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Job Satisfaction and Stress as Determinants of Employees' Turnover Intention in Yogyakarta

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Abstract

High turnover intention among employees of Bale Ayu Restaurant Yogyakarta is reflected in frequent resignations and fluctuations in workforce numbers, a condition assumed to be influenced by both internal employee factors and the work environment. The study aims to analyze the effect of job satisfaction and job stress on employee turnover intention. This research adopts a quantitative approach using a causal associative method with SPSS 22 as the data analysis tool. The population consists of all 60 employees of Bale Ayu Restaurant Yogyakarta, and a saturated sampling technique was applied, in which the entire population was used as the sample. Data were obtained through questionnaires measured using a Likert-type scale. The findings indicate that job satisfaction has a statistically significant negative relationship with turnover intention, suggesting that employees who experience higher levels of satisfaction are less likely to intend to leave the organization. In contrast, job stress shows a significant positive relationship with turnover intention, meaning that increased work-related stress raises employees' intentions to resign. When examined jointly, job satisfaction and job stress are found to have a significant combined effect on turnover intention among employees of Bale Ayu Restaurant Yogyakarta.

Keywords

Job Satisfaction, Job Stress, Turnover Intention, Work Environment.

1. Introduction

Population growth influences the availability and quality of human resources, which are a crucial determinant of organizational success. Employees play not only an operational role but also contribute significantly to business sustainability, making effective employee management essential to enhance retention and loyalty. One major challenge faced by organizations is turnover intention, defined as employees' voluntary intention to leave their jobs (Andini, 2006; Naiemah et al., 2021). Ardan and Jaeleni (2021) describe turnover intention as an employee's inclination to resign based on personal choice, while Mobley (2011) views it as an evaluative process regarding the continuation of an individual's relationship with the organization that has not yet resulted in actual departure. Yucel (2021) further explains turnover intention as a mediating stage between the intention to quit and actual turnover. This phenomenon poses serious concerns for organizations because employees represent a significant investment, and high turnover can reduce organizational effectiveness, increase financial and resource costs, and weaken employee motivation, particularly due to the expenses associated with recruiting and training replacements (Kusumaningtyas, 2023).

Job satisfaction and job stress are two key factors influencing turnover intention. Spector (2019) defines job satisfaction as the degree to which individuals feel positively or negatively about their jobs, based on evaluations of aspects such as compensation, promotion opportunities, supervision, and working conditions, involving both emotional responses and rational judgments of job quality. Higher job satisfaction is generally associated with stronger organizational commitment and a lower intention to leave, whereas low satisfaction tends to result in discomfort, reduced motivation, and a greater desire to seek alternative employment. In contrast, job stress refers to negative reactions to work-related conditions such as role conflict, excessive workload, and inadequate organizational support, which may cause physical and psychological strain. Prolonged job stress can lead to fatigue, decreased concentration, and workplace conflict, ultimately reducing employees' comfort at work and increasing their intention to leave the organization.

The food and beverage industry in Indonesia records a relatively high level of turnover intention compared to other sectors, largely due to job characteristics such as a fast work pace, long working hours, high service pressure, and intensive customer interaction, which often lead to job stress and reduced job satisfaction (Rurumingratni & Satrya, 2022). From 2019 to 2023, employee turnover rates in this sector fluctuated between 22.5 percent and 28.0 percent, exceeding the national average of approximately 15–18 percent. Turnover remained relatively stable in 2019, increased sharply in 2020 as a result of the Covid-19 pandemic and widespread layoffs following restaurant and café closures, and gradually declined in the subsequent years alongside economic recovery, vaccination programs, and employee retention efforts. Despite this downward trend, turnover levels remained high, reflecting persistent structural challenges such as physically demanding work, relatively low entry-level wages, and the sector's strong dependence on tourism.

Bale Ayu Restaurant Indonesia in Yogyakarta also experiences a high level of employee turnover, a condition commonly found in the food and beverage sector. As a well-known culinary business employing a large number of workers in both kitchen and service divisions, the restaurant faces ongoing challenges related to employee turnover intention, particularly among kitchen staff, as identified through interviews with the Human Resource Development manager (Anatan & Ellitan, 2009). Previous studies by Irvianti and Verina (2015) demonstrate that job stress, workload, and the work environment significantly influence turnover intention, both partially and simultaneously, while Anggara and Tinjung (2016) highlight the important roles of job satisfaction and job stress in shaping employees' intention to leave. Nevertheless,

most prior research has focused on manufacturing and non-culinary service sectors, whereas the restaurant industry characterized by high work pressure and shift-based work systems remains relatively underexamined.

