

THE EFFECT OF OCCUPATIONAL STRESS AND HYGIENE FACTORS ON THE TURNOVER INTENTION WITH JOB SATISFACTION AS A MEDIATING VARIABLE OF WAITSTAFF IN JAKARTA AND SYDNEY

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Abstract: Businesses in Indonesia and Australia continue to struggle with the high employee turnover in the Hospitality & Accommodation and Food Services industries, especially among waitstaff, a workforce that is often underappreciated but has significant economic value. This study examines the impact of occupational stress and hygiene factors on turnover intention, with job satisfaction as a mediating variable, among 219 waitstaff in Jakarta and Sydney. Using a quantitative approach with the Partial Least Squares Structural Equation Modeling (PLS-SEM), the results of this study show that hygiene factors significantly and negatively influence turnover intention, and significantly and positively affect job satisfaction in both cities. Occupational stress was eliminated from the model due to insufficient valid indicators, and job satisfaction did not significantly mediate any relationship. These findings emphasize hygiene factors as the key factor for reducing waitstaff turnover in both cities.

Keywords: *Occupational Stress; Hygiene Factors; Job Satisfaction; Turnover Intention*

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1. Introduction

Waitstaff are often perceived as a low-skilled workers because the role typically requires only minimal training and limited critical-thinking skills. However, employees in these positions play an essential role in supporting daily economic activities and ensuring the smooth operation of the service sector. (Maró et al., 2025). The social stigma associated with this occupation has been shown to negatively affect employee's well-being, job satisfaction, and career decisions (Ali et al., 2023; Huang et al., 2022; Mikolon et al., 2021). In the hospitality and food service industry, these issues are intensified by high work pressure, customer-related pressure, and extended working hours. Furthermore, these challenges have become more worsened since the COVID-19 (Booyens et al., 2022; Rosemberg et al., 2021).

One of the most common effects of these conditions is high employee turnover. When employees frequently leave their jobs, businesses may experience lower productivity, higher recruitment and training cost, and reduced service quality (Obeng & Atan, 2024; Phee et al., 2020). Employee's intention to leave is considered one of the strongest indicators of actual turnover (Tett & Meyer, 1993). This issue is especially common in the hospitality and food

service industry, where employees tend to move between jobs more frequently than in many other sectors (Liu-Lastres et al., 2022).

This study focuses on waitstaff in Jakarta and Sydney, two big metropolitan cities that play important economic roles in Indonesia and Australia. These cities share several similarities in their labor market conditions, including relatively comparable unemployment rates, with Indonesia recording 5.32% and Australia 4.1% during 2023-2024 (Australian Bureau of Statistics, 2024; Macrotrends, 2024). Therefore, Jakarta and Sydney are most suitable context for comparing workforce behavior in the hospitality industry.

This study is based on Herzberg's Two-Factor Theory (Herzberg et al., 1959), which distinguishes between motivator factors and hygiene factors. Hygiene factors, such as salary, organizational policies, and working conditions, do not necessarily motivate employees, but when they are inadequate, they can lead to dissatisfaction and increase employee's intention to leave their jobs (Nagpaul et al., 2022). In addition, occupational stress, which occurs when job demands exceed an individual's ability to cope, can reduce job satisfaction and increase turnover intention (Aruldoss et al., 2022; Gautam & Gautam, 2024).

Previous studies have examined hygiene factors and occupational stress separately, thus this leaving a gap to be filled. This study is filling the gaps by examining the both factors together, especially among waitstaff. Therefore, this study aims to examine the effect of occupational stress and hygiene factors on turnover intention, with job satisfaction serving as mediating variable among waitstaff in Jakarta and Sydney. This study expected findings contributes to help hospitality managers to develop more effective strategies to improve employee retention.

2. Literature Review

Theoretical Foundation

This study is using Herzberg's Two-Factor Theory of Work Motivation, which explains that employee attitudes toward work are influenced by motivator and hygiene factors (Herzberg et al., 1959). Motivator factors are related to the work itself like the achievement, recognition, responsibility, and growth opportunities. Meanwhile, hygiene factors are associated with the work environment which includes salary, working conditions, company policies, supervision, and relationship with colleagues (Nagpaul et al., 2022; Segbenya et al., 2022).

