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The Effect of Job Stress and Corporate Culture on Turnover Intention Mediated By Employee Engagement (Empirical Study: Workers In The Field of Information Technology In Greater Jakarta)

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ABSTRACT: This study aims to analyze the influence of job stress and corporate culture on turnover intention mediated by employee engagement among workers in the field of information technology in the Greater Jakarta area. The data was collected through a survey involving 310 respondents working in the information technology sector. The analysis method used in this study is Structural Equation Modeling (SEM) to evaluate the relationship between these variables. The results show that neither job stress nor corporate culture has effects on turnover intention. Job stress has no effects on employee engagement while corporate culture has significant positive effect on employee engagement. Employee engagement was found to play a significant role as a mediator in the relationship between corporate culture and turnover intention, while no mediation between corporate culture and turnover intention. These findings indicate the importance of corporate culture and the establishment of a supportive company through employee engagement to reduce the intention to leave the company.
Keywords: job stress, corporate culture, turnover intention, employee engagement

INTRODUCTION

In the increasingly advanced digital era, companies are required to always adapt and innovate. Information technology (IT) has become an inseparable part of company operations in various industrial sectors. The company relies on information systems, technology infrastructure, and software to run its day-to-day operations, manage data, and communicate with customers and business partners. IT plays an important role in improving efficiency and productivity (Sung, 2007). Even in the conditions of COVID-19, IT systems allow companies to be able to adapt and survive (Vahdat, 2022).

The role of IT employees has become a vital element for the success and survival of companies. IT employees have the technical abilities necessary to maintain, maintain, and develop a company's technology systems. They must have the ability to improve the performance of computers, software, and network systems in the company. These skills are essential to ensure that a company's technology systems run well and efficiently. In addition, IT employees also play a crucial role in improving the quality and efficiency of the business.

They can assist companies in managing data, improving communication, and increasing productivity. Thus, IT employees are needed in a company to ensure business success and improve service quality. The estimated need for workers in the IT sector in Indonesia in 2022 is 1,232,666 and is projected to increase by 60% to 1,979,418 in 2025 (Ministry of Manpower, 2022).

Based on the Global Workforce Hopes and Fears Survey report by PwC (2023) conducted on nearly 54,000 workers from 46 countries, 'The Great Resignation' is predicted to continue despite the weakening global economy. In the report, one in four employees said they were likely to change companies in the next year, up 19% from last year. These workers are those who feel overworked (44%), have difficulty paying monthly bills (38%), and Gen Z (35%).

One of the factors that can cause employee turnover is job stress. Job stress can be defined as a harmful physical and emotional response that occurs when job requirements do not match the worker's abilities, resources, or needs (National Institute for Occupational Safety and Health, 1999). Work stress can be caused by various factors, such as excessive workload, tight deadlines, lack of support from superiors or colleagues, and an un-conducive work environment. According to (Dewi & Sriathi, 2019), job stress can have a negative impact on job satisfaction and cause employee turnover intention. Employees who experience job stress tend to feel dissatisfied with their jobs and have a desire to leave the company (Imran et al., 2020). The rapid development of technology requires IT workers to constantly learn new skills which often create job stress that leads to high turnover rates (King et al. and Shih et al. in Jeetah and Rampadaruth, 2022).

A strong corporate culture is one of the important factors that can support company performance (Ghumiem, Alawi, Abd A-A, & Masaud, 2023). A strong corporate culture can create a positive and conducive work environment for employees so that it can increase employee motivation, performance and loyalty (Hasan, Astuti, Afrianty, & Iqbal, 2020). Conversely, a weak company culture can lead to various problems, such as low productivity, declining company image and increased employee turnover. Employees who work in companies with a weak corporate culture tend to be dissatisfied with their jobs and have a desire to leave the company (Mengjiao, bin Arshad, & Yating, 2023).

One of the important factors that can support a company's performance is having employees engaged in their work. Employees with high employee engagement tend to be more productive, creative, and innovative (Ali, Li, & Qiu, 2022). They are also more loyal to the company and have a low desire to leave the company (Juliantara, Sihombing, & Sulistyawati, 2020). Although employee engagement often has a negative effect on turnover intention, recent research by (Mashanafi & Putranta, 2024) states that employee engagement does not have a significant effect on turnover intention without the mediation of innovative work behavior.

One of the disadvantages of turnover is that companies have to allocate a large budget to recruit, select and replace professional workers (George in Osman, Noordin, Daud, & Othman, 2016). According to (Gartner, 2022), globally only 29.1% of IT workers have the intention to stay with their company, the figure is smaller in Asia (19.6%), Australia and New Zealand (23.6%) and Latin America (26.9%), even in Europe only 4 out of 10 IT workers have the intention to stay at the same company. Employee turnover in the IT field can result in significant losses for the company. IT employees who leave the company can result in the loss of the technical capabilities necessary to maintain, maintain, and develop the company's technology systems. The process of finding and replacing IT employees can be time-

consuming and costly. IT employees who leave the company can bring specific knowledge and skills to other companies. Therefore, it is important for companies to know the factors that affect the decision of turnover intention for the continuation and success of a company. It is estimated that it will take nine months to fill IT vacancies until the new employee can adjust the performance rate of the previous employee (Witt and Burke in Jeetah and Rampadaruth, 2022).