Given this research gap, an analysis of job satisfaction and job stress as determinants of turnover intention among employees of Bale Ayu Restaurant Yogyakarta is considered necessary. From a managerial perspective, understanding these factors is essential for developing effective strategies to enhance job satisfaction, manage job stress, and reduce employees' intentions to leave. Improved job satisfaction is expected to foster a more positive work environment, while effective stress management may help maintain employee performance stability over time. Thus, the integration of job satisfaction and job stress management provides a crucial foundation for the company to retain high-quality human resources and reduce turnover intention. Accordingly, this study examines the influence of job satisfaction and job stress on turnover intention among employees of Bale Ayu Yogyakarta, both individually and simultaneously.

2. Literature Review and Hypothesis Development

2.1. The Effect of Job Satisfaction on Turnover Intention

Job satisfaction refers to an individual's overall orientation toward their work, which involves interactions with colleagues and supervisors, adherence to organizational policies, and the achievement of expected performance standards (Prasetya et al., 2023; Priyatmika et al., 2025). It represents an employee's evaluative response to their job, encompassing both positive and negative feelings related to work experiences (Dwiningtyas, 2015). According to Mappesona et al. (2020), job satisfaction reflects an emotional state marked by feelings of enjoyment and attachment to one's job. Employees who experience higher levels of job satisfaction are generally more motivated, productive, and committed to the organization, whereas dissatisfaction may lead to reduced performance and an increased likelihood of resignation. Fair treatment and recognition from the organization tend to strengthen job satisfaction, while perceptions of unfairness or neglect can trigger frustration and work-related stress that ultimately undermine employee performance.

Drawing on various scholarly perspectives, job satisfaction can be understood as a psychological state that reflects employees' positive evaluations and attitudes toward their work, which emerge when job characteristics are aligned with individual expectations, needs, and personal values. Job satisfaction plays a vital role in influencing employee motivation, work performance, and organizational loyalty (Hartika et al., 2023). Generally, higher levels of job satisfaction are associated with a lower tendency for employees to consider leaving the organization. Empirical evidence supports this relationship, as Mangumbahang et al. (2023) reported that job satisfaction significantly influences turnover intention, while Anggara and Tinjung (2016) found a negative relationship between job satisfaction and turnover intention.

H1: Job satisfaction has a negative and significant effect on turnover intention.

2.2. The Effect of Job Stress on Turnover Intention

Vanchapo (2020) explains job stress as an emotional response that emerges when job demands exceed an individual's capacity to manage the pressure involved. Job stress may also be viewed as a state of tension that disrupts physical and psychological balance, thereby influencing employees' emotions, cognitive processes, and overall well-being. Similarly, stress as a condition of strain that affects an individual's emotional state and patterns of thinking (Ovsiannikova et al., 2024).

Although stress is commonly associated with negative outcomes, it may also produce positive effects when experienced at manageable levels, such as enhancing motivation, enthusiasm, and work performance. In certain situations, employees may interpret high workload demands as constructive challenges that contribute to improved job quality and greater job satisfaction (Robbins et al., 2017; Chowhan & Pike, 2023).

Based on the definitions proposed by previous scholars, job stress can be understood as a state of physical and psychological pressure arising when job demands exceed an individual's abilities, resources, or comfort level. This condition may result from excessive workload, poor interpersonal relationships, or an unsupportive work environment and can negatively affect employees' health and increase turnover intention. Job stress may originate from both internal and external factors, with its impact depending on how individuals respond to these stressors (Adamopoulos & Syrou, 2022). Empirical evidence supports this relationship, as studies by Anggara and Tinjung (2016) and Hidayati and Trisnawati (2016) consistently demonstrate that job stress has a positive and significant effect on turnover intention.

H2: Job stress has a positive and significant effect on turnover intention.

2.3. The Effect of Job Satisfaction and Job Stress on Turnover Intention

Employee turnover refers to the condition in which an individual ends their employment relationship with an organization, either temporarily or permanently (Ongera et al., 2023). This separation may occur in various forms, including voluntary resignation, transfer to another organizational unit, termination initiated by the company, or other unavoidable circumstances. Robbins and Judge (2015) describe turnover intention as an employee's perceived tendency or probability of leaving the organization, regardless of whether the decision is driven by personal choice or organizational factors. Such intentions often develop when employees experience a reduced sense of attachment to their work or when alternative employment opportunities are perceived as more attractive. As a result, turnover intention is commonly viewed as an early psychological indicator preceding actual employee departure.

