jobs.

#### 2.6. Stress and job satisfaction

Stress is a condition that causes tension that affects emotions, thought processes and an individual's emotional state as a physiological response to threats to their well-being. It is a physical and emotional response to the changes that humans face in everyday life. However, this understanding is related to stress and job satisfaction. Job stress is defined as a mismatch between demands at work and a person's personal skills in meeting those needs (Beheshtifar & Nazarian, 2013). On the other hand, job satisfaction is very important in reducing and controlling employee stress (Hoboubi et al., 2017). Then, Saleem et al. (2013) explained that there is a relationship between work stress and its impact on employee satisfaction. Other research finds that work stress has a good and significant influence on job satisfaction among organizational personnel (Riaz et al., 2016; Sormin et al., 2017; Solikhah, 2023). This is different from the research view which states that work stress has a negative relationship with job satisfaction because work stress is a major problem in work and is closely related to job satisfaction (Jehagir, 2011). According to Iqbal and Waseem (2012), the problem of work stress in Brazilian society is closely related to job satisfaction, as evidenced by research findings which show that work stress has a negative impact on job satisfaction and can cause dissatisfaction. Furthermore, Afrizal et al. (2014), Mansoor et al. (2011), and Fadhillah (2010) show that work stress has a negative and significant influence on job satisfaction. Based on many research findings, the following hypothesis can be made:

H2: Job stress influences employee job satisfaction at work

#### 2.7. Job stress and organizational commitment

Job stress has a physiological effect on how a person reacts to problems at work. Job stress is a source of concern for many employees because of its impact on their level of dedication. Job stress appears to be a mismatch between the individual and his work environment. When a person's work stress level increases, his commitment to the organization decreases. On the other hand, employees view stress as a positive thing that can be responded to with positive things, so that in the end it will increase organizational commitment (Kurniawan et al., 2018), and employees must think positively, while management must offer resources that best suit their demands. They, employees to reduce work stress and increase organizational commitment (Wongsuwan et al., 2023). Other research published by Kurniadin et al., (2024) states that carrying out tasks can be a potential solution to overcome the high job demands and confusion experienced by employees, thereby increasing organizational commitment; Thus, reducing job stress and workload can increase organizational commitment. Previous research

has also explained the beneficial and large impact of work stress on organizational commitment (Kurniawan et al., 2018; Lee et al., 2019; Prayogi et al., 2021; Wongsuwan et al., 2023). Based on many research findings, the following hypothesis can be made:

H3: Stress influences organizational commitment to employee work

#### 2.8. Job satisfaction and intention to quit

Job satisfaction influences people's views of work and various aspects of their current work (Lumley, 2011). Other research shows that competent and qualified individuals have the opportunity to leave the company and work in other companies (Singh et al., 2014), but most employees choose not to leave because they are dissatisfied with their current jobs (Rachman et al., 2014). Employee job satisfaction increases when the desire to resign decreases (Jimenez et al., 2017; Bonenberger et al., 2014). Based on many research findings, the following hypothesis can be made:

H4: Job satisfaction influences employees' intention to quit their job

#### 2.9. Organizational commitment and intention to resign

Higher levels of organizational commitment result in lower levels of intent to quit among marketing managers (DeConinck and Bachmann, 2011), along with increased organizational commitment of employees, reducing intent to quit behavior (Hussain and Asif 2012). Several previous studies, including Rahman and Rivai (2020), Salleh et al. (2012), Kim et al. (2015), and Sari et al. (2016), found that organizational commitment has a beneficial and significant influence on employees' intention to leave the organization. Employees feel comfortable when the organization's commitment matches management's commitment to them (Rachman et al., 2022). Based on many research findings, the following hypothesis can be made:

H5: The influence of organizational commitment on employees' intention to quit their jobs

