

The Effect of Work Stress and Job Satisfaction on Turnover Intention Among Baristas at Coffee Shops in Kuningan

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Abstract

The development of the creative economy sector, particularly the coffee shop industry, has experienced rapid growth and has had an impact on increasing employment, especially for baristas. However, this industry also faces the problem of high employee turnover. This condition indicates the existence of internal factors that influence employees' intention to leave their jobs (turnover intention), including work stress and job satisfaction. This study aims to analyze the effect of work stress and job satisfaction on turnover intention among coffee shop baristas in Kuningan Regency, both partially and simultaneously. This study uses a quantitative approach with a causal associative research type. The research population consists of all baristas working in coffee shops in Kuningan Regency, with a sample size of 100 respondents using a saturated sampling technique. Data collection was conducted through questionnaires, while data analysis used multiple linear regression with the help of the SPSS version 26 program. The research instruments had undergone validity and reliability tests, as well as classical assumption tests. The results showed that work stress had a positive and significant effect on turnover intention, while job satisfaction had a negative and significant effect on turnover intention. Simultaneously, work stress and job satisfaction have a significant effect on turnover intention. This study is expected to be a consideration for coffee shop managers in improving human resource management to reduce employee turnover rates.

INTRODUCTION

The creative economy sector is one of the important pillars supporting national economic growth. Based on a report by the Creative Economy Agency and the Central Statistics Agency (2023), the added value of Indonesia's creative economy reached IDR 1,300.5 trillion, with the culinary subsector as the highest contributor at 41.49%. These contributions indicate a shift in people's consumption behavior from functional needs to social and cultural experiences. One tangible manifestation of this transformation is the emergence of coffee shops as part of the lifestyle of urban and semi-urban communities. This industry is not only a space for social interaction but also creates new job opportunities for young people interested in working in the creative services sector (Bosworth et al., 2023; Geza et al., 2022; H.-K. Lee, 2022; McRobbie, 2018; Noonan, 2015).

The growth of the national coffee industry has increased rapidly over the last five years. Based on data from the Central Statistics Agency (2023), the number of coffee shop businesses increased by more than 60% during the 2018–2023 period. This increase is supported by rising domestic coffee consumption and lifestyle trends that are increasingly associated with

socializing and working in coffee shops. The International Coffee Organization report (2023) shows that Indonesia is among the top five countries with the highest coffee consumption rates in Asia. This phenomenon is also evident at the regional level, including in Kuningan Regency, West Java Province, which has shown significant growth in the coffee shop business. Based on Kuningan Regency in Numbers (BPS, 2024), the number of coffee shops increased from 35 units in 2020 to more than 80 units in 2024, illustrating a shift in the regional economy toward a creative-based service sector.

The increase in the number of coffee shops has led to a growing demand for workers, especially baristas, who are at the forefront of delivering quality service and customer experience (Espinola et al., 2024; Joly & Jasinska, 2024; K.-S. Lee & Ruck, 2022; Maranga et al., 2026; Vu et al., 2022). The success of a coffee shop depends heavily on the professionalism, skills, and job satisfaction of its baristas. On the other hand, high employee turnover is a common problem faced by industry players. Based on a JobStreet Indonesia (2022) report, the food and beverage sector has the highest turnover rate in Indonesia at 45%, higher than other sectors such as retail (33%) and finance (25%). This condition also occurs in Kuningan Regency, where the barista turnover rate reaches 35–40% per year, far above the service industry's ideal standard of 15–20%. High turnover indicates serious problems in human resource management, particularly those related to work stress and job satisfaction.

Work stress (X_1) is a condition of psychological tension that arises from an imbalance between job demands and an individual's ability to cope with them. High workloads, long working hours, and customer pressure can lead to emotional exhaustion, which in turn increases the desire to leave a job. Research by Nurbaeti et al. (2024) in *Frontiers in Psychology* found that work stress had a significant effect on increasing turnover intention among banking sector employees during the COVID-19 pandemic. Sofia et al. (2019) in *BMC Family Practice* also showed that high work stress in the public sector leads directly to an increase in turnover intention. These findings indicate that psychological pressure in the workplace is one of the main causes of employees' desire to change jobs, including in customer-oriented service industries such as coffee shops.