Previous empirical studies highlight the importance of job satisfaction and job stress in explaining turnover intention. Anggara and Tinjung (2016) found that job satisfaction and job stress simultaneously exert a positive and significant influence on employees' intentions to leave, suggesting that dissatisfaction with work conditions combined with excessive job demands can strengthen employees' desire to withdraw from the organization. These findings are supported by Mangumbahang et al. (2023), who also reported that variations in job satisfaction and job stress significantly affect turnover intention. Collectively, these studies indicate that turnover intention is not driven by a single factor but emerges from the interaction between employees' emotional evaluations of their work and the level of pressure they experience.

H3: Job satisfaction and job stress simultaneously have a significant effect on turnover intention.

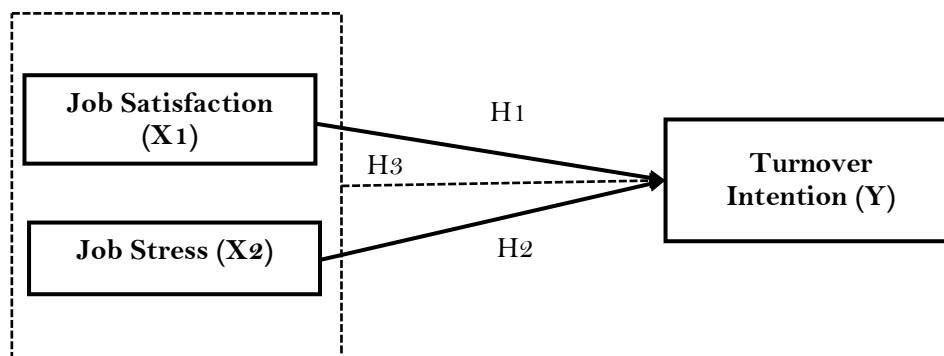


Figure 1. Research Framework

The research framework is shown in Figure 1, which also demonstrates how job stress and job satisfaction act as separate factors impacting the dependent variable of turnover intention. Along with job stress, job satisfaction is seen to have a direct impact on employees' desire to leave, and both factors are thought to work together to influence these intentions. Employees' emotional assessments of their jobs and the amount of pressure they face at work greatly influence their decision to leave the company. This framework illustrates this idea.

3. Methods

This study employs a quantitative research method with an associative causal (causality) approach to examine the effects of job satisfaction and job stress on employee turnover intention (Indrawan & Yaniawati, 2016). The quantitative approach was chosen to objectively measure variables, test hypotheses, and analyze relationships among variables using numerical data. This study uses two independent variables, namely job satisfaction (X1) and job stress (X2). The dependent variable in this study is turnover intention (Y).

The research was conducted at Bale Ayu Restaurant, located at Jalan Imogiri Timur No. KM 6, Nglebeng, Tamanan, Banguntapan District, Bantul Regency, Special Region of Yogyakarta. The study was carried out from September 2025 until completion. A questionnaire was used to gather data, and the respondents' degree of agreement was indicated using a Likert scale that went from 1 to 5. The survey questions were collected on a Google Form, and participants were asked to click on the option that most accurately represented their current circumstances. Workplace stress, job satisfaction, and intention to leave were all intended to be measured by the research tool. Six statements were assigned to each of the three variables (work satisfaction, job stress, and turnover intention) in the questionnaire, which also included respondent identity information.

The validity test was conducted using the Corrected Item-Total Correlation method. An item is considered valid if the correlation coefficient exceeds 0.250. Meanwhile, reliability testing was performed using Cronbach's Alpha. A variable is considered reliable if the Cronbach's Alpha value is greater than 0.60, indicating good internal consistency. This research employed a saturated sampling approach due to the limited population of 60 employees. As explained by Sugiyono (2017), saturated sampling involves including the entire population as research respondents, which is often referred to as a census method. Considering the small population size, this technique was selected to enhance the accuracy of the findings and to allow a comprehensive assessment of the influence of job satisfaction and job stress on turnover intention without excluding any respondents. The data were analyzed using multiple linear regression, with statistical processing carried out through the

Statistical Package for the Social Sciences software (SPSS) version 22 (Ghozali, 2018).

