

# Driving Employee Performance: Exploring Job Stress as a Key Mediator in Employee Effectiveness in a Procurement Company

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Majalah Ilmiah Bijak

## ABSTRACT

*This study aims to examine the mediation of work stress on the influence of job demands and turnover intention on employee performance at PT. Empat Putera Utama Bersama Surabaya. The research material is based on the problem of high job demands from the company due to the large demand from the company's clients. On the other hand, turnover intention is one of the serious problems in the company that requires further evaluation. The method used is quantitative with an approach explanatory research. This method is used because this study will explain the position of each variable and the influence between one variable and another. The study was conducted using a survey method with data collected through a questionnaire. The population in this study included employees and superiors of PT. Empat Putera Utama Bersama, with samples taken through a saturated sampling technique of 55 employees. The analysis was carried out using SEM-PLS. The findings of this study show that high job demands can increase employee motivation and performance if managed well. Employees with turnover intention keep trying to work optimally to leave a good impression and achieve targets. Job stress mediates the relationship between job demands and performance, because environmental support helps employees manage stress. Job stress does not mediate turnover intention and performance, because external factors have more influence, while a supportive work environment keeps employees engaged*

## 1. INTRODUCTION

In The success of a company in achieving its goals can be determined by the performance given by its employees. With employees who have good performance, the company's performance will continue to increase and be able to help in achieving its goals. In this scope, the role of management becomes important, where management must know how well the company's employees are performing in doing their jobs (Wartono, 2017). Human resource management must be carried out optimally in order to be able to regulate the relationships and roles of employees in order to help realize the company's goals effectively and efficiently through maximum performance (Widodo & Yandi, 2022). Therefore, employee performance is one of the benchmarks of how human resources in a company have been able to play a role in the progress of the company.

Employee performance is defined by Borman and Motowidlo as the effectiveness used by employees in carrying out assigned tasks in order to realize the fulfillment of organizational and individual goals proportionally (Pradhan & Jena, 2017). On the other hand, Wijayanti & Riani (2021) define employee performance as the result of employee achievement in carrying out assigned tasks. It can be seen from work performance in the form of quality and quantity of employee work. It can be concluded that employee performance is the result of employee skills and behavior in carrying out work done to achieve organizational or company goals and the individual himself and is seen from the quality and quantity of his work. PT. Empat Putera Utama Bersama is one of the companies in Surabaya City engaged in the procurement of goods and services for PT. Kereta Api Indonesia (Persero). The procurement of goods provided is in the form of train spare parts, while the services offered are in the form of repainting trains, repairing train seats, and others. As a company engaged in the field of goods and services and has regular clients, the company must control employees so that the performance

provided can be maximized and provide satisfaction for the company's clients. In addition, the ability and expertise of employees in handling work must also be considered because employees do work not only in the office, but directly in the field.

The activities or work carried out by employees in this field refer to repainting trains, repairing train seats, installing train spare parts, supervising the supply of facilities on trains, and so on. Reviewing the field work, employee performance in the company is an important thing that must be studied because PT. Empat Putera Utama Bersama must carry out work that directly faces clients, company employees must be able to provide professional performance effectively and efficiently. The existence of good performance from employees can then show that the company is able to provide the best service in the tight business competition (Rosida & Swasti, 2022). Therefore, it is important for companies to be aware of the capabilities of their employees in order to be able to manage their performance and align performance with the company's overall business strategy. (Diamantidis & Chatzoglou, 2018)

In the context of employee performance, the company has problems in the scope of work completion that often encounters obstacles. This work is train display, where company employees have received several complaints from clients. The following is data on train completion complaints over a period of one year, from June 2023 to June 2024:

**Table 1.** Complaints on Completion of Work June 2023 – June 2024

		Amount	Information	Complaint Resolution
Month				
	2023	2024	Train Show	Work
January	-	10	Complaint for 2 train.	1. The train is late for showing.
February	-	7	Complaint for 2 train.	1. Reverse the Pring gas pangkon.
				2. Weld the base.
				3. Welding paint.
March	-	10	Complaint for 1 train	1. Reverse the Pring gas pangkon.
				2. Weld the base.
				3. Welding paint.
April	-	Holiday	-	-
May	-	7	-	-
June	5	6	Complaint for 5 train 2024.	1. Replacement of hinges hand, putty and paint.
				2. Rocking backrest.
				3. Footrest repair.
				4. The frame legs are wobbly, asked to replace the Gotri.
				5. The stopper frame is worn.
				6. Backrest cover peeling.
July	9	-	-	-
August	2	-	-	-
September	5	-	-	-
October	Holiday	-	-	-
November	9	-	Complaint for 2 train.	Rocking backrest.
December	Holiday	-	-	-

Source: Document of PT. Empat Putera Utama Bersama (2024)

Looking at the table above, the complaints given by the client refer to the client's dissatisfaction with the workmanship of the train. From the employee's side, this deficiency occurs because sometimes the client makes a request and delivers the train suddenly so that there is a delay or the employee is not careful in completing the work. However, this complaint was then also received by the company and

fixed by the employee. With this complaint, it can be seen that employee performance in the company is hampered because each employee must be able to fulfill the client's wishes with the specified deadline.

To see the ability and performance of employees, companies must have knowledge of the factors that can affect employee performance. This can be seen from within the employee both internally and externally. If employee performance in the company worsens, the company must be able to conduct research on what factors affect employee performance. Thus, management needs to play its role in helping employees so that their performance can improve. One of the crucial things that can affect employee performance is job demands. Bakker & Demerouti (2018) define job demands as aspects of work that require energy such as workload, complex tasks and conflict, where workload and complexity refer to challenging demands that help employees work better and conflict refers to job demands that hinder performance. Job demands are conditions of employees who require great energy to complete workloads and pressures from physical, psychological, social, and organizational aspects of work.

Employees of PT. Empat Putera Utama Bersama have problems with high job demands. These job demands refer to work pressure, time pressure, task complexity, and the need for great physical effort. In the pre-survey results, it was found that the majority of employees felt that the job demands in the company were very high.