In addition to work stress, job satisfaction (X_2) is an important factor that determines employee commitment and loyalty. According to Herzberg's Two-Factor Theory, job satisfaction arises from motivating factors such as rewards, achievements, and responsibilities, while dissatisfaction is triggered by hygiene factors such as salary, working conditions, and relationships among coworkers. Research by Üngüren et al. (2024) shows that job satisfaction has a negative effect on turnover intention, while work stress has a positive effect. Grum et al. (2017) emphasized that job satisfaction is the dominant variable in reducing turnover intention among tourism sector employees, while Lu et al. (2017) demonstrated that job satisfaction plays an important role in retaining employees in the manufacturing sector. These empirical findings show that job satisfaction has an inverse relationship with turnover intention and can be a key determinant in employee retention.

The relationship between work stress, job satisfaction, and turnover intention (Y) can be explained through the Job Demands–Resources Model (Bakker & Demerouti, 2017) and the Theory of Planned Behavior (Ajzen, 1991). Both theories assert that excessive job demands without adequate resource support can increase psychological distress, which lowers job satisfaction and encourages the intention to quit. In the context of baristas, high work pressure,

physical workload, and complex customer expectations can cause work stress, while low job satisfaction reinforces the intention to leave the job. Based on this, it can be assumed that work stress has a positive effect on turnover intention, while job satisfaction has a negative effect.

Most previous studies have examined the relationship between these variables in formal sectors such as banking, healthcare, and education (Lin et al., 2024; Ning, Li, & Zhao, 2023). However, the creative economy sector, such as coffee shops, has different job characteristics, including dynamic work rhythms, intense customer interaction, and a predominantly young workforce. This condition creates a research gap, especially in semi-urban areas such as Kuningan Regency, which have not been widely studied from an organizational behavior perspective. Therefore, this study is important to analyze the influence of work stress (X_1) and job satisfaction (X_2) on turnover intention (Y) among coffee shop baristas in Kuningan Regency to provide empirical insights and managerial recommendations for improving workforce stability in the creative economy sector.

This research aims to address several issues related to turnover intention among coffee shop baristas in Kuningan Regency. First, this study examines whether job stress influences turnover intention among baristas. Second, it analyzes whether job satisfaction influences turnover intention. Third, it evaluates the simultaneous influence of job stress and job satisfaction on turnover intention among coffee shop baristas in Kuningan Regency.

The purpose of this study is to determine the effect of job stress on turnover intention among baristas in coffee shops in Kuningan Regency. Furthermore, it aims to examine the effect of job satisfaction on turnover intention. In addition, this study seeks to determine the simultaneous effect of job stress and job satisfaction on turnover intention among baristas in these coffee shops.

Theoretically, this research is expected to contribute to the development of human resource management, particularly in the study of organizational behavior related to work stress (X_1), job satisfaction (X_2), and turnover intention (Y). The results are expected to strengthen understanding of the influence of these independent variables on employee turnover intention, as well as expand the application of the Job Demands–Resources Model (Bakker & Demerouti, 2017) and the Theory of Planned Behavior (Ajzen, 1991) in the context of the creative industry. This research can also add to academic references explaining work behavior in flexible and dynamic service sectors such as coffee shops.

Practically, the results of this study are expected to provide a basis for coffee shop owners and managers in Kuningan Regency to develop more effective human resource management strategies. Understanding the influence of work stress and job satisfaction on turnover intention can help business owners establish policies related to workload allocation, incentives, workplace communication, and the development of a conducive work environment. For baristas, this study is expected to raise awareness of the importance of managing stress and job satisfaction to maintain performance and psychological well-being at work.

Furthermore, this research also has implications for policymakers and institutions. The results are expected to provide input for the Manpower Office and the Tourism Office of Kuningan Regency in formulating employment policies in the creative economy sector. This research can serve as a reference for developing training programs and improving the competency of young workers, as well as for designing policies that support the stability and sustainability of the food and beverage workforce. With policies based on empirical findings,

it is hoped that the coffee shop industry in Kuningan Regency can develop productively and remain highly competitive.