4. Results

Respondent characteristics analysis was conducted to obtain a snapshot of the data. A total of 60 employees at Bale Ayu Restaurant in Yogyakarta participated, each with their own unique characteristics. Differences in respondent characteristics can lead to differing opinions on the statements presented in the questionnaire. This study used several characteristics, including gender, age, highest education level, and length of service.

Table 1. Respondent Characteristic

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	32	53%
	Female	28	47%
	Total	60	100%
Age	< 20 years	5	8%
	20–25 years	41	68%
	26–30 years	10	17%
	31–40 years	4	7%
	> 40 years	0	0%
	Total	60	100%
Length of Work Period	< 1 year	12	20%
	1–3 years	39	65%
	4–6 years	8	13%
	> 7 years	1	2%
	Total	60	100%
Last Education	Junior High School	10	17%
	Senior/Vocational High School	44	73%
	Diploma	3	5%
	Bachelor’s Degree	3	5%
	Other	0	0%
	Total	60	100%

Based on Table 1, the distribution of respondents shows a near-equal proportion of male and female employees, with males forming a slightly larger share. Most respondents fall within the 20–25 year age group, indicating that the workforce is largely composed of young employees. In terms of employment duration, the majority have been working for 1–3 years, reflecting a period of service that may coincide with increased consideration of job mobility. Regarding educational attainment, most respondents have completed senior or vocational high school, which aligns with the requirements of operational roles in the food and beverage sector.

The validity of the research instrument was determined by comparing the computed *r* values with the *r* value from the table. A statement was considered valid if its computed *r* value exceeded the tabulated value. The significance level applied was 5% (0.05) with a degree of freedom of 60, calculated using the formula $df = n - 2$, where *n* is the sample size of 60. Accordingly, the tabulated *r* value was 0.2500, and the computed *r* values for each item are presented in the Pearson Correlation column based on respondents’ answers. Cronbach’s Alpha was used to measure reliability; a number above 0.6 indicates that the data from the variable is reliable, while a value below 0.6 indicates that the indicator is unreliable.

Table 2. Validity & Reliability Test

Variable	Indicator	r Count	r Table	Cronbach's Alpha	Cut-off	Information
Job Satisfaction (X1)	X1.1	0.875	0.250	0.897	0.6	Valid & Reliable
	X1.2	0.804				
	X1.3	0.836				
	X1.4	0.825				
	X1.5	0.885				
	X1.6	0.870				
Job Stress (X2)	X2.1	0.449	0.250	0.913	0.6	Valid & Reliable
	X2.2	0.554				
	X2.3	0.460				
	X2.4	0.498				
	X2.5	0.475				
	X2.6	0.393				
Turnover Intention (Y)	Y.1	0.912	0.250	0.919	0.6	Valid & Reliable
	Y.2	0.911				
	Y.3	0.920				
	Y.4	0.916				
	Y.5	0.935				
	Y.6	0.795				

As shown in Table 2, the validity and reliability of all statement items for the three variables, job satisfaction, job stress, and turnover intention, were examined. The validity test compared each indicator's calculated r value with the tabulated r value of 0.250, and all indicators exceeded this benchmark, confirming their validity. Specifically, r values for job satisfaction ranged from 0.804 to 0.885, for job stress from 0.393 to 0.554, and for turnover intention from 0.795 to 0.935. Reliability was assessed using Cronbach's Alpha, with all variables surpassing the cut-off value of 0.6: 0.897 for job satisfaction, 0.913 for job stress, and 0.919 for turnover intention, indicating that the data are consistent and can be relied upon for further analysis.

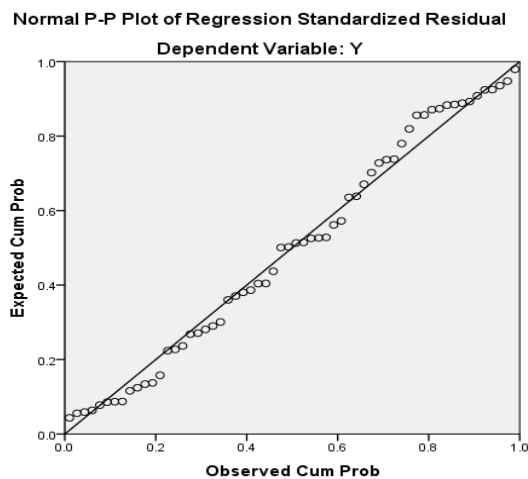


Figure 2. Normality Graph

The normality assumption is met by the distribution of points on the diagonal axis of the normal probability plot graph of job satisfaction and job stress on turnover intention, as seen in Figure 2. The One Simple Kolmogorov-Smirnov statistical test can be used to validate the normal probability plot's findings. The Kolmogorov-Smirnov test is used to determine if the model is normal by looking at the significance value at 0.05. It is possible to conclude that the data is not regularly