Based on Statista Market Insight data, the number of e-commerce users in Indonesia has experienced rapid growth since 2020 and is projected to continue to increase until 2024. In 2020, there were around 129.9 million e-commerce users, which then increased to 148.9 million people in 2021. In 2022 it reached 166.1 million users and 180.6 million people in 2023. In 2024 e-commerce users are estimated to reach around 189.6 million people. Based on data stated by Bank Indonesia (BI), the value of e-commerce transactions in Indonesia has also experienced rapid growth from year to year. In 2020, the value of e-commerce transactions reached 266.3 trillion rupiah and increased to 401 trillion rupiah in 2021 and 476.3 trillion in 2022. However, the value of e-commerce transactions experienced a slight decline in 2023, which was 453.75 trillion rupiah and for 2024, Bank Indonesia targets the value of e-commerce transactions to reach 487 trillion rupiah. The e-commerce sector in Indonesia is dominated by generation Z, access to these platforms is mainly through digital devices reflecting the increasing dependence on smartphones for online shopping. Researchers added a column of the percentage growth of the value of e-commerce transactions in Indonesia to show that although from 2020 to 2024 the value of transactions continued to increase, it was different from the calculation of the percentage growth which tended to decline. Changes in economic conditions such as inflation, interest rates, and global market uncertainty can also be factors that influence spending behavior. Many consumers adjust their shopping habits to economic conditions, such as reducing purchases of luxury goods or secondary needs when inflation rises. Global economic uncertainty makes consumers more careful in managing their spending, especially for long-term spending (Naeem, 2023).

According to Yuniningsih (2020), behavioral finance is said to be a financial science by including psychology and sociology in a fundamental science and can be used in making decisions. Behavioral finance theory is a theory that explains the psychological influence on a person's decisions in managing their assets. This theory explains that in determining a decision, a person will be influenced by psychological conditions or commonly called behavioral bias. Mental accounting theory can be interpreted as a method of managing, evaluating and supervising financial management activities carried out by individuals or economic actors. It is believed that someone who has a good financial approach and understanding will be able to analyze information more effectively (Yuniningsih, 2020). This theory explains that everyone records their finances and mentally groups them into several accounts. Mental accounting theory can be concluded as a theory where a person has a tendency to organize, evaluate, and maintain the flow of financial activities, then group their finances into different accounts based on sources of income or financial goals. However, this can affect decisions taken rationally and irrationally (Giarta et.al, 2024).

Herding (also known as herd behavior) refers to a phenomenon in which individuals tend to follow or imitate the actions or opinions of the majority, without conducting in-depth analysis or consideration of the available information (Rahayu, 2020). This phenomenon can occur in various contexts, both in financial decisions, consumer behavior, and in social situations. Herding can also occur where

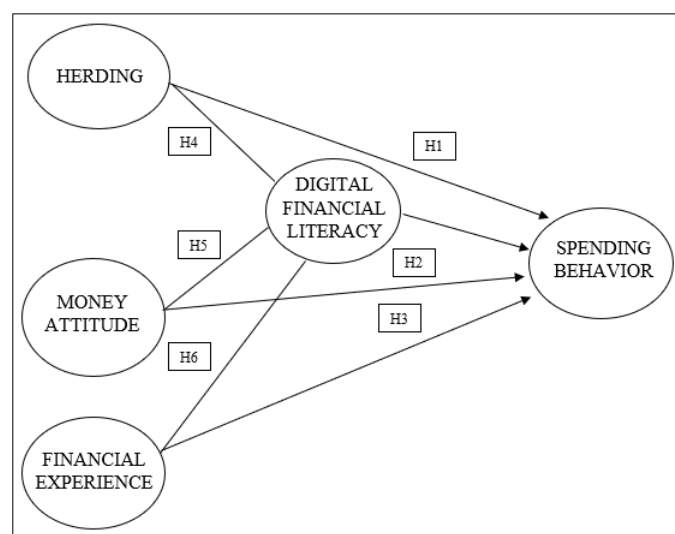
individuals can follow fashion trends, public opinion, or consumption behavior because of the urge to comply with social norms or because of the need to feel accepted by the group. In the context of psychology and human behavior, herding is often studied to understand why individuals tend to follow others without considering information critically or thinking independently. This phenomenon shows that social influence and group pressure can greatly influence individual behavior, even if it is not always a rational decision.

Money attitude is an individual's attitude, beliefs, and values towards money, which influences how they view, manage, and use money in their daily lives. Understanding attitudes towards money can help explain differences in financial decision-making, budget management, and levels of financial well-being. Money attitude is a type of person's behavior as a result of assessing the exclusive benefits, functions, and symbols of the importance of money that can influence financial behavior (Sabri et.al, 2021). A person's money attitude will impact their practices in shopping, saving, and ultimately will impact the achievement of their financial goals. There are four dimensions adopted from the Money Attitude Scales (MAS) by Yamauchi & Templer (1982), namely Power & Prestige, Distrust & Frugality, Retention Time, and Anxiety (Sabri et.al, 2021).

Financial experience functions as a learning tool for individuals in managing their finances, financial experience includes various events that have been experienced, felt, lived, or borne by someone, both in the past and recently. Financial experience can be exemplified as planning investments, registering for insurance, applying for credit at banks and so on. A person has past events and experiences related to finances that have been faced, then a person will be able to determine financial behavior in training financial management skills in the future. The indicators used are experiences related to banking, insurance products, pension funds, pawnshops and capital markets (Purwidiyanti et.al, 2023).

Digital financial literacy is the development of financial literacy that is adjusted to the development of the financial industry towards digitalization which is deemed necessary for current conditions (Sapulette et al., 2022). Digital financial literacy refers to a person's ability to understand, use, and manage financial information effectively using digital technology. This includes an understanding of how to use various digital financial services, applications, and financial technology (fintech) tools to manage personal finances well and make the right financial decisions.

*Spending behavior* refers to how individuals or consumers make purchasing decisions and how they interact with the market to satisfy their needs or wants. Spending behavior includes various psychological, social, economic, and cultural aspects that influence the purchasing decision-making process, Mira et al. (2019). This research was conducted with the aim of testing the mediation of digital financial literacy on the influence of herding, money attitude, and financial experience on spending behavior in generation Z students in Surabaya.



Based on the literature review, framework of thought, and research concept, the research hypothesis is formulated as follows:

- a. Herding has a positive effect on spending behavior among generation Z students in Surabaya.
- b. *Money Attitude* has a positive influence on spending behavior among generation Z students in Surabaya.
- c. *Financial Experience* has a positive influence on spending behavior among generation Z students in Surabaya.
- d. Herding has a positive effect on spending behavior through digital financial literacy on generation Z students in Surabaya.
- e. *Money Attitude* has a positive influence on spending behavior through digital financial literacy on generation Z students in Surabaya.
- f. *Financial Experience* has a positive influence on spending behavior through digital financial literacy on generation Z students in Surabaya.

The findings from this study provide valuable insights into how digital financial literacy mediates the influence of social and psychological factors such as herding behavior, money attitudes, and financial experience on the spending behavior of Generation Z students. The rapid growth of e-commerce and the increasing reliance on digital financial tools make this research highly relevant in today's digital age. As social media and online shopping continue to shape consumer habits, understanding these dynamics is essential for developing effective financial literacy programs.

