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The Influence of Leadership Style, Job Stress, and Job Satisfaction on Employee Turnover Intention Level

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Kata kunci:

gaya kepemipinan
stres pekerjaan
kepuasan pekerjaan
intensi pergantian karyawan

ABSTRAK

Penelitian ini bertujuan untuk mengetahui seberapa besar pengaruh Gaya Kepemimpinan, Stres Kerja, dan Kepuasan Kerja terhadap Turnover Intention Karyawan (Studi Kasus pada PT. Freight Cargo Logistics). Penelitian ini menggunakan strategi penelitian asosiatif dengan pendekatan kuantitatif. Populasi dalam penelitian ini adalah seluruh karyawan PT. Freight cargo logistics yang berjumlah 42 orang karyawan. Metode yang digunakan untuk pengambilan sampel adalah teknik non probability sampling dengan teknik sampel jenuh dan jumlah sampel yang digunakan dalam penelitian ini adalah 42 responden. Data yang digunakan dalam penelitian ini adalah data primer. Teknik pengumpulan data dengan menggunakan metode kuesioner dan observasi. Metode analisis data yang digunakan adalah analisis deskriptif dan analisis inferensial dengan menggunakan analisis Partial Least Square (PLS) melalui software SmartPLS 3.3.9 yang meliputi pengujian outer model, inner model, dan pengujian hipotesis. Hasil penelitian membuktikan bahwa secara parsial variabel Gaya Kepemimpinan dan Stres Kerja berpengaruh positif dan signifikan terhadap Turnover Intention, sedangkan Kepuasan Kerja berpengaruh negatif dan signifikan terhadap Turnover Intention.

Keywords:

leadership style
job stress
job satisfaction
turnover intention

This study aims to determine how much influence Leadership Style, Job Stress, and Job Satisfaction have on Employee Turnover Intention (Case Study at PT. Freight Cargo Logistics). This study uses an associative research strategy with a quantitative approach. The population in this study were all employees of PT. Freight cargo logistics and there are totaling 42 employees. The method used for sampling is the non-probability sampling technique with the saturated sample technique and the number of samples used in this study is 42 respondents. The data used in this research is primary data. Data collection techniques using questionnaires and observation methods. The data analysis method used is descriptive analysis and inferential analysis using Partial Least Square (PLS) analysis through SmartPLS 3.3.9 software which includes testing the outer model, inner model, and testing the hypothesis. The results of the study prove that partially the variables of Leadership Style and Job Stress have a positive and significant effect on Turnover Intention, while Job Satisfaction has a negative and significant effect on Turnover Intention.

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PENDAHULUAN

Entering the digital era marked by increasingly fierce competition and a rapidly changing and increasingly unpredictable environment, requires company or organization management to always keep abreast of the times. To achieve goals in the organization, human resources are the main factor, because human resource management (HR) is a formal system design within an organization to ensure the effective and efficient use of human resources to achieve organizational goals (Amelia et al., 2022; Anwar & Abdullah, 2021; Karman, 2020; Sadiq et al., 2023). In achieving its goals, human resources (HR) are required to continue

to grow actively and become human learners, which means willing to learn and work hard in order to optimally develop their potential.

In a company it is very important to have qualified and competent human resources in their field. This is more necessary than having many employees whose competence and quality are not good. In the current competitive era, retaining employees who have good competence and quality is more important than maintaining a competitive advantage. In managing human resources, every company will certainly face the phenomenon of employee turnover at work. This phenomenon is often found in companies when good employee performance can be disrupted due to various things, one of which is employee behavior which is difficult to prevent. This behavior is the behavior of the employee's desire to move (Turnover Intentions).

Turnover refers to organizational shifts that will impact the company, while Turnover Intention is a form of desire in the direction of thinking about future relationships. Turnover Intentions can be interpreted as the movement of employees out of the place where they work (Guzeller & Celiker, 2020; Lin & Huang, 2020; Oruh et al., 2020). Turnover Intentions can be in the form of moving employees, retirement, or death (Ramdani & Rusyandi, 2019). Employees coming in and out of an organization can have an unfavorable effect because it can be taken into consideration by new employees, because new employees need time to adjust to their environment and work. In addition, there are several other Turnover Intention impacts for a company, including 1. Costs incurred for attracting new employees 2. Training costs for prospective employees 3. Can result in not maintaining company secrets which might be disclosed by employees who have left (Asmiyati & Kurnia, 2020). Meanwhile, turnover in an organization can cause unstable and unclear organizational conditions including the labor situation, increasing labor costs, including employee training budgets, recruitment and training budgets (Davidson et al., 2006; Harvida & Wijaya, 2020; Selden & Sowa, 2015).