distributed if the significance value is less than 0.05. On the other hand, the data are regularly distributed if the significance value is greater than 0.05.

Table 3. Normality Test Using the One-Sample Kolmogorov-Smirnov

Statistic	Item	Value
	N	60
Normal Parameters	Mean	0.0000000
	Std. Deviation	5.13692824
Most Extreme Differences	Absolute	0.093
	Positive	0.067
	Negative	-0.093
	Test Statistic	0.093
	Asymp. Sig. (2-tailed)	0.200

According to Table 2, the regression model of job satisfaction and job stress on turnover intention has a Monte Carlo Sig (2-tailed) value of 0.200 based on the results of the normality test. The data is considered regularly distributed since this value is higher than 0.05.

The goal of testing for multicollinearity is to determine whether or not there are strong correlations between two or more independent variables in a multiple regression model. When the independent variables of a regression model are not correlated, as determined by tolerance values and the Variance Inflation Factor (VIF), a regression model is deemed suitable. Multicollinearity is indicated by a tolerance greater than 0.1 and a VIF less than 10. To find out if the variance of the residuals varies across observations, heteroscedasticity testing is also performed; a suitable regression model will show homoscedasticity. The significance value is used to make decisions; a value above 0.05 denotes the lack of heteroscedasticity, whilst a value below 0.05 denotes its existence.

Table 4. Multicollinearity & Heteroscedasticity Test

Model	Multicollinearity		Heteroscedasticity	
	Tolerance	VIF	Standard Significance Value	Significance Value of Variables
(Constant)				0.257
Job Satisfaction	0.968	1.033	0.05	0.126
Job Stress	0.968	1.033	0.05	0.373

Table 4 displays the findings of the tests for heteroscedasticity and multicollinearity. Both job satisfaction and job stress have tolerance values of 0.968 and VIF values of 1.033, according to the multicollinearity test. Since the tolerance is greater than 0.1 and the VIF is less than 10, this indicates that there is no multicollinearity. The significant values for Job Stress (0.373) and Job Satisfaction (0.126) are both higher than 0.05, according to the heteroscedasticity test, indicating that the regression model does not exhibit heteroscedasticity. These findings show that the regression model satisfies the homoscedasticity and lack of multicollinearity assumptions.

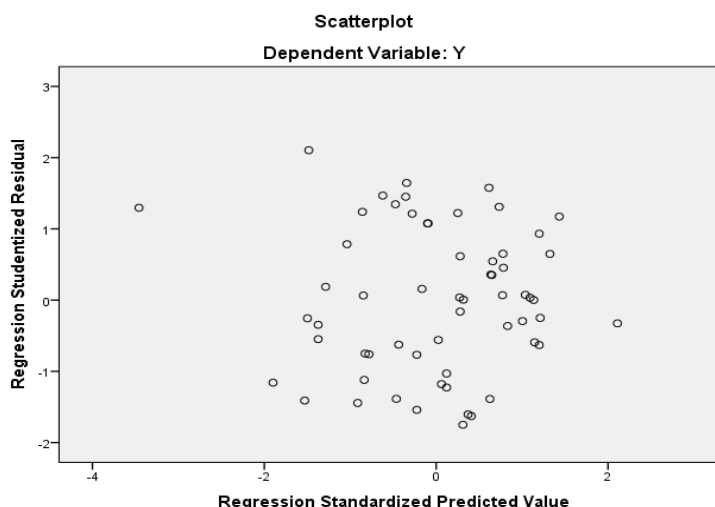


Figure 3. Heteroscedasticity Test

Figure 3 shows the scatterplot results of the heteroscedasticity test, with the points scattered above, below, and around the number 0. The points are not only scattered above or below 0, but also do not form a pattern. Therefore, it may be concluded that there is no heteroscedasticity in the regression based on the results of the heteroscedasticity test using the Glejser technique. Because the regression model meets the conventional assumptions, it is suitable for hypothesis testing.