For policymakers, the study suggests that educational initiatives aimed at improving financial literacy should not only focus on technical knowledge but also address psychological factors like money attitudes and the influence of social media. Tailored financial education that incorporates digital financial tools and addresses the social pressures of online consumer behavior could help mitigate impulsive spending among Generation Z. More than half of the respondents (52%) agree that the work demands at their company are very high. Meanwhile, 30% of the respondents somewhat disagree with this statement, indicating a moderate level of disagreement. The remaining 18% of respondents do not agree that the work demands are high. Overall, the majority perception suggests that employees feel the workload and expectations at the company are quite demanding. The high work demands are caused by the company having only one client, namely PT. Kereta Api Indonesia (Persero). In this case, the company has a job to handle a maximum of 12 (twelve) trains within a period of 1 (one) month. So in one week, the company must work on 2-3 (two to three) trains to be displayed. There is quite a lot of work with *deadline*. This urgency is one of the heavy work demands and is related to the emergence of *turnover intention* among employees.

The term *turnover intention* refers to the possibility of an employee leaving their job in the near future (Kurniawaty et al., 2019). *Turnover* is interpreted as an individual's cessation of membership in an organization accompanied by the provision of financial rewards by the related organization (Ngo-Henha, 2017). Meanwhile, *turnover intention* is defined by Akgunduz & Eryilmaz (2018) as the tendency or intention of employees to quit their jobs voluntarily and based on their own choice. The emergence of *turnover intention* is based on several factors such as environmental factors, individual factors, and structural factors (Price, 2001). *Turnover intention* is more or less capable of disrupting the company's performance (Adi et al., 2024). In addition, *turnover intention* is also related to high work demands so that employees have negative feelings about the work they do. (Pranata & Irbayuni, 2022). With the high demands of the job, employees of this company have experienced *turnover intention*. Some employees in this company have the desire to leave work because of the large workload and the emergence of work stress. In this problem, researchers have conducted a pre-survey on company employees and showed results that 38% of employees have felt the desire to leave the company. This can be seen in the following picture:

Based on the survey results, 38% of the respondents admitted that they have felt the desire to leave the company at some point. Meanwhile, a smaller portion, 22%, somewhat disagreed with this feeling, indicating some uncertainty or partial disagreement. The largest group, 40%, clearly stated that they did not feel like leaving the company. Overall, this suggests that while a significant minority have considered leaving, the majority of employees do not share that sentiment.



Looking at the picture above, it can be seen that as many as 19 out of 51 employees of the company have had the intention to leave the company. Employees must be able to pursue the target of completing work quickly and must complete work overtime in order to meet *deadlines* specified. In relation to *turnover intention*, employee overtime activities due to large workloads still receive compensation. Work that cannot be completed by employees during working hours will be completed through the use of overtime. Employees who experience *turnover intention* still try to finish every job in exchange for overtime bonus.

However, the high demands of the client, namely PT. KAI, have several times caused complaints from employees and given rise to...*turnover intention* from employees. However, even though these complaints arise, employees in the company do not actually leave the company. These complaints can show that employees who experience *turnover intention* or getting high job demands can feel stressed so that it can interfere with the performance given to the company if it cannot manage stress well. Therefore, employees and companies still need to pay attention to the work stress experienced by each individual, because not all employees are able to manage their work stress well. Job stress is defined as a psychological state that individuals experience when faced with demands, constraints, and opportunities that have important but uncertain outcomes (Harry, 2020). Job stress in this case refers to reactions to work in an organization. Job stress has become the most common cause of employee distress in all industries, where job stress can make someone lose control due to the burden and demands they have, so that they become factors that can affect employee performance (Kundaragi & Kadakol, 2015). Cohen & Silverthorne (2008) stated that work stress can result in negative consequences and increase *turnover intention*. In addition, work stress can be worse if each individual employee is unable to control it.

Symptoms of employee work stress can be seen from employee complaints because they feel stressed about the work they get. Employees feel exhausted due to the amount of work and *deadline* which is fast because when the workload is high, so employees have to work overtime to be able to meet client desires. The existence of work stress is a factor that affects employee performance. Work stress arises due to work demands, then *turnover intention* which arises from work demands ultimately causes work stress in employees. With these three factors, the performance given by the company as a whole can decrease and must be resolved immediately because employee performance is crucial and needs to be considered by the company.

Problems regarding employees regarding high job demands and the existence of *turnover intention* which can cause work stress to be important. It can be said that because the company needs employees who can perform well to meet client satisfaction. The existence of these problems directly or indirectly can affect employee performance. If the performance of the company's employees is poor and unable to meet the desires and needs of clients, then this will be detrimental to the company. With this, human resource management in the company needs to be developed to obtain strategies in dealing with employee problems so that performance remains stable and can be improved.

There are several previous studies that have also studied several of these variables. In the research of Firdaus et al. (2023) and Kurnia & Widigdo (2021), it was stated that job demands had a negative and significant effect on employee performance. Meanwhile, the results of the research by Al-Homayan et al. (2013) stated that job demands had a positive and significant effect on employee performance. Then, in the research of Asmara (2017) and Nuhn et al. (2017), it was stated that *turnover intention* have a positive and significant effect on employee performance. Thus, it can be concluded that directly, the variables of job demands and *turnover intention* can have a positive or negative impact on employee performance.

On the other hand, as a mediating variable, Al-Homayan et al. (2013) stated that work stress can mediate positively and significantly on the influence of work demands on employee performance. However, in the research of Purba et al. (2019) and Nugraha & Purba (2017) stated that work stress mediation was unable to provide a significant influence between work demands and *turnover intention*. In a study conducted by Suswati (2020), it was stated that work stress has a negative and significant effect on employee performance. Meanwhile, the results of the study by Murali et al. (2017) stated that work stress can have a significant effect on employee performance.

In several previous studies, there is a gap with this study because several of these studies do not link job demands, *turnover intention* and work stress on employee performance. However, the use of several previous studies can be a reference and description of the variables used in this study. Thus, this study was conducted to close the gap by using job demands variables, *turnover intention* and work stress as factors that can affect employee performance. If we look at PT. Empat Putera Utama Bersama, these three variables are used because there are problems with employees that are relevant to the performance given by employees. Therefore, this study will further explore the three variables that are factors in good or bad employee performance.

This study also uses *job demands-resources theory* to be the basis of the variables studied. In previous research conducted by Bakker & Demerouti (2018), it was stated that the theory *job demands resources* has the main assumption that job demands and existing job resources are responsible for employee work outcomes. Then, this theory can also explain how management can help employees avoid work stress, and improve employee welfare and performance. The use of this theory can help researchers in studying how demands and *turnover intention* able to influence employee performance with work stress as a mediating variable.

Employee performance is an important thing that must be studied because work activities in the company are carried out directly on clients so that employees must be able to provide professional performance effectively and efficiently. Through the problems that have been explained, this study aims to analyze the influence of job demands and turn over intention on employee performance through work stress as an intervening variable.