RESEARCH METHOD

This study uses a quantitative approach with a type of causal associative research. This approach was used to determine the cause-and-effect relationship between two independent variables, namely work stress (X_1) and job satisfaction (X_2), to the dependent variable, namely turnover intention (Y) in coffee shop baristas in Kuningan Regency.

A quantitative approach is used because all data is measured numerically and processed using statistical analysis. This study aims to explain the extent to which work stress levels and job satisfaction can affect the barista's intention to leave their job.

The population in this study is all baristas who work in coffee shops in Kuningan Regency. Based on data from the Kuningan Regency Cooperatives, SMEs, Trade, and Industry Office (2024), there are around 20 active coffee shop units spread across the region.

Each coffee shop has an average of three to six baristas, so the total population of this study is estimated to be around 100 baristas. This population is considered representative because it reflects the real conditions of the workforce in the sector creative economy, especially the rapidly growing coffee shop industry in Kuningan Regency.

Because the population is relatively small (less than 100 people), the sampling technique used is saturated samples. According to Sugiyono (2021), if the population is less than 100, then all members of the population are used as research samples. Thus, this study involved all baristas from 20 coffee shops in Kuningan Regency as respondents.

This method was chosen to make the research results more accurate and describe the condition of the population as a whole without any errors in the sampling process.

The type of data used in this study is quantitative data, which is numerical data that can be processed using statistical methods. Quantitative data is used to explain the relationship between the variables of work stress, job satisfaction, and turnover intention in a measurable, objective, and empirically testable manner.

According to Sugiyono (2021), quantitative data is data in the form of numbers or qualitative data that is estimated (scoring), so that it can be analyzed using statistical techniques. Therefore, this study uses quantitative data obtained from the results of the distribution of questionnaires to coffee shop baristas in Kuningan Regency.

Data Primer

The data was obtained directly from the first source through filling out a questionnaire by the respondent. This primary data includes baristas' responses to statements regarding work stress, job satisfaction, and turnover intention.

Data Seconds

Data obtained from indirect sources, such as documents, reports, publications, scientific journals, and relevant management theory books. Secondary data also includes information from the Central Statistics Agency (BPS, 2024) regarding the development of the creative economy and labor sectors, as well as JobStreet Indonesia (2022) regarding employee turnover trends in the service and hospitality sectors.

The data collection technique used in this study is a questionnaire. According to (sugiyono, 2017) stated that "questionnaires are a technique data collection is carried out by

giving a set of questions or written statements to employees for them to answer". The researcher presented a question about how respondents assessed work stress and job satisfaction on turnover intention at coffee shop baristas in Kuning.

Data analysis aims to answer the formulation of the problem and test the hypothesis that has been established. The data analysis technique in this study uses multiple linear regression analysis, because this study has two independent variables, namely work stress (X,ÇÅ) and job satisfaction (X,ÇÇ), as well as one dependent variable, namely turnover intention (Y).

According to Kuncoro (2013:124), multiple linear regression analysis is used to measure the strength of the relationship between two or more independent variables against one dependent variable, as well as to predict the value of dependent variables based on the value of independent variables.

This research was carried out in 20 coffee shops operating in the Kuningan Regency area, West Java Province.

The selection of the research location was based on the rapid growth of the coffee shop sector as part of the creative economy industry in Kuningan Regency, as well as the high level of labor mobility in the service sector. This location is considered relevant because the phenomenon of employee turnover, especially baristas, is quite frequent and needs to be studied scientifically.

The research period was carried out for three months, starting from November 2025 to January 2026. The period includes several stages of activities, including the preparation of research instruments, the dissemination and collection of questionnaires, testing the validity and reliability of instruments, data analysis using multiple linear regression methods, and the preparation of research results reports.

This research was carried out by paying attention to the ethical principles of social research. Respondents were explained the purpose of the research and were guaranteed the confidentiality of their identity. Respondents' participation is voluntary without pressure. All data is used only for academic purposes and is kept confidential in accordance with the Research Code of Ethics (Hasibuan, 2020).

