

Linking Job Stress to Turnover Intention in Private Company: What is the Role of Leadership Style?

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Abstract -- This research aims to measure the effect of leadership style on turnover intention of a private company in Indonesia mediated by job stress. Data collection was carried out by simple random sampling to 253 population. The returned and valid questionnaire results were 147 samples. Data processing was using SEM method with SmartPLS 3.0 software. The results of this research are leadership style has a negative and significant effect on job stress and turnover intention. Job stress has a positive and significant effect on turnover intention. Job stress was not a mediator for the relationship between leadership style and turnover intention. This novel research is proposing a model to manage turnover intention among employees of a private company in Indonesia through leadership practice with job stress management as mediation. This research can pave the way to improve teacher readiness in facing the industrial revolution 4.0.

Keywords: Job stress, leadership style, organizational commitment, turnover intention

I. INTRODUCTION

Human resources is the main role for an organization or work environment (Asbari, Wijayanti, et al., 2019; Purwanto, Asbari, Fahlevi, et al., 2020; Setyowati Putri et al., 2020). This is important for organization or company to hire the best human resources. So to retain the human resources that are already exist are better than to recruit the new one. If there were someone who has their specialty and has intention to find another job, it will be hard for the company to find for the replacement. In the automotive field, it is important to retain the employee and the organization needs to conduct a research about why the employee has a desire to move out or turnover intention. Some researchers defines turnover intentions as an employee movement to left their organization (Ariyabuddhiphongs & Kahn, 2017a; Mullen et al., 2018; Park & Pierce, 2020; Ramalho Luz et al., 2018; Wong et al., 2015). Turnover can be a resignation, move out to another organization unit, and employee dismissal (Abouraiia & Othman, 2017; Alkhateri et al., 2018; Ariyabuddhiphongs & Kahn, 2017a; Mullen et al., 2018; Park & Pierce, 2020; Ramalho Luz et al., 2018; Wong et al., 2015). Turnover is not only an employee who move to another organization but also to another unit or other field that is still on the same organization (Ariyabuddhiphongs & Kahn, 2017b). Employee who has turnover intention can be harmful for the organization because it can cause a negative impact for the organization, like instability and uncertainty towards the work condition.

There are many cause employee to take turnover intentions, leadership is one from all (Abouraiia & Othman, 2017; Ariyabuddhiphongs & Kahn, 2017b). Leadership is process to influence other people to behave like what the leader wants. (Goestjahjanti et al., 2020; Silitonga et al., 2020; Sudiyono et al., 2020). A successful leadership is the one who succeed in achieve the organization goals without thinking whether the other felt resorted or not (Asbari, Santoso, et al., 2019; Bernarto et al., 2020; Fayzhall et al., 2020; Purwanto; et al., 2019; Purwanto et al., 2019; Purwanto, Asbari, Prameswari, & Ramdan, 2020; Purwanto, Asbari, Prameswari, Ramdan, et al., 2020; Purwanto, Bernarto, Asbari, et al., 2020e, 2020f; Purwanto, Asbari, & Hadi, 2020; Sudiyono et al., 2020). A leader has an important role because he is the one who take controlled and direct the organization (Hutagalung et al., 2020; Jumiran et al., 2020; Maesaroh et al., 2020; Novitasari, Asbari, et al., 2020; Novitasari, Sasono, et al., 2020; Nuryanti et al., 2020; Yuwono et al., 2020). A leadership is also important because it has a function to determine the organization goals (Asbari, 2015, 2018, 2019; Asbari, Fayzhall, Goestjahjanti, et al., 2020; Asbari, Purwanto, & Budi, 2020; Asbari, Purwanto, et al., 2019; Asbari, Santoso, et al., 2019). One of a leader's roles in organization is intrapersonal, a role that is informational and a role to take a decision (Luthans, 2002). If they can play that role, the employee turnover intention will be low. In the intrapersonal role, a leader can gives

motivation and direction when their employee are in trouble. The leader's presence can make the employee felt worth noting, so that there will be less turnover intentions. The result from a research proven that leader effectiveness negatively affected turnover intention (Park & Pierce, 2020). The same result also mentioned that leadership has negative effect towards turnover intention (Ariyabuddhiphongs & Kahn, 2017a). It means that the better leadership can reduce employee's turnover intention. Leadership can reduce turnover intention, but it also affected by job stress. Job stress can be harmful for the employee and at the end it will distract their work performance. Job stress is most likely happened to the organizational employee.

