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The Role of Quality of Work Life on Job Stress and Turnover Intention Mediated by Job Satisfaction of Private Teachers in Tangerang District

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Abstract

The purpose of the study was to explore the role of Quality of Work-life on Job Stress, Turnover intention mediated by job satisfaction. Referring to previous researchers' theory and empirical evidence, the authors collected the data by distributing questionnaires online to teachers teaching at private schools in the Tangerang district. Respondents were private teachers teaching at the elementary–high school level using purposive sampling methods. This research was a quantitative study with the Structural Equation Model (SEM) method. Some of the findings in this study were the first positive influence of Quality of Work Life, Job Satisfaction on Turnover intention. Second, the negative influence of Quality of Work Life, Job Satisfaction on turnover intention was insignificant, while there was no direct influence between Job Satisfaction, Job Stress, and Turnover intention. The managerial implication of research for Organizations is the increased quality of work life to improve the warm work environment. This will encourage positive change for teachers in particular and benefit the organization.

Keywords— Job Satisfaction; Job Stress; Quality of Work Life; Turnover Intention

Abstrak

Penelitian ini bertujuan untuk mengeksplorasi peran *quality of work life* pada stres kerja, *turnover intention* yang dimediasi oleh kepuasan kerja. Dengan merujuk pada teori dan bukti empiris dari penelitian terdahulu, penulis mengumpulkan data dengan menyebarkan kuesioner secara *online* pada guru yang mengajar di sekolah swasta di Kabupaten Tangerang. Responden adalah guru swasta pada jenjang SD – SMA/K dengan menggunakan metode *purpose sampling*. Penelitian ini merupakan penelitian kuantitatif dengan metode *Structural Equation Model* (SEM). Beberapa temuan dalam studi ini adalah pertama adanya pengaruh positif dari *quality of work life* terhadap kepuasan kerja dan stres kerja terhadap *turnover intention*. Kedua pengaruh negatif dari *quality of work life*, kepuasan kerja terhadap *turnover intention* tidak signifikan. Sedangkan hasil mediasi kepuasan kerja tidak terdapat hubungan langsung terhadap stres kerja dan *turnover intention*. Implikasi manajerial dari penelitian bagi organisasi adalah meningkatkan *quality of work life* untuk meningkatkan lingkungan kerja hangat. Hal tersebut akan mendorong perubahan positif bagi guru khususnya dan menjadi keuntungan bagi organisasi.

Kata kunci— Kepuasan Kerja; Quality of Work Life; Stres Kerja; Turnover Intention

I. INTRODUCTION

A teacher teaches and educates learners by heart because teaching can be emotionally draining to the teacher (Ostler et al., 2020). The cause of the decrease in teacher productivity there is several factors, including the quality of teacher work. An important part of the quality of work-life for teachers is to inspire teachers to do their work as creatively as possible in teaching. A teacher's quality of life refers to how they feel about work that consists of satisfaction (Ostler et al., 2020). Well-being and valued feelings are important factors in a job (Akar, 2018). Pressure on employees can be balanced by fulfilling the needs of employee interests with quality of work (Purdy,

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2017). QWL refers to the satisfaction of individuals who can develop a career, improve their work-life and create a healthy work environment (Berendonk, 2019).

Employee loyalty to the organization or company is an important aspect of the role of quality of work-life (Kaddourah, 2018). Based on a study by Jabeen et al. (2017), If an employee is satisfied with the work within an organization, the individual's goals align with the organization and the tasks fulfilled in each role. One of the benchmarks of an organization is doing well seen from the frequency of employee turnover intentions (Deng et al., 2021). According to Prasetio et al. (2018), The benchmark of an organization goes well if an organization manages human resources well by looking at employee turnover rates or turnover intentions.

Previous research has found that work-life quality positively impacts job satisfaction and reduces turnover intentions in companies, QWL has a direct relationship with reduced turnover intentions (Jabeen et al., 2017). Some studies found a relationship between employee turnover intentions caused by job stress (Ahmad & Afgan, 2016; Dewi & Sriathi, 2019; Sharma & Nambudiri, 2015). According to Ayalew (2015), there was a significant negative relationship between job satisfaction and turnover intention, in line with individuals who are satisfied with their work having no intention of switching jobs. Job satisfaction is important to an employee's professionalism; high work stress is a lack of work satisfaction, which increases the desire to change jobs (Mullen et al., 2018).