RESULTS AND DISCUSSION

Data Analysis Techniques

1. Descriptive Analysis

a. Descriptive Analysis of Work Stress (X1)

Table 1. Descriptive Analysis of Work Stress (X1)

Descriptive Statistics							
	Descriptive Statistics						
	N	Minimum	Maximum	Sum	Red	Std. Deviation	Variance
Work Stress	100	8.00	30.00	2510.00	25.1000	4.02894	16.232
Valid N (listwise)	100						

Source: SPSS 26 Output

Based on the table above, it shows that Work Stress (X1) has a minimum value of 8 for a maximum value of 30, while the mean value is obtained at 25.1000 and the std deviation

value is obtained at 4.02894 from all respondents.

Based on the results of the calculations that have been carried out, the Work Stress variable obtained a criterion value of 84%, located in a high criterion area and in the interval of 67% - 100%, thus to see the picture of the Work Stress variable in the position of the criterion area, the Work Stress variable of 84% can be described as follows:

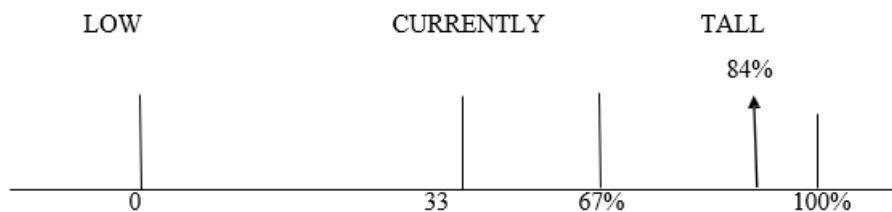


Figure 1. Criterion Region of Work Stress variables (X1)

Source: Processed primary data, 2026

Based on the results of the descriptive analysis, the variable work stress (X_1) in coffee shop baristas in Kuningan Regency had a mean value of 25.10 with a standard deviation of 4.03. This value shows that the level of work stress felt by baristas is relatively high.

The high work stress of baristas is influenced by the characteristics of work that demand service speed, accuracy of presentation, direct interaction with customers, and relatively long and flexible working hours. Baristas are required to maintain the quality of service even though they face high work pressure, especially during peak hours.

Based on the results of the calculation of the criterion score, the work stress variable obtained a score of 84%, which is in the high category. This indicates that most baristas experience significant work pressure during their work activities in a coffee shop.

Thus, it can be concluded that work stress is a real condition experienced by baristas and has the potential to affect work attitudes and behaviors, including the emergence of the intention to leave work (turnover intention).

b. Descriptive Analysis of Job Satisfaction (X2)

Table 2. Descriptive Analysis of Job Satisfaction (X2)

Descriptive Statistics						
	Descriptive Statistics					
	N	Minimum m	Maxim m	Sum	Mean	Hours of deviation
Job Satisfaction	100	7.00	30.00	2604.00	26.0400	3.19064
Valid N (listwise)	100					

Source: SPSS 26 Output

Based on the table above, it shows that Job Satisfaction (X_2) has a minimum value of 7 for the maximum value obtained the number 30, while the mean value is obtained at 26.0400 and the std deviation value is obtained at 3.19064 from all respondents.

Based on the results of the calculation that has been carried out, the Job Satisfaction variable obtained a criterion value of 87%, located in the high criterion area and in the interval of 67% - 100%, thus to see the description of the Job Satisfaction variable as follows:

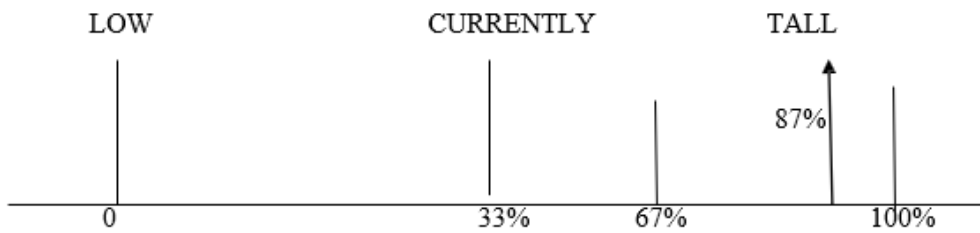


Figure 2. Criteria Area of Job Satisfaction Variable (X2)

Source: Processed primary data, 2026

The descriptive analysis results show that the job satisfaction variable (X_2) among coffee shop baristas in Kuningan Regency has a mean value of 26.04 with a standard deviation of 3.19. This value indicates a high level of barista job satisfaction.