There is not enough research on IT workers regarding turnover intention. Research by (Kim, 2012) in the United States shows that the factors that affect turnover intention in IT employees in the public service sector are career opportunities, training and development, salary satisfaction, awards, employer communication, and family-friendly policies. Research in Lithuania states that the most influential factors are basic salary and job challenges (Korsakienė, Stankevičienė, Šimelytė, & Talačkienė, 2015). Research by (Ninh, 2014) on IT workers in Ho Chi Minh City, Viet Nam, shows that turnover intention is influenced by emotional exhaustion which is then also influenced by job demands, role conflicts, career opportunities and role ambiguity. In the United States, significant factors causing the turnover intention of IT workers in US federal agencies are organizational commitment, perceived workload, and fair remuneration (Harden, Boakye, & Ryan, 2018). In Viet Nam, the results of research by (Alpar, 2020) show that compensation, job alternatives, relationships with superiors and colleagues also significantly affect the turnover intention of workers in the IT field.

Research involving the role of job stress, corporate culture on turnover intention mediated by employee engagement is quite difficult to find. This study aims to investigate the impact of job stress and corporate culture on turnover intention in information technology workers in Greater Jakarta, and to examine the mediation role of employee engagement in these relationships.

The novelty of this research lies in its comprehensive exploration of the factors influencing turnover intention specifically among IT workers in Greater Jakarta, an area with a rapidly growing technology sector. While previous studies have examined turnover intention in various industries and regions, this study uniquely focuses on the IT sector in a developing economy context, where job stress, corporate culture, and employee engagement are critical yet under-researched factors. Additionally, this research innovatively investigates the mediating role of employee engagement, providing new insights into how engagement can potentially mitigate the negative impacts of job stress and a weak corporate culture on turnover intention. This approach fills a gap in the literature by offering a deeper understanding of the dynamics affecting IT professionals' retention in a region experiencing significant technological and economic transformation.

RESEARCH METHODOLOGY

The research method used is quantitative, where the data collected is in the form of numbers that can be further processed and analyzed (Sekaran & Bougie, 2017). In the subsequent data analysis, statistics or approaches using a measuring scale are used which can be in the form of ordinal, nominal and interval scales.

The source of research data uses primary data obtained directly from samples. The research strategy used is survey research using questionnaires to collect data about people, events or situations.

This type of research is carried out by testing hypotheses that explain the nature of certain relationships or differences between groups or the independence of two or more

factors in a given situation (Yusuf, Menhat, Abubakar, & Ogbuke, 2020). Hypothesis testing is causal to find out the cause-and-effect relationship between variables, so that the variables that affect and are influenced can be seen.

This study uses the partial least square (PLS) analysis technique. According to (Hair, Risher, Sarstedt, & Ringle, 2019) explained that structural equation model (SEM) testing is used to measure how much influence independent variables have on dependent variables. There are several tests in SEM, namely:

a. Goodness of Fit

The goodness of fit test is used to see the feasibility of the model. The value of the normed fit index is between 0 and 1. To be declared as a good fit, the NFI value must be > 0.90, if the NFI value range between 0.80 and 0.90 then it is called marginal fit.

b. Coefficient of Determination Value

The determination coefficient value (R square) test is used to see the contribution of several exogenous variables (variables that exert influence) to endogenous variables (affected variables). The larger the R square value, the more accurate the research conducted (Hair, Risher, Sarstedt, & Ringle, 2019).

c. Q Square

The Q square test is used to see the ability of exogenous variables to explain endogenous variables. In Q square testing, the predictive relevance value or Q square value must be greater than zero.

d. Effect Size

Effect size testing is used to see the strength of the influence of exogenous variables on endogenous variables in the model. The effect size or F square value of 0.02 is considered small, 0.15 is considered medium and 0.35 is considered large. Meanwhile, if it is below 0.02, it can be ignored or considered to have no effect.

e. Path Coefficient Value

The test of path coefficient values in PLS-SEM is used to determine the coefficient value of each variable in affecting other variables directly or also called direct effect. The path coefficient value is in the range of -1 to 1 which indicates a relationship with a negative or positive direction.

f. Test Value t

The value of the t-test or partial regression coefficient test is used to determine whether or not exogenous variables have a significant effect on endogenous variables. The t-test will provide the result of the calculated t-value for each coefficient path. The following are the criteria for hypothesis testing.

If the p value > 0.05 or the t statistics < 1.96 then Ha is rejected, Ho is accepted.

If the p value ≤ 0.05 and the t statistics ≥ 1.96 then Ha is accepted, Ho is rejected.

RESULT AND DISCUSSION

Outer Model Evaluation

The questionnaire data was processed using SmartPLS software version 3.0 to evaluate *the outer model* using validity and reliability tests in accordance with the steps in chapter 3. This test was carried out to determine the feasibility of assumptions between the variables studied against the indicators used in the study.

Validity Test With Convergent Validity

In this test, the *loading factor* value of each indicator was measured and also the AVE (*average variance extracted) value was* measured.

Table 1 - Loading Factor of Each Indicator

Code	Job Stress	Corporate Culture	Employee Engagement	Turnover Intention	Information
JS01	0,759				Valid
JS02	0,805				Valid
JS03	0,752				Valid
JS04	0,745				Valid
JS05	0,822				Valid
JS06	-0,48				Invalid
JS07	-0,487				Invalid
JS08	-0,46				Invalid
JS09	0,749				Valid
JC01	-0,248				Invalid
JC02	0,795				Valid
JC03	0,847				Valid
JC04	0,798				Valid
JR01	0,832				Valid
JR02	0,785				Valid
JR03	0,812				Valid
JR04	0,793				Valid
JR05	-0,451				Invalid
JW01	0,828				Valid
JW02	0,832				Valid
JW03	-0,35				Invalid
JW04	0,797				Valid
CCB01		0,787			Valid
CCB02		0,776			Valid
CCB03		0,832			Valid
CCB04		0,806			Valid

CCB05	0,805	Valid
CCB06	0,745	Valid
CCB07	0,818	Valid
CCB08	0,796	Valid
CCB09	0,835	Valid
CCB10	0,758	Valid
CCI01	0,764	Valid
CCI02	0,836	Valid
CCI03	0,745	Valid
CCI04	0,748	Valid
CCI05	0,826	Valid
CCI06	0,831	Valid
CCI07	0,682	Invalid
CCI08	0,727	Valid
CCS01	0,775	Valid
CCS02	0,817	Valid
CCS03	0,854	Valid
CCS04	0,807	Valid
CCS05	0,518	Invalid
CCS06	0,613	Invalid
EE01	0,718	Valid
EE02	0,804	Valid
EE03	0,852	Valid
EE04	0,85	Valid
EE05	0,842	Valid
EE06	0,846	Valid
EE07	0,717	Valid
EE08	0,347	Invalid

EE09	0,486	Invalid
TI01	0,82	Valid
TI02	0,733	Valid
TI03	0,785	Valid
TI04	0,825	Valid
TI05	0,696	Invalid
TI06	0,459	Invalid

Based on table 1, there are 13 indicators with a loading *factor value* of less than 0.7, namely in *items* JS06, JS07, JS08, JC01, JR05, JW03, CCI07, CCS05, CCS06, EE08, EE09, TI05, TI06 according to the discussion in chapter 3, these indicators are declared invalid. These indicators were then removed from the study and the data was reprocessed to produce the *loading factor* value as shown in table 2.

Table 2- Loading Factor After Deletion of Invalid Indicator

Code	Job Stress	Corporate Culture	Employee Engagement	Turnover Intention	Information
JS01	0,777				Valid
JS02	0,82				Valid
JS03	0,784				Valid
JS04	0,761				Valid
JS05	0,837				Valid
JS09	0,781				Valid
JC02	0,817				Valid
JC03	0,879				Valid
JC04	0,835				Valid
JR01	0,874				Valid
JR02	0,826				Valid
JR03	0,845				Valid
JR04	0,785				Valid
JW01	0,861				Valid
JW02	0,844				Valid
JW04	0,83				Valid

CCB01	0,8		Valid
CCB02	0,786		Valid
CCB03	0,84		Valid
CCB04	0,801		Valid
CCB05	0,802		Valid
CCB06	0,743		Valid
CCB07	0,828		Valid
CCB08	0,8		Valid
CCB09	0,842		Valid
CCB10	0,75		Valid
CCI01	0,769		Valid
CCI02	0,839		Valid
CCI03	0,745		Valid
CCI04	0,745		Valid
CCI05	0,834		Valid
CCI06	0,834		Valid
CCI08	0,716		Valid
CCS01	0,776		Valid
CCS02	0,821		Valid
CCS03	0,854		Valid
CCS04	0,797		Valid
EE01		0,743	Valid
EE02		0,826	Valid
EE03		0,85	Valid
EE04		0,853	Valid
EE05		0,839	Valid
EE06		0,834	Valid
EE07		0,714	Valid
TI01			0,844 Valid
TI02			0,826 Valid

TI03	0,833	Valid
TI04	0,832	Valid

The next validity test was carried out by measuring the AVE (*average variance extracted*) value. Table 3 shows the AVE value of the processing result of SmartPLS software version 3.0 and the AVE value of each variable shows a valid value because it is above 0.5.