According to Kartika & Purba (2018) If employees want to be maintained by the company, then it is necessary to pay attention in terms of aspects of work with the strongest link, namely employee intentions to change jobs, job satisfaction is an aspect that tends to increase organizational identification and reduce turnover intentions. Research related to the role of quality of work life (QWL), job stress, turnover intention, and job satisfaction has been done by researchers before. However, researchers have not previously conceptualized or measured the quality of work-life in private teachers in Tangerang District in the context of testing models that consider the role of Quality of Work Life, Job Stress, Turnover Intention, and Job Satisfaction in one sector. In addition, more previous research was conducted on manufacturing employees and banks, while this research was conducted in the education sector. This research was conducted on private teachers in Tangerang District. It is necessary to manage human resources properly, especially teachers in every school. In the current pandemic, extra teachers work to make learning acceptable to learners learning from home, which surely adds to teachers' stress levels. The study aimed to test the role of quality of work life (QWL) on work stress and turnover intention mediated by job satisfaction. Hopefully, this research can contribute to the science of human resource management, especially in the education sector.

II. LITERATURE REVIEW

A. *Quality of Work Life*

Quality of Work Life can be interpreted as a personal view of the work environment, professionalism, pleasure, participation, attachment, work-life balance and well-being to work and individual Organizations (Brouwers, 2020). Quality of work-life refers to a person's happiness or dissatisfaction with his work, quality work-life is one of the powers to control and manage employees to maintain talented and competent employees to achieve better performance (Nowrouzi, 2016).

In general, the definition of quality of work-life has four main parts that need to be implied: a safe work situation, job health monitoring, appropriate duration of work, occupational health care and appropriate income (Reddy, 2015). According to Arif & Ilyas (2013) Quality of work-life influences employees' attitudes as well as their perceptions of the quality of their environment, these attitudes include a person's attitude toward the profession and lifestyle maintained and perceptions about the quality of inputs, outputs, and processes in the workplace or work environment.

B. *Job Stress*

Job stress is a common problem in contemporary business that is increasingly common and has become a common problem for employees (Korunka et al., 2008). Individuals with a level of work stress experience situations that are influenced by poor psychological and physical health or risk factors caused by poor internalizing reactions (Urieşi, 2019). According to Dewi & Sriathi (2019), Causes of work stress include workload, work time, less supervision, work conflict, and disparity in work value in employees who have leaders who are frustrated at work. The cause of work stress that is too high will cause achievement will decrease, stress at work will hamper its implementation, employees will lose concentration in control, less able to withdraw decisions, and the most drastic consequence is that work performance has been thought of will be of no value due to illness (Lambert et al., 2018). Work stress arises due to enormous responsibilities, personnel shortages, and additional tasks delegated

by management. The workload increases, causing workers to become stressed and leave their jobs, especially in times of crisis (Ahmad & Afgan, 2016).

C. *Turnover Intention*

Turnover intention is the willingness to quit the company or leave the workplace. Another definition of turnover intention is individuals' and employees' consideration, desire, or intention to leave the organization (Urieși, 2019). According to Sharma & Nambudiri (2015), turnover intention is the termination of membership in an organization by an individual. Turnover intentions lead to an employee's desire to leave the job at an organization. It is the will of an individual to consciously and deliberately leave the organization (Harvey et al., 2008). Employees who feel disappointed in their duties or jobs have a high chance of intending to quit or change jobs. Intention to turnover intention is one consequence of burnout (Ahmad & Afgan, 2016). The phenomenon of turnover intention can be interpreted as a person's voluntary departure from the company (Andini et al., 2018).

D. *Job Satisfaction*

Job satisfaction is an emotional response that defines the degree to which individuals like their work or their affective attitude toward work (Bakkal et al., 2019). According to Pongton & Suntrayuth (2019), Some job satisfaction indicators are employees' ability to complete tasks, good communication in the company, and how to manage their employees, while employee satisfaction is how workers and their leaders have a good relationship. When employees are satisfied, they are committed to a long-term relationship with the company (Soumendu, 2009).