From the description above, variable that can reduce turnover intention in automotive industry is leadership. Thus, leadership can give direct and indirect effect through job stress. There are many variables that related to turnover intention, but so far those three variables are the real condition that happened from respondent. Therefore, researcher should conduct further research to prove whether leadership can affect job stress and turnover intention.

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

A. Job Stress

Human sources are the important roles in the organization, so every organization should manage a conducive work environmental so that the employee is free from the excessive job stress. Job stress is not only causing a bad work performance but also can cause employee to take turnover intention. (Sutardi et al., 2020). Job stress is a condition of tension that creates physical and psychic imbalances, which affect the emotions, thought processes, and conditions of employees (Rivai, 2014). Job stress is also defined as a condition of tension that affects a person's emotions, way of mind and physical condition (Siagian, 2017). Stress that is not properly addressed usually results in a person's inability to interact positively with their environment. According to Handoko (2008) stress is a condition in which an organization employee feels a strain that affects a person's thought process, emotions, and condition (Handoko, 2008). From the above understanding it can be concluded that stress is a condition felt by the employees of the organization both physically and psychically. Employees of organizations that feel stressed in their organizational environment usually feel an imbalance of physical and psychic conditions, thus impacting the thinking process, emotions, and condition of the organization's employees.

Robbins and Judge (2013) indicate of work stress into three aspects as follows:

1. Physiological indicators. This indicator can be seen from several things (a) Abdominal pain (b) Increased heart rate and shortness of breath (c) Increased blood pressure (d) Headache (e) Heart attack.
2. Psychological indicators. This indicator can be seen from several things (a) Anxiety (b) tension. (c) Boredom (d) dissatisfaction at work. (e) irritability. (f) procrastinating work.
3. Behavior indicator. This indicator can be seen from several things (a) Increased dependence on alcohol and cigarette consumption (b) Sabotage in the work. (c) Overeating or reducing unnatural eating as attractive behavior (d) Increased absenteeism rates and decreased work performance (e) Restlessness and sleep disturbances (f) Fast speech (Robbins & Judge, 2013).

B. Leadership

Leaders play an important role in the organization. This role is not only in the internal sphere but also on the external sphere of the organization (Asbari, Fayzhall, et al., 2020; Asbari, Purwanto, et al., 2019, 2020; Asbari, Santoso, et al., 2019; Bernarto et al., 2020; Jumiran et al., 2020). Given the importance of this role, the task of the leader in an organization is not easy. Simply put, leadership is the process for directing and influencing activities related to the duties of the organization's employees (Prameswari et al., 2020; Yanthy et al., 2020). From this defenisi it appears that leadership is a process, not a person. but at its core kempemimpin is a force that can be used to influence others to perform deeds in the desired direction (Silitonga et al., 2020; Sudiyono et al., 2020; Waruwu et al., 2020). Broadly, leadership can be interpreted as an organized effort to manage and utilize human, materil and financial resources to achieve established goals. Similarly, Nawawi (2006) states that leadership in a structural context is interpreted as a process of influencing thoughts, feelings, behaviors, and directing all facilities to achieve the goals of the organization that has been set without the participation of its group employees formulating it. While in a non-structural context, leadership is defined as the process of influencing thoughts, feelings, behaviors, and directing all facilities to achieve common goals that have been set together (Nawawi & Hadari, 1993).