Table 5. Multiple Linear Regression & Partial Test

Variable	B	Standard Error	Coefficient Regression	t Count	Significance
(Constant)	5.322	3.853	–	1.381	0.173
Job Satisfaction (X1)	-0.220	0.130	-0.185	-1.691	0.096
Job Stress (X2)	0.460	0.086	0.588	5.378	0.000

Table 5 shows that it is possible to formulate the regression equation employed in this investigation. This study's regression equation has the following for:

$$Y = \alpha + b_1X_1 + b_2X_2$$

$$Y = 5.322 + (-0.220)X_1 + 0.460X_2$$

Information:

Y = Turnover intention

X₁ = Job satisfaction

X₂ = Job stress

α = Konstanta regresi

b₁ = Regression coefficients job satisfaction

b₂ = Regression coefficients job stress

The constant value of turnover intention, as determined by the multiple linear regression results for Bale Ayu Yogyakarta Restaurant, is 5.322. This means that if job satisfaction and job stress are both zero, turnover intention stays at this level. With a regression value of -0.086, work satisfaction and turnover intention are negatively correlated, indicating that if job stress is constant, an increase in job satisfaction will lower employees' intentions to leave their jobs. The regression coefficient for job stress, on the other hand, is 0.460, suggesting a positive link. This

means that while job satisfaction remains constant, employees' intention to leave will rise when job stress increases.

Based on this decision-making framework, the t-value for each independent variable must first be determined. To find the t-table value for each variable, use the following formula.

$$t \text{ table} = t\left(\frac{\alpha}{2}; n - k - 1\right)$$

$$t \text{ table} = t\left(\frac{0,05}{2}; 60 - 2 - 1\right)$$

$$t \text{ table} = t(0.025; 57)$$

$$t \text{ table} = 2.00247$$

Information:

α = Confidence Level

n = Number of Samples

k = Number of Variables X

$t \text{ table}$ = Position of the t-value of the table in the distribution table of the t-value of the table

Table 5 shows that work satisfaction has a t-value of -1.691 (below the t-table of 2.00247), a negative coefficient of -0.185, and Sig. = 0.096, indicating it does not significantly affect turnover intention (H1 rejected). In contrast, job stress has a t-value of 5.378, a positive coefficient of 0.588, and Sig. = 0.000, showing a significant positive effect on turnover intention (H2 accepted). The F-test is then used to assess the simultaneous effect of work satisfaction and job stress on turnover intention (H3), with the decision based on comparing the calculated F and significance to the F-table value.

$$F \text{ table} = F(k; n - k)$$

$$F \text{ table} = F(2; 60 - 2)$$

$$F \text{ table} = t(2; 58)$$

$$F \text{ table} = 3.16$$

Information :

n = Number of Samples

k = Number of Variable X

$F \text{ table}$ = Position of the F value of the table in the distribution table of the F value of the table

Table 6. Simultaneous Test

Model/Test	Value
Regression	-
F Count	14.731
Sig.	0.000

According to Table 6, F-test results, the combined F value of 14.731 for job satisfaction and job stress is greater than the F-table value of 3.16, with a significance level of 0.000, below 0.05. This demonstrates that both factors concurrently have a noteworthy impact on the desire to leave Bale Ayu Restaurant Yogyakarta, hence validating the statistical significance of their combined effects.

The coefficient of determination (R^2) quantifies the extent to which the independent variables of financial compensation and emotional intelligence can account for the variation in the dependent variable, performance. The range of R^2 values is 0 to 1, where values around 0 indicate weaker explanatory power and values closer to 1 indicate better explanatory power.

Table 7. Determination Coefficient Test (R²)

Model	Value
R	0.584
R Square	0.341
Adjusted R-Square	0.318
Std. Error of the Estimate	5.22627

According to Table 7, results from the coefficient of determination (R²) test, the study's R-squared value is 0.341. This shows that the cumulative effect of variables X1 and X2 on variable Y is 34.1%. This analysis indicates that job stress and work satisfaction combined explain 34.1% of the variance in turnover intention, with other factors not included in this study impacting the remaining 65.9%.