Ayalew (2015) determines job satisfaction by how well it meets results or exceeds expectations. Job satisfaction means increasing commitment to meeting formal requirements (Hafeez, 2019). There is a great willingness to increase commitment to investing energy and personal time in job performance. Job satisfaction can be interpreted as a positive emotional state of one's judgment in a job situation, satisfaction related to one's work to achieve change, improvement, and growth in terms of work (Liu et al., 2019). This affects the desire to continue the work and the relationship with other staff (Hasanmorandi, 2011). According to Kartika & Purba (2018), Individuals who are satisfied with all aspects of their work, including salary, supervision, promotion, and colleagues, are said to be willing to identify as members of the organization by adapting to the ideals, vision, mission, and goals of the organization.

Hypothesis Development

A. *Quality of Work Life and Job Satisfaction*

The test results prove that quality of work-life has a significant impact on employee responses such as organizational identification, Job Stress, work involvement, work effort, performance, intention to quit, and organizational change (Arif & Ilyas, 2013; Hashemi et al., 2014; Mehrotra et al., 2011; Parameswari & Kadhiravan, 2014). The scope of quality of work-life not only affects employee job satisfaction and non-employee life, such as family, recreation and social needs. The relationship between the quality of work-life and work stress has previously been researched on the quality of work-life positively affects job satisfaction (Hasanmorandi, 2011; Jabeen, 2018; Jabeen et al., 2017).

In general, the quality of work-life is very influential for employee job satisfaction needs to be improved (Ghazi et al., 2020). Quality of work-life builds the well-being of employees. The potential in the framework of quality of work affects not only employees and job satisfaction but also non-working living environments such as family, leisure and social environments. The importance of Quality of work life in employee welfare and improving the position of employees through job satisfaction and treating workers (Adhikari et al., 2011). From the recommendations of some of the above studies, the following hypotheses are built:

H1: Quality of Work Life (QoWL) positively affects job satisfaction.

B. *Quality of Work Life and Turnover Intention*

Quality of work life is defined as long as an employee is satisfied with their personal and professional needs (Parveen, 2017). The significance between the quality of work life and turnover intention is seen as significantly negative; the articulation of turnover intention in employees is the employee experiencing negative emotions towards the organization. It is one of their considerations to leave the organization or not (Brouwers, 2020).

Ghazi et al. (2020) explained in their research that work design, work context, the world of work, and home or work life impact turnover intentions. This means workload, work environment, home or work balance, and employee social interaction affect turnover intentions. Therefore, the quality of work-life must be approached properly to avoid employee turnover as some previous research has stated that employees who have and feel the

quality of work-life do not affect the desire to leave the company or organization (Brouwers, 2020; Ghazi et al., 2020; Kaddourah, 2018; Korunka et al., 2008; Rostiana, 2017). Based on the above, the following hypothesis is developed:

H2: Quality of Work Life (QoWL) negatively affects Turnover Intention.

C. Job Satisfaction and Turnover Intention

Job satisfaction motivates employees to continue the organization (Dhamija et al., 2019). Job satisfaction is one type of motivation to deter workers from thinking and doing to leave the workplace (Klassen et al., 2010). Disgruntled individuals are minded to look for alternative job opportunities that allow greater satisfaction; therefore, employees' low job satisfaction will increase turnover intentions (Harvey et al., 2008).

According to Jabeen et al. (2017), Job satisfaction is a type of motivational spirit that prevents workers from thinking about leaving work. Some previous studies have confirmed the relationship between job satisfaction and turnover intention. Job satisfaction can reduce an employee's desire or intention to switch jobs; the poor ethics of the job content occurs when workers begin to feel financial, emotional, and intellectual benefits that are not directed toward their work (Hafeez, 2019; Jabeen et al., 2017; Scanlan & Still, 2019; Widya & Ratigan, 2019). Based on the above statement, the proposed hypothesis is:

H3: Job Satisfaction negatively affects turnover intentions.

D. Job Satisfaction and Turnover Intention

Job stress is an individual feels a high level of work, overload, responsibility, and time stress. Social support can affect work stress (Liu et al., 2019). Job stress is generally considered a multidimensional concept, usually encompassing a variety of sources of work stress, such as social factors, workload, stress, conflict, and fatigue (Ahmad & Afgan, 2016). Job stress can pressure individuals, affecting productivity and the work environment and causing confusion (Deng et al., 2021).