High barista job satisfaction can be influenced by several factors, such as good working relationships with fellow baristas, a relatively relaxed yet dynamic work environment, and a sense of pride in the barista profession as part of the creative industry.

Based on the criteria score calculation, the job satisfaction variable scored 87%, which is considered high. This indicates that even though baristas face work pressure, they still feel satisfied with their work.

c. Descriptive Analysis of Turnover Intention (Y)

Table 3. Descriptive Statistics of Turnover Intention

Descriptive Statistics						
Descriptive Statistics						
	N	Minimum	Maximum	Sum	Mean	Hours Deviation
Turnover Intention	100	24.00	50.00	4374.00	43.7400	4.67666
Valid N (listwise)	100					

Source: SPSS 26 Output

The table above shows that Turnover Intention (Y) has a minimum value of 24 and a maximum value of 50. The mean value is 43.7400, and the standard deviation is 4.67666 for all respondents.

Based on the calculations, the Turnover Intention variable obtained a criterion value of 87%, which is within the high criterion range and falls within the 67%-100% range. Therefore, the Turnover Intention variable is illustrated as follows:

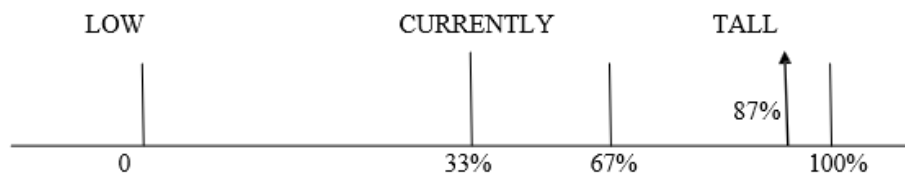


Figure 3. Criterion Areas of Variable Turnover Intention (Y)

Source: Processed primary data, 2026

Based on the results of the descriptive analysis, the variable turnover intention (Y) in coffee shop baristas in Kuningan Regency has an average value (mean) of 43.74 with a standard deviation of 4.68. This value shows that the level of intention to change jobs in baristas is relatively high.

High turnover intentions indicate that some baristas have a desire to find another job that is considered more stable, has a lighter workload, or offers better compensation. This condition is in line with the characteristics of the coffee shop industry which has a relatively high level of labor mobility.

Based on the results of the calculation of the criterion score, turnover intention obtained a score of 87%, which is in the high category. This shows that even though baristas are quite satisfied with their work, the high pressure of work still encourages the emergence of an intention to leave the job.

4.3 Classic Assumption Test

1. Normality Test

Table 4. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		100
Normal Parameters ^{a,b}	Mean	.0000000
	Hours	5.26451043
	Deviation	
Most Extreme Differences	Absolute	.069
	Positive	.069
	Negative	-.064
Test Statistic		.069
Asymp. Sig. (2-tailed)		.089 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: SPSS 26 Output

Referring to the table above, it can be seen that the entire level of significance in the variables in the study is normally concentrated. This is supported by *the Asymp value. The Sig (2-tailed)* obtained was $0.089 > 0.05$, thus indicating that the study sample was normally distributed.

2. Multicollinearity Test

Table 5. Results of Multicollinearity Test Analysis

Coefficients ^a			
		Collinearity Statistics	
Model		Tolerance	VIF
1	Work Stress	.999	1.001
	Satisfaction	.999	1.001
	Work		

a. Dependent Variable: Turnover Intention

Source: SPSS 26 Output

From the table above, it can be seen that each free variable has a *tolerance value of* > 0.1 and a VIF value of < 10. Therefore, it can be said that there are no symptoms of multicollinearity of each independent variable in the regression pattern in this study.

3. Heteroskedasticity Test

The heteroscedasticity test is to see if there is an inequality of variance and residual from one observation to another. Regression models that Meet the requirements where there is a similarity of variance and residual from one observation to another observation is fixed or called homogeneity. To find out whether or not there are symptoms of heteroscedasticity using the SPSS 26 application program are as follows:

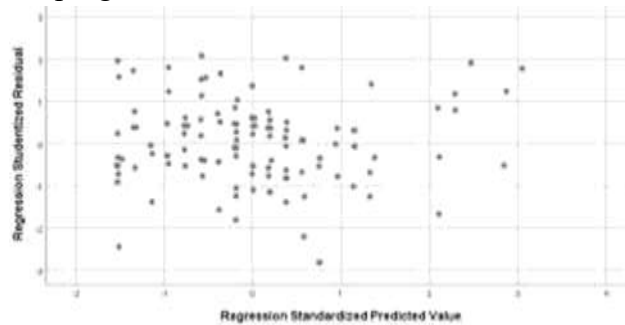


Figure 4. Hail Heteroscedasticity Test

Source: SPSS 25 Output

Based on the table above, there is no clear pattern, and the dots spread above and below the number 0 on the Y axis, it can be concluded that heteroscedasticity does not occur.

Multiple Linear Regression Test

Multiple linear regression analysis was used to find the relationship between dependent variables (Y) and independent variables (X) collectively In this study, the question asked was whether Work Stress and Job Satisfaction have a relationship partially or together to. Turnover Intention.

To see the location and price of Turnover Intention, it can be seen from the calculation results of SPSS *Statistic* Version 26, as follows:

Table 6. Multiple Linear Regression Test Results

		Coefficients ^a			
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	13.496	2.364		5.709
	Work stress	.450	.092	.388	4.917
	Satisfaction Work	.728	.116	.496	6.293

a. Dependent Variable: Turnover Intention

Source: SPSS 26 Output

Based on the results obtained and then developed or included in the equation described above, the following results will be obtained:

$$\text{Turnover Intention (Y)} = 13.496 + 0.450X_1 + 0.728X_2 \text{ Meaning:}$$

1. α = Constant of 13.496 which has a positive value means that if work stress and job satisfaction are 0, then the Turnover Intention value is 13.496 units.
2. X1 = Work stress variable (X1) with a value of 0.450 which has a value that means that if the work stress variable (X1) increases by 1%, then Turnover Intention will increase by 0.450 units, or it can be interpreted that if work stress (X1) increases, Turnover Intention will increase. or vice versa, every time there is a decrease in the X1 variable by 1%, the work stress will decrease by 0.450.
3. X2 = Job satisfaction variable (X2) with a value of 0.728 which has a value that means that if the job satisfaction variable (X2) increases by 1%, then Turnover Intention will increase by 0.728 units, or it can be interpreted that if job satisfaction (X2) increases, Turnover Intention will increase. or conversely, every time there is a decrease in the X2 variable by 1%, job satisfaction will decrease by 0.728.

Coefficient Determination Test

The coefficient of determination to find out the extent to which the model adequately explains the dependent variable is indicated by the coefficient of determination (R^2). The range of values for the coefficient of determination is zero to one. When R is small, it means that independent variables have a relatively small capacity to explain variations in dependent variables.

Table 7. Determination Coefficient Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.802a	.643	.635	2.82454

a. Predictors: (Constant), Work Stress, Job Satisfaction

Source: SPSS 26 Output

Based on the table above, an *R Square value* of 0.643 was obtained, this shows that consumers are influenced by work stress and job satisfaction variables by 64.3% and the remaining 35.7% are influenced by other factors that were not studied in this study.