This theory argued that improving hygiene factors does not necessarily make employees more motivated, but the hygiene factor can create dissatisfaction and frustration. On the other hand, motivator factors play an important role in fostering job satisfaction, commitment, and engagement. Therefore, organization need to pay attention to both work environment and employee's personal growth needs to create a positive and sustainable work experience.

Relationship between Occupational Stress and Turnover Intention

Occupational stress refers to the psychological and physical strain experienced when job demands exceed an individual's ability or available resources to cope with them (Aruldoss et al., 2022; Gautam & Gautam, 2024). In the hospitality industry, work stress might arise from heavy workload, demanding customers, long working hours, and limited workplace support (Kumar et al., 2021).

On the other hand, turnover intention refers to an employee's conscious willingness to leave their current organization and is widely considered the strongest predictor of actual turnover behavior (Junça Silva & Rodrigues, 2024; Tett & Meyer, 1993).

Previous study indicates that occupational stress is a significant predictor of turnover intention, particularly in demanding work environments (N. Jiang et al., 2022). Employees who experience high levels of stress are more likely to feel dissatisfied with their jobs and begin considering alternative employment opportunities (Bhat et al., 2023). Therefore, higher levels of occupational stress among waitstaff are expected to increase their intention to leave the organization.

H1: Occupational stress significantly affects turnover intention.

Relationship between Hygiene Factors and Turnover Intention

According to Herzberg's Two-Factor Theory, hygiene factors refer to the external conditions of the job itself such as the salary, working conditions, organizational policies, supervision, job security, and relationship with colleagues Alshmemri et al. (2017). Even though these factors do not primarily create job satisfaction, unfulfilled hygiene factors can lead to dissatisfaction and might weakened employee's commitment to the organization (Jiang et al., 2023).

Previous studies suggest that deficiencies in hygiene factors can increase employee's intention to leave their jobs (Nagpaul et al., 2022) (Saritha & Sunitha, 2022). The hygiene factors including the unmatched compensation expectation, poor working conditions, and ineffective organizational policies. This issue is particularly relevant in the hospitality industry, where employees are highly sensitive to workplace conditions and organizational support. When employees faced deficiencies in hygiene factors, they are more likely to consider leaving the organization (Nagpaul et al., 2022). Therefore, hygiene factors are expected to significantly and negatively influence waitstaff turnover intention in both Jakarta and Sydney.

H2: Hygiene factors significantly affect turnover intention

Relationship between Occupational Stress and Job Satisfaction

Job satisfaction refers to employee's overall emotional feeling and evaluations of their work experiences. It includes how they feel fulfilled, valued and satisfied in their jobs (Aruldoss et al., 2022; Rotich, 2021). According to Spector (1997), job satisfaction represents employees' affective reactions toward various aspects of their work. Pang & Lu (2018) identify several indicators of job satisfaction based on the Minnesota Satisfaction Questionnaire (MSQ), including reward policies, the nature of the work itself, workload, skill variety, and job status. When employees perceive fairness in rewards, meaningful work tasks, balanced workloads, and opportunities for skill utilization, they tend to experience higher levels of job satisfaction (Pang & Lu, 2018)

This relationship is particularly relevant in the hospitality industry, where the employees regularly face demanding customer, long working hours, and physically intensive task (Aruldoss et al., 2022; Fairbrother & Warn, 2003; Hoboubi et al., 2017). These conditions may increase their stress levels and reduce their positive feeling towards their work. Therefore, occupational stress is expected to negatively influence job satisfaction among waitstaff in Jakarta and Sydney.

H3: Occupational stress significantly affects job satisfaction.

Relationship between Hygiene Factors and Job Satisfaction

Previous studies have found that employees are more likely to be satisfied with their jobs when hygiene factors are perceived positively (Nagpaul et al., 2022; Valk & Yousif, 2023). In the hospitality industry, when employees often work under pressure and have direct

interaction with demanding customers, adequate hygiene support can help create a more positive work experience. On the other hands, poor workplace conditions may reduce job satisfaction and weaken employee's commitment to the organization Nagpaul et al., 2022). Therefore, hygiene factors are expected to positively influence job satisfaction among waitstaff in both Jakarta and Sydney.