Researchers have found a link between work stress and the desire to quit through role ambiguity, conflict, and the intention to change jobs, the higher the stress level, the greater the desire to quit (Ahmad & Afgan, 2016; Chaoyu, 2019; Li et al., 2021; Mullen et al., 2018). Based on the above statement, the proposed hypothesis is:

H4: Work stress has a positive effect on turnover intentions.

E. Job Satisfaction, Job Stress, and Turnover Intention

Job stress can be viewed as a reaction to individual characteristics that can arise and threaten the organization with atmosphere stress on employees. One of the factors employees intend to move to work is work stress. Organizations need to manage their goals by increasing job satisfaction among their employees. Several studies have shown a significant relationship between stress caused by role ambiguity, overload, role conflict and workplace moving intentions (Li et al., 2021; Mullen et al., 2018).

According to Chaoyu (2019), Job Satisfaction mediates the relationship between Job Stress and turnover intentions among employees in an organization. As previous research has suggested that there is a negative relationship between job satisfaction and turnover intentions in an organization, previous studies have implied that a separate dimension of work stress will be affected by job satisfaction (Ahmad & Afgan, 2016; Hafeez, 2019; Harvey et al., 2008). Based on the above statement, the proposed hypothesis is:

H5: Job Satisfaction mediates the relationship between Work Stress and Turnover Intention.

From the description above can be described the research model as follows:

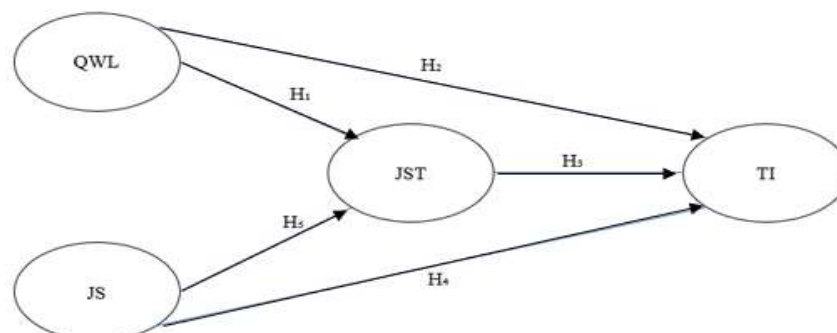


Figure 1. Research Model

III. RESEARCH METHODOLOGY

The respondent of this study was a private teacher in Tangerang Regency. Samples were taken from Permanent Teachers of Foundation (GTY) or permanent teachers in private schools in Tangerang Regency with a minimum working period of 1 year.

This study uses structural equations to assess the quality of work-life felt by private teachers in the Tangerang Regency. All measurement items are selected from a pre-set scale and modified to align with the local context. Quality of work life is estimated through the proposed eight dimensions to be an important construct of work needs and satisfaction, fair pay, safe working conditions, opportunities to develop workers' abilities, a sense of security, work-life balance and the social relevance of work-life and social relevance of work (Jabeen et al., 2017). Job Satisfaction is assessed using the Job Satisfaction scale with a five-item version developed (Jabeen et al., 2017). Questions include the concept of job satisfaction and enthusiasm for work. Turnover intentions are assessed through questions that indicate the possibility of finding new jobs developed (Jabeen et al., 2017).

Based on the results of the validity and reliability test on the pre-test data, the variable quality of work-life of 10 questions only five was declared valid. For the overall Job Satisfaction and Stress, variables are declared valid, while for the turnover intention variable of 4 questions, only three are declared valid. Thus, of the 30 statements declared valid and reliable, 24 were questionnaires in the study. Therefore, this study uses SEM, where the determination of the number of research samples is at least five times the number of statements (Hair et al., 2017). The sample obtained in this study was as many as 200 people.

IV. RESULT/FINDING

The research respondents are teachers who teach in private schools in Tangerang Elementary – High School; the number of respondents is 200. A total of 124 people (62%) as elementary teachers, 45 people (22.5%) as junior high school teachers, and 31 people (15.5%) as high school teachers. Respondents aged 22-26 years aged 100 people (50%), ages 27 – 31, as many as 43 people; ages 32 – 36, as many as 22 people; and ages 37 – 40, as many as 35 people.