Uji Hypothesis

1. F Test (Simultaneous Test)

The purpose of the F test is to determine whether the independent variables (work stress and job satisfaction) significantly affect the dependent variables (Turnover Intention) separately or together. The following are the results of the F test in this study:

Table 8. F Test Results (Simultaneous)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1391.370	2	695.685	87.200	.000b
	Residual	773.870	97	7.978		
	Total	2165.240	99			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Work Stress, Job Satisfaction

Source: SPSS 26 Output

Based on the table above, it shows that the calculation of the variables of work stress and job satisfaction is 87,200. The ttable value for a sample of 100 respondents with the formula $n - k = 100 - 3 = 97$, where the Ftable value is 1.984. The Fcal value is $87.200 >$ the Ftable value is 1.984 and the significance value is $0.000 < 0.05$ then stress Work and job satisfaction simultaneously have a positive effect on turnover intention.

2. T test (Partial test)

The purpose of this test is to ascertain the significance of the influence of each particular table on the dependent table. This variable is significant enough to explain a dependent table if the number of t-tests is calculated $>$ t table. The results of testing the research hypothesis using the t-test are as follows:

Table 9. Results of the t-test (Partial test)

		Coefficients ^a			t	Sig.
Model		Unstandardized	Standardized			
		Coefficients	Coefficients			
		B	Std. Error	Beta		
1	(Constant)	13.496	2.364		5.709	.000
	Work Stress	.450	.092	.388	4.917	.000
	Satisfaction Work	-0.728	.116	.496	-6.293	.000

a. Dependent Variable: Turnover Intention

Source: SPSS 26 Output

Based on the results of the t-test (partial) above, it can be concluded as follows:

- The ttable value for a sample of 100 respondents with the formula $n - k = 100 - 3 = 97$, where the ttable value is $4.917 >$ ttable is 1.984. The significance value of work stress was $0.000 < 0.05$. Based on the results of the analysis, H_0 was rejected and H_a was accepted, meaning that work stress had a positive and significant effect on turnover intention.
- The ttable value for a sample of 100 respondents with the formula $n - k = 100 - 3 = 97$, where the Job Satisfaction variable has a regression coefficient value of -0.728, a calculated t-value of -6.293, and a significance value of 0.000. The t-value of the calculation is greater than the t-table (1.984) and the significance value is smaller than 0.05. Thus, it can be concluded that Job Satisfaction has a negative and significant effect on Turnover Intention. This means that the higher the level of job satisfaction felt by employees, the lower the level of employee desire to leave the company. On the contrary, the more The lower job satisfaction, the higher the employee's desire to leave the job.

The Effect of Job Stress and Job Satisfaction on Turnover Intention at Coffee Shops in Kuningan

The results of the test of work stress and job satisfaction variables on the turnover intention of coffee shop baristas in Kuningan Regency indicate that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. This means that work stress and job satisfaction simultaneously have a significant effect on the turnover intention of coffee shop baristas in Kuningan Regency.

The results of this study indicate that high levels of work stress and low levels of job

satisfaction can increase baristas' tendency to have turnover intention. Conversely, good work stress management and increased barista job satisfaction can reduce turnover intention in coffee shops.

These findings align with the opinion of (Li et al., 2019), who stated that stressful working conditions and employee job satisfaction are important factors influencing work attitudes and behaviors, including intention to leave. In the context of barista work, service pressure, demands for speed, and intense interaction with customers have the potential to reduce job satisfaction if not balanced with adequate organizational support.

The results of this study are also supported by research conducted by Mappedeceng (2021), which demonstrated a significant relationship between job stress and job satisfaction on employee turnover intention. The study concluded that high job stress positively impacted turnover intention, while job satisfaction negatively impacted turnover intention, both partially and simultaneously.

Furthermore, these results align with research conducted by Hu et al., 2024, which found that job stress and job satisfaction simultaneously significantly impact employee turnover intention. Therefore, coffee shop managers in Kuningan Regency need to consider barista job stress and job satisfaction as a strategic measure to reduce turnover intention.

The Influence of Work Stress on Turnover Intention of Coffee Shops in Kuningan

The results of the second hypothesis test (H_2) indicate that work stress influences the turnover intention of coffee shop baristas in Kuningan Regency. Based on the t-test results, the calculated t-value was 4.917 with a significance level of 0.000. The t-table value at the 5% significance level ($\alpha = 0.05$) with 100 respondents and 97 degrees of freedom ($df = n - k = 100 - 3 = 97$) was 1.984. Therefore, the calculated t-value (4.917) is greater than the calculated t-value (1.984), and the significance value of 0.000 is less than 0.05.