Other researchers suggest the dream is influence, if a person can increase his influence in others, they can lead more effectively (Robbins & Judge, 2008). From some of the above, it can be concluded that leadership is an activity to influence others to work and willing to achieve common goals in an organization by utilizing all existing resources both human and non-human resources. Leadership indicators in this study will use leadership roles. If a leader has exercised his or her role in leading then it has carried out effective leadership. Leadership roles can be interpersonal, informational, and decision-making (Sutrisno, 2015). The three roles can be explained as follows:

1. Interpersonal role, One of the demands that a leader must meet is human skills. This interpersonal role consists of three forms, namely: First, as a symbol of the existence of the organization played in various activities that are legal and ceremonial such as attending various official ceremonies, fulfilling the invitation of subordinate and partner superiors. Second, as the leader responsible for motivating and giving direction to subordinates. Third, the role of liaison where a leader should be able to create a broad network by paying special attention to those who are able to do something for the organization as well as various parties who have the information needed by the organization.

2. Informational Role, Information is a crucial organising asset in its nature, because the organization's activities can be carried out efficiently and effectively without the support of up-to-date information, complete and trustworthy because it is well processed. The role consists of three forms, namely: First, a leader is a monitor of the flow of information that occurs from and into the organization. Second, the role of information divider. Information obtained by a leader other than useful in his leadership functions should also be channeled to other parties in the organization. Third, the role as a spokesperson for the organization. This role requires the ability to properly channel information to various parties outside the organization, especially when it comes to information about the plans, policies, actions, and results that have been achieved by the organization.

3. Decision making role, In this role there are three forms, namely, first as an entrepreneur. This role of a leader is expected to be able to continuously review the situation faced by the organization to achieve and find opportunities that can be utilized even though the study often demands changes in the organization. Both silencers. This role, among other things, means the willingness to assume responsibility to take corrective action if the organization faces serious disruptions that if not addressed will negatively impact the organization. The three dividing resources. This role is seen when a leader with his power or authority allocates funds and power. These include the authority to place a person in a particular position, the authority to promote a person, to demoted a person from office.

C. Turnover Intention

Turnover Intention from Rivai (2014) is an employee's desire to stop working from the organization or move to another workplace based on their choice. Turnover Intention is not good for the organization because they should do the process from the start to look for another employee. There should be a serious effort to reduce turnover intention. Turnover is an indication that the employee is not satisfied with the job. Turnover also can interfere the organization in economic way because they must put more expense to trained the new replacement. As Robbin (2006) said that turnover can increase recruitment cost, recruitment, and training. Moreover, it can disturb organization's management efficiency if the intellectual employee left the organization. Based on the definition from the expert, we can conclude that turnover intention is individual's desire to left the organization or move to the other better organization to expect better job. Turnover intention should be avoided because it increases organization's expense. There are some indicators that are used in this research (Mobley et al., 1978):

1. Thinking of Quitting. This condition is employee's reflection to think of quitting their job or choose to stay at their job. They began with dissatisfaction of work, and then the employee start to decide to quit their job.
2. Intention to search for alternative. This is the condition where the employee thinking of quitting their job to try a new job in other organization. If the employee often to think about it, they tend to find another job that they think it is better.
3. Intention to quit. This the condition where the employee wants to quit the job. This intention would be exist if the employee already found the other job.

D. Hypothesis Development

1. *The Effect of Leadership towards Turnover Intention*

Leaders take the important role in the organization. This role is not only for the internal scope but also for the external scope of the organization (Sutrisno, 2015). Being a leader is not easy. Sutrisno (2015) said that leadership is a process to direct and influence the activity that related to the employee's job. Leadership as the indicator in this research use three ways of leadership, intrapersonal, informational, and decision making (Sutrisno, 2015). If the leader did a great role, it can reduce turnover intention. Previous research approved that leadership has a negative impact towards turnover intention (Elçi et al., 2012). So, that means a good leadership will reduce turnover intention and the first hypothesis is:

H1: Leadership has significant and negative effect to turnover intention.

2. *The Effect of Leadership towards Job Stress*

The previous study concluded that leadership has negative effect for job stress (Elçi et al., 2012). From the description and the previous research result the hypothesis is:

H2: Leadership has significant and negative effect to job stress.