Table 3 - AVE Values Table

Variable	AVE	Threshold Limit	Information
Job Stress	0,677	0,5	Valid
Corporate Culture	0,635	0,5	Valid
Employee Engagement	0,656	0,5	Valid
Turnover Intention	0,695	0,5	Valid

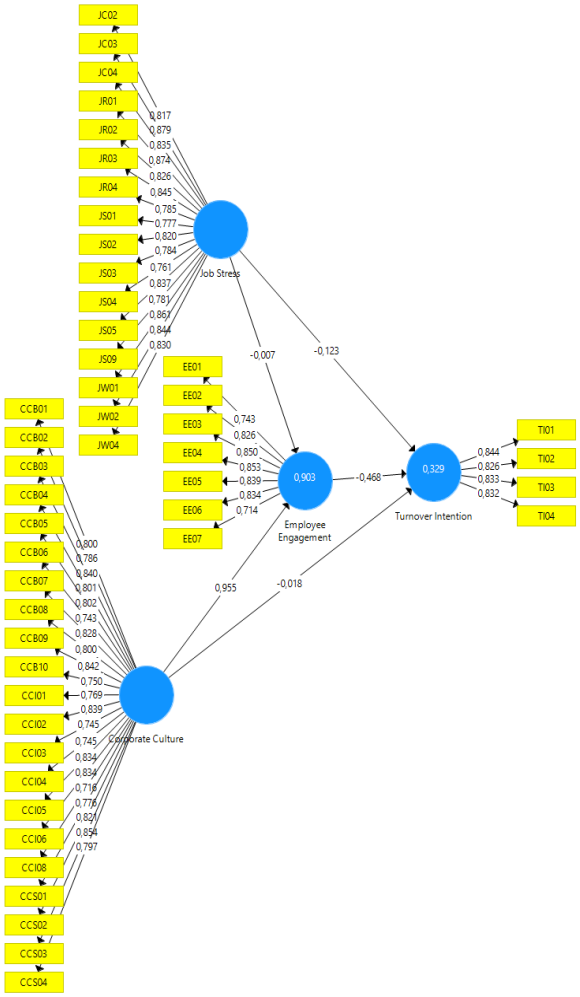

Figure 1 - Outer Model

Validity Test With Discriminant Validity

In the discriminant validity test, a cross-loading assessment is carried out between the indicators of one variable to another variable. The value is considered valid if an indicator has a value greater than the latent variable compared to other variables used in the study. Table 4 shows the results of the cross loading test, and the conclusion is that all indicators are valid because they have a greater loading value to the latent variable than the loading to other variables.

Table 4 - Discriminant Validity Test Results

Code	Job Stress	Corporate Culture	Employee Engagement	Turnover Intention	Information
JS01	0,777	0,55	0,513	-0,415	Valid
JS02	0,82	0,655	0,613	-0,444	Valid
JS03	0,784	0,552	0,549	-0,207	Valid
JS04	0,761	0,695	0,603	-0,313	Valid
JS05	0,837	0,553	0,527	-0,382	Valid
JS09	0,781	0,492	0,481	-0,403	Valid
JC02	0,817	0,507	0,488	-0,423	Valid
JC03	0,879	0,537	0,497	-0,414	Valid
JC04	0,835	0,528	0,515	-0,238	Valid
JR01	0,874	0,555	0,502	-0,4	Valid
JR02	0,826	0,578	0,542	-0,225	Valid
JR03	0,845	0,638	0,593	-0,357	Valid
JR04	0,785	0,643	0,591	-0,412	Valid
JW01	0,861	0,589	0,569	-0,34	Valid
JW02	0,844	0,554	0,557	-0,385	Valid
JW04	0,83	0,491	0,483	-0,41	Valid
CCB01	0,498	0,8	0,743	-0,485	Valid
CCB02	0,524	0,786	0,732	-0,285	Valid
CCB03	0,521	0,84	0,785	-0,415	Valid
CCB04	0,516	0,801	0,788	-0,481	Valid
CCB05	0,505	0,802	0,783	-0,472	Valid
CCB06	0,522	0,743	0,698	-0,52	Valid

CCB07	0,585	0,828	0,757	-0,516	Valid
CCB08	0,592	0,8	0,763	-0,312	Valid
CCB09	0,568	0,842	0,778	-0,42	Valid
CCB10	0,621	0,75	0,703	-0,439	Valid
CCI01	0,557	0,769	0,748	-0,265	Valid
CCI02	0,61	0,839	0,805	-0,456	Valid
CCI03	0,454	0,745	0,696	-0,498	Valid
CCI04	0,718	0,745	0,711	-0,516	Valid
CCI05	0,492	0,834	0,798	-0,319	Valid
CCI06	0,558	0,834	0,797	-0,439	Valid
CCI08	0,608	0,716	0,697	-0,521	Valid
CCS01	0,657	0,776	0,704	-0,476	Valid
CCS02	0,514	0,821	0,801	-0,357	Valid
CCS03	0,562	0,854	0,831	-0,469	Valid
CCS04	0,483	0,797	0,769	-0,456	Valid
EE01	0,569	0,73	0,743	-0,557	Valid
EE02	0,615	0,817	0,826	-0,577	Valid
EE03	0,522	0,813	0,85	-0,351	Valid
EE04	0,561	0,834	0,853	-0,469	Valid
EE05	0,556	0,769	0,839	-0,532	Valid
EE06	0,496	0,76	0,834	-0,356	Valid
EE07	0,371	0,639	0,714	-0,313	Valid
TI01	-0,41	-0,543	-0,566	0,844	Valid
TI02	-0,339	-0,388	-0,385	0,826	Valid
TI03	-0,365	-0,445	-0,466	0,833	Valid
TI04	-0,353	-0,424	-0,438	0,832	Valid