This study develops the following hypotheses based on the literature review and theoretical framework of job demands-resources theory and previous empirical findings:

- H1:** Job demands have a positive and significant influence on employee performance.
- H2:** Turnover intention has a negative and significant influence on employee performance.
- H3:** Job stress mediates the relationship between job demands and employee performance.
- H4:** Job stress mediates the relationship between turnover intention and employee performance.

These hypotheses aim to examine how job demands and turnover intention affect employee performance directly and indirectly through job stress as a mediating variable. His study significantly contributes to the Job Demands-Resources (JD-R) theory. We specifically investigated how job stress acts as a bridge between job demands, the intention to leave a job (turnover intention), and how well employees perform, all within the unique setting of a procurement company. By integrating these specific variables into a single model, this research fills a notable gap in existing literature, providing a more comprehensive understanding of these interconnected dynamics.

For company management, our findings underscore the critical importance of effectively managing job demands and employee turnover intentions to maintain and enhance employee performance. A key takeaway is that supporting employees in effectively handling their job stress can actually boost productivity, even when job demands are high. Furthermore, organizations should proactively monitor turnover intention and foster a supportive work environment to minimize its detrimental effects on the workforce.

Looking at the bigger picture, companies should consider developing human resource policies that incorporate both stress management programs and employee retention strategies. Implementing such policies can significantly improve employee well-being and performance, ultimately leading to higher service quality and greater customer satisfaction.

## 2. METHOD

The paradigm used in this study is positivist. The type of research used is *explanatory research* and the approach used in this study is a quantitative approach with a survey method. The selection of this type of research is based on the purpose of this study, namely to test and explain the influence between job demands and turnover intention variables on employee performance through work stress mediation, where this study uses numerical data analysis and is processed statistically to obtain research answers. Measurement of variables in the study was carried out using a Likert Scale with 5 scales (Strongly Agree, Agree, Neutral/Don't Know, Disagree, Strongly Disagree). The population in this study was 55 employees in the production, finance, marketing, and engineering (field) divisions. Sampling was carried out using a saturated sampling technique. The sample size of this study was all members of the population, namely 51 respondents who were division employees and 4 respondents from the division head (superior). The analysis was carried out through descriptive statistical analysis and *factor analysis*. Descriptive statistical analysis was obtained through the mean of the results of respondents' answers to each item in each job demand variable (X1), *turnover intention* (X2), work stress (Z), and employee performance (Y). Meanwhile, *factor analysis* was done through *Partial Least Square* with stages that include *outer model*, *inner model*, and hypothesis testing (*bootstrapping resampling*).

## 3. RESULTS AND DISCUSSION

### Variable Description

#### a. Description of Job Demands Variable (X1)

The job demands variable has three indicators, namely *workload*, *emotional demands*, and *work-home conflict* with each indicator having one item. The following are the results of the answers given by respondents in the questionnaire:

**Table 2.** Frequency Distribution of Job Demands Variables

Indicator	Respondents' Answers					Amount	Mean	Factor Loadings
	5	4	3	2	1			
<i>Workload</i>	6	15	19	10	1	51	3.29	0.740
<i>Emotional Demands</i>	4	12	15	15	5	51	2.90	0.856
<i>Role Overload</i>	3	13	19	13	3	51	3.00	0.749
Total							3.06	

Source: Processed by Researchers (2024)

Based on the table above, the mean value of the total items is 3.06. It can be said that overall, the average respondent feels that the demands of the company's work do not interfere too much with personal life and can still be done well by the respondent.

#### b. Variable Description *Turnover Intention* (X2)

Variable *turnover intention* In this study there are three indicators, namely *thoughts of quitting*, *the desire to leave*, and *the desire to find another job* with each having one item. The following are the results of the answers given by respondents in the questionnaire:



**Table 3.** Frequency Distribution of Variables *Turnover Intention*

Indicator	Respondents' Answers					Amount	Mean	Factor Loadings
	5	4	3	2	1			
<i>Thoughts of Quitting</i>	4	12	8	18	9	51	2.69	0.850
<i>The Desire to Leave</i>	4	4	6	25	12	51	2.27	0.716
<i>The Desire to Find Another Job</i>	3	7	7	24	10	51	2.39	0.530
Total							2.45	

Source: Processed by Researchers (2024)

Based on the table above, the mean value of the total items is 2.45. Thus, it can be concluded that only a few respondents have thoughts or intentions to leave the company.

c. Description of Work Stress Variable (Z)

The work stress variable in this study has four indicators, namely *extra organizational stressors*, *organizational level*, *group level*, and *individual level* with each indicator having one item. The following are the results of the answers given by respondents in the questionnaire:

**Table 4.** Frequency Distribution of Work Stress Variables

Indicator	Answer Respondents					Amount	Mean	Factor Loadings
	5	4	3	2	1			
Extra Organizational Stressors	5	14	20	10	2	51	3.20	0.836
Organizational Level	4	6	11	19	11	51	2.47	0.745
Group Level	2	7	8	23	11	51	2.33	0.822
Individual Level	5	8	14	15	9	51	2.70	0.796
Total							2.67	

Source: Processed by Researchers (2024)

Based on the table above, the mean value of the total items is 2.67 and it can be said that not many respondents feel work stress or are susceptible to work stress while working at the company.

d. Description of Employee Performance Variables (Y)

Employee performance variables have five indicators, namely *quality of results*, *quantity of results*, *teamwork and productivity*, *timeliness of results*, and *attendance* with each indicator having one item. The following are the results of the answers given by respondents in the questionnaire:

**Table 5.** Frequency Distribution of Employee Performance Variables

Item	Respondents' Answers					Amount	Mean	Factor Loadings
	5	4	3	2	1			
<i>Quality of Results</i>	3	26	19	3	0	51	3.57	0.677
<i>Quantity of Results</i>	1	26	15	9	0	51	3.37	0.594
<i>Teamwork and Productivity</i>	30	20	1	0	0	51	3.57	0.723
<i>Timeliness of Results</i>	32	16	3	0	0	51	3.57	0.726
<i>Attendance</i>	1	38	9	3	0	51	3.72	0.558
Total							3.56	

Source: Processed by Researchers (2024)

Based on the table above, the mean total item value is 3.56 and it can be said that most employees in the company have had good performance based on the assessment of superiors from each employee division.

## Research Results

### a. Outer Model

*Outer model* conducted to test validity and reliability through four measurements, namely *convergent validity*, *discriminant validity*, *composite reliability*, and *Cronbach alpha*.