The construct validity and reliability test are conducted based on recommendations from (Hair et al., 2017). The measurement of construct validity in this study was declared valid and acceptable, as most indicators of each variable had an outer loading value of more than 0.70. The construct reliability and variance calculations extracted in this study are qualified overall because all variables show CR values over 0.70 and AVE values over 0.50. Hair et al. (2017) state that the reliability construct test value must meet reliability requirements with a CR above 0.70 and a VE value above 0.50. In this study, all variables of calculation are Quality of Work Life (CR 0.81; AVE 0.53), Job Satisfaction (CR 0.95; AVE 0.75), Work Stress (CR 0.70; AVE 0.55), Turnover Intention (CR 0.76; AVE 0.51).

Structural tests are performed to determine each equation's R-Square (R^2) value. The value of R^2 indicates how exogenous variables can explain their endogenous variables (Hair et al., 2017). Based on the results of the analysis, the first obtained that the Job Satisfaction variable (JST) is influenced by the Quality of Work Life variable with an R^2 value of 0.44 which means that 44% of variants of Job Satisfaction (JST) can be explained by the Quality of Work Life (QWL) variable. In comparison, the remaining 56% is explained by other variables not contained in the study. In the second analysis, the Turnover Intention (IT) variable is not influenced by the Quality of Work Life (QWL) variable with an R^2 value of -0.85%. Turnover Intention (IT) is affected by Job Satisfaction (JST) with a value of R^2 0.69, which means that 69% of the Turnover Intention variant can be explained by the Job Satisfaction variable (JST). In comparison, the remaining 31% is explained by other variables not present in the study. Fourth, the Job Stress variable (JS) is influenced by the Turnover Intention (IT) variable with a value of R^2 0.44 which means that 44% of the variant of Work Stress (JS) can be explained by the Turnover Intention (IT) variable. In comparison, the remaining 56% is explained by other variables not contained in this study.

Based on the compatibility test analysis, most tests showed good fit, including Chi-Square, ECVI, AIC, CAIC, Fit Index, Critical N and Goodness of Fit. Based on the results of the analysis, it can be known that there is an overall fit model (Goodness of Fit), although some are still at the level of marginal fit. The study results are described in the following T-Value diagram in the path model in Figure 2.

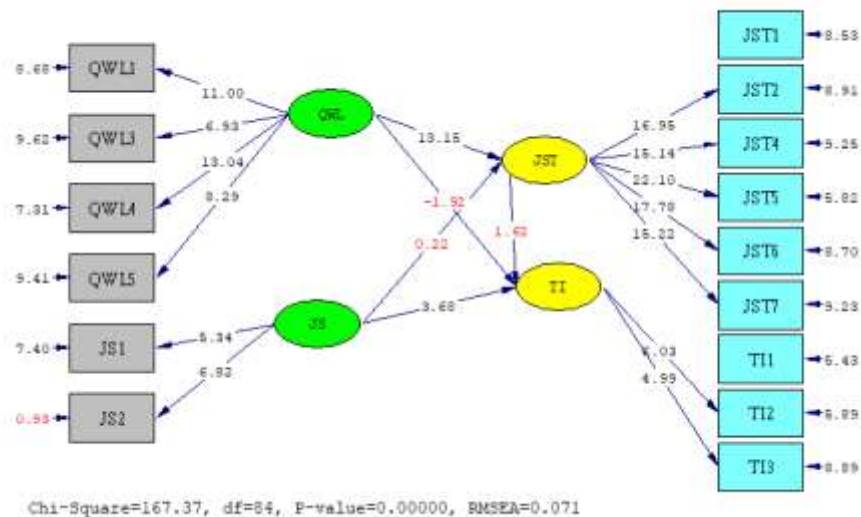


Figure 2. Path diagram value

Based on the Path Diagram T-Value as Figure 2 above, it can be presented the hypothesis testing of the research model shown in the:

Table 1: Hypothesis Testing

Hypothesis	Hypothesis Statement	T-Value	Remark
H1	Quality of Work Life (QoWL) positively affects job satisfaction.	13,15	Supported
H2	Quality of Work Life (QoWL) negatively affects Turnover Intention.	-1,95	Not Supported
H3	Job Satisfaction negatively affects turnover intentions.	1,63	Not Supported
H4	Job Stress positively affects Turnover Intention	3,68	Supported
H5	Job Satisfaction mediates the Relationship between Job Stress and Turnover Intention.		There is no direct influence.