#### 2.10. Job stress influences intention to quit and job satisfaction

Work stress is still a topic of discussion among researchers because it has an impact on employee actions at work so that it can reduce job satisfaction and lead to inconsistent organizational commitment. Lambert and Eugene (2008) conducted research on this topic, while Arshadi and Hojat (2013) explained that severe work stress and ever-increasing job demands cause a strong desire to migrate. Apart from that, the high employee turnover rate is also caused by low job satisfaction, including satisfaction with company remuneration. Yukongdi and Shrestha (2020) identified organizational commitment, job stress, and job satisfaction as factors that contribute to employee turnover. This is because organizations are facing problems related to turnover intention, which is considered the root cause of high work stress and low employee satisfaction. Other research conducted by Gunawan and Ulfa'I (2018), Dewi and Sriathi (2019), Putra and Mujiati (2019), and Lahat and Marthanti (2021) explains that work stress has a significant effect on employees' intention to leave, namely being moderated by job satisfaction. (Putri and Dewi, 2020). It also shows that the lower an employee's job stress and the greater their job satisfaction, the less likely they are to quit. Based on many research findings, the following hypothesis can be made:

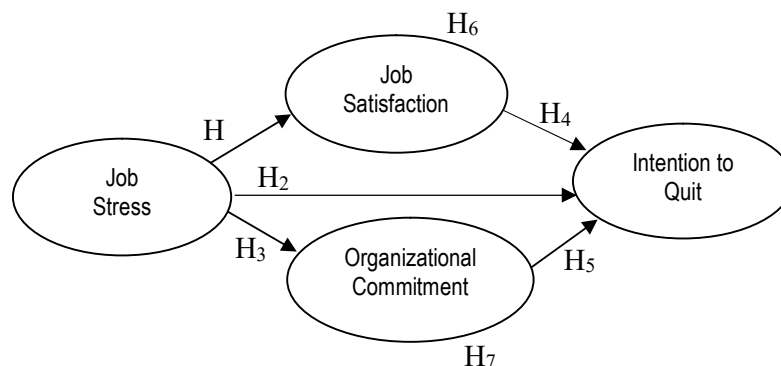
H6: The influence of job stress on intention to quit mediates employee job satisfaction with their job.

#### 2.11. Job stress influences intention to quit and organizational commitment

Understanding the important relationship between stress and intent to leave can be achieved by emphasizing employees' high levels of organizational commitment at work. Commitment to the organization can reduce turnover, but is also influenced by work stress (Novitasari, 2020), namely the tension faced by employees (Sutardi et al., 2020). Many factors influence turnover intentions, such as work stress, organizational commitment, and job satisfaction (Sutanto and Gunawan, 2013). Considering that organizational commitment is a strong emotional attachment of employees to the goals and values of the organization (Zurnali & Nadeak, 2010), the higher the degree of stress, the lower the amount of employee participation in the organization, resulting in the employee's intention to leave. According to Hakim et al. (2018) and Bugis et al. (2021), work stress combined with organizational commitment has a positive and significant influence on intention to resign (leave). Based on many research findings, the following hypothesis can be made:

H7: The influence of job stress on intention to quit mediates organizational commitment to employee work.

The research conceptual framework model was developed based on the challenges and hypotheses provided in this research by connecting theory and previous research, as seen in Figure 1.



**Figure 1.** The research conceptual framework

### 3. Research Methods

The sampling strategy influences research design because this strategy determines the main techniques for collecting information needed to generate and/or solve research problems (Rachman, 2018). This research uses an explanatory approach, namely conveying assumptions regarding the relationship between variables using an incidental sampling approach. then adjusted to the number of indicators used as observation indicators for all latent variables. The sample size can be calculated by multiplying the number of indicators observed by a value ranging from 5 to 10 (Hair et al. 2012), and the indicators observed in this study totaled 17 indicators from the three latent variable constructs used in the research. The sample for this research, based on distributing questionnaires, was 170 respondents from 17 four-star hotels in Surabaya. This research uses Structural Equation Modeling (SEM) analysis to prove the hypothesis, as well as path analysis which is often referred to as a technique used in research to validate research models and confirmatory factor analysis.

### 4. Results and Discussion

#### 4.1. Respondent Identity

Results As data that must be identified to describe respondents in this research, respondents can be classified as given in Table 1 as follows:

**Table 1.** Respondents' Identity Status

Respondent Identification	Amount	Procent
Employee Status:		
Front Office	50	28,13
House Keeping	29	18,13
Food Production	15	9,37
F & B Service	16	10
Human Resources	25	12,5
Accounting	15	9,37
Purchasing	20	12,5
Total	170	100

Source: primary data processed by researchers

Table 1 shows the data units identifying respondents who were employed as research participants. Respondents' expectations and responses to the questionnaire distributed to employees at 17 four-star hotels in Surabaya were 170 employees or 100% so that they could provide information regarding the respondents' working conditions, especially those related to this research, which could be used as a reference. useful for researchers, respondents and management.

#### 4.2. Confirmatory Factor Analysis.

Confirmatory factor analysis. The observed indicators were tested using the confirmatory factor analysis (CFA) measurement model procedure as follows:

##### 1. Confirmatory Factors of Job Stress

Job stress in this confirmatory model consists of 5 indicator dimensions which are formed constructively so as to obtain meaning from the indicators taken from standardized loading factor values. As has been explained, the standard loading of work stress factors analyzed produces an estimated value of the loading factor for each of the four indicators, namely  $x_1 = 0.643$ ,  $x_2 = 0.857$ ,  $x_4 = 0.775$ , and  $x_5 = 0.892$  which is expressed as greater than 0.50 for the value critical, and declared worthy of consideration as a supporting latent variable, but the  $x_3$  indication was not met because the anticipated factor loading produced was 0.342, less than 0.50, meaning it was not fit. So it was determined that the indicators that make up the exogenous construct used were declared acceptable, except for indicator  $x_3$ , but needed to be readjusted internally within the organization so that they could freely support the stress variable. The results of the confirmatory factor analysis model which explains work stress using the five indicators were able to form a structural equation model even though one of the indicators was not well accepted, and this theory is still used in research. because the theory used as a research variable can still be accepted as long as it does not deviate from the research concept.

##### 2. Confirmatory Factors of Job Satisfaction

Job satisfaction in this confirmatory model consists of 6 indicator dimensions which are formed constructively so that they obtain meaning from indicators taken from standardized loading factor values. It is explained that the standard loading factor for job satisfaction produces an estimate of the factor loading value. for each of the four indicators, namely  $x_{11}$  is not appropriate because the resulting factor loading estimate of 0.307 is less than 0.50, meaning it is not fit. so that the indicators that make up the exogenous construct used are considered acceptable even though some are not quite right, but internal improvements within the company need to be made so that they can freely support the job satisfaction variable. The results of the confirmatory factor analysis model which explains job satisfaction in the six indicators are able to build a structural equation model in research, although there is one indicator that has not been recognized because the theory used as a research variable is still acceptable as long as it does not deviate from the research concept.

##### 3. Confirmatory factors of organizational commitment

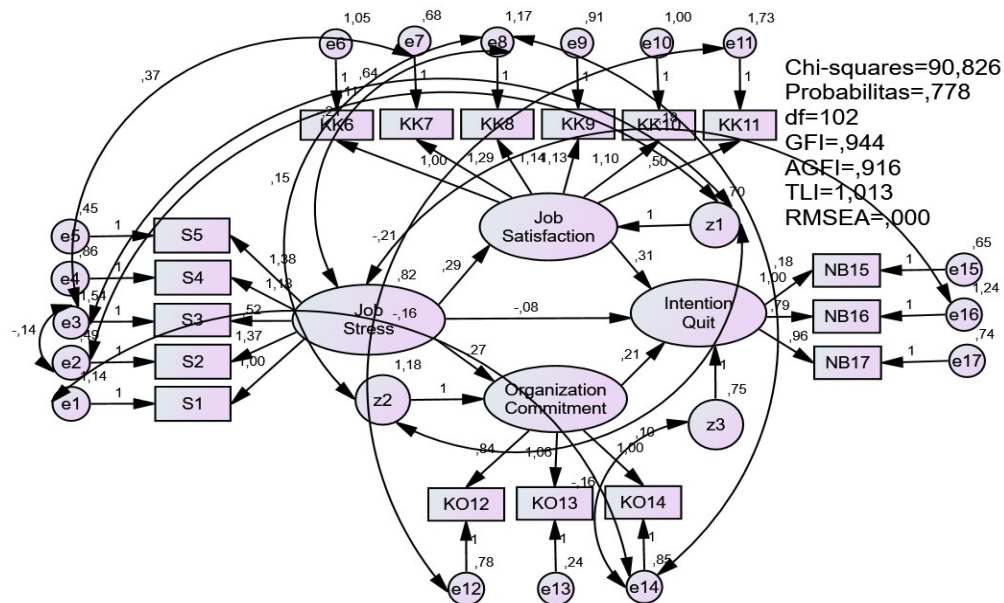
In this confirmatory model, organizational commitment consists of three indicator dimensions, the construction of which is designed to obtain meaning from indicators taken from standardized factor loading values. As stated previously, the standardized loading factor of organizational commitment that was studied produced estimated loading factor values for each of the four indicators, namely  $x_{12} = 0.731$ ,  $x_{13} = 0.927$ , and  $x_{14} = 0.764$  which were reported to be greater than 0.50 at the critical value. So it is determined that the indicators used to produce the exogenous construct are appropriate and fit. The results of the confirmatory factor analysis model which is defined by organizational commitment in these three indicators are very suitable for structural equation modeling in research, meaning that the theory used as a research variable can be accepted in accordance with the research concept.

##### 4. Confirmatory Factors of Intention to Quit

Intention to quit in this confirmatory model consists of three dimensional indicators formed by the construct so that it obtains meaning from the indicators extracted from standardized loading factor values. each of the four indicators, namely  $x_{15} = 0.750$ ,  $x_{16} = 0.548$ , and  $x_{17} = 0.727$ , is stated to be greater than 0.50 for the critical value. This states that the indicators that make up the exogenous construct used are appropriate and fit. The results of the confirmatory factor analysis model which is described by the desire to stop at the three indicators are very suitable for structural equation modeling in research, meaning that the theory used as a research variable is accepted in accordance with the research concept.

### 4.3. Evaluating The Goodness Of Fit Index

Structural equation modeling (SEM) is used to determine the structural relationship between variables. The Goodness of Fit Index assesses the adequacy of structural relationships between variables. Figure 2 depicts the results of the structural equation modeling study performed in the initial analysis of this research.



**Figure 2.** The initial results of the research concept were modeled using SEM analysis

Based on Figure 2, the SEM model analysis is shown by the Goodness of Fit values in the following Table 1.

**Table 1.** Goodness of Fit values Analysis

<i>Goodness of Fit Indices</i>	<b>Result</b> df. 102	<i>Cut-off Value</i>	<b>Decision</b>
Chi-Square	90,826	expected to be smaller	Accepted
CMIN/DF	0,890	≤ 2,00	Accepted
Significance Probability	0,778	≥ 0,05	Accepted
RMSEA	0,000	≤ 0,08	Accepted
GFI	0,944	≥ 0,90	Accepted
AGFI	0,916	≤ 0,90	Accepted
TLI	1,013	≥ 0,95	Accepted
CFI	1,000	≥ 0,95	Accepted
NFI	0,929	≥ 0,90	Accepted

Source: Results of primary data processing.

Based on Table 1, a study of the goodness of fit indices test on the structural model shows that the data produced by Chi-Square, CMIN/DF, Significance Probability, RMSEA, GFI, AGFI, TLI, CFI, and NFI are declared fit. or good because it meets all the specified requirements. The findings of the model analysis for re-specification and boundary creation are recognized as a structural model. The structural model used in this research is accepted because there is no difference between the sample covariance matrix and the estimated population covariance matrix. The next step is to assess the estimated parameters.

### 4.4. Hypothesis testing analysis

Research findings are used to determine whether or not exogenous variables influence endogenous variables. The findings of this analysis are acceptable if the p probability value is smaller than 0.05. As a result, the findings of this research are presented in Table 2 below.

**Table 2.** Standard Regression Weights

			<b>Estimate</b>	<b>S.E.</b>	<b>C.R.</b>	<b>P</b>	<b>Decision</b>
Job_Satisfaction	<---	Job_Stress	,296	,095	3,027	,002	Accepted
Organization_Commitment	<---	Job_Stress	,220	,110	2,481	,013	Accepted
Quit_Intention	<---	Job_Satisfaction	,292	,113	2,785	,005	Accepted
Quit_Intention	<---	Organization_Commitment	,244	,085	2,434	,015	Accepted
Quit_Intention	<---	Job_Stress	-,076	,102	-,777	,437	Rejected

Source: Results of primary data processing

Based on Table 2, standard regression weight analysis shows a unidirectional relationship between exogenous and endogenous factors as shown. The research results found that stress has a positive and significant influence on employee job satisfaction, with a regression weight coefficient of 0.296 and a probability of 0.002 (p is smaller than 0.05). This positive influence shows that the employee's total job satisfaction is met in relation to the workload they carry out. The stronger the employee's response to job satisfaction, the greater their trust in the organization. This research supports previous research conducted by Riaz et al., (2016); Sormin et al., (2017); Hoboubi et al., (2017); and Solikhah, (2023) who found that employee work stress had a positive and significant effect on job satisfaction. As a result, employee reactions to job duties and obligations in each division are in accordance with four-star hotel employment standards.

The findings of the standardized regression weight analysis show a unidirectional relationship between exogenous and endogenous factors, as explained. These data show that the regression weight coefficient value of the influence of stress on employees' desire to resign has an estimate of -0.076 with a probability of 0.777 or p is greater than 0.05, and the regression weight gives negative and insignificant results. The negative influence of the intention to leave the workplace is not effective in reducing employee work stress in carrying out work; Even though the burden felt is very large, the results obtained are not enough to reduce employees' desire to leave the company because they want to work elsewhere. This research complements previous research conducted by Tongchaiprasit and Ariyabuddhiphongs (2016); Chung et al. (2017); and Suswati (2020) who found that stress did not have a significant effect on intention to stop working.

The results of the standardized regression weight analysis show that there is a unidirectional relationship between exogenous and endogenous variables as explained. The results of this research show that the regression weight coefficient value of the influence of stress on organizational commitment has an estimate of 0.220 with a probability of 0.013 or p is smaller than 0.05, and the regression weight produces positive and significant outcomes. The beneficial influence of organizational commitment provides many benefits to employees in carrying out their work and obligations. Employees understand that a high level of employee self-reinforcement towards the organization can minimize employees' intentions to leave their current job. This research complements the latest research by Kurniawan et al. (2018), Lee et al. (2019), Prayogi et al. (2021), and Wongsuwan et al. (2023) who found that work stress has a large and positive effect on organizational commitment. Therefore, management must maintain employee conditions by establishing regulations that are consistent with the organization's operations, ensuring employees continue to work and feel comfortable in the organization.

The results of the standardized regression weight analysis show that there is a unidirectional relationship between exogenous and endogenous variables as explained. The research found that job satisfaction has a positive and large influence on employees' intention to resign, with a regression weight coefficient of 0.292 and a probability of 0.005 (p smaller than 0.05). Employee job happiness has a good influence on employee work comfort even though they intend to leave their workplace; However, job satisfaction can reduce the intention to resign. Employees' intention to leave their workplace rather than move to another location decreases as their level of satisfaction increases. This research complements recent research conducted by Bonenberger et al. (2014), Jimenez et al. (2017), and Rachman et al. (2022) who found that job satisfaction had a positive and



large effect on intention to quit one's job. This means that employees feel comfortable with the tasks they are carrying out, because they are in accordance with their abilities and capacity to continue working.

The results of the standardized regression weight analysis show that there is a unidirectional relationship between exogenous and endogenous variables as explained. The results of these findings show that the regression weight coefficient value of the influence of organizational commitment on employees' intention to quit has an estimate of 0.244 with a probability of 0.015 or  $p$  greater than 0.05, and the regression weight gives negative and insignificant results. Employee commitment to work has a negative impact on tasks because it is considered that what the company provides is not enough to encourage changes in employees to produce better work. In fact, employees continue to want to leave the company and look for work in other organizations that they consider more suitable. Especially the type of work and comfort level based on the talents they have in order to advance their career. This research confirms previous research conducted by Salleh et al., (2012); Kim et al., (2015); Sari et al., (2016); Rahman & Rivai (2020), shows that organizational commitment has a good and significant effect on employees' intentions to leave the organization.

The findings of the standardized regression weight analysis show a unidirectional relationship between exogenous and endogenous factors, as explained. The regression weight coefficient value of the influence of stress on employees' intention to quit through job satisfaction, estimated by the Sobel statistical test, is 1.989 with a probability of 0.023 or  $p$  is smaller than 0.05, thus showing a positive and significant result. The findings of this research are similar to previous research which revealed that work stress has a significant effect on employees' intention to leave which is mediated by job satisfaction (Gunawan and Ulfa'I 2018; Dewi and Sriathi 2019; Putra and Mujiati 2019; Putri and Dewi 2020; Lahat and Marthanti 2021 ). Furthermore, the study of normalized regression weights reveals a unidirectional relationship between exogenous and endogenous variables, as explained. Based on the findings, the regression weight coefficient value of the influence of stress on employees' intention to quit through organizational commitment as estimated by the Sobel statistical test is 1.641 with a probability of 0.050 or  $p = 0.05$ , and the results are positive and significant, with the regression weight being in the marginal category and can be accepted. The results of this study are equivalent to previous research which showed that Sutanto and Gunawan (2013), Hakim et al. (2018), Novitasari (2020) and Bugis et al. (2021), work stress combined with organizational commitment has a good and significant influence on the desire to resign.

## 5. Conclusion

The purpose of this research is to examine the role of job satisfaction and organizational commitment on the influence of work stress on employees' desire to leave a four-star hotel in Surabaya. The finding of a negative influence of work stress on employees' intention to resign refers to employees' desire to move to another business. This finding is included in the quite high group, and the cause is due to the emphasis on workload. On the other hand, there is non-compliance with assigned tasks which affects employees' ability to achieve company goals. As a result, the expectations of 4-star hotel organizations are considered to be in conflict with the commitment obtained by employees; however, management responded to their complaints to prevent employees from leaving for other places of business. This of course requires more serious handling for hotel managers to change their arrangements by always paying attention to conditions related to the surrounding environment, including services, facilities, treatment, duties and responsibilities, awards, etc. related to the organizational environment; To replace or reduce hotel management's relatively limited commitment to its employees, more incentive communication relationships are needed to provide better, more enjoyable and enjoyable working conditions. As a result, the results of this study may indicate that employee work stress has a negative and insignificant influence on intention to quit work. This persuades management to follow up on problems that arise and can be used as a practical reference so that reducing work stress can influence employee attitudes, thereby increasing job satisfaction and organizational commitment and reducing employee intentions to quit. Based on the findings of this research it is recommended that employees working in four-star hotels are likely to continue contributing to the business without stress; Thus, management's goal in dealing with employee problems should be to reduce stress and increase employee comfort, and organizational commitment can be implemented and developed by the organization to reduce employee intentions to quit and continue working.

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