#### 1) Convergent Validity

On *convergent validity*, the test is carried out by looking at the value *loading factor* namely the correlation between indicators and variables. If the value is greater than 0.5 and/or the p-values = significant, then the indicator is declared valid and is an indicator or measure of the variable. The following is a model of the relationship between variables and indicators in the measurement model for reflective variables, namely job demands variables, *turnover intention*, work stress, and employee performance are based on the table *outer loading*:

**Table 6.** Results *Outer Loadings* (Factor Loading)

	Kinerja Karyawan (Y)	Stres Kerja (Z)	Tuntutan Pekerjaan (X1)	Turnover Intention (X2)
X1.1			0,740	
X1.2			0,856	
X1.3			0,749	
X2.1				0,850
X2.2				0,716
X2.3				0,530
Y1	0,677			
Y2	0,594			
Y3	0,723			
Y4	0,726			
Y5	0,558			
Z1		0,836		
Z2		0,745		
Z3		0,822		
Z4		0,796		

Source: Processing via SEM-PLS (2024)

Based on the table above, it can be seen that the value *loading factor* greater than 0.5 so that it is stated to meet convergent validity. One of them can be seen in the results of the value of the job demands variable X1 namely the value of X1.1 is 0.740, the value of X1.2 is 0.856 and the value of X1.3 is 0.749. Thus, it can be said that all indicators in the research variables, namely job demands, *turnover intention*, work stress, and employee performance have *loading factor* > 0.5 so that it is stated that all indicators of this study meet convergent validity.

## 2) Discriminant Validity

On *discriminant validity*, there is a principle that different construct measures (manifest variables) should not correlate highly. To test *discriminant validity*, the reflective indicator will be seen through the value *cross loading* for each variable with a value > 0.70.

If the AVE root is greater than the variable correlation, then the discriminant validity is met. Referring to the table above, it can be seen that the employee performance variable (Y) has an AVE root of 0.691 which is greater than its correlation value with other variables, namely 0.657; 0.630; 0.547; etc. Thus, the employee performance variable has met the discriminant validity. Reviewing the results of other variables, it can be said that all of these variables have a greater AVE square root value than the correlation value with other variables. With this, it can be said that the discriminant validity is met.

Other tests are also carried out through *Heterotrait-Monotrait Ratio* (HTMT). The HTMT method uses *multitrait-multimethod matrix* as the basis for measurement. To state that the variable meets discriminant validity, the HTMT value must be less than 0.9. The following are the results of the HTMT test of this study:

Based on the results of the HTMT test above, it can be seen that each variable has an HTMT value smaller than 0.9. Thus, it can be said that all constructs or variables of this study have met the discriminant validity test based on the HTMT calculation.

Then, testing is carried out by looking at the value *cross loading*. In this case, the value *cross loading* based on the correlation of each indicator's construct which is greater than the size of the other constructs. The following are the results of the value *cross loading* in research:

Based on the cross loading test, it can be seen that all item values per indicator are greater than the correlation between constructs in the model. One of them can be seen in the job demands variable (X1), where item X1.1 has a value of 0.740 and is greater than the value of other constructs, namely 0.421 for the variable *turnover intention* (X2); 0.433 on the employee performance variable (Y); and 0.276 on the work stress variable (Z). Thus, it is stated that all variables in the study through the test *cross loading* are able to meet discriminant validity.

## 3) Composite Reliability

On *composite reliability*, a variable/construct can be said to have a high level of reliability if the value *composite reliability* greater than 0.7. The following are the test results *composite reliability* in this study:

Based on Composite Reliability and AVE test, it can be seen that the value composite reliability is above 0.7. With these results, it can be said that the indicators of each variable are consistent in measuring its latent variables. When looking at the AVE results, a good AVE value convergence must be greater than 0.5 to indicate good validity for the latent variables. The test results in the table above also show that the AVE value of each construct is > 0.5 so that all variables in this study have met composite reliability.

### b. Cronbach Alpha

Test cronbach alpha can strengthen the reliability test on the consistency of each answer tested. In the test cronbach alpha, a variable is said to have reliability if the value cronbach alpha  $\geq 0.5$ .

Test results cornbach alpha in this study can be seen in table 4.16. In this table, it can be seen that the value cronbach alpha on each variable  $\geq 0.5$  so that it has met the reliability test.

### 1) Inner Model

In the structural model test or inner model, a test will be carried out goodness-of-fit model. In this test, the value will be seen R-Square on the equations between latent variables. Mark R-Square explains how much the exogenous (independent/free) variables in the model are able to explain the endogenous (dependent/ bound) variables. The following are the test results inner model in this study:

Based on the R Square test, here is an explanation of each variable:

- In the employee performance variable (Y), the R value is 0.607. With these results, it can be said that the model is able to explain the phenomenon/issue of employee performance by 60.7% and the remaining 39.30% is explained by other variables (other than job demands, *turnover intention*, and work stress) which have not been included in the model/error. This means that the influence of job demands, *turnover intention*, and work stress on employee performance is 60.7% and the rest is influenced by other variables not used in this study.
- In the work stress variable (Z), the R value is 0.213. With these results, it can be said that the model is able to explain the phenomenon/problem of work stress by 21.30% and the rest, namely 78.70%, is explained by other variables (other than job demands and *turnover intention*) which has not been included in the model/error. This means that the influence of work stress is through job demands and *turnover intention* is 21.30% and the remainder is influenced by other variables not used in this study.

Apart from using R-Square, this study also conducted a test *predictive relevance* namely a test carried out to show how good the observation values are produced using a procedure *blindfolding* by looking at the value *Q-Square*. If the value *Q-Square*  $> 0$  then it can be said to have a good observation value, whereas when the value *Q-Square*  $< 0$  then it is said to have a bad observation value. This also refers to the magnitude *Q-Square* which has a value with a range of  $0 < Q^2 < 1$  which means that as the value gets closer to 1, the model gets better.

Use *Q-Square predictive relevance* In the structural model, it is able to measure how good the observation values produced by the model are and also the parameter estimates. The values *Q-Square*  $> 0$  indicates that the model has *predictive relevance*, while the value *Q-Square*  $< 0$  indicates that the model lacks *predictive relevance*. In seeing the value *predictive relevance*, the formula used:

$$Q^2 = 1 - (1 - R^2_1)(1 - R^2_2) \dots (1 - R^2_k)$$

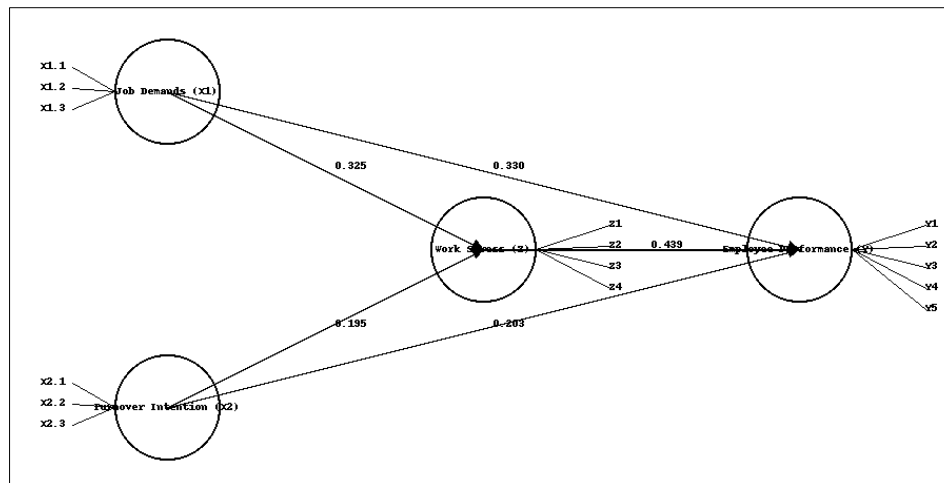
Where is the value  $R^2_1, R^2_2, \dots, R^2_k$  is the value *R-Square* endogenous variables in the model. Based on mark *R-Square* which is in table 4.18 above, the following is the calculation of the value *Q-Square* by using the formula *Stone Geisser Q-Square*:

$$Q^2 = 1 - (1 - R^2_1)(1 - R^2_2) = 1 - (1 - 0.607)(1 - 0.213) = 0.690$$

From the calculation above, the calculation results *Q-Square* in this study is 0.690 or 69%. Thus, it can be concluded that the model in this study has a relevant predictive value, where the model used can explain the information in the research data by 69%.

### 2) Hypothesis Testing

Two tests were carried out, namely direct influence and indirect influence tests.



**Figure 3.** PLS Model Source:

Processing via SEM-PLS (2024)

The results of hypothesis testing 1 and hypothesis 2 can be described as follows:

1. On H1namely the influence of job demands on employee performance, a path coefficient value of 0.330 was found with a p-value =  $0.000 < \alpha = 0.05$  (5%). These results indicate that there is a significant influence. Thus, it can be stated that job demands (X1) has a positive and significant influence on employee performance (Y) so thatH1 accepted.
2. On H2namely influenceturnover intentionon employee performance, a path coefficient value of 0.203 was found with a p-value =  $0.007 < \alpha = 0.05$  (5%). These results indicate that there is a significant influence. Thus, it can be stated thatturnover intention(X2) has a positive and significant influence on employee performance (Y) so thatH2 rejected.

Based on the results of testing hypothesis 3 and hypothesis 4 can be described as follows:

1. On H3namely the influence of job demands on employee performance through work stress, a path coefficient value of 0.143 was found with a p-value =  $0.020 < \alpha = 0.05$  (5%). These results indicate that there is a significant influence. Thus, it can be stated that job demands (X1) has a positive and significant effect on employee performance (Y) through work stress (Z) so thatH3accepted.
2. On H4namely influenceturnover intentionon employee performance through work stress, a path coefficient value of 0.086 was found with a p-value =  $0.153 > \alpha = 0.05$  (5%). These results indicate that there is an insignificant influence. Thus, it can be stated thatturnover intention(X2) has no significant effect on employee performance (Y) through work stress (Z) so thatH4rejected.

## Discussion

### *The Influence of Job Demands on Employee Performance*

Job demands according to Bakker & Demerouti (2018) refer to aspects of work that require energy, such as workload, complex tasks, and conflict. Workload and complexity in job demands refer to challenges that help employees perform better, while conflict refers to job demands that hinder performance. Employee performance can be influenced by job demands, where employees need good performance to help achieve company goals. The existence of workload and complexity can provide challenges that improve employee performance.

In this study, the hypothesis states that job demands have a positive and significant effect on employee performance. The results of the tests carried out showed answers that were in accordance with the research hypothesis, so thatHypothesis 1 is accepted. With that, it can be said that high job



demands in a company can have an impact on improving employee performance. Conversely, low job demands will cause employees to decrease their performance in the company.

The significant influence of job demands on employee performance can be seen from the average value of respondents' answers and the *valueloading factor* in the job demands variable. When looking at the average value of the respondent's description, the highest value is in the workload indicator. This shows that most employees feel they have to work hard because there is a lot of work that must be completed quickly. The high workload on these employees makes employees more motivated and work hard to be able to complete the work well. Good management of employees then makes employees not lower their performance even though they receive large job demands.

On *valueloading factor*, it was found that the emotional demand indicator obtained the highest score. This shows that employees often experience work difficulties such as tight deadlines or complaints about quality, which give rise to emotional demands. With these difficulties, employees must still be able to complete their work even though they feel stressed. Therefore, employees need to manage these emotional demands well so as not to cause psychological fatigue and work stress. Through the results of the score *loading factor* and the average answer, it can be shown that even though employees have high work volume and job difficulties, employees are still able to maintain their performance. At PT. Empat Putera Utama Bersama, employees who have high work demands become more motivated to immediately complete their work or tasks. The phenomenon of high workload volume in the company can be seen in the large number of train views. During one month, train views normally number a maximum of 12 times. The high workload is caused by the large number of complaints from clients. Clients often ask for complaints to be processed first, but work with urgent deadlines must also be completed immediately. This then makes employees have to work extra hard to complete the number of train views each month.

However, if we look at the research results, the positive influence between job demands on employee performance is caused by the employee's ability to manage work well, so that employees are still able to improve performance even though they have high job demands. This is also reinforced by the direct presence of superiors in the field, which encourages employees to face challenges and complete their work better. Therefore, even though employees have a lot of workload and minimal time to complete the work, employees can still provide the best performance for the company.

When reviewing several previous studies used, the results of this study are in line with the research conducted by Al-Homayan et al. (2013) which states that job demands have a positive and significant effect on employee performance. These results indicate that high job demands can influence the performance given by employees. In the results of this study, the level of influence given is also quite high, so that each employee needs to be considered by the company so that the performance given remains good even though job demands are high.

On the other hand, the results of the research by Kurnia & Widigdo (2021) and Firdaus et al. (2023) are not in line with the results of this study by stating that job demands have a negative and significant effect on employee performance. The study stated that high job demands can have a negative impact on employees and employees need more welfare at work so that the performance given can be maximized. It was also stated in the study that high job demands make employees reduce their focus and work quality, thereby reducing effectiveness and can cause stress and *burnout*.

The differences in results between previous research and this research occurred because of differences in research objects and subjects. The use of different variables then also has an effect on different results. However, at PT. Empat Putera Utama Bersama, the positive relationship between job demands and employee performance needs to be further evaluated so that high job demands do not hinder productivity, but rather continue to support employees in providing the best performance to achieve company goals. This evaluation activity is carried out to ensure that this influence is truly sustainable and does not cause negative effects in the future.