H4: Hygiene factors significantly affect job satisfaction.

Relationship between Job Satisfaction and Turnover Intention

Job satisfaction is recognized as one of the most important factors that influences employee's retention (Ali Jadoo et al., 2015; Junça Silva & Rodrigues, 2024; Kwon & Park, 2019). Employees with higher levels of job satisfaction are the more they are committed to their organization and not leaving for other job. In contrary, employees with dissatisfaction are more likely to leave the organization for better job opportunities in the better work environment. In the hospitality industry, where employees often face demanding work environment, job satisfaction is expected to negatively influence turnover intention among waitstaff in Jakarta and Sydney.

H5: Job satisfaction significantly affects turnover intention.

Mediating Role of Job Satisfaction

Previous study suggest that job satisfaction play plays a mediating role in the relationship between occupational stress, hygiene factors, and turnover intention (N. Jiang et al., 2022). High level of occupational stress and inadequate hygiene factors may reduce employee's job satisfaction, which might increase their work turnover intention (Nagpaul et al., 2022).

In this framework, job satisfaction serves as a mechanism through which employee's experiences at work are translated into decisions about whether stay or leave. This mediating role if particularly relevant in the hospitality industry, where daily work experiences are strongly shaped by job demands and workplace conditions.

H6: Occupational stress significantly affects turnover intention through job satisfaction as a mediating variable.

H7: Hygiene factors significantly affect turnover intention through job satisfaction as a mediating variable

3. Research Method

This study is using a quantitative research approach using a cross-sectional survey design to examine the relationships among occupational stress, hygiene factors, job satisfaction, and turnover intention among waitstaff employees (Hair et al., 2021). Quantitative research allows for systematic measurement of variables and statistical testing of hypotheses to understand causal relationships between constructs. The study aims to investigate both direct and indirect effects between variables, particularly the mediating role of job satisfaction in the relationship between occupational stress, hygiene factors, and turnover intention.

The population of this study consists of waitstaff employees working in restaurants and hospitality establishments in Jakarta (Indonesia) and Sydney (Australia). These two metropolitan cities were selected because they represent major economic centers in their respective countries and share similar characteristics in terms of population growth, labor market dynamics, and service-sector employment. Data were collected using a non-probability sampling method, specifically purposive sampling, where respondents were selected based on specific criteria. The criteria for participation included individuals who:

1. Are currently working as waitstaff in the hospitality or food service industry
2. Have at least three months of work experience in their current position
3. Are willing to participate voluntarily in the survey

A total of 219 respondents participated in the study, consisting of 109 respondents from Jakarta and 110 respondents from Sydney. The questionnaire used a five-point Likert scale to capture respondents' attitudes more precisely, ranging from 1 (strongly disagree) to 5 (strongly agree).

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM). This method was selected because it is suitable for exploratory research models, relatively small sample sizes, and complex relationships involving mediating variables (Hair et al., 2021).

4. Results and Discussion

4.1 Results

Descriptive Statistic of Research Variables

Table 1 presents the descriptive statistics for all variables. Notably, turnover intention recorded the highest mean scores across both cities (Jakarta: 3.891; Sydney: 4.132), while hygiene factors and job satisfaction showed consistently low means, indicating general dissatisfaction with extrinsic job conditions and work fulfillment among waitstaff.

Table 1. Descriptive Statistic of Research Variables

Variable	City	Highest Mean	Lowest Mean	Highest SD	Lowest SD
OS	Jakarta	Q2: 3.792	Q1: 3.725	Q2: 0.849	Q1: 0.713
OS	Sydney	Q4: 3.769	Q3: 3.676	Q3: 0.734	Q4: 0.707
HF	Jakarta	Q3: 2.289	Q11: 1.849	Q11: 0.912	Q2: 0.783
HF	Sydney	Q9: 2.314	Q15: 2.067	Q2: 0.921	Q17: 0.748
JS	Jakarta	Q12: 2.299	Q1: 2.007	Q14: 0.899	Q17: 0.741
JS	Sydney	Q17: 2.332	Q1: 2.176	Q2: 0.783	Q2: 0.783
TI	Jakarta	Q6: 3.891	Q4: 3.118	Q4: 1.309	Q1: 0.954
TI	Sydney	Q7: 4.132	Q3: 3.929	Q2: 0.937	Q1: 0.822