3. *The Effect of Job Stress towards Turnover Intention*

Stress is both physically and psychic condition that are felt by employee. Employee that feel stress because of the organization usually because of the unbalanced physical and psychic and it affected how they think, emotion, and condition. Stress also has a positive impact (Sutardi et al., 2020). If the stress doesn't make the employee left the organization, it is a negative impact. Robbins dan Jugde (2013) mentioned that one of the factors that cause job stress is work demand. This factor includes individual work design (autonomy, diversity of tasks, automation level), work condition, and work physical layout. This result synchronized with the previous research that told job stress has a positive relation with turnover intention (Mullen et al., 2018). So, the hypothesis is:

H3: Job stress has significant and positive effect towards turnover intention.

4. *The Effect of Leadership towards Turnover Intention Through Job Stress*

Job Stress defined by Rivai (2014) is a condition that causes an unstable physical and psychic that affect emotion, way of thinking, and employee condition. The level of employee's job stress can be a physiological like (a) abdominal pain (b) increased heart rate and shortness of breath (c) increased blood pressure (d) headaches (e) heart attack. Stress in a form of psychological can be a (a) anxiety (b) tension (c) boredom (d) dissatisfaction in work (e) irritability (f) procrastinating, and stress in behavioural way is (a) addiction to alcohol and smoking (b) sabotage in work (c) overeating and reduce eating in extreme way (d) increased attendance rate (d) restless and sleeping problem (f) speak fast. Research result from Mullen et al., (2018) approved that that there is a positive and significant effect between job stress and turnover intention. From the theory dan the previous research, the hypothesis is:

H4: Leadership has significant and negative effect towards turnover intention through job stress.

5. *Conceptual Research Framework*

To proven the hypothesis and analyze the data, the conceptual research is in the Figure 1.

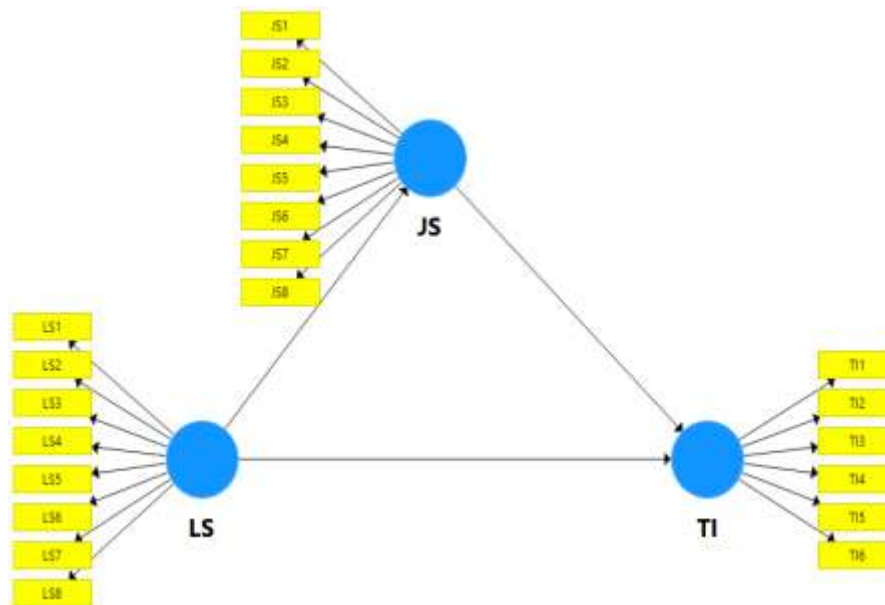


Figure 1. Research Model

III. RESEARCH METHOD

A. Definition of Variable and Indicator Operational

This research use quantitative method. The data collection is from the questionnaire that were distributed to all the lecturers in higher education. The instrument that is use to measure leadership style is adapted from Mintzberg theory (Luthans, 2002) with 8 items (LS1-LS8). Organizational commitment is adapted from (Allen & Meyer, 1990) with 8 items (OC1-OC8). Job stress is adapted from (Robbins & Judge, 2013) with 8 items (JS1-JS8). Turnover intention adapted from (Mobley et al., 1978) with 6 items (TI1-TI6). This research use closed questionnaire except for the question or statement about respondent identity. Each items are provided with 5 option: strongly agree (SS) score 5, agree (S) score 4, undecided (KS) score 3, disagree (TS) score 2, and strongly disagree (STS) score 1. The method to process the date is use PLS and software SmartPLS version 3.0 as the tool.