5. Discussion

At Bale Ayu Restaurant Yogyakarta, the study's findings suggest that employee turnover intention is negatively affected by job satisfaction. According to this, employees are less likely to leave an organization if they are more satisfied with their jobs. Due to the fact that contented workers are more at ease and involved in their workplace, job satisfaction is a major factor in lowering the likelihood of turnover. This study found that elements of the job itself, such as pay, work environment, and prospects for professional advancement, have a significant impact on job satisfaction. For Bale Ayu Restaurant employees, these factors create a supportive atmosphere that allows them to engage in meaningful activities, learn new skills, and feel fulfilled in their roles. This aligns with Robbins (2009), who argues that employees prefer jobs that provide opportunities to utilize their abilities, acquire new knowledge, and create enjoyment, which in turn enhances job satisfaction and reduces turnover intention.

These results are in line with the study on marketing staff by Hidayati and Trisnawati (2016), which similarly showed that job satisfaction had a negative impact on the intention to leave. While dissatisfied workers are more inclined to look for other employment alternatives, satisfied workers are more likely to stay with the company. These research similarities highlight how crucial it is to promote job satisfaction as a tactic to keep workers and reduce turnover in workplace environments.

The study's findings demonstrate that employees' intentions to leave Bale Ayu Restaurant Yogyakarta are positively and significantly impacted by workplace stress, suggesting that higher job stress levels raise the probability that workers will do so. In this study, job stress is primarily influenced by the working time provided to employees; sufficient time to complete tasks helps reduce stress and, in turn, turnover intention. This aligns with Mangkunegara (2017), who explains that working time binds employees to perform tasks related to the organization, and that imbalance or excessive workload can elevate stress levels, prompting employees to seek alternative employment. These findings are consistent with Rismawan et al. (2014), which also demonstrated that higher job stress significantly raises turnover intention, showing that employees who experience prolonged or excessive stress are more likely to feel pressured to leave their workplace.

The results of the third hypothesis test indicate that job satisfaction and job stress together have a significant effect on turnover intention among employees at Bale Ayu Restaurant Yogyakarta, showing that dissatisfaction with learning opportunities and insufficient time to complete tasks can prompt employees to seek alternative employment. This confirms that job satisfaction and job stress jointly influence turnover intention, aligning with Anggraini (2013), who found that work stress and job satisfaction have a significant combined effect on employees' intention to leave. When an organization effectively reduces stress and enhances job

satisfaction, it can lower turnover intention, highlighting that these two factors function as interconnected psychological determinants of employees' decisions to remain with or leave the company. The findings underscore that job satisfaction and job stress are the primary factors influencing turnover intention at Bale Ayu Restaurant, providing practical implications for management in designing human resource policies aimed at improving satisfaction and managing work stress.

6. Conclusion

The results of this study indicate that job satisfaction negatively affects turnover intention, meaning that higher satisfaction reduces employees' tendency to leave, while Job Stress positively affects turnover intention, so that higher stress increases the likelihood of leaving. Moreover, job satisfaction and job stress together have a significant simultaneous influence on turnover intention, showing that employees' decisions to stay or leave Bale Ayu Restaurant Yogyakarta are shaped by the interaction between positive psychological factors and work-related pressure. These findings highlight that effective human resource management should address both job satisfaction and job stress to retain employees.

This research contributes to human resource management literature by highlighting the importance of designing policies that enhance job satisfaction and control job stress, which in turn can reduce turnover intention and support long-term workforce stability. The findings suggest several managerial strategies for Bale Ayu Restaurant Yogyakarta, including improving fair and transparent compensation and reward systems to boost employee loyalty, evaluating workload distribution and work schedules particularly in high-intensity areas like the kitchen, to ensure adequate rest, and implementing preventive job stress management through a comfortable work environment, strong teamwork, and channels for employees to provide feedback. Collectively, these measures aim to maintain employees' psychological well-being, reduce turnover intention, and foster a stable and productive workforce.

This study has several limitations, including its focus on a single research object, Bale Ayu Restaurant in Yogyakarta, which limits the generalizability of the results to other restaurants or service sectors. It also examines only two variables, job satisfaction and job stress, while other factors such as organizational commitment, leadership, and work culture, may also influence turnover intention. Additionally, the data are based on respondents' subjective perceptions, which may introduce bias. For future research, it is recommended to include additional relevant variables, apply mixed methods, and expand the research to multiple restaurants or service organizations to achieve more comprehensive and generalizable findings.

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Data Disclosure Statement

The data that support the findings of this study are available from the corresponding author upon reasonable request.



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