#### *Influence Turnover Intention on Employee Performance*

The need for human resources with diverse skills needs to be maintained by the company so that employees are able to provide good performance (Wijayanti & Riani, 2021). Regarding the intention to

leave, employees who feel uncomfortable when working can reduce motivation and be unenthusiastic in improving employee performance. This makes the intention to leave the company one of the threats and problems that *urgent*, where the tendency to leave the company can be caused by various factors. The desire of employees to leave the company can have an impact on the performance given. Efforts to resign from the company can be caused by the desire of each individual due to pressure from the company or company decisions given to individuals.

In this study, the hypothesis states that *turnover intention* has a negative and significant effect on employee performance. Meanwhile, the research results found that *turnover intention* has a positive and significant impact on employee performance, so that Hypothesis 2 is rejected. The results show that employees of PT. Empat Putera Utama Bersama feel that the intention to leave the company can influence the performance given. Although the company's employees have the desire to leave, employees still try to focus on achieving targets and providing good performance for the company.

The significant influence of *turnover intention* This can be seen from the average answer value and the value of the employee's performance. *Loading factor* highest on variables *turnover intention*, namely in the indicator of thoughts to quit. In the average value of the answers, employees have had thoughts of quitting because they feel that the workload is too heavy. It can be said that even though there are employees who feel that their work is too heavy, employees still try to increase productivity in the short term before actually deciding to leave the company.

Then, it can also be seen in the value *loading factor* highest in employee performance variables, namely in the punctuality indicator. The rejection of the second hypothesis and the results of the study showed that *turnover intention* positive and significant influence on employee performance can be seen in the value *loading factor* this highest. In this scope, employees themselves are able to manage their time well so that work is completed according to schedule. In addition, even though employees have *turnover intention* Due to the heavy workload, employees are able to carry out good time management to complete work for the reason of being more productive before leaving work and having rewards that are in accordance with the workload carried out. At PT. Empat Putera Utama Bersama, the number of employees who have *turnover intention* is relatively small, where this can be seen from the results of the answers from respondents who did not feel much *turnover intention*. However, based on the analysis results, the company employees still feel that there is *turnover intention* in employees can have an impact on the performance they do because employees who plan to leave often want to leave a good impression before they leave. This means that employees sometimes work harder to complete their work well in order to continue to get positive recommendations from superiors or coworkers.

Then, it can also be seen from the length of service of employees who have been in the company for a long time, where the majority of employees have worked for more than 3 years. The length of service period make employees reconsider leaving the company. Employees feel that when leaving the company, it is not certain that employees will get a new job with a better working environment and income. Employees feel that even though they experience an increase turnover intention, employees are better off maintaining or improving their performance because they remain in the same environment and job demands.

Referring to the results of previous research, the results of this study are in line with the research of Asmara (2017) and Nuhn et al. (2017) which stated that *turnover intention* able to provide a positive and significant influence on employee performance. The study explains that when employees have committed to a certain behavior, such as *turnover intention*, and forgetting the main responsibility as an employee, then it is certain that employee performance will only focus on results to continue to increase productivity. Therefore, the existence of *turnover intention* still able to make employees give their best performance for the company.

From the results of this study, the problem *turnover intention* can be overcome by evaluating employee working conditions and finding ways to improve employee satisfaction and productivity. In addition, the company must also continue to provide justice and welfare for employees so that employees remain loyal while working. Although company employees do not lower their performance when they feel *turnover intention*, companies still need to provide real phenomena or problems in the

company, especially when initially recruiting employees so that the problems can be resolved. *turnover intention* can also be avoided by the company.

### *The Influence of Job Demands on Employee Performance Through Job Stress*

Job demands such as high workload or conflict within the company can have an impact in the form of work stress. This is caused by the emergence of high and excessive emotional feelings due to work demands. The existence of these feelings then has an impact on decreasing employee performance. The existence of work stress in employees is closely related to employee welfare and health (Murali et al., 2017). Therefore, companies also need to pay attention to whether employees feel work stress due to high work demands so that employee performance given to the company can remain stable.

In this study, the hypothesis states that job demands have a positive and significant effect on employee performance through the mediation of work stress. The results of the tests carried out showed answers that were in accordance with the research hypothesis, so that Hypothesis 3 is accepted. From the results of this study, the mediating effect of work stress is relatively small. However, work stress can still be said to be able to mediate the effect of job demands on employee performance because employees are able to adjust themselves in facing job demands so that the stress experienced does not completely hinder performance.

The results of this significant influence can be seen in the values *loading factor* and the highest average value of respondent description on the work stress variable, namely the indicator of external organizational stressors. The emergence of work stress in employees is mostly caused by outside the company, so that even though there are high demands, employees are still able to manage their stress well and remain professional when working. It can be said that because this stress is not directly related to work, employees tend to be able to separate personal problems from their professional responsibilities. This is then able to make employees give good performance while doing their work.

At PT. Empat Putera Utama Bersama, employees who have high job demands are accustomed to and able to manage stress well so that the performance they provide also continues to increase. This can happen because employees who, despite feeling stressed due to job demands, still receive support from a positive work environment and work culture. supportive. The work stress experienced by employees has not yet peaked, so that employees are still able to maintain and improve their performance. In addition, the existence of habits in demanding work conditions has made employees develop better time management and decision-making skills. Therefore, even though there is stress due to external pressure, employee productivity in the company remains high so that the performance given continues to be maximized.

The work stress experienced by these employees refers to *eustress* or *good stress* which refers to stress that causes stimulus and excitement so that beneficial effects appear (Asih et al., 2018). The emergence of work stress due to high job demands has been well managed by company employees, this then makes employees feel like they want to finish their work well and quickly. In addition, external stress pressure also does not have a major impact on changes in employee performance. Therefore, the desire to finish work well still occurs in employees even though there is positive mediation from work stress in the relationship between job demands and employee performance.

When looking at previous research that has been done before, the results of this study are in line with research conducted by Al-Homayan et al. (2013). The study stated that work stress can positively mediate the influence of job demands on employee performance. This shows that work stress is not always an inhibiting factor, but can act as a driver for employees to work more effectively in adjusting to existing pressures.

In research conducted by Nugraha & Purba (2017) and Purba et al. (2019), it was stated that work stress was not able to mediate the demands of work on *turnover intention*. Although the variables are different, because the dependent variable of this study is employee performance, it can be said that work stress is not very capable of mediating the variable of job demands. When reviewed in this study, of course the two research results are not in line. However, both studies are still used because they can be a reference in this study.

Through these results, it can be said that employees of PT. Empat Putera Utama Bersama who have high job demands can trigger the emergence of work stress and affect performance. However, even though work stress appears, its impact on performance is not entirely negative, especially when employees are able to adapt to the existing pressure. In addition, work stress in employees is more influenced by external factors outside the company, so that even though they face high job demands, employees are still able to manage stress and maintain professionalism while working. With this, it can be said that work stress is not always an obstacle, but becomes a driver for employees to remain productive as long as it is managed properly.