Turnover Intention that exists in an organization can be transmitted to other employees. When employees who have left the company and find success in a new place, usually this can influence old employees to leave the company. Therefore management is needed to avoid the impact of Turnover Intention on the company.

The phenomenon of turnover also occurs at PT. Freight Cargo Logistics, a company engaged in the field of Freight Forwarder services. PT. Freight Cargo Logistics, which was founded in 2003, was founded by Mr. Lee Sung Kwon, headquartered in Jakarta, has his address at the Pulomas Office Park 1 floor 3 gd 3 room 10, and has branch offices in other cities in Indonesia, namely Tangerang and Semarang. Forwarding services that exist at PT. Freight Cargo Logistics includes scheduled delivery of goods, trucking, consolidators to several countries every week. Besides that PT. Freight Cargo Logistics also provides Custom Clearance Process services, which have been trusted by several well-known companies to take care of their imported goods such as PT. Samsung, PT. Lotte Chemical Plactics Indonesia and others. As we can see PT. Freight cargo logistics is a service company that needs to prioritize service to customers. Therefore, the role of human resources is very important and must be considered. But unfortunately, PT. Freight Cargo Logistics has a fairly high turnover rate for the number of employees it has. This is evidenced by looking at the employee turnover data for the last five years displayed in this company in the following table:

Table 1. Data entry and exit of employees at PT. Freight Cargo Logistics Period 2018-2022

Period in Year	In	Out	Turnover Ratio	Total employees in the beginning year
2018	8	12	20	52
2019	17	18	35	51
2020	7	10	17	48
2021	8	13	21	43
2022	6	7	13	42

Sources : HRD PT. Freight Cargo Logistics (2018-2022)

Based on table 1, it can be seen that the Turnover Intentions that occurred at PT. Freight Cargo Logistics for a period of 5 years starting in 2018-2022 is sufficient to attract attention for researchers regarding the desire of employees to leave the company (Turnover Intention). In every year there must be data on employees who leave PT. Freight cargo logistics which may be influenced by several things, most of them propose or resign from the company. When viewed from the number of employees, the turnover rate that occurs in PT. Freight Cargo Logistics can be said to be quite high with the number of available employees, thus making PT. Freight Cargo Logistics must continue to recruit new employees so that it costs money, drains energy and time to provide job training to new employees. Turnover that occurs in general can consist of several employee personal factors. This would be of particular concern to the company in order to be able to handle the employee turnover rate that occurs, so that in the future it can reduce the turnover rate and further maximize the company's goals.

One way that companies can do in managing turnover intention is by knowing what factors cause the desire of employees to leave a company. Therefore, researchers will discuss several factors related to turnover intention, including leadership style, work stress, and also job satisfaction as independent variables that influence employees' desire to leave the company (Turnover Intention). Leadership is one factor that cannot be denied in an ideal organization. Employee performance is greatly influenced by their leadership. Leadership is the ability that a person has to lead and influence other people at work. A leader must have a leadership style in managing an organization because it is a factor that can influence the success of an organization in achieving its goals. Leadership style can show directly or indirectly a leader's belief in the abilities of subordinates (Solehah & Ratnasari, 2019). Leadership style can represent the attitude and character possessed by a leader in moving his employees by leading, guiding, directing, and also influencing employees to do work in accordance with company goals. If a company has a leader who has good and fair qualities and attitudes, employees will feel more comfortable, so employees will reconsider if they want to leave the company by seeing their leader.