Validity and Reliability Test

Convergent validity is established when indicator loading exceeds 0.70 and the Average Variance Extracted (AVE) is at least 0.50, meaning the construct explains more than half of the variance of its indicators (Hair et al., 2021). Loading below 0.70 may still be retained if the overall AVE remains above 0.50 (Hair et al., 2021). Discriminant validity, which ensures each construct is empirically distinct from others, is evaluated through cross-loading. Each indicator should load highest on its own construct (Rönkkö & Cho, 2022). Composite reliability values between 0.60-0.70 are acceptable in exploratory research, while values of 0.70-0.90 indicate satisfactory to good internal consistency (Hair et al., 2021)

Table 2. Validity and Reliability Test

Location	Variable	Indicators	Outer Loading	AVE	Composite Reliability
Sydney	Occupational Stress (X1)	X1.3	0.900	0.606	0.749
		X1.4	0.634		
	Hygiene Factors (X2)	X2.2	0.841	0.639	0.876

		X2.9	0.764			
		X2.15	0.797			
		X2.17	0.794			
	Job Satisfaction (Z)		Z1.1	0.707	0.622	0.929
			Z1.2	0.714		
			Z1.11	0.752		
			Z1.13	0.740		
			Z1.15	0.623		
			Z1.17	0.741		
	Turnover Intention (Y)		Y1.1	0.806	0.510	0.862
			Y1.2	0.831		
			Y1.3	0.714		
			Y1.4	0.739		
			Y1.5	0.835		
			Y1.6	0.746		
			Y1.7	0.842		
	Occupational Stress (X1)		X1.1	0.790	0.652	0.789
			X1.2	0.824		
	Hygiene Factors (X2)		X2.2	0.761	0.546	0.878
			X2.3	0.711		
			X2.9	0.766		
X2.10			0.734			
X2.11			0.748			
Job Satisfaction (Z)		X2.15	0.713	0.708	0.951	
		Z1.1	0.771			
		Z1.4	0.746			
		Z1.8	0.719			
		Z1.11	0.713			
		Z1.12	0.729			
Turnover Intention (Y)		Z1.14	0.695	0.532	0.872	
		Y1.1	0.863			
		Y1.2	0.846			
		Y1.3	0.829			
		Y1.4	0.887			
		Y1.5	0.864			
		Y1.6	0.725			
		Y1.7	0.849			
Y1.8	0.858					

As shown in Table 2, a majority of indicators in both cities meet the minimum loading threshold of 0.70, with the exception of JS14 in Jakarta and JS15 and OS4 in Sydney. Loadings equal to or greater than 0.50 are considered acceptable when their contribution result in an AVE score exceeding 0.50 (Yew et al., 2022). Based on these criteria, the loadings of these items are considered acceptable for analysis, as their respective AVE values remain above 0.50, confirming the validity of all indicators retained in the model.

Table 3. Heterotrait-Monotrait Test

Location	Variable	Occupational Stress (X1)	Hygiene Factors (X2)	Turnover Intention (Y)	Job Satisfaction (Z)
Sydney	Occupational Stress (X1)				
	Hygiene Factors (X2)	0.334			
	Turnover Intention (Y)	0.275	0.422		
	Job Satisfaction (Z)	0.696	0.712	0.392	
Jakarta	Occupational Stress (X1)				
	Hygiene Factors (X2)	0.634			
	Turnover Intention (Y)	0.189	0.209		
	Job Satisfaction (Z)	0.803	0.947	0.147	

Table 3 shows that all HTMT values are below the 0.90 threshold, with the exception of Job Satisfaction and Hygiene Factors in Jakarta (0.947). Henseler et al. (2015) recommended a threshold value of 0.90 for constructs that are conceptually similar, above which discriminant validity may be questionable.

Despite iterative indicator refinements, this value remained above threshold. However, HTMT value slightly exceeding 0.90 may still be considered acceptable when supported by additional evidence (Hair et al., 2021). This is further confirmed by cross-loading results, which show that all indicators load highest on their respective constructs, providing complementary evidence of acceptable discriminant validity.

Cross Loadings

Cross-loading results confirms that all indicators load highest value aligned to the respective construct, it supports acceptable discriminant validity. Despite the elevated HTMT value between hygiene factors and job satisfaction in Jakarta (0.947), the cross-loading pattern provides additional evidence that the two constructs remain empirically distinct Hayat et al. (2023). The result suggest that measurement model demonstrates sufficient validity to proceed with structural analysis. indicating that its discriminant validity, assessed alongside the HTMT values, can be considered acceptable.

Structural Model (Inner Model)

Table 4 presents the path coefficients and hypothesis results, evaluated at $t > 1.96$ and $p < 0.05$ (Hair et al., 2021).

Table 4. Path Coefficient and Hypothesis Test

Location	Hypothesis	Path	Path Coefficient (β)	T-Values	P-Values	Statement
Sydney	H1	Occupational Stress (X1) → Turnover Intention (Y)	0.013	0.118	0.906	Hypothesis Eliminated
	H2	Hygiene Factors (X2) → Turnover Intention (Y)	-0.312	3.684	0.000	Hypothesis Accepted
	H3	Occupational Stress (X1) → Job Satisfaction (Z)	-0.291	2.570	0.010	Hypothesis Eliminated
	H4	Hygiene Factors (X2) → Job Satisfaction (Z)	0.526	6.396	0.000	Hypothesis Accepted

	H5	Job Satisfaction (Z) → Turnover Intention (Y)	-0.192	1.274	0.203	Hypothesis Rejected
Jakarta	H1	Occupational Stress (X1) → Turnover Intention (Y)	-0.014	0.102	0.918	Hypothesis Eliminated
	H2	Hygiene Factors (X2) → Turnover Intention (Y)	-0.221	2.310	0.021	Hypothesis Accepted
	H3	Occupational Stress (X1) → Job Satisfaction (Z)	-0.403	2.305	0.021	Hypothesis Eliminated
	H4	Hygiene Factors (X2) → Job Satisfaction (Z)	0.701	6.920	0.000	Hypothesis Accepted
	H5	Job Satisfaction (Z) → Turnover Intention (Y)	0.320	1.553	0.120	Hypothesis Rejected

Table 5. Specific Indirect Test

Location	H	Path	Path Coefficient (β)	T-Values	P-Values	Statement
Sydney	6	Occupational Stress (X1) → Job Satisfaction (Z) → Turnover Intention (Y)	0.051	1.181	0.238	Eliminated
	7	Hygiene Factors (X2) → Job Satisfaction (Z) → Turnover Intention (Y)	0.084	1.208	0.227	No Mediation
Jakarta	6	Occupational Stress (X1) → Job Satisfaction (Z) → Turnover Intention (Y)	0.056	1.259	0.208	Eliminated
	7	Hygiene Factors (X2) → Job Satisfaction (Z) → Turnover Intention (Y)	0.153	1.467	0.143	No Mediation

Table 5 shows the indirect effect results using the same significance criteria as the hypothesis testing ($t > 1.96$, $p < 0.05$). For both cities, job satisfaction did not significantly mediate the relationship between hygiene factors and turnover intention, suggesting that hygiene factors operate through a direct rather than indirect pathway.

Goodness of Fit

Table 6: Goodness of Fit

Location	Variable	R square	F square	Q square
Sydney	Job Satisfaction (Z)	0.433	0.473	0.209
	Turnover Intention (Y)	0.190	0.069	0.099
Jakarta	Job Satisfaction (Z)	0.663	1.232	0.327
	Turnover Intention (Y)	0.061	0.065	0.034

Table 6 presents the R^2 , F^2 , and Q^2 values for both cities. Job satisfaction is moderately explained in both cities (Sydney: 43.3%; Jakarta: 63.3%), while turnover intention shows notably lower explanatory power (Sydney: 19.0%; Jakarta: 6.1%), suggesting that turnover decision in Jakarta are driven by variables beyond this study's scope. For the F^2 , the largest effect is observed between hygiene factors and job satisfaction, recording large effect sizes in

both cities (Sydney: 0.437; Jakarta:1.232), while all other relationships reflect small effects. Occupational stress consistently scores 0.000 against turnover intention, confirming its negligible impact. For Q^2 turnover intention falls within small predictive relevance (Sydney: 0.099; Jakarta: 0.327), with Jakarta approaching the large threshold of 0.35. All Q^2 values exceed 0.00, confirming acceptable predictive relevance across all constructs (Hair et al., 2021).

4.2 Discussion

The relationships involving occupational stress were excluded due to the retention of indicators from only one dimension per city, with the remaining indicators representing opposing dimensions. A key distinction emerges between Jakarta and Sydney in terms of occupational stress manifestation. Jakarta reflects cognitive irritation (rumination), measured through indicators such as persistent work-related thoughts at home or during vacations, whereas Sydney reflects emotional irritation, characterized by irritability and anger. Cognitive irritation refers to repetitive and intrusive thoughts arising from difficulties in achieving goals, which can negatively affect mental well-being (Jones et al., 2013; Niczyporuk, 2026). In contrast, emotional irritation reflects a loss of motivation following sustained but unsuccessful efforts to achieve work-related goals (Jones et al., 2013). These differences suggest that while both forms of stress originate from goal obstruction, they manifest differently across contexts.

In Sydney, emotional irritation is largely driven by the high demands of customer service roles, particularly in hospitality settings where continuous interaction with customers and adherence to high service standards are expected. The strong service culture and customer-centric orientation intensify pressure on employees, potentially leading to frustration and reduced motivation. This is consistent with prior findings highlighting the importance of customer experience in service-oriented economies and the cultural emphasis on service excellence (Valk & Yousif,2023).

Conversely, in Jakarta, occupational stress is more cognitively oriented. Employees tend to experience rumination due to limited job variety and the inability to disengage from work-related concerns. The lack of task diversity may contribute to monotonous work experiences, increasing the likelihood of persistent negative thoughts. This aligns with the notion that insufficient job stimulation can trigger cognitive strain and reduce psychological well-being (Gautam & Gautam, 2024). These differences may also be influenced by broader contextual factors, including globalization, cultural orientation, and working conditions. Jakarta's rapidly globalizing environment may create additional pressures related to identity and adaptation, while Sydney's more structured and customer-driven work environment reinforces emotional demands. Furthermore, differences in job design and technological support may contribute to variations in stress experiences.

Both forms of occupational stress have implications for job satisfaction. Emotional irritation in Sydney may lead to burnout due to continuous customer-related pressures, while cognitive irritation in Jakarta may result in disengagement and reduced motivation due to monotonous work conditions. These findings are consistent with Herzberg's two-factor theory, where unmet motivational and hygiene factors contribute to lower job satisfaction (Herzberg et al., 1959).

Hygiene Factors and Turnover Intention

The results indicate that hygiene factors have a significant negative effect on turnover intention in both cities, as supported by t-statistics exceeding 1.96 and p-values below 0.05. The results mentioned that improved extrinsic job conditions such as salary, work environment, and organizational policies reduce employees' intentions to leave (Nagpaul et al., 2022; Valk & Yousif, 2023). The negative path coefficient further confirms this inverse relationship. This result is consistent with prior studies demonstrating that poor hygiene conditions, including job stress and unfavorable work environments, increase turnover intention (Nagpaul et al., 2022). From a theoretical perspective, the finding aligns with Herzberg's two-factor theory, which posits that inadequate hygiene factors lead to dissatisfaction and withdrawal behaviors, including turnover intention (Herzberg et al., 1959).

Hygiene Factors and Job Satisfaction

Hygiene factors were also found to have a significant positive effect on job satisfaction across both contexts. This indicates that improvements in extrinsic job conditions enhance employees' overall satisfaction. The positive path coefficient supports the notion that employees derive greater satisfaction when organizational support systems are adequate. The result is supported by previous research across various sectors, including healthcare and hospitality, which highlights the importance of hygiene factors in shaping job satisfaction (Nagpaul et al., 2022; Valk & Yousif, 2023). Consistent with Herzberg's framework, hygiene factors function as foundational elements that prevent dissatisfaction and contribute indirectly to satisfaction when adequately fulfilled (Herzberg et al., 1959).

Job Satisfaction and Turnover Intention

Contrary to expectations, job satisfaction was not found to significantly influence turnover intention in either city. This suggests that, within the context of this study, satisfaction alone is insufficient to predict employees' intention to leave. One possible explanation lies in the characteristics of the workforce, particularly Generation Z employees, who tend to prioritize flexibility, personal growth, and financial independence over long-term organizational commitment (Chillakuri, 2020). Beyond individual characteristics, the hospitality industry itself is widely recognized as a stepping-stone rather than a long-term career path, meaning employees may leave regardless of how satisfied they are (Liu-Lastres et al., 2022).

Additionally, turnover decision among waitstaff may be driven more by external pull factors like better pay, more flexible hours and working places, or alternative opportunities elsewhere than by dissatisfaction with their current role (Bhat et al., 2023).

As a result, even satisfied employees may still consider leaving if alternative opportunities offer better prospects. This finding highlights the contextual limitation of traditional assumptions regarding the satisfaction–turnover relationship (Junça Silva & Rodrigues, 2024).

Mediating Role of Job Satisfaction

The mediation analysis revealed that job satisfaction does not mediate the relationship between hygiene factors and turnover intention. Although hygiene factors significantly influence both job satisfaction and turnover intention, the indirect effect through job satisfaction was not significant. This suggests a direct effect of hygiene factors on turnover intention, bypassing job satisfaction. A plausible explanation is the nature of the occupation

examined in this study. Compared to more stable professions, such as security services, waitstaff roles are more vulnerable to technological substitution and are characterized by lower job security (Liu-Lastres et al., 2022). Consequently, employees may base turnover decision more on external conditions than on internal satisfaction (Bhat et al., 2023).

These findings reinforce the notion that the role of hygiene factors varies across industries and employment contexts (Nagpaul et al., 2022). While prior studies have identified significant mediation effects (Nagpaul et al., 2022), the absence of such effects in this study highlights the importance of contextual factors, including job stability, labor market conditions, and perceived replaceability.

5. Conclusion

This study aimed to examine the relationships between occupational stress, hygiene factors, job satisfaction, and turnover intention among waitstaff in Sydney, Australia, and Jakarta, Indonesia. The findings provide several important insights into employee retention within the hospitality industry.

1. Occupational stress was eliminated from the model due to insufficient valid indicators across both cities, preventing a conclusive assessment of its direct effect on turnover intention. Nevertheless, the findings suggest that the manifestation of occupational stress differs between Jakarta, where cognitive irritation was predominant, and Sydney, where emotional irritation was more evident.
2. The analysis reveals that hygiene factors negatively and significantly predicts turnover intention. Improvements in extrinsic job conditions such as salary, supervision, and working environment can reduce employees' intention to leave the organization. This finding highlights the importance of organizational policies and work conditions in maintaining workforce stability.
3. Hygiene factors were found to significantly and positively influence job satisfaction in both cities. Although the path from occupational stress to job satisfaction showed statistically significant t-values, this relationship was eliminated alongside the occupational stress variable and therefore cannot be conclusively confirmed. These results indicate that external workplace conditions play an important role in shaping employees' perceptions of their work experience. Organizations should therefore prioritize improving hygiene-related conditions to enhance employee well-being.

However, the study did not find a significant relationship between job satisfaction and turnover intention. In addition, job satisfaction was not found to mediate the relationship between occupational stress, hygiene factors, and turnover intention. These findings suggest that employee turnover decision may be influenced by broader contextual and personal factors beyond job satisfaction alone. Another important finding of this study is the influence of contextual differences between Sydney and Jakarta. Cultural background, economic conditions, and workplace expectations may shape how employees perceive stress, satisfaction, and organizational support. These contextual differences highlight the importance of adapting managerial strategies to local environments and workforce characteristics.

Overall, this study contributes to the literature on employee retention by providing empirical evidence on the roles of occupational stress and hygiene factors in the hospitality industry. The results emphasize that improving workplace conditions and management

practices is essential for enhancing employee satisfaction and reducing turnover intention among waitstaff.

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