B. Population and Sample

The population is 253 employees from automotive industry in Indonesia. The questionnaire is distributed with simple random sampling. There are 147 results that returned and valid. So, there is 58.1% sample from all the population.

IV. RESEARCH RESULT AND DISCUSSION

A. Descriptive Sample

Table1. Descriptive Sampe Information

Criteria		Total	%
Age	< 30 years	57	25.41%
	30 - 40 years	104	46.60%
	> 40 years	63	27.99%
Working time as employee	< 5 years	80	35.66%
	5-10 years	109	48.52%
	> 10 years	35	15.82%
Highest Degree	Bachellor Degree	20	5.99%
	Senior High School	211	94.01%

B. Validity and Reliability Test Results of Research Indicators

The testing phase of the measurement model includes convergent validity testing, discrimination validity. While to test the reliability of the construct used cronbach's alpha value and comALite reliability. The results of the PLS analysis can be used to test the research hypothesis if all indicators in the PLS model have qualified convergent validity, deskriminan validity and reliability test.

1. Convergent Validity Testing

The convergent validity test is carried out by looking at the loading factor value of each indicator against its construct. In most references, a factor weight of 0.5 or more is considered to have validation strong enough to explain a latent construct (Chin, 1998; Ghozali, 2014; Hair et al., 2010). In this study the minimum limit of loading factor received was 0.5, provided the AVE value of each construct > 0.5 (Ghozali, 2014).

Based on the processing results of SmartPLS 3.0, LS5, LS7, LS8, OC5, OC8, JS3, TI4 and TI6 must be dropped from the model, in order for all indicators to have a loading factor value above 0.5 and an AVE value above 0.5. Thus, the convergent validity of this research model is already qualified. The loadings, cronbach's alpha, composite reliability and AVE values of each more construct can be seen in Figure 2 and Table 2 below:

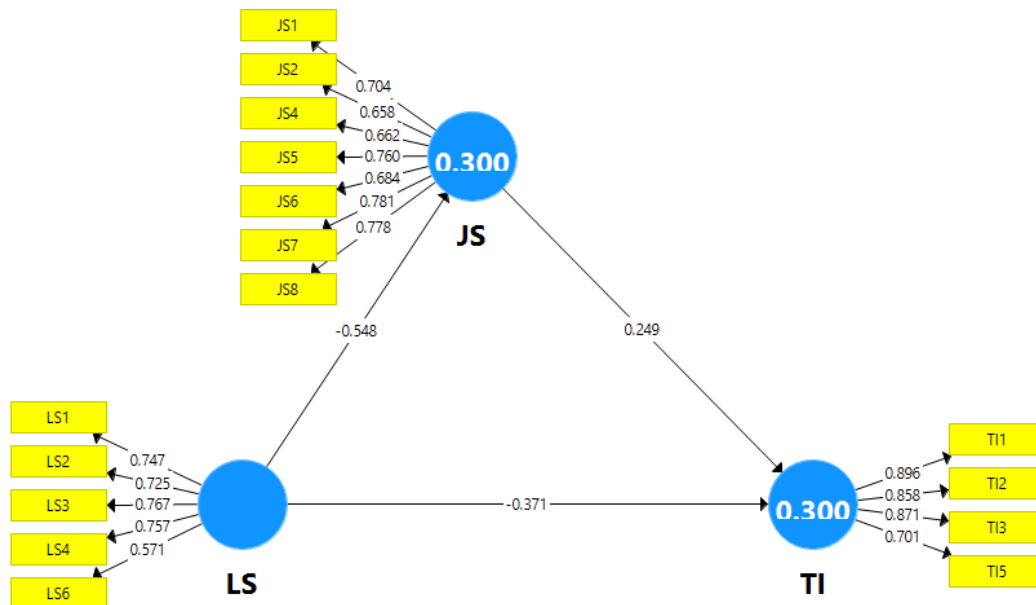


Figure 2. Research Model (Fit)

Table 2. Items Loadings, Cronbach’s Alpha, Composite Reliability, and Average Variance Extracted (AVE)

Variables	Items	Loadings	Cronbach’s Alpha	Composite Reliability	AVE
Leadership Style (LS)	LS1	0.747	0.762	0.840	0.514
	LS2	0.725			
	LS3	0.767			
	LS4	0.757			
	LS6	0.571			
Job Stress (JS)	JS1	0.704	0.846	0.882	0.518
	JS2	0.658			
	JS4	0.662			
	JS5	0.760			
	JS6	0.684			
	JS7	0.781			
	JS8	0.778			

Turnover Intention (TI)	TI1	0.896	0.852	0.901	0.697
	TI2	0.858			
	TI3	0.871			
	TI5	0.701			

2. Deskriminan Validity Testing

Discriminant validity is performed to ensure that each concept of each latent variable is different from other latent variables. Models have good discriminant validity if the ave squared value of each exogenous construct (value on diagonal) exceeds the correlation between the construct and the other construct (value below diagonal) (Ghozali, 2014). The results of the discriminant validity test using ave squared values, i.e. by looking at the Fornell-Larcker Criterion Value obtained as mentioned in Table 3. The results of the deskriminan validity test in table 3 show that the entire construct already has an AVE square root value above the correlation value with other latent constructs (through the Fornell-Larcker criteria) so it can be concluded that the model has met the validity of the decriminal (Fornell & Larcker, 1981).

3. Construct Reliability Testing

Construct reliability can be assessed from cronbach's alpha and comALite reliability values from each construct. The recommended comALite reliability and cronbach's alpha values are more than 0.7 (Ghozali, 2014). The reliability test results in table 2 above show that the entire construct already has a composite reliability value and Cronbach's alpha is greater than 0.7 (>0.7). In conclusion, the entire construct has fulfilled the required reliability.

C. Hypothesis Testing

Hypothesis testing in PLS is also referred to as the inner model test. These tests include tests of the significance of direct and indirect influences as well as measurements of the large influence of exogenous variables on endogenous variables. To know the effect of authentic leadership on the performance of lecturers with variable mediation of lecturer engagement requires a direct and indirect influence test. Influence tests are conducted using t-statistical tests in a partial least squared (PLS) analysis model using the help of SmartPLS 3.0 software. With bootstrapping techniques, R Square values and significance test scores are obtained as shown in the table below:

Tabel 3. Discriminant Validity

Variables	JS	LS	TI
JS	0.720		
LS	-0.548	0.717	
TI	0.452	-0.507	0.835

Table 4. R Square Value

	R Square	R Square Adjusted
JS	0.300	0.295
TI	0.300	0.291

Table 5. Hypotheses Testing

Hypotheses	Relationship	Beta	SE	T Statistics	P-Values	Decision
H1	LS -> TI	-0.371	0.112	3.326	0.001	Supported
H2	LS -> JS	-0.548	0.059	9.251	0.000	Supported
H3	JS -> TI	0.249	0.108	2.293	0.022	Supported
H4	LS -> JS -> TI	-0.136	0.062	2.184	0.029	Supported

Based on Table 4 above, the R Square job stress (JS) value of 0.336 means that the job stress (JS) variable is able to be explained by leadership style (LS) and organizational commitment (OC) variables of 33.6%, while the remaining 66.4% is explained by other variables not discussed in this study. Meanwhile, the R Square turnover intention (IT) value of 0.315 means that the turnover intention (TI) variable can be explained by variable stress (JS) leadership style (LS) and organizational commitment (OC) of 31.5%, while the remaining 69.5% is explained by other variables not discussed in this study. While Table 5 displays T Statistics and P-Values that show the influence between the research variables mentioned.

D. Discussion

1. The Effect Leadership Style towards Turnover Intention

From the hypothesis in Table 5 we know that there is significant and negative effect of leadership style towards turnover intention. This is approved with the level of sig. 0,0001 ($P < 0.05$). The coefficient is negative -0,371. The negative coefficient showed that the more leadership style, the less turnover intention. The research result support the previous research by Elçi et al., (2012) when the result drawn a conclusion there is negative and significant relation between transformational leadership style and turnover intention. The research also support the previous research by Nyoman and Deniartha (2016) approved that leadership style has a negative impact for turnover intention (Nyoman & Deniartha, 2016). It means that leadership style should run smoothly to reduce turnover intention. A leader also take a controll in organization. The role is not only for the internal but also external (Sutrisno, 2015). The importance of the leader's role, being a leader is not easy. Leadership style is embodied with leadership style that directed and influenced the activiteis whis related to employee's job.