The next factor is employee work stress that must be considered in managing human resources in the company. Job stress is a feeling of pressure experienced by employees in dealing with their work. A person's ability to work well and optimally will be threatened when an employee experiences work stress. The American Institute of Stress (AIS) is an organization as a source of information related to stress. AIS classifies stress into 2 groups, namely general and specific. In general means physical, mental and emotional strain. While specifically it is a condition experienced when a person feels demands exceeding his abilities (The American Institute of Stress (AIS), n.d.). If work stress is left unchecked, it will cause several short-term and long-term things that are not good for the company. In the short term, employees will become unmotivated and afraid to try new things related to their work, which will result in poor performance and will certainly hurt the company. In the long run, employees may feel they cannot stand the pressure that exists at work for a long time, and this allows employees to look for a new job and leave the company in the hope of finding a better workplace and work environment than their previous workplace. In addition to leadership style and work stress, job satisfaction is a factor in the occurrence of turnover in a company. According to Rambi et al. (2020), job satisfaction is related to employee attitudes in addressing everything related to work. Job satisfaction reflects one's feelings towards work, which is reflected in the positive attitude of employees towards work and everything that needs to be managed in the work environment (Ode et al., 2018). Employees who are dissatisfied with their jobs usually look for other jobs in the hope that the new job will satisfy them. The negative impact of the intention to leave the company is related to the quality and ability of old employees to replace employees who leave the company. As a result, hiring new employees requires new time and costs.

Based on the background above, the researcher is very interested in conducting research on the following problems. Thus the researchers raised this concept as the basis for writing their thesis, namely with the title: "The Influence of Leadership Style, Job Stress, and Job Satisfaction on Employee Turnover Intention Levels (Case Study at PT. Freight Cargo Logistics)."

METODE

In this study the population consisted of all employees working at PT. Freight Cargo Logistics with a total of 42 employees. In this study, the measurement scale used is the Likert Scale. In this study, using closed questions given to employees who were sampled at PT. Freight Cargo Logistics. The time needed to collect employee data is about 5 days. In this study, researchers saw and observed directly what happened to the company PT. Freight Cargo Logistics.

HASIL DAN PEMBAHASAN

Description of Respondents

Characteristics of respondents based on gender

Based on the table above, it can be explained that there were 15 male respondents (35.7%) and 27 female respondents (64.3%). It can be said that employees of PT. Freight cargo is dominated by women with a frequency of 27 respondents or 64.3%.

Characteristics of respondents based on age

Based on the table above regarding the ages of the respondents which were divided into 5 categories, namely respondents with ages <20 years were 2 respondents (4.8%), ages 21-30 years were 30 respondents (71.4%), ages 31-40 years were 7 respondents (16.7%), aged 41-50 years as many as 3 respondents (7.1%), and aged <50 years there were no respondents or 0 . It can be said that the age of employees at PT. Freight cargo logistics is dominated by employees aged between 21-30 years with a frequency of 30 respondents or 71.4%.

Characteristics of respondents based on recent education

Based on the table above regarding the respondent's last education at PT. Freight Cargo Logistics which is divided into 5 categories, namely 0 respondents with junior high school education, 27 respondents (64.3%) with senior high school education, 2 respondents (4.8%) with last D3 education, last education There were 12 respondents (28.6%) with bachelor's degree (28.6%), and 1 respondent (2.4%) with the last education of master's degree. It can be said that the last education of employees at PT. Freight cargo logistics is dominated by SMA/K with a frequency of 27 respondents or 64.3%.