Source: SEM Lisrel processed data (2021)

V. DISCUSSION

The study aims to determine the function of work quality in job satisfaction and job satisfaction, which bridges the relationship between work stress and intention to get out. The first hypothesis test showed that the quality of work positively affected job satisfaction. Educators will feel job satisfaction by creating a comfortable work environment, working time and appropriate salary. This plays a role in triggering teachers to do their jobs well, be more creative in teaching, and be loyal in their work. This aligns with previous research (Arif & Ilyas, 2013; Hasanmorandi, 2011; Jabeen et al., 2017).

The second hypothesis states that quality of work-life negatively affects turnover intention; the results obtained in this study are insignificant and do not support the hypothesis. The analysis showed that work-life quality did not negatively affect turnover intentions among private teachers in Tangerang Regency. This aligns with previous thinking that the quality of work-life does not significantly prevent the desire to change jobs (Almalki et al., 2012). This finding differs from Brouwers (2020), Which explains that work-life quality negatively affects organizational turnover intentions. These differences may occur due to cultural differences and subject differences. Another reason is that the development of the times affects many views of learning and teaching. This, of course, requires the teacher to improve his role and competence. The government provides teachers with the opportunity to apply for

CPNS and PPPK. Data compiled by Kompas, according to the BKN survey as a whole, the total of CPNS and PPPK 2021 applicants is as many as 4,542,798 applicants, so it looks like private teachers are interested in trying the recruitment.

Not only the quality of work-life but job satisfaction also negatively affects turnover intention; the results obtained in this study are not too significant and do not support the hypothesis. Thus, job satisfaction among private teachers in Tangerang Regency is not a benchmark for the desire to change jobs. This finding aligns with the opinions and research that have been done before (Lee, 2017; Preiksaitis & Member, 2020).

Several internal and external factors influence the teacher's intention to switch jobs. One factor is that some teachers place great hope in recruiting state teachers. Being a state teacher is something that many teachers wait for even though the quality of work is comfortable.

Job stress has been shown to have a positive influence on turnover intentions. This shows that higher work stress will increase the desire to change jobs. Work stress encourages educators to leave work because of high pressure. If educators feel stressed about their work, it will hinder the learning and teaching process. Some factors that affect work stress in teachers are self-control in dealing with learners, school policies, and teaching environmental conditions. This work stress will majorly impact schools, educators, guardians of students, and especially learners. This aligns with and supports the findings of some of the most vulnerable researchers (Ahmad & Afgan, 2016; Klassen et al., 2010; Mullen et al., 2018). Job satisfaction includes factors that make workers feel comfortable, feel valued and bring social energy to the work and work environment. Job satisfaction has an important role in making workers do their jobs well. However, not all workers have the same job satisfaction in one organization. This statement can be juxtaposed with the findings of different respondents in one organization, the school. The teacher's positive attitude must be developed, while the negative attitude must be minimized. The attitude of teachers who are dissatisfied with their work can be caused by Job stress. Toisuta et al. (2009) The teaching profession is a service profession with the potential to experience high stress. Work stress is one of the triggers for someone to change jobs. Seeing teachers' problems as a stress-prone service profession, this research wants to see a link between work stress and turnover intention mediated by job satisfaction. The research results on private teachers at the district's elementary-high school / vocational level found no indirect relationship between job satisfaction, work stress, and turnover intention.

VI. CONCLUSION AND RECOMMENDATION

This research has several implications to be done to improve the performance of educators, considering the quality of work-life and job satisfaction proven to improve the performance of teachers and schools. As a leader, the principal must maintain the quality of teachers so that the quality of students is good. Teachers must feel the same flexibility to cultivate their potential and feel valued and safe while teaching. First, having a peaceful work environment can reduce the stress of teacher work and minimize teachers' desire to change jobs. Second, external factors that influence teachers to leave work, such as the hope of becoming a state teacher, must be minimized so that teachers feel private is not the last option in a career. On the other hand, the results of moderators in the study had no indirect relationship. This means that job satisfaction cannot directly prevent employee intentions to leave caused by work stress felt by employees. This research is limited to teachers in Tangerang Regency, so it is not necessarily able to describe the condition or represent teachers in other cities. Further research is also advisable to discuss more the role of quality of work-life to job satisfaction by adding work-life balance as an intervening variable.

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