2. The Effect of Leadership Style towards Job Stress

From the result, leadership style variable has 9.251 t-statistics with 0,000 ($p < 0.05$) sig.t. Leadership style is approved to has a significant and negative effect towards job stress. The research result support the previous research by (Elçi et al., 2012) that concluded leadership style has a negative impact for job stress. The result showed that leaders in private company can do their role. Sutrisno (2015) mentioned decision taking is the leader's role. There are three roles, the first is entrepreneur. This role expects leaders to studying more about the situation that the organization has to encounter to achieve their goal and find a chance although it can causes a change. The second is silencer. This role expects leaders to take the responsibility to take a corrective action. The third is dividing funds and resources. Leaders has power and authority to take care of the funds and resources. Including an authority to hire new employee, to promote employee, and lowering the position. So the implementation of the role of leaders in decision making by itself can reduce the stress level of employee work. As a silencer of the emerging problem, a leader is willing to assume the responsibility to take corrective action if the organization faces serious disruptions that otherwise will negatively impact the organization. Thus the level of work stress felt by employees can be reduced if the leader has done his or her role well.

3. The Effect of Turnover Intention towards Job Stress

Based on the test, leadership style variable has 2.293 t-statistic value with 0,022 sig.t ($p < 0.05$). This is proven that job stress variable has significant and positive impat towards turnover intention. The result showed the higher the stress, the desire to left out will follow. Stress is a condition that is felt by the employee both in

physical and psychic way. Employee who feel stress in their organization environment usually felt the unbalance condition physical and psychic that affected on how they think, emotion and condition. Stress is not only be a negative effect but also positive. Stress considered as negative if it makes the employee left the organization (Luthans, 2002). Robbins & Judge (2013) mentioned that one of the factors that causes job stress is work demand. Factor that included individual work (autonomy, diversity of tasks, and automatic level), work condition and work physical layout. The result is synchronize with a research by Mosadeghrad (2013), job stress can be a positive relation towards turnover relation. The result showed that job stress can causes employee to have turnover intention.

4. The Effect of Leadership Style towards Turnover Intention Through Job Stress.

The result from data analysis showed that direct effect between leadership style towards turnover intention has minus -0,371 coefficient, and the indirect effect through job stress is (-0,548) and the coefficient of job stress towards turnover intention is (0,249). From this result we know that direct coefficient is bigger that the indirect effect, so the effect between leadership style towards turnover intention is direct effect without job stress. The result gave information that turnover intention will be higher if the job stress level is also high. The excessive stress can cause turnover intention. Also happened if the leadership style is better, and the level stress is also high there will be many turnover intention

V. CONCLUSION AND SUGGESTION

A. Conclusion

This study contributes to the scientific literature on turnover intention by developing and validating research models that describe the role of leadership style, organizational commitment and job stress in the automotive industry in Indonesia. This study can be useful for company management to strategize in developing a competent workforce, committing well with the organization and providing a competitive edge. Corporate organizations need to always look for ways that existing employees can manage and manage work stress by getting positive support from leaders and organizations. Positive Results in the form of leadership style support and organizational commitment should provide sufficient encouragement to minimize work stress levels. This study examines only a few variables, future research may expand the number of variables in this model. Additional variables such as awards and recognition, job satisfaction, etc. can also be considered to be explained in future research. This research is limited to the context of the automotive industry, studies in other types of industries can be conducted to see if there are variations in results and other conclusions.

B. Suggestion

From the results of the study and conclusions then the advice submitted is as follows: First, work stress is the main cause of turnover intention, for that improvement in terms of leadership and organizational commitment will not be able to reduce turnover intention if work stress is not immediately ed. Therefore, the necessary thing to reduce turnover intention is to reduce the level of work stress. Second, the work stress variables in this study lead more to work stress that negatively impacts, so further research can use work stress that has a positive impact.

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