Hypothesis Testing

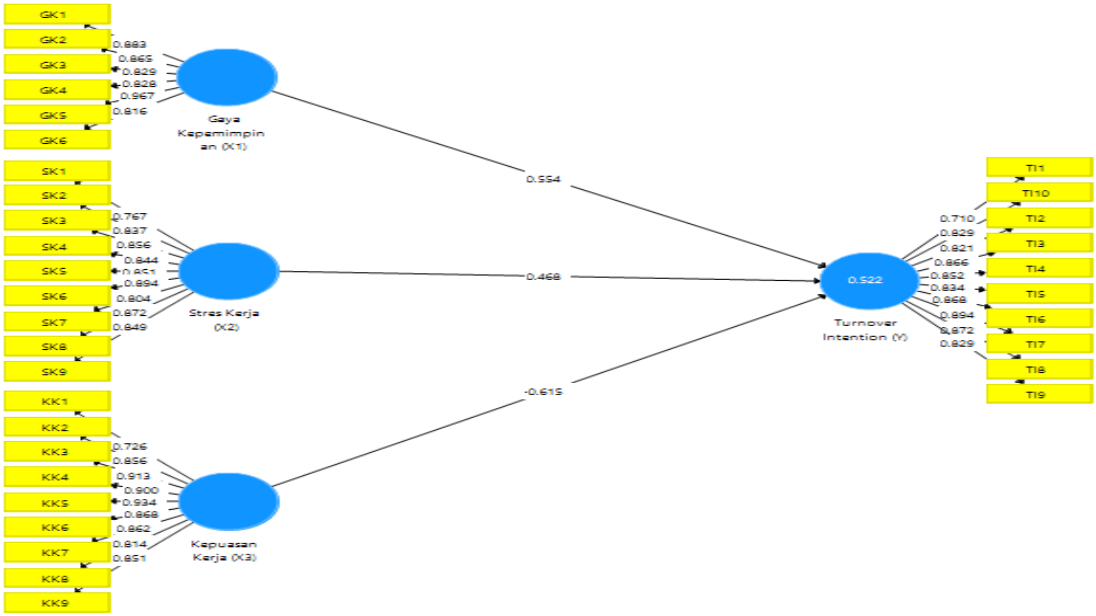

Figure 1. PLS Model Estimation Results (Bootstrapping) Hypothesis test

After setting the model used both as an outer model and an inner model. In this study, hypothesis testing was carried out by processing data through the bootstrapping method in application 3.3.9. Bootstrapping is done with the aim of minimizing distribution abnormalities in the study. We can see in table 2 the results of the hypothesis test as follows.

Partial Hypothesis Test

Table 2. Results of hypothesis testing (Path coefficients)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Leadership Style (X1) -> Turnover Intention (Y)	0,554	0,290	0,281	1,968	0,050
Work Satisfaction (X3) -> Turnover Intention (Y)	-0,615	-0,367	0,274	2,242	0,025
Work Stress (X2) -> Turnover Intention (Y)	0,468	0,498	0,154	3,039	0,002

The significant value used (two-tailed) t-value 1.65 has a significant level of 10%, a value of 1.96 has a significant level of 5%, and 2.58 has a significant level of 1% (Ghozali and Latan, 2020:75). In research using a value at the level of 5%.

Testing Hypothesis 1 (The Influence of Leadership Style on Turnover Intention)

The magnitude of the regression coefficient for the leadership style variable is 0.554 which means that there is a positive influence between leadership style and Turnover Intention. Significance can be seen from the t-statistic and p-value. The t-statistic value is 1.968 (> 1.96) and the p-value is 0.050 (= 0.050). So it can

be concluded that the leadership style variable has a positive and significant effect on employee turnover intention at PT. Freight Cargo Logistics, then H1 is accepted and H0 is rejected.

Testing Hypothesis 2 (The Influence of job satisfaction on Turnover Intention)

The magnitude of the regression coefficient for the variable job satisfaction is -0.615, which means that there is a negative effect between job satisfaction and Turnover Intention. Significance can be seen from the t-statistic and p-value. The t-statistic value is 2.242 (> 1.96) and the p-value is 0.025 (<0.050). So it can be concluded that the variable job satisfaction has a negative and significant effect on employee turnover intention at PT. Freight Cargo Logistics, then H2 is rejected and H0 is accepted.

Testing Hypothesis 3 (The Influence of work stress on Turnover Intention)

The magnitude of the regression coefficient for the price variable is 0.468, which means that there is a positive influence between work stress and Turnover Intention. Significance can be seen from the t-statistic and p-value. The t-statistic value is 3.039 (> 1.96) and the p-value is 0.002 (<0.050). So it can be concluded that the variable work stress has a positive and significant effect on employee turnover intention at PT. Freight Cargo Logistics, then H3 is accepted and H0 is rejected.

Results

Table 3. Results of hypothesis testing (R Square Bottstrapping)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Turnover Intention (Y)	0,522	0,524	0,137	3,826	0,000

The significant value used (two-tailed) t-value 1.65 has a significant level of 10%, a value of 1.96 has a significant level of 5%, and 2.58 has a significant level of 1% (Ghozali and Latan, 2020:75). In research using a value at the level of 5%.

Simultaneous Hypothesis Testing (The Influence of Leadership Style, Job Satisfaction and Job Stress on Turnover Intention).

The magnitude of the regression coefficient for Turnover Intention is 0.522, which means that there is a positive influence between leadership style, job satisfaction and work stress on Turnover Intention together. Significance can be seen from the t-statistic and p-value. The t-statistic value is 3.826 (> 1.96) and the p-value is 0.000 (<0.050). So it can be concluded that the variables of leadership style, job satisfaction, and work stress have a positive and significant effect on employee turnover intention at PT. Freight Cargo Logistics, then H4 is accepted and H0 is rejected.

The Influence of Leadership Style on Turnover Intention

Based on the results of testing the hypothesis about the effect of leadership style on employee turnover intention at PT. Freight Cargo Logistics proves that leadership style has a positive and significant influence on turnover intention. This means that the leadership style or leadership style that exists at PT. Freight Cargo Logistics influences employees to leave the company.

The leadership style variable has a very close relationship with turnover intention. If in a company the leader has a good personality, is fair and responsible, and guides employees then the employee will feel comfortable and can be considered for leaving, on the contrary if a company has a leader If you have a temperament, don't listen to employees and only demand employees, then employees will feel uncomfortable and pressured so that it makes employees want to find a better job.

The Influence of Job Stress on Turnover Intention

Based on the results of testing the hypothesis about the effect of work stress on employee turnover intention at PT. Freight Cargo Logistics proves that work stress has a positive and significant effect on turnover intention. This means that work stress or workload given to employees can affect employees leaving the company.

The work stress variable has a very close relationship with turnover intention. If in a company employees have excessive workloads or are not in accordance with their abilities, employees will feel pressured, causing work stress. If an employee already feels work stress there are many negative factors that will affect his performance, so that in some time the employee will think about leaving his job and looking for a new job.

The Influence of Job Satisfaction on Turnover Intention

Based on the results of testing the hypothesis about the effect of job satisfaction on employee turnover intention at PT. Freight Cargo Logistics proves that job satisfaction has a negative and significant effect on turnover intention. This means that employees at PT. Freight Cargo Logistics gets job satisfaction so it doesn't influence employees to leave the company.

Job satisfaction is a pleasant emotional attitude and loves his job. Job satisfaction has a close relationship with turnover intention. If employees have a sense of satisfaction with their work at PT. Freight Cargo Logistics makes employees loyal to the company and does not affect employees at PT. Freight Cargo Logistics to leave the company so that turnover intention decreases. Conversely, if employees at PT. Freight Cargo Logistics feels dissatisfied with their work, it will affect employees at PT. Freight Cargo Logistics to leave the company which resulted in increased turnover intention.

KESIMPULAN

The research results prove and show that leadership style has a positive and significant influence on employee turnover intention at PT. Freight Cargo Logistics, with a value of 0.554 or 55.40%. This means the leadership style or the method used by the leadership in leading the organization at PT. Freight Cargo Logistics influences employees to leave the company (turnover intention).

The research results prove and show that work stress has a positive and significant effect on employee turnover intention at PT. Freight Cargo Logistics, with a value of 0.468 or 46.80%. This means that work stress that occurs in employees at PT. Freight Cargo Logistics can influence employees to leave the company (turnover intention).

The research results prove and show that job satisfaction has a negative and significant effect on employee turnover intention at PT. Freight Cargo Logistics, with a value of -0.615 or -61.15%. This means that employees get job satisfaction at PT. Freight Cargo Logistics so that job satisfaction does not affect employee turnover intention at PT. Freight Cargo Logistics.

It is recommended that leaders pay more attention to employees by increasing better control over employees, and making joint decisions with subordinates. It is also recommended that companies pay more attention to the fair distribution of workload so that there is no excess workload on some employees which can cause work stress. Because job satisfaction does not affect the level of employee turnover intention, it is recommended that companies continue to evaluate existing policies and further improve employee job satisfaction in order to maintain employee satisfaction at work and reduce turnover intention rates such as career advancement and fair promotion.

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