

# The Effect of Leadership and Work Stress on Turnover Intention And Their Impact on Job Satisfaction

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## ABSTRACT

This study aims to analyze the influence of leadership, work stress on the desire to move which has implications for employee satisfaction the population in this study are employees of PT. Bank BPR Tuah Negeri Mandiri, totaling 48 people. The data analysis technique used is Structural Equation Model (SEM) modeling using the Partial Least Square (PLS) program. The SEM-PLS evaluation model is based on prediction measurements that have nonparametric properties. The results showed that: (1) leadership has a significant effect on turnover intention, with an effect of 0.45, (2) leadership has a significant effect on job satisfaction, with an effect of 0.43, (3) job stress has a significant effect on desire Switching has an effect of 0.39, (4) Job Stress has a significant negative effect on Job Satisfaction with an effect of -0.26, (5) Desire to Move has a significant negative effect on Job Satisfaction, with an effect of -0.28.

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## Introduction

Human resources are one of the most important parts of the company, because the company's goals will be achieved if it can manage human resources properly. Companies must be able to maintain good relations between employees in order to create a mutually motivating work environment. This provides benefits for employees to manage work stress well. If employees cannot manage work stress properly, then the company will experience an increase in employee turnover intention which will have an impact on decreasing company productivity.

Because the success of an organization is largely determined by the human element, so that the company's goals can be achieved, the company must pay attention to and maintain its employees properly so that employees who have good qualifications do not have the desire to move (turnover intention) and leave the company. Turnover will have a negative impact on the organization because it creates instability for labor conditions, decreases employee productivity, a non-conducive work atmosphere and can have an impact on increasing human resource costs. Companies in utilizing and maximizing the HR function sometimes ignore the burden employees have done. Excessive workload can make employees feel burdened and stressed. This burden is also called a stressor, which is an external event or situation that potentially harms someone (Matteson et al, 2016).

Matteson et al, (2016) explained that stress is an adaptive response, moderated by individual differences, which is a consequence of every action, situation, or event that places special demands on someone, while job stress according to Robbins (2015) , is a

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response in adapting which is influenced by individual differences and psychological processes, as a consequence of action.

Human resources are important in determining the effectiveness of an organization. Therefore, an organization needs to invest by carrying out the Human Resource Management (HRM) function, starting from recruiting, selecting and maintaining its human resources. However, a phenomenon that often occurs is when the performance of a company that has been so good can be disrupted, either directly or indirectly, by various employee behaviors that are difficult to prevent. One form of employee behavior is the desire to move (turnover intention) which can lead to the employee's decision to leave his job. Turnover intention is a situation where workers have a conscious intention or tendency to look for another job as an alternative in a different organization and turnover is the driving force behind workforce departure from work (Abdillah, 2012). High turnover can have a negative impact on organizations such as creating instability and uncertainty about the conditions of the existing workforce and the high costs of managing human resources such as training costs that have been carried out for employees to recruitment and retraining costs (Sartika, 2014).

Another factor that is strong enough to influence individual behavior is the role of a leader and what the pattern of leadership is. As stated by Katamba, H.S, (2011), leadership is everything that is done by leaders that achieve organizational goals and then bring prosperity to its members. A good leader will focus on several aspects, such as "how is he", "what does he know", and "what is he doing" (Mahdi, A.F., 2012).

Leadership is a process of influencing others to act in order to realize the goals that have been determined. Leadership always involves the efforts of one person (the leader) to influence the behavior of a follower in a situation. Sources of influence can be obtained formally, namely occupying certain managerial positions in a company or organization. Because managerial positions are obtained from a formal system so that a person may assume the role of a leader is the result of the managerial position he occupies in an organization depending on his motivation and leadership style, so if you want to be successful you must be able to influence the behavior of employees with good motivation that is rewarding or give action or sanction.

Effective leadership is a vital prerequisite for organizational survival and success. The criterion for the effectiveness of leadership in an organization is the implementation of long-term work from the group or sub-unit it leads. An effective leader not only influences his subordinates, but he is also able to ensure that his subordinates achieve their best work.

In this very dynamic global era, organizations are required to improve employee performance in achieving organizational goals. The success of achieving organizational goals can be achieved by improving the quality of resources within the organization. One of the resources that determine the success of an organization is human resources. Human resources are a collection of individuals in an organization who will carry out work to achieve the vision, mission and goals of the organization. The success of achieving company goals is strongly influenced by employee performance. Therefore,

management is needed to manage these resources. Employees will always be required to always provide good work results so as to be able to provide added value to the organization. This is actually not difficult because basically for employees work performance is an individual need that shows the motive of wanting to be more advanced, but everyone is not always the same because in reality one is different from the other besides lies in his ability to work it also depends on their desires to work.

