

## Transformational Leadership Workers and Training Structures with Turnover Intention with Work Results as a Provision

Putu Vika Hanjani Putri<sup>1</sup>, I B Ketut Surya<sup>2</sup>

<sup>1</sup>(Magister Management, Faculty of Economics and Business, Udayana University, Bali, Indonesia)

<sup>2</sup>(Magister Management, Faculty of Economics and Business, Udayana University, Bali, Indonesia)

\*Corresponding Author: Vika Anjani<sup>1</sup>

**ABSTRACT:-** The high level of employee turnover can have a negative impact on a company. To identify the level of employee turnover, companies can analyze the tendency for turnover intention. This study aims to analyze the effect of transformational leadership, and job stress on job satisfaction and employee turnover intention, and analyze the mediating role of job satisfaction variables. Testing the research hypothesis using Structural Equation Modeling (SEM) analysis techniques using SMARTPLS, using IBM SPSS Statistics 22 for validity and reliability testing, and the sample in this study amounted to 140 respondents, taken using the Purposive Sampling sampling technique, with employee respondent criteria Puri Raharja General Hospital Denpasar in addition to the position of Commissioner and Directors. The results showed that (1) transformational leadership had a negative and significant effect on employee turnover intention, (2) work stress had a positive and significant effect on employee turnover intention, (3) job satisfaction had a negative and significant effect on employee turnover intention, (4) transformational leadership has a positive and significant effect on employee job satisfaction, (5) job stress has a negative and significant effect on employee job satisfaction, (6) job satisfaction mediates the effect of transformational leadership on employee turnover intention, (7) job satisfaction mediates the effect of job stress on turnover intention the employee. Managerial implications and suggestions in this study are to reduce the level of turnover intention of employees, companies or institutions to implement transformational leadership and increase job satisfaction. To increase job satisfaction, companies or institutions must reduce the level of job stress, so that by reducing the level of job stress it will increase job satisfaction, and reduce the intention of employees to resign themselves.

**KEYWORDS** - transformational leadership, , job stress, job satisfaction, turnover intention

### I. INTRODUCTION

The company always strives to keep employee turnover at a relatively low level. Employee turnover, although not always having bad connotations, will affect the smooth operation of company operations. Thus the controlled turnover rate is one of the goals of human resource management. High employee turnover has negative impacts such as decreased sales, reduced customer satisfaction, the need for large recruitment and training costs, and loss of productive work time. If left unchecked in the long run these conditions are a bad indication and can affect organizational performance (Forbes Coaches Council, 2019).

The negative impact of high employee turnover on organizational performance encourages the need for steps to make employees feel welcome. To identify the level of employee turnover, the company can conduct an analysis of trends in the intention to resign. Resignation of employees usually begins with the emergence of an intention to resign for various reasons (Forbes Coaches Council, 2019). High turnover results in an ineffective organization because the company loses experienced employees and needs to retrain new employees.

This study uses the Puri Raharja General Hospital as research subjects. Puri Raharja General Hospital is a type C hospital located in Denpasar City, owned by the Provincial Government of Bali, the Indonesian Corps of Employees' Foundation, and the Bali Provincial Korpri Welfare Foundation, which was established in 1972. The employee data is out at the General Hospital Puri Raharja pata in 2018, which is presented in Table 1.

**Table 1. Employee Data Exit 2018 Puri Raharja General Hospital, Denpasar**

Month	Work unit	amount	Information	amount
January	ER	2	Do not extend the contract	2
February	SECURITY	1	Do not extend the contract	1
March	ER	1	Do not extend the contract	1
April	ER	2	Do not extend the contract	2

<b>May</b>	LABORATORY	1	Do not extend the contract	1
<b>August</b>	HR	1	Resign	1
<b>September</b>	ACCOUNTING	1	Do not extend the contract	1
<b>December</b>	NURSE	2	Do not extend the contract	2
	GENERAL	1	Pension	1
	SECURITY	1	Pension	1
	SECURITY	1	Resign	1
	IT	1	Do not extend the contract	1
<b>Total number of Employees that Exit</b>				<b>15</b>

**Source: RSU Puri Raharja, Data processed 2019**

Based on Table 1., it can be seen that the turnover rate of RSU Puri Raharja Denpasar employees is quite high, namely as many as 15 employees in the past 1 year. This will certainly have a negative impact on the management system and the performance of RSU Puri Raharja. The high level of turnover will affect the stability of the workforce and result in increased costs needed for recruitment of new workers at RSU Puri Raharja. In addition, the loss of reliable workforce will be very detrimental to HR management in RSU Puri Raharja.

The results of interviews with 5 employees of Puri Raharja General Hospital that have been conducted as preliminary research, indicate that several factors that are becoming an issue within the company are likely to influence the amount of turnover that occurs at Puri Raharja General Hospital Denpasar. From these issues, there are two things that are most prominent that cause employee dissatisfaction, namely the high level of employee job stress and dissatisfaction with the current leadership style. However, most employees are satisfied with the compensation given by the company, because in addