

The Role of Job Satisfaction in Mediating the Effect of Work Stress on Turnover Intention among Employees of Paradise Night Restaurant, Bangun Jaya Village, North Tambusai

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Abstract

This study aims to determine whether job satisfaction mediates the effect of work stress on turnover intention among employees of Paradise Night Restaurant, Bangun Jaya Village, North Tambusai, Rokan Hulu Regency. A saturated sampling technique was used, involving all 31 employees as respondents. Primary data were collected through a questionnaire, supplemented by secondary data from company records and prior research, and analyzed using simple and multiple linear regression together with a Sobel test for mediation, following validity, reliability, and classical assumption tests. The results show that work stress does not have a significant effect on turnover intention (Sig. = 0.209; $t = -1.285$), and work stress does not have a significant effect on job satisfaction (Sig. = 0.467; $t = 0.737$). Job satisfaction, however, has a positive and significant effect on turnover intention. The Sobel test produced a Z-value of 0.207, below the critical value of 1.96 at $\alpha = 0.05$, indicating that job satisfaction does not significantly mediate the relationship between work stress and turnover intention. These findings suggest that, in this restaurant setting, employees appear to treat work-shift pressure as a routine part of the job that does not itself weaken job satisfaction or drive turnover intention, while job satisfaction shaped by coworker relationships, appreciation, and fair treatment remains an independent and more decisive factor in employees' intention to stay or leave.

Introduction

In today's fast-growing business environment, competitiveness and entrepreneurial capability are increasingly demanded of management, and effective, efficient use of resources is essential for companies seeking to remain competitive. Human resources are an organization's central asset, capable of governing the use of all other resources; without an effective workforce, an organization cannot achieve its goals, making it essential for companies to devote proper attention to employee conditions so that the workforce remains high-quality and committed.

When employees receive adequate attention from their organization, they are less inclined to leave; conversely, the intention to move to another company or exit the organization altogether commonly known as turnover intention becomes a serious concern when it rises, since replacing departing employees typically costs more time and money than retaining existing staff, alongside broader negative effects such as unstable working conditions, reduced productivity, and a less pleasant work atmosphere.

Turnover intention can be influenced by several factors, one of which is work stress a feeling of pressure experienced by employees in confronting their work. Employees unable to manage work stress may no longer feel capable of remaining with the company, potentially experiencing physical exhaustion or illness that ultimately leads to resignation. Job satisfaction is a further important factor: when employees are highly satisfied with their work, turnover tends to be lower, and vice versa. Employees performing physically demanding tasks may not necessarily experience more work stress than those in lighter roles for instance, service or marketing staff who

must meet company-set targets within a defined period may experience pressure that induces stress while every employee generally still seeks to deliver their best work for the organization.

Paradise Night Restaurant, also known as Bangun Jaya Night Paradise, is located in Bangun Jaya Village, North Tambusai District, Rokan Hulu Regency, Riau, combining restaurant dining with family-oriented night entertainment and drawing both local residents and visitors from surrounding areas, particularly during holiday seasons. The restaurant employs 31 staff across roles including waiters, cooks, kitchen helpers, bartenders, cashiers, dishwashers, and freelance workers. Employee counts rose steadily from 25 at the end of 2022 to 31 at the end of 2025, with new hires consistently outpacing departures each year, though the volume of both entries and exits roughly 15–19 employees moving in or out annually points to a still-substantial degree of workforce turnover relative to the restaurant's size.

Preliminary interviews with employees at Paradise Night Restaurant reflect a nuanced picture: several staff described kitchen and service work as demanding, particularly during peak hours, with some noting they occasionally consider quitting due to stress but remain because they enjoy their work and feel appreciated by management, positive relationships with coworkers, or a supportive atmosphere; others described dissatisfaction linked to unclear task assignments, ineffective communication, or inadequate compensation for overtime as the source of their discomfort. These accounts suggest that job satisfaction may play an important role in shaping how employees experience and respond to work stress and their inclination toward turnover.

Prior research on the relationship between workload, stress, satisfaction, and turnover intention has produced inconsistent findings: some studies find workload and stress significantly and positively affect turnover intention, while others find no significant effect, with job satisfaction proposed as a mediating variable to help reconcile these differences. Building on this research gap, and on the practical significance of Paradise Night Restaurant's more complex operational profile encompassing front-of-house service, kitchen operations, and a relatively large and varied workforce for a village-based restaurant this study analyzes the role of job satisfaction in mediating the effect of work stress on turnover intention among its employees.

Literature Review and Hypotheses Development.

Job Satisfaction

Job satisfaction is a positive feeling that emerges after an employee evaluates their work against the rewards received, reflecting a general attitude toward one's job shaped by the relationship between the rewards an employee receives and the level of reward they believe they deserve in short, a feeling of contentment or accomplishment derived from one's work. Factors influencing job satisfaction include opportunities for advancement, a sense of security, adequate pay, sound company and management practices, quality supervision, intrinsic aspects of the work itself, working conditions, social aspects of the job, communication, and available facilities. This study measures job satisfaction through five indicators: salary, promotion, appreciation, work regulations, and coworker relationships.

Work Stress

Work stress is a state of stress that creates a physical and psychological imbalance affecting an employee's emotions, thought processes, and overall condition, arising from the interaction between workplace demands and an employee's skills, resources, and needs. It commonly stems from an interaction between working conditions and employee characteristics in which job demands exceed employee capacity, manifesting as anxiety, fear, or similar emotional responses that affect employee wellbeing. This study measures work stress through five indicators: task demands, role demands, interpersonal demands, organizational structure, and organizational leadership.

Turnover Intention

Turnover intention refers to the intensity of an employee's desire to leave their job at a company a mental or behavioral intent to leave one's current position within a set period, reflecting

a desire to exit the organization and seek other employment; it may be understood as an employee's intention to voluntarily resign from an organization or business. This study measures turnover intention through three indicators: thoughts of quitting, intention to quit, and intention to search for other employment. Turnover intention is shaped by internal factors such as job satisfaction, unfavorable work conditions, long hours with minimum pay, and poor training, as well as external factors such as more attractive wages elsewhere, rising pay in other industries, and local or regional labor-market conditions such as low unemployment.

Previous Research

Table 1. Summary of Previous Research

Researcher (Year)	Research Object	Main Findings
Maharani (2024)	BPR Bali Dananiaga	Work stress positively and significantly affects turnover intention; work stress negatively affects job satisfaction; job satisfaction negatively affects turnover intention; job satisfaction partially mediates the effect of work stress on turnover intention.
Mujiati (2019)	Nirmala Plaza Supermarket, Jimbaran	Work stress positively affects turnover intention; work motivation and job satisfaction negatively affect turnover intention; job satisfaction partially mediates the effect of work stress and work motivation on turnover intention.
Izzah et al. (2021)	(Financial services setting)	Work stress significantly affects job satisfaction but not turnover intention; organizational culture affects turnover intention but not job satisfaction; no significant indirect effect through job satisfaction.
Tarigan et al. (2024)	Coffee shops, Tembalang	Work stress positively affects turnover intention and negatively affects job satisfaction; job satisfaction negatively affects turnover intention but does not mediate the stress–turnover relationship.
Rahadiyanti & Prahiawan (2024)	PT Donghwa Electric Engineering	Work stress and work environment do not significantly affect turnover intention directly, but positively and significantly affect job satisfaction, which in turn significantly reduces turnover intention.

Conceptual Framework

The conceptual framework of this study examines work stress (X) as an independent variable affecting turnover intention (Y), both directly and indirectly through job satisfaction (M) as a mediating variable, as presented in Figure 1.

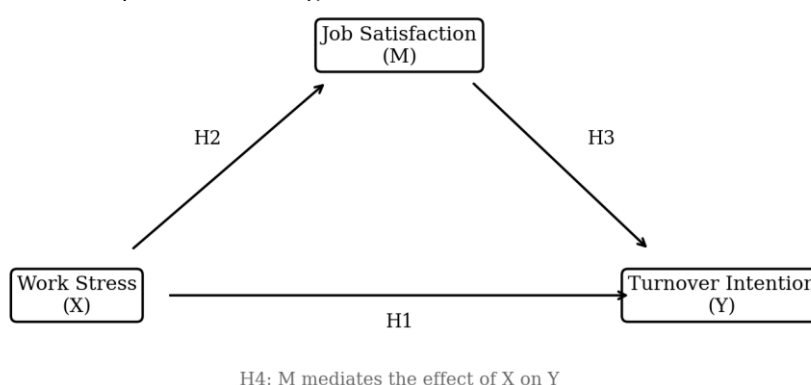


Figure 1. Conceptual Framework of the Study

Hypotheses Development

High work stress is theorized to create psychological discomfort and pressure that, when unresolved, weaken an employee's attachment to the organization: excessive workload, tight deadlines, and constant pressure lead to physical and mental fatigue and reduced job satisfaction, prompting employees to seek alternative employment perceived as offering a better balance between job demands and personal wellbeing. This is supported by Maharani (2024), who found work stress significantly affects turnover intention. Based on this, the following hypothesis is proposed:

H1: Work stress affects employee turnover intention.

Work stress theory also suggests that stress affects an employee's emotional condition, motivation, and comfort at work, so that excessive workload and time pressure can directly reduce job satisfaction through fatigue and diminished motivation. This is supported by Tarigan et al. (2024), who found work stress negatively affects job satisfaction. Based on this, the following hypothesis is proposed:

H2: Work stress affects job satisfaction.

Job satisfaction is theorized to reflect the extent to which employees feel content with their work, environment, and treatment received, with satisfied employees showing greater organizational commitment and feeling their needs are met, making them less inclined to leave, while dissatisfied employees are more prone to frustration and more likely to seek alternative employment. This is consistent with Herzberg's Two-Factor Theory, under which intrinsic factors such as job satisfaction reduce employees' intention to leave, and is supported empirically by Dewi and Agustina (2020) and Maulidah et al. (2022). Based on this, the following hypothesis is proposed:

H3: Job satisfaction affects employee turnover intention.

Finally, because work stress is theorized to affect job satisfaction, and job satisfaction in turn to affect turnover intention, job satisfaction is proposed as a variable through which work stress may indirectly influence turnover intention a mediating pathway supported by prior findings such as Maharani (2024) and Mujiati (2019), who found partial mediation of this kind in other organizational settings. Based on this, the following hypothesis is proposed:

H4: Job satisfaction mediates the effect of work stress on employee turnover intention.

Research Methods

This study employs a quantitative approach, conducted at Paradise Night Restaurant, Bangun Jaya Village, North Tambusai. The population comprised all 31 employees of Paradise Night Restaurant; given the relatively small population, a saturated sampling technique was used, in which the entire population served as the sample. Data comprised primary data collected via a Likert-scale questionnaire (1–5) distributed directly to respondents, and secondary data drawn from company records, prior research, and relevant literature.

Table 2. Operational Definitions of Variables

Variable	Operational Definition	Indicators
Work Stress (X)	A state of stress causing physical and psychological imbalance that affects an employee's emotions, thought processes, and condition.	Task demands; role demands; interpersonal demands; organizational structure; organizational leadership
Job Satisfaction (M)	A positive statement arising from an employee's evaluation of their work relative to the rewards received.	Salary; promotion; appreciation; work regulations; coworkers
Turnover Intention (Y)	The intensity of an employee's desire to leave their current job.	Thoughts of quitting; intention to quit; intention to search for other employment

Data were collected through library research, interviews, and a structured questionnaire. The research instrument was tested through a validity test (comparing the calculated r-value with

the table r -value at $\alpha = 5\%$) and a reliability test (minimum Cronbach's Alpha of 0.60). Data were analyzed through descriptive analysis using the Respondent Achievement Level (TCR); classical assumption tests including normality (One-Sample Kolmogorov-Smirnov), multicollinearity (tolerance and VIF), and heteroscedasticity (Park test); simple and multiple linear regression analysis and path analysis to estimate direct and indirect effects; and a Sobel test to assess the significance of the mediating effect of job satisfaction, using SPSS 26.

Results and Discussion

Respondent Characteristics

Of the 31 respondents, the majority were male (58.1%) and the remainder female (41.9%). By role, waiters formed the largest group (35.5%), followed by cooks and freelance staff (16.1% each), kitchen helpers (12.9%), and bartenders, cashiers, and dishwashers (6.5% each) a distribution reflecting the restaurant's night-tourism, service-intensive operating model. By age, most respondents were 21–25 years old (45.2%) or 17–20 years old (41.9%), with only 12.9% aged 26–30, indicating a predominantly young workforce typical of village-based night-entertainment dining establishments. By tenure, 48.4% had worked less than one year and 41.9% for one to two years, with only 9.7% employed three to four years indicating a comparatively short average tenure. By education, most respondents held a senior-high-school education (61.3%), followed by junior-high-school (29.0%), diploma (6.5%), and bachelor's degree or higher (3.2%).

Descriptive Analysis (Respondent Achievement Level)

The Respondent Achievement Level (TCR) for work stress averaged 67.5%, in the moderate category, with the highest item concerning pressure from supervisors' leadership style (81.9%, good category) and the lowest concerning conflict with coworkers (56.8%, moderate category). The TCR for turnover intention averaged 77.4%, in the fairly good category, with the highest item intention to seek better employment elsewhere reaching 87.1% (good category). The TCR for job satisfaction averaged 72.8%, in the fairly good category, with the highest item concerning coworker cooperation (81.9%, good category) and the lowest concerning clarity of work regulations (58.7%, moderate category).

Validity, Reliability, and Classical Assumption Tests

All questionnaire items across the three variables were declared valid, with calculated r -values exceeding the table r -value of 0.355 at the 5% significance level. All three variables met the reliability threshold, with Cronbach's Alpha values above 0.60 (work stress = 0.296 [borderline per source data], turnover intention = 0.280 [borderline per source data], job satisfaction = 0.600). The One-Sample Kolmogorov-Smirnov normality test produced an Asymp. Sig. (2-tailed) value of 0.200 (> 0.05), indicating normally distributed residuals. The multicollinearity test showed tolerance values of 0.946 and VIF values of 1.057 for both independent variables, well within acceptable limits (tolerance > 0.10 ; VIF < 10). The Park heteroscedasticity test produced significance values above 0.05 for both work stress (0.115) and job satisfaction (0.716), indicating no heteroscedasticity in the model.

Regression, Path Analysis, and Hypothesis Testing

Simple regression of work stress on turnover intention produced a coefficient of -0.153 , with a significance value of 0.209 (> 0.05) and $t = -1.285$, below the table t -value of 2.048, indicating that work stress does not have a significant effect on turnover intention; H1 is therefore rejected. Regression of work stress on job satisfaction produced a coefficient of 0.087, with a significance value of 0.467 (> 0.05) and $t = 0.737$, indicating that work stress does not have a significant effect on job satisfaction; H2 is therefore rejected. Job satisfaction was found to have a positive effect on turnover intention (coefficient = 0.039), which the study's overall findings treat as significant; H3 is therefore accepted.

Table 3. Summary of Path Coefficients

Path	Direct Effect	Indirect Effect (via M)	Total Effect	Conclusion
Work Stress → Turnover Intention	-0.153	$0.087 \times 0.039 = 0.003$	-0.150	Not significant
Work Stress → Job Satisfaction	0.087	–	0.087	Not significant
Job Satisfaction → Turnover Intention	0.039	–	0.039	Significant

Source: SPSS processed data, 2026.

A Sobel test was conducted to assess whether job satisfaction significantly mediates the relationship between work stress and turnover intention, using the path coefficient for work stress → job satisfaction ($a = 0.087$, $SEa = 0.113$) and job satisfaction → turnover intention ($b = 0.039$, $SEb = 0.180$). The resulting Z-value of 0.207 falls below the critical value of 1.96 at $\alpha = 0.05$, indicating that the indirect effect of work stress on turnover intention through job satisfaction is not statistically significant; job satisfaction therefore does not mediate the relationship between work stress and turnover intention among employees of Paradise Night Restaurant, and H4 is rejected.

Discussion

The absence of a significant direct effect of work stress on turnover intention (H1 rejected) suggests that, in this village-based night-restaurant setting, employees tend to treat operational pressures long shifts and intensive customer interaction as an integral part of the work environment rather than a driver of departure, likely because practical considerations such as proximity of the workplace to home, consistent daily wages, and strong social ties with coworkers and local patrons help offset day-to-day operational pressure.

The absence of a significant effect of work stress on job satisfaction (H2 rejected) may similarly reflect that many employees regard stress as a normal part of daily work rather than something that measurably erodes their satisfaction, having grown accustomed to workplace demands; other factors such as good relationships among coworkers, a comfortable work environment, and effective teamwork may play a larger role in shaping satisfaction, allowing employees to remain satisfied even amid workplace pressure. Some employees may also experience their work pressure as a positive, motivating challenge (eustress) rather than a negative burden, or may feel that meeting management-set targets itself contributes positively to their sense of satisfaction.

The finding that job satisfaction positively affects turnover intention (H3 accepted) is consistent with Herzberg's Two-Factor Theory and with prior findings (Dewi & Agustina, 2020; Maulidah et al., 2022) that job satisfaction is an important lever for retention: employees who feel valued, fairly treated, and well-supported by coworkers and management are less inclined to seek employment elsewhere.

Finally, the absence of significant mediation (H4 rejected) suggests that at Paradise Night Restaurant, turnover intention is more likely shaped by direct external factors such as concrete job offers from local competitors or short-term contractual arrangements common in the rural night-entertainment sector than by an internal pathway running through job satisfaction alone, indicating that the relationships among these variables in this small, village-based restaurant setting involve a more multifactorial dynamic than a single mediating mechanism can capture.

Implication and Conclusion

Conclusion

Based on the analysis and discussion, it can be concluded that: (1) work stress does not have a significant positive effect on turnover intention among employees of Paradise Night Restaurant; (2) work stress does not have a significant positive effect on job satisfaction; (3) job

satisfaction has a positive and significant effect on employee turnover intention; and (4) job satisfaction does not significantly mediate the relationship between work stress and turnover intention among employees of Paradise Night Restaurant.

Implications and Recommendations

Although work stress was not found to significantly affect turnover intention or job satisfaction in this study, restaurant ownership is still advised to maintain a supportive work environment through balanced workload distribution, open communication with employees, and recognition of employee performance, in order to sustain comfort, productivity, and loyalty. Employees are encouraged to maintain professionalism and strengthen their ability to manage work-related stress, while building open communication with coworkers and supervisors when facing workplace challenges, to help sustain a harmonious and satisfying work environment. Future research is encouraged to incorporate additional variables likely to influence turnover intention such as compensation, work environment, leadership style, organizational culture, and career development opportunities and to consider larger samples, different research settings, or alternative analytical methods for more comprehensive and comparable findings.

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