#### *Influence Turnover Intention on Employee Performance Through Work Stress*

The emergence of work stress can be caused by various factors, such as employees who are tired of their work and finally have the intention to resign from the company. The intention to leave the company or *turnover intention* in employees can affect emotions and moods, where employees will feel no longer responsible for each of their jobs. These changes in emotions and moods refer to feelings of stress because employees who want to leave the company often have reasons for no longer being able to complete the work they have.

In this study, the hypothesis states *turnover intention* has a negative and significant effect on employee performance through work stress mediation. Meanwhile, in the analysis results, it was found that *turnover intention* has no significant effect on employee performance through work stress mediation, so that Hypothesis 4 is rejected. The results show that work stress is not able to mediate significantly because employees do not feel that there is *turnover intention* can cause stress that interferes with employee performance. In addition, the direction of influence given is also very weak, so the results of the influence on this variable are not significant.

This insignificant influence can be reviewed in the value *loading factor* and the highest average value of respondent description. On the variable *turnover intention*, the highest value is on the indicator of thoughts of quitting. In the work stress variable, the highest value is on external organizational stressors. Of the indicators with the highest values, the attitude *turnover intention* in employees arises due to problems in the work, namely the high workload felt. Meanwhile, employees who experience work stress are caused by factors outside the work or company. Therefore, the mediation of work stress in this study is not significant because the factors that cause *turnover intention* and work stress comes from different sources.

When viewed from the pre-survey data, it was found that company employees experienced work stress due to... *turnover intention* is relatively lower, namely 38%, while the remaining 62% do not feel that they are experiencing work stress. Meanwhile, employees who experience the most work stress are in the production division and followed by the field because employees in this division have the highest workload among other divisions. This shows that there is a feeling *turnover intention* has no correlation with the emergence of employee work stress.

Then, there is no significant mediation of work stress on the effect *turnover intention* This employee performance can also be seen from the low path coefficient value and the p-value which is greater than the alpha value. If we look again at the absence of correlation between causal factors in the indicator at the highest value *loading factor* and the average answer in each variable, employees who feel their workload is too much are able to cause work stress. On the other hand, the highest work stress in employees arises from factors outside the company. This then produces insignificant path coefficient results.

When looking at the concept of work stress, stress can basically affect emotions and moods and the presence of work stress can reduce health because it makes people nervous and feel excessive worry (Iskamto, 2021). The existence of work stress due to factors outside the company that do not have a significant impact on relationship *turnover intention* on employee performance shows that employees do not place emotions due to stress in their work. In the context of work stress, employees who are able to handle stress well will be able to grow work motivation (Dodanwala et al., 2021). In this study, the existence of work stress can be said to have been managed well by employees, but in the scope *turnover*



*intention* on performance, there is no correlation felt by employees to feel like leaving due to the emergence of stress from external factors on performance in the company.

At PT. Empat Putera Utama Bersama, employees who experience work stress due to factors outside the organization tend to keep their jobs as long as the work environment is still supportive. The desire to leave the company among employees themselves is relatively low. Thus, it can be said that employees do not feel that work stress due to factors outside the company can arise due to *turnover intention* and have an impact on their performance. This can happen because employees are still trying to fulfill their job responsibilities or have a sense of loyalty to the company even though they are experiencing *turnover intention*. This loyalty arises because the majority of employees have worked for more than 3 years. Even though they have experienced *turnover intention*, employees still complete the work because employees know that being in a new job will not be as comfortable as the old job.

Job stress that is unable to become an internal mediator *turnover intention* regarding the performance of the company's employees, this also refers to employees who feel that a high workload will not cause stress to the point of making *turnover intention*. With high loyalty to employees and good support from the company, *turnover intention* that appears does not make employees really want to leave the company. Therefore, because employees only have the intention to leave, it does not mean that employees really want to leave and reduce their performance.

In addition, there are also several company employees who have *turnover intention* and have stress due to factors outside the company such as family problems. The existence of these family problems can disrupt focus on work. The desire to leave the company and the stress that disrupts focus on work then makes employees unable to give their best performance. This then makes employees unable to complete work according to company expectations. Although employees try to give their best performance before leaving the company, the existence of family problems that cause stress sometimes also makes some employees feel unable to give performance according to company expectations.

In previous research results, there was no research that really provided similar variables, namely the mediation of work stress on the influence *turnover intention* on employee performance. However, when viewed from the research conducted by Murali et al. (2017), it was stated that the dimensions of time pressure and role ambiguity had a negative and significant effect on employee performance. When looking at the variable *turnover intention*, employees will feel no longer under pressure and will start to feel they have no role for the company. This can then be explained again that *turnover intention* unable to influence performance through work stress mediation.

On the other hand, research conducted by Suswati (2020) also stated that work stress has a negative effect on employee performance. The results of this study can be an example that work stress does not affect employee performance. If we look at the variables used, *turnover intention*, work stress mediation is not able to influence employee performance. With this, employees who feel *turnover intention* more often feel no longer responsible for the company so that they are not susceptible to stress. Therefore, employee performance will not be significantly disturbed due to the mediation of this work stress variable.

Through these insignificant results, PT. Empat Putera Utama Bersama can conduct further review regarding *turnover intention* and work stress individually in employees. Companies can focus on efforts to minimize factors that can give rise to *turnover intention* and strengthen support and a positive work environment to minimize the spike in stress felt by employees. Although the company's employees have been able to manage stress well and continue to perform well for the company, improving employee welfare will help the company prevent problems that can impact the achievement of company goals.

#### 4. CONCLUSION

Based on the results of the analysis and discussion in the study, it can be concluded that job demands can contribute to employee performance, where employees have good management and do not decrease performance even though they receive large job demands. High job demands on employees also make employees more motivated and work hard to complete their work well. *Turnover intention* can contribute to employee performance, where employees feel that even though they have the desire to



leave, the best performance must still be carried out. Employees who experience turnover intention often want to leave a good impression before actually leaving and become more productive because they try to focus on achieving targets.

Job stress is able to mediate the contribution of job demands to employee performance, where employees who have high job demands are accustomed to and able to manage stress well so that the performance given also continues to increase. Although employees feel stressed due to job demands, employees also continue to receive support from a positive work environment and a supportive work culture so that employee performance remains optimal. Job stress does not become.

Mediation on contribution turnover intention on employee performance, where employees who experience work stress due to external factors of the organization tend to keep their jobs as long as the work environment is supportive. The desire to leave the company in employees themselves is relatively low. Thus, employees do not feel that work stress can arise due to turnover intention and have an impact on their performance.

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