Reliability Test With Composite Reliability and Cronbach Alpha

Table 5 - Composite Reliability and Cronbach Alpha Test Results

Variable	Composite Reliability	Cronbach's Alpha	Information
Job Stress	0,971	0,968	Reliable
Corporate Culture	0,973	0,971	Reliable
Employee Engagement	0,93	0,912	Reliable
Turnover Intention	0,901	0,855	Reliable

The reliability test was carried out using the composite reliability (CR) value and the Cronbach Alpha value. The CR value that is considered valid is if it is greater than 0.6, and the Cronbach Alpha value is greater than 0.6. Table 5 shows the CR and Cronbach Alpha values for each variable above 0.6, therefore declared valid.

Inner Model Evaluation

Evaluation of the inner model or model structure is used to test the extent to which the data has succeeded in forming a good regression model so that research interpretation can be carried out. The evaluation of the inner model was carried out by looking at the values of the normed fit index (NFI), the coefficient of determination or R^2 (R square) and the predictive relevance or Q^2 (Q square).

Goodness of Fit

Evaluation of the normed fit index (NFI) value is used to determine the feasibility of a model formed (goodness of fit). If the normed fit index value is between 0 and 1, the model formed is declared feasible (Hair, Risher, Sarstedt, & Ringle, 2019).

Table 6 - Normed Fit Index Test Results

	Saturated Model
Normed Fit Index (NFI)	0.294

Based on table 6, the normed fit index is 0.294 which is between 0 and 1, so it is concluded that the data used meets the goodness of fit requirements.

Coefficient of Determination

The determination coefficient test is used to find out how much several independent variables contribute to the dependent variable. The greater value of the determination coefficient, or R square (R^2), is proportional to the accuracy of the research conducted.

Table 7 - Determination Coefficient Test Results

Dependent Variables	***R Square***
Employee Engagement	0.903
Turnover Intention	0.329

Based on table 7, the R square employee engagement value is 0.903, meaning that the job stress and corporate culture variables are able to contribute to describing the employee engagement variable by 90.3%. Meanwhile, the R square value in turnover intention is 0.329, meaning that only 32.9% of the variables job stress, corporate culture, and employee engagement are able to contribute to describing the turnover intention variable.

Predictive Relevance

The predictive relevance evaluation is carried out by looking at the Q square value. This test was conducted to see the extent to which independent variables are capable of explaining dependent variables.

Table 8 - Predictive Relevance Test Results

Dependent Variables	*Q Square*
Employee Engagement	0.586
Turnover Intention	0.216

Based on table 8, the Q square value for the employee engagement variable is 0.586 and the turnover intention is 0.216. The Q square value of both variables is greater than 0, which means that all models formed have met the predictive relevance requirements.

Effect Size

Effect size testing is used to measure the magnitude of the effect or the relationship between variables. The effect size or f square value of 0.02 is considered small, 0.15 is considered medium and 0.35 is considered large. Meanwhile, if it is below 0.02, it can be ignored or considered to have no effect (Hair, Risher, Sarstedt, & Ringle, 2019).

Table 9 - Effect Size Test Results

	Employee Engagement	***Turnover Intention***
Job Stress	0	0.012
Corporate Culture	4.851	0
Employee Engagement		0.032

Based on table 9, there are several values that vary from those that have no effect to those that have a large effect. Job stress has no effect on employee engagement, in contrast to corporate culture which has a large effect (4,851) on employee engagement. Next, job stress and corporate culture are also considered to have no effect (0.012 and 0) on turnover intention, while corporate culture has a small effect (0.032) on turnover intention.

Path Coefficient Value

The test of path coefficient values in PLS-SEM is used to determine the coefficient value of each variable in affecting other variables directly or also called direct effect. The path coefficient value is in the range of -1 to 1 which indicates a relationship with a negative or positive direction. To be able to see the value of the coefficient path, a bootstrapping process is carried out on the SmartPLS 3.0 application.

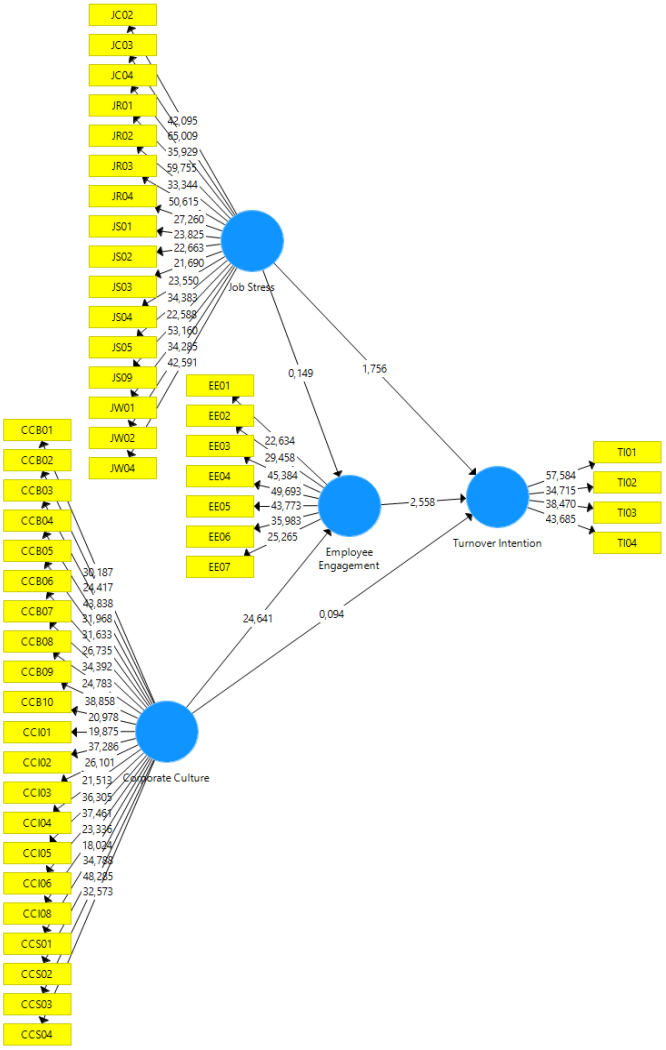

Figure 2 – Bootstrapping

Table 10 - Path Coefficient Results

	Path Coefficient
Job Stress -> Turnover Intention	-0,123
Corporate Culture -> Turnover Intention	-0,018
Job Stress -> Employee Engagement	-0,007
Corporate Culture -> Employee Engagement	0,955
Employee Engagement -> Turnover Intention	-0,468

Based on table 10, the results of the path coefficient test are obtained as follows:

1. The direct effect of job stress on turnover intention is -0.123, which can be interpreted if job stress increases by one unit, then turnover intention will decrease by 12.3%. This value concludes that the effect of job stress on turnover intention has a negative direction.
2. The direct influence of corporate culture on turnover intention is -0.018, which can be interpreted as if the value of corporate culture increases by one unit, then turnover

intention will decrease by 1.8%. With this value, it can be concluded that this influence is negative.

3. The direct effect of job stress on employee engagement is -0.007, which can be interpreted if job stress increases by one unit, employee engagement will decrease by 0.7%. This value concludes that the effect of job stress on employee engagement has a negative direction.
4. The direct influence of corporate culture on employee engagement is 0.955, which can be interpreted if the value of corporate culture increases by one unit, then employee engagement will also increase by 95.5%. With this value, it can be concluded that this influence is positive.
5. The direct effect of employee engagement on turnover intention is -0.468, which can be interpreted if employee engagement increases by one unit, then turnover intention will decrease by 46.8%. This value concludes that the influence of employee engagement on turnover intention has a negative direction.

Hypothesis Testing

In this study, significant differences between the averages of the two groups were measured using a t-test. In statistics, the t-test is one of several tests used to test hypotheses, and the t-test can be performed in two ways: by comparing the t-test with the t-table or by comparing the ρ-value with a significance level of 5%, alpha = 0.05. In addition, degrees of freedom (df) are one of the most important elements in the value of the t-statistical table. Df is calculated by subtracting the amount of data collected (n) by the number of independent variables (k) and then subtracting it again by 1. As a result, this model has 307 degrees of freedom (310-2-1). Based on these degrees of freedom and the significance level of 0.05 on the t-table, the t-statistic of this model is 1.96.

Table 11 - T Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Result
JS -IT >	-0,123	-0,129	0,073	1,698	0,09	Rejected
CC -> IT	-0,018	-0,046	0,179	0,098	0,922	Rejected
JS->EE	-0,007	-0,007	0,051	0,147	0,883	Rejected
CC->EE	0,955	0,956	0,04	23,805	0	Accepted
EE -> IT	-0,468	-0,435	0,171	2,743	0,006	Accepted
JS -> EE --> IT	0,004	0,003	0,025	0,142	0,887	Rejected
CC -> EE --> TI	-0,447	-0,415	0,164	2,728	0,007	Accepted

Hypothesis 1: Job Stress Has Positive and Significant Effects on Turnover Intention

As shown in Table 11, *job stress* on *turnover intention* has a t-statistical value of 1.698, which is not higher than that of t-table (1.96). Furthermore, the P-value of JS to TI is 0.09, which is higher than the significance value or alpha of 0.05. The path coefficient (original sample) is negative -0.123. From these results it is concluded that job stress has a negative

but insignificant effect on turnover intention. Thus the first hypothesis which states job stress has a positive and significant effect on turnover intention is rejected.

Hypothesis 2: Corporate Culture Has Negative and Significant Effects on Turnover Intention

As shown in Table 11, corporate culture towards turnover intention has a t-statistical value of 0.098, which is lower than that of t-table (1.969). Furthermore, the P-value of CC to TI is 0.922, which is higher than the significance value or alpha of 0.05, path coefficient value is -0,018. Referring to these results, it is concluded that corporate culture has a negative but insignificant effect on turnover intention. Thus, the second hypothesis of this study is rejected.

Hypothesis 3: Job Stress Has Negative and Significant Effects on Employee Engagement

As shown in Table 11, job stress on employee engagement has a t-statistic value of 0.147, the value is lower than the t-table (1.96), the P-value is 0.883, higher than the significance value or alpha 0.05, the path coefficient is negative -0.007. Referring to these results, it is concluded that job stress has a negative but insignificant effect on employee engagement. Thus the third hypothesis which states job stress has a negative and significant effect on employee engagement is rejected.

Hypothesis 4: Corporate Culture Has Positive and Significant Effects on Employee Engagement

As shown in Table 11, corporate culture on employee engagement has a t-statistic value of 23.805, the value is greater than the t-table (1.96), the P-value is 0, which is lower than the significance value or alpha 0.05, the path coefficient is positive at 0.955. Referring to these results, it is concluded that corporate culture has a positive and significant effect on employee engagement. Thus, the fourth hypothesis which states that corporate culture has a positive and significant effect on employee engagement is accepted.

Hypothesis 5: Employee Engagement Has Negative and Significant Effects on Turnover Intention

As shown in Table 11, employee engagement on turnover intention has a t-statistic value of 2.743, the value is greater than the t-table (1.96), the P-value is 0.006, which is lower than the significance value or alpha 0.05, the path coefficient is negative -0.468. Based on these results, it is concluded that employee engagement has a negative and significant effect on turnover intention. Thus, the fifth hypothesis which states that employee engagement has a negative and significant effect on turnover intention is accepted.

Hypothesis 6: Employee Engagement Mediation on the Effect of Job Stress on Turnover Intention

As shown in Table 11, the indirect effect in the form of employee engagement mediation on the effect of job stress on turnover intention has a t-statistic value of 0.142, the value is smaller than the t-table (1.96), the P-value is 0.887, much higher than the significance value or alpha 0.05, the path coefficient is positive 0.004. Based on these results, employee engagement is not proven to mediate the effect of job stress on turnover intention. Thus, the sixth hypothesis which states employee engagement mediates the effect of job stress on turnover intention is rejected.

Hypothesis 7: Employee Engagement Mediation on the Influence of Corporate Culture on Turnover Intention

As shown in Table 11, the indirect mediating effect of employee engagement on the effect of corporate culture on turnover intention has a t-statistic value of 2.728, the value is

greater than the t-table (1.96), the P-value of is 0.007, which is smaller than the significance value or alpha 0.05, the path coefficient is negative -0.447. Based on these results, it can be concluded that employee engagement mediates the effect of corporate culture on turnover intention. Thus, the seventh or final hypothesis which states that employee engagement mediates the effect of corporate culture on turnover intention is accepted.

Discussion

The Effect of Job Stress on Turnover Intention

The results of hypothesis testing show that there is no significant influence between job stress and turnover intention in the context of this study. This means that an increase in job stress in employees does not directly lead to an increase in their intention to leave the company. This finding is different from previous research (Imran et al., 2020; Junaidi et al., 2020) which shows a positive influence between the two variables, although it is in line with research by Ramlawati et al. (2021).

There are several possible reasons why the results of this study differ from the majority of previous studies. One of them is in the sample characteristics of the age profile and length of service of respondents in this study, it was found that employees over 35 years of age were 45.49%, which came from a combination of 36-45 and 46-55 years, this percentage was higher than employees aged 26-35 years, 43.55%. Then on the profile of the length of employment of the respondents, it was recorded that a total of 189 workers (60.96%) had worked for more than five years, employees with older ages and longer length of employment may have better coping mechanisms so that the desire to leave the company is smaller (Goel and Verma, 2021). The final mean of job stress, which is 3.26 in the answers of respondents in this study, also shows that the level of stress experienced by IT workers is not large enough to cause turnover intention. Referring to the concept of social exchange theory, the results of the first hypothesis test in this study illustrate that job stress is not strong enough to be a cost or thing that is considered detrimental to make employees want to end their working relationship with the company.

The Effect of Corporate Culture on Turnover Intention

Hypothesis testing on the effect of corporate culture on turnover intention shows the results are rejected, meaning that there is no significant influence between corporate culture on turnover intention even though the path coefficient is negative. Based on the data in this study, there is no evidence strong enough to state that the two variables have a significant influence. Although the path coefficient shows a negative direction of the relationship (meaning that the stronger the corporate culture, the lower the employee's intention to leave), the test results do not support this conclusion. This result is not in line with previous research by Jahya et al. (2020) and Salvador et al. (2022) which states that a strong corporate culture can reduce employee intention to quit.

There are several possible reasons why the hypothesis that corporate culture has a negative effect on turnover intention is rejected in this study. In the descriptive analysis results, the overall mean value of the corporate culture indicator is 3.67, meaning that the company where the respondents work is considered quite strong. Although employees feel strong enough, the corporate culture where employees work may not be enough to influence employees' decisions to stay or leave the company. For example, if the existing corporate culture is not in line with employees' values or needs, they may not feel bound or influenced by the culture in determining whether they will leave or not.

The Effect of Job Stress on Employee Engagement

Hypothesis testing on the effect of job stress on employee engagement shows the results are rejected, meaning that there is no significant influence between job stress on employee engagement. An increase in job stress does not cause a decrease in the level of employee engagement, and vice versa, a low level of stress does not guarantee a high level of employee engagement, this can mean that whether or not respondents are stressed does not affect their level of involvement in working at the company. This finding is different from research by Amin et al. (2019) and Cordioli et al. (2019) which shows job stress has a negative effect on employee engagement, and although it is in line with research by Sawir et al. (2021) which shows there is no strong influence of job stress levels on employee engagement. The absence of the influence of job stress on employee engagement is possible because IT workers consider the stress that occurs as part of the job or the challenges that must be faced in their daily work, so it does not affect their enthusiasm (vigor), dedication and stay immersed in their work (absorption).

The Effect of Corporate Culture on Employee Engagement

Hypothesis testing on the effect of corporate culture on employee engagement shows the results are accepted, meaning that there is a positive and significant influence between corporate culture on employee engagement. From the calculation, the p value for the effect of corporate culture on employee engagement is 0.000, with a t statistics value of 23.805 and an original sample value of 0.955. An increase in the level of corporate culture directly causes an increase in the level of employee engagement, indicating that a positive organizational culture can create a work environment that supports, motivates, and makes employees feel attached to the organization. The results of this study are in line with research by Brenyah and Obuobisa-Darko (2017), Naidoo and Martins (2014), and Alim and Rahmawati (2023), which show a significant positive effect between corporate culture on employee engagement.

The Effect of Employee Engagement on Turnover Intention

Hypothesis testing on the effect of employee engagement on turnover intention shows the results are accepted, meaning that there is a negative and significant influence between employee engagement on turnover intention. From the calculation, the p value for the effect of employee engagement on turnover intention is 0.006, with a t statistics value of 2.743 and an original sample value of -0.468. The higher the level of employee engagement, the lower their intention to leave the company. This shows that employees who feel involved and attached to the organization tend to be more loyal and have higher commitment. The results of this study are in line with research by Astuty et al. (2022), Safitri and Suharnomo (2022), and Fauziridwan et al. (2018) which shows a significant negative effect between employee engagement and turnover intention.

Employee Engagement Mediates the Effect of Job Stress on Turnover Intention

Hypothesis testing on employee engagement mediates the effect of job stress on turnover intention shows the results are rejected. This indicates that employee engagement does not fully act as a mediator in the effect of job stress on turnover intention. The P value of 0.887 and t statistics 0.142 indicate that there is no significant effect on employee engagement mediation on the effect of job stress on turnover intention. This result is not in line with research from Bawono and Lo (2020) which states that employee engagement mediates the effect of job stress on turnover intention.

The test results show that it cannot be concluded that the level of employee engagement is fully a bridge between the level of job stress and employee intention to leave

the company. Only a small part of the effect of job stress on turnover intention is explained through employee engagement, there may be other factors that play a more important role.

Employee Engagement Mediates the Effect of Corporate Culture on Turnover Intention

Hypothesis testing on employee engagement mediates the effect of corporate culture on turnover intention shows the results are accepted, meaning that employee engagement mediates the negative effect of corporate culture on turnover intention. From the calculation, the p value for the effect of corporate culture on turnover intention through employee engagement is 0.007, with a t statistics value of 2.728 and an original sample value of -0.447. The results of this study confirm that employee engagement acts as a mediating mechanism in the relationship between corporate culture and turnover intention. That is, the effect of corporate culture on turnover intention mostly occurs through increasing or decreasing employee engagement. A strong organizational culture can increase engagement, which in turn decreases employees' intention to quit. This result is supported by social exchange theory where a positive organizational culture is associated with higher perceptions of fairness among employees. This perception of fairness can increase employee engagement as a greater benefit and reduce intention to quit.

CONCLUSION

Based on the research findings and discussion, it can be concluded that job stress does not significantly affect turnover intention among IT workers in Greater Jakarta, suggesting that high levels of stress do not necessarily increase the likelihood of employees leaving their jobs. This lack of impact might be attributed to factors such as employee loyalty and long tenure. Similarly, corporate culture does not significantly influence turnover intention, indicating that a strong corporate culture alone does not prevent IT workers from considering leaving their companies. Job stress also does not significantly affect employee engagement, while a positive corporate culture greatly enhances engagement. High employee engagement is found to significantly reduce turnover intention, as engaged employees are less likely to seek other employment opportunities. Although employee engagement does not mediate the effect of job stress on turnover intention, it does mediate the relationship between corporate culture and turnover intention, as a positive corporate culture enhances engagement and thereby reduces the intention to leave.

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