These results indicate that the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted, indicating that work stress has a positive and significant effect on the turnover intention of coffee shop baristas in Kuningan Regency.

The implications of this study's results indicate that the higher the level of work stress experienced by baristas, the higher their likelihood of wanting to leave their jobs. Work pressure stemming from high workloads, demands for fast service, long hours, and an unfavorable work environment can increase barista stress, thus encouraging turnover intentions.

The results of this study align with Nurbaeti et al.'s (2024) finding that job stress is a key factor influencing employee attitudes and behavior within an organization. High levels of job stress can reduce the psychological well-being and well-being of employees, including baristas, thereby increasing the likelihood of turnover intention.

The findings of this study are also consistent with research conducted by Üngüren et al., 2024, which found that job stress has a positive and significant effect on employee turnover intention. Furthermore, these findings align with research by Wijayanti (2021), which found that job stress significantly influences turnover intention, particularly among productive-age employees.

Research by Walukow (2020) also demonstrated that job stress influences employee turnover intention, thus strengthening the findings of this study.

The Influence of Job Satisfaction on Turnover Intention of Coffee Shops in Kuningan

The results of the third hypothesis test (H3) indicate that job satisfaction influences the turnover intention of coffee shop baristas in Kuningan Regency. The t-test results obtained a calculated t-value of 6.293 with a significance level of 0.000. The t-table value at the 5% significance level ($\alpha = 0.05$) with 100 respondents and 97 degrees of freedom ($df = n - k = 100 - 3 = 97$) is 1.984. Therefore, the calculated t-value (6.293) is greater than the t-table (1.984), and the significance value of 0.000 is less than 0.05.

These results indicate that the null hypothesis (H3) is rejected and the alternative hypothesis (H3) is accepted, indicating that job satisfaction significantly influences the turnover intention of coffee shop baristas in Kuningan Regency.

The implications of this study indicate that barista job satisfaction plays a significant role in influencing turnover intention. The higher the level of job satisfaction experienced by baristas, the lower their likelihood of leaving their jobs. Barista job satisfaction can be reflected in fair compensation, a comfortable work environment, harmonious working relationships, and opportunities for skill and career development.

The results of this study align with the opinion of Sofia et al., 2019, who stated that job satisfaction is an important indicator in assessing the quality of the relationship between employees and the organization. High levels of job satisfaction can increase baristas' work commitment and reduce turnover intention.

The findings of this study are also supported by research (Hu et al., 2024), which shows that job satisfaction has a significant impact on turnover intention. Baristas who are satisfied with their jobs tend to have higher loyalty and a lower intention to leave the organization.

Furthermore, research by Izzanudin (2022) and Sri Handayani (2021) also supports the finding that job satisfaction significantly influences turnover intention, both in terms of material and non-material aspects, thus strengthening the findings of this study.

CONCLUSION

Job stress has a positive and significant effect on turnover intention among coffee shop baristas in Kuningan Regency. The higher the level of job stress experienced by baristas, the greater their tendency to have the intention to leave their jobs. Job satisfaction has a significant effect on turnover intention among coffee shop baristas in Kuningan Regency. A good level of job satisfaction can influence baristas' attitudes towards their work and play a role in suppressing turnover intention. Job stress and job satisfaction simultaneously have a significant effect on turnover intention among coffee shop baristas in Kuningan Regency. This indicates that turnover intention among baristas is the result of the interaction between work pressure and perceived job satisfaction. Based on these findings, it is suggested that coffee shop owners and managers in Kuningan Regency improve human resource management by creating a more supportive work environment, managing workloads more fairly, and providing appropriate incentives and career development opportunities for baristas. Improving communication between managers and employees, offering flexible scheduling, and providing emotional support in the workplace may also help reduce work stress and strengthen job satisfaction. For future researchers, it is recommended to examine other variables that may influence turnover intention, such as organizational commitment, compensation, leadership style, and work

environment, so that a more comprehensive understanding of employee retention in the coffee shop industry can be developed.

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