Company policies that are not in accordance with the needs and expectations of workers will cause employees to want to stop working (turnover intention). According to Bluedorn (2013) turnover intention is "the tendency of an attitude or the level at which an employee has the possibility to leave the organization or resign voluntarily from his job". Turnover intention is influenced by two factors, namely organizational factors and individual factors. Organizational factors that can cause turnover intention include salary/wages that are not appropriate, heavy work, working hours and an unsupportive work environment. Meanwhile, individual factors that can cause turnover intention include work-family conflict, work stress, leadership and low job satisfaction and organizational commitment (Arianto, 2013).

According to Jehanzeb et al. (2013) there are three indicators to measure turnover intention. The first is the thought of leaving, where the situation within the company feels uncomfortable which causes employees to have thoughts of leaving the company. The second is the desire to find another job vacancy, which is an inability to company to meet the needs of its employees thereby triggering the desire of employees to look for other job vacancies, and the last is the desire of employees to leave the organization in the next few months. Sutanto and Gunawan (2013) stated that there are many causes of turnover intention, including work stress, work environment, job satisfaction, leadership, organizational commitment and so on experienced by employees. Mobley et al (1978) explained several factors that influence turnover intention, namely individual characteristics, work environment, job satisfaction, and organizational commitment. Research conducted by Saeed et al. (2014) which states that job satisfaction has a negative effect on turnover intention.

Employees can assess how satisfied or dissatisfied they are with their work. The higher the assessment of activities felt in accordance with individual wishes, the higher the satisfaction with these activities (Retnaningrum and Musadieg, 2016). Job satisfaction can be described as having a positive attitude towards work in a person. Job satisfaction is a condition related to the emotional reaction of the perception of someone who has received the needs and demands he wants from the work he is doing (Dizgah et al., 2012). When an employee feels satisfaction at work, of course the employee will make every effort with all of his abilities to complete his task. However, not all employees always get the job satisfaction they want. Employees will feel anxious, unenthusiastic, unable to enjoy work, and uncomfortable with their current job. There is a negative relationship between job satisfaction and turnover intention where job satisfaction increases, turnover intention decreases so that company performance can be improved (Chenet al., 2015). In M. Ferdi Saputra's research (2021) states that job satisfaction partially has no significant effect on turnover intention. Whereas in the

study of Christina Mercuri Buana, Purnamawati Helen Widjaja and Lia D showed that the variable job satisfaction has a negative and significant effect on turnover intention.

PT. Bank BPR Tuah Negeri Mandiri is a company engaged in financial services, more precisely a bank that provides credit assistance to the people. Basically PT. Bank BPR Tuah Negeri Mandiri has the same goal as other companies in general, namely achieving the company's goals in a good, effective and efficient manner. One of the reasons for choosing PT. Bank BPR Tuah Negeri Mandiri is because of the high employee turnover rate.

Work stress can also affect turnover intention. In addition to job satisfaction factors. The results of research conducted by Siddiqui and Jamil (2015) show that work stress is one of the main factors affecting employee turnover intention. According to Nursyamsi (2012) work stress is the conceptualization of an individual in a work reaction to environmental characteristics that will be faced by employees, including threats that are likely to be encountered by employees while working in an organization. Stress at a severe stage can make employees sick or even resign (Manurung and Ratnawati, 2012). Employees are often faced with various kinds of problems inside and outside the company so it is very possible for them to be exposed to stress. Excessive stress cannot be tolerated because the individual loses the ability to control himself completely. As a result, they can no longer make the right decisions and their behavior becomes disturbed. Other impacts that occur are physically ill, hopeless, often absent and others. As long as the stress level is not resolved, the level of productivity/work performance tends to decrease drastically. In research Arshadi and Damiri (2013) found that work stress is positively related to turnover intentions. The same result was obtained by Mosadeghrad et al. (2012) and Chandio et al. (2013), that work stress has a positive effect on employee turnover intention, where the higher the level of work stress, the higher the level of turnover intention that occurs.

## **Theoretical support**

### ***Leadership***

According to Nurmansyah (2010: 263) states that leadership is an activity to influence people to want to work sincerely to achieve common goals. The concept of a leader comes from the foreign word "leader" and leadership "leadership". Hasibuan (2014:43) says that a leader is someone with leadership authority directing his subordinates to do part of his work in achieving his goals.

Meanwhile, according to Davis and Filley in Hasibuan (2014: 44) a leader is someone who occupies a management position or someone who does a job leading. According to Hasibuan (2014: 45) "Leadership is the way a leader influences the behavior of subordinates so they want to work together and work effectively and efficiently to achieve organizational goals".

In a narrow sense, leadership according to Badeni (2014: 5) means government, holding power, a leader who can organize or manage everything related to the organization or agency he leads in order to achieve a certain goal.

Suwatno (2013: 138) states that leadership is "the process of influencing other people to be able to understand and agree on what to do as well as how to do it, also including the process of facilitating individual or group efforts in fulfilling common goals".

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Based on some of the definitions above, it can be concluded that there are four theoretical approaches included in leadership (Leadership):

1. An approach based on personality, social, physical or intellectual traits that distinguish leaders from non-leaders. Leadership is brought from birth or is an innate talent. For example, six types of traits were found that distinguished leaders from non-leaders, namely ambition and energy, desire to lead, honesty and integrity, self-confidence, intelligence, and knowledge relevant to work.
2. Leadership based on a certain behavior approach that distinguishes between leaders and non-leaders. So those who give birth to leaders can design a special program.
3. Leadership based on a possibility or situational approach is not based on the nature or behavior of a leader, but leadership effectiveness is influenced by certain situations, as well as other situations that require a different leadership style as well.
4. The leadership approach returns to the nature or characteristics of a different perspective, that is, it is based on the ability of a leader compared to other people.

### **Work Stress**

Work stress is something that is felt to put pressure due to an imbalance between the workload received and the individual's personality ability to respond both physically and mentally to various work matters that are considered unpleasant (Sukmono, 2012). According to Handoko (2008) work stress is an unpleasant condition experienced by a person when working which is caused by a condition of tension that can affect one's emotions, thought processes, and physical condition.

Luthans (in Permatasari & Prasetyo, 2018: 89) explains that work stress is a condition when individuals are under pressure or tension at work and in their work environment so that individuals respond negatively and feel burdened in completing their obligations. Wijono (2010: 144) explains that work stress is a feedback on employees both physiologically and psychologically towards organizational targets. The definition of work stress according to Vanchapo (2020: 37) is an emotional state that arises due to an incompatibility of the workload with the individual's ability to deal with the pressures they face.

Beehr and Newman (in Lutjans, 2006: 441) define job stress as a condition that arises from human interaction with work and is characterized by humans as human changes that force them to deviate from their normal functions.

From several definitions of work stress according to experts, the authors conclude that work stress is a response to feelings that arise from within the individual based on the way the individual assesses a pressure or burden he receives, due to an imbalance between individual potential and work demands and organizational goals.

### **Desire to Move**

The desire to move according to Herliani (2011) is the intention, will or will of an individual to leave by himself from an organization or company in the hope of getting a better job elsewhere. Desire to move is the degree of attitude tendency possessed by employees to look for a new job elsewhere or there is a plan to leave the company within three months, six months, one year, and two years. (Dharma, 2013: 3).

According to Harnoto 2002 (in Gandika & Fransiska, 2015: 658) the desire to move is the level or intensity of the desire to leave the company, there are many reasons that cause the desire to change jobs, including to get a better job.

Some of these definitions, it can be concluded that the desire to change jobs is the desire of employees to leave their jobs to get a better job than the job they currently get. This desire cannot be realized in the form of real behavior because employees will experience a thought process before making a decision to leave their job and move to another company.

### **Job satisfaction**

Job satisfaction is a positive attitude that involves the healthy adjustment of workers to working conditions and situations including wages, social conditions, physical conditions and psychological conditions. It can also be concluded that: the notion of job satisfaction is the feeling of pleasure and satisfaction that a person experiences in doing his job (Tahir, 2014). According to Abdurrahmat (2006), job satisfaction is a form of emotional attitude that pleases and loves the work he does.

According to Handoko, job satisfaction is one of the variables that can affect the productivity or work performance of employees. According to Afandi (2018: 74) job satisfaction is a positive attitude of the workforce including feelings and behavior towards work through evaluating one job as a sense of respect in achieving one of the important values of work.

Robbins and Judge (2015) explain job satisfaction is a positive feeling about work, which results from an evaluation of its characteristics. According to Hasibuan (2013) explaining job satisfaction is a pleasant emotional attitude and loves his job. Job satisfaction according to Vroom (Yang & Hwang, 2014) is the emotional orientation possessed by employees towards their roles in the workplace.

### **Research Framework**

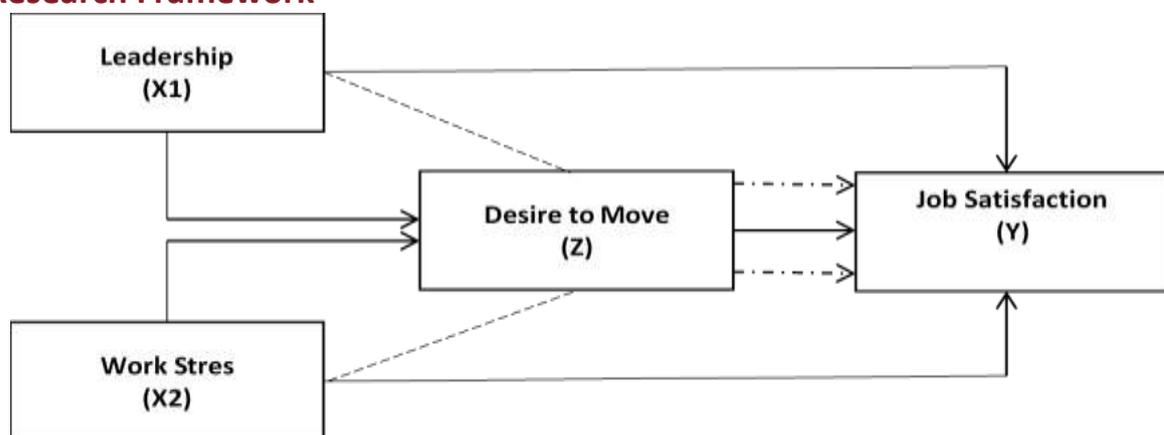


Figure 1. Research Framework.

## Research method

### Quantitative Method

This research is a correlational research, namely to find out between one variable and another. The approach taken in this study is cross sectional, which explains the relationship of the variables in this study, namely the method of data collection which is carried out at the same time. The purpose of this method is to obtain complete data in a relatively short time (Sugiyono, 2012).

## Results

### Analisis SEM-PLS

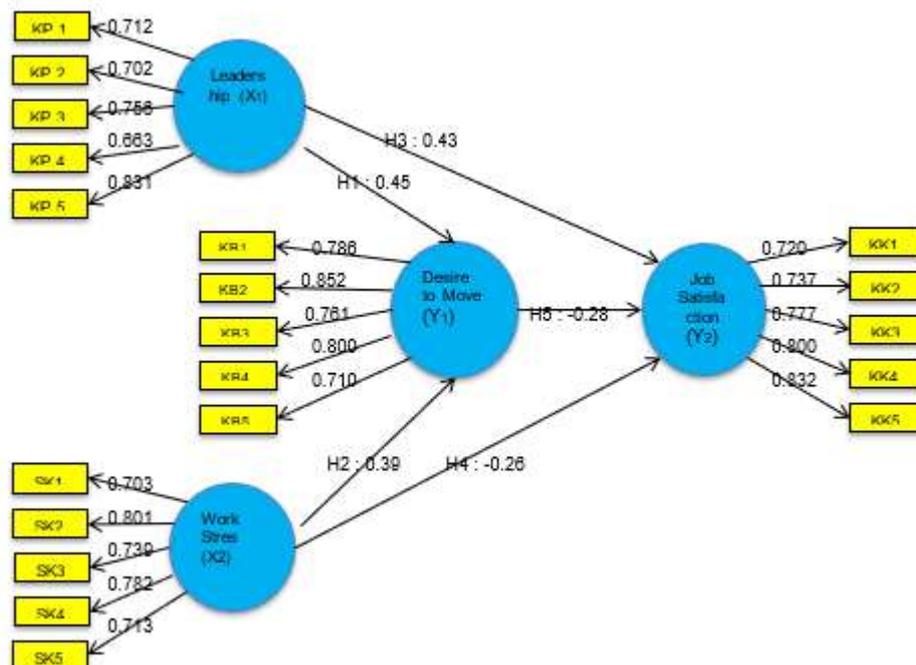


Figure 2. Path Chart.

### Significance Test Results

Table 1. Significance Test Results

Hypothesis	T Statistics ( O/STDEV)	P Values	Note:
Leadership -> Desire to move	3.018	0.003	Received
Leadership -> Job satisfaction	3.201	0.002	Received
Work stress -> Desire to move	2.481	0.000	Received
Job stress -> Job satisfaction	1.057	0.292	Not Received
Desire to Move -> Job Satisfaction	1.253	0.211	Not Received

Notes. Data Olahan, 2023

From the results of the hypothesis testing listed in the table above, it can be seen that the T-Statistic value of the influence of leadership on turnover intention is 3.018. The test results show that the T-Statistic value is > 1.96. So, the hypothesis states that leadership (X1) has an effect on turnover intention (Y1), these results indicate that the better the

leadership conditions (X1) are applied, the lower the employee's intention to leave (Y1) at work. Thus, it can be concluded that leadership influences the desire to switch.

The results of the hypothesis testing listed in the table above can be seen that the T-Statistic value of the influence of leadership on job satisfaction is 3,201. The test results show that the T-Statistic value is  $> 1.96$ . So, the hypothesis stating that leadership (X1) has an effect on job satisfaction (Y2) is acceptable, these results indicate that the better the leadership conditions (X1) are applied, the higher the job satisfaction (Y2) of employees at work. Thus, it can be concluded that leadership influences job satisfaction.

The results of the hypothesis testing listed in the table above can be seen that the T-Statistic value of the effect of work stress on the desire to move is 2,481. The test results show that the T-Statistic value is  $< 1.96$ . So, the hypothesis which states that work stress (X2) affects the desire to move (Y1) is acceptable, these results indicate that the lower the work stress (X2) that is applied, the lower the employee's desire to move (Y1) at work. Thus, it can be concluded that work stress affects the desire to move.

The results of the hypothesis testing listed in the table above can be seen that the T-Statistic value of the effect of work stress on job satisfaction is 1.057. The test results show that the T-Statistic value is  $< 1.96$ . So, the hypothesis which states that work stress (X2) has an effect on job satisfaction (Y2) can be rejected, this result indicates that work stress has no effect on job satisfaction.

The results of the hypothesis testing listed in the table above can be seen that the T-Statistic value of the effect of the desire to move on job satisfaction is 1.253. The test results show that the T-Statistic value is  $< 1.96$ . So, the hypothesis which states that the desire to move (Y1) has an effect on job satisfaction (Y2) can be rejected, this result shows that the desire to move has no effect on job satisfaction.

## **Discussions**

This study examines the mediating variables that have existed in theory between leadership and job stress on job satisfaction by intermediary turnover intentions. In particular, this study investigates the mechanism between turnover intention and job satisfaction in the leadership function and job stress. The findings clearly show that leadership has a positive effect on turnover intention and job satisfaction. Job stress also has an influence on turnover intention and job satisfaction. In addition, the results of this study also show that the influence of leadership and job stress on job satisfaction is fully mediated by turnover intention.

The findings in this study expand on the existing evidence. This is in accordance with the opinion of Ahmat, et al (2013) that leadership has a positive and significant effect on turnover intention (hypothesis 1). In the research of Manurung and Ratnawati (2012) it is known that the effect of work stress on turnover intention is positively significant (hypothesis 2). This means that the lower the level of work stress felt by employees, the higher work stress can increase the high turnover intention of employees and vice versa the lower work stress, the lower employee turnover intention.

The results of this study indicate that it is in accordance with the opinion of Ahmat, et al (2013) which states that leadership has a positive and significant effect on job satisfaction. The better the leadership, the higher the achievement of employee job satisfaction (hypothesis 3). Hafni's research (2010) shows that job stress has a negative effect on job

satisfaction. Research conducted by Karambut and Noormijati (2012) also obtained similar results where work stress had a negative and significant effect on job satisfaction. the higher the perceived job stress, the lower job satisfaction or decreased level of job satisfaction and vice versa (hypothesis 4). This research is in line with research conducted by Iqbal and Waseem (2012) concerning the effect of job stress on employee job satisfaction. The results of the study show that there is a negative relationship between job stress and job satisfaction.

Based on the job-demand resource theory, this study found that there is a negative effect between turnover intention and job satisfaction (hypothesis 5). This shows that low job satisfaction can increase turnover intention. The lower the employee's job satisfaction, the higher the intention to move the employee. This is in accordance with research conducted by Suhanto (2009) showing that there is a negative effect between turnover intention and job satisfaction. Based on testing the hypothesis of job satisfaction variable on turnover intention, the result is that the theory used in this study, namely social exchange theory, is confirmed. This theory shows that people who feel that he/she benefits from the organization will feel obliged to pay through positive behavior, attitude, effort and dedication, this is in accordance with this research which gets the results  $H_0$  is rejected and  $H_1$  is accepted. This result means that job satisfaction has a significant negative effect on turnover intention. This means that the higher the level of job satisfaction felt by employees, the lower the employee's desire to leave the company. The level of turnover intention is influenced by the job satisfaction felt by employees. In this case the level of job satisfaction, which is largely due to the lack of appreciation by the leadership and also the salary given is not in accordance with the workload, causing employees to have a desire to look for work elsewhere. We recommend that the level of employee job satisfaction needs to be increased to reduce the level of turnover intention. The findings in this study empirically also strengthen the evidence that has been found in previous studies. This study is in line with research conducted by Salleh et al. (2012) which states that job satisfaction has a negative relationship with turnover intention. The research results of Mahdi et al. (2012) also stated that there is a negative influence between job satisfaction and turnover intention, where employees who achieve job satisfaction will try to stay in the company.

Apart from having theoretical implications, this research also has several practical (managerial) contributions or implications. The findings of this study provide useful insights for managers to design strategies in an effort to prevent and minimize counterproductive behavior such as leadership behavior, work stress and turnover intentions. Furthermore, some managerial implications will be described based on the findings in this study.

This study found that leadership is everything that is done by leaders that make organizational goals achieved and then bring prosperity to its members. A good leader will focus on several aspects, such as "how is he", "what does he know", and "what is he doing" (Mahdi, A.F., 2012). This provides an explanation that the behavior of leaders plays a very important role in providing additional social resources at work that can stimulate positive attitudes and behavior at work. There are four theoretical approaches included in leadership (Leadership): (a) Approaches based on personality, social, physical or intellectual traits that distinguish leaders or non-leaders; (b) Leadership based on a behavioral approach; (c) Leadership based on a possibility or situational approach is not

based on the nature or behavior of a leader but leadership effectiveness is influenced by certain situations; (d) Leadership approach returns to the nature or characteristics of a different perspective, a leader can stimulate positive attitudes of subordinates such as their happiness at work such as feelings of positive passion and high enthusiasm, satisfied objective evaluation of job characteristics. In line with these findings, companies in utilizing and maximizing HR functions sometimes ignore the burden that employees have been working on. Excessive workload can make employees feel burdened and stressed. This burden is also called a stressor, which is an external event or situation that potentially harms someone (Matteson et al, 2016).

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The findings of this study explain that the phenomenon that often occurs is when the performance of a company that has been so good can be disrupted, either directly or indirectly by various employee behaviors that are difficult to prevent from occurring. One form of employee behavior is the desire to move (turnover intention) which can lead to the employee's decision to leave his job. Turnover intention is a situation where workers have a conscious intention or tendency to look for another job as an alternative in a different organization and turnover is the driving force behind workforce departure from work (Abdillah, 2012). High turnover can have a negative impact on organizations such as creating instability and uncertainty about the conditions of the existing workforce and the high costs of managing human resources such as training costs that have been carried out for employees to recruitment and retraining costs (Sartika, 2014). Sutanto and Gunawan (2013) stated that there are many causes of turnover intention, including work stress, work environment, job satisfaction, leadership, organizational commitment and so on experienced by employees. Employees can assess how satisfied or dissatisfied they are with their work. The higher the assessment of activities felt in accordance with individual wishes, the higher the satisfaction with these activities (Retnaningrum and Musadieq, 2016). Job satisfaction can also be described as having a positive attitude towards work in a person. Job satisfaction is a condition related to the emotional reaction of the perception of someone who has received the needs and demands he wants from the work he is doing (Dizgah et al., 2012). There is a negative relationship between job satisfaction and turnover intention where job satisfaction increases, turnover intention decreases so that company performance can be improved (Chenet al., 2015)

## **Conclusion**

This research provides a valuable contribution to management studies, especially on the topic of leadership studies, organizational behavior, and human resource management. Based on the job-demand resource theory, the findings in this study describe how and why switching desire mechanisms mediate the influence of leadership and job stress on job satisfaction. The findings of this study can also provide input to organizational management in designing strategies to prevent work stress and turnover intentions. The research results also provide additional support regarding the importance of the function of leadership in organizations to shape positive attitudes and behavior of employees. Finally, the current research is expected to be a catalyst in giving more attention to future

studies by academics and practitioners in explaining the function of leadership, job stress and turnover intention to create job satisfaction.

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### **Disclosure statement**

No potential conflict of interest was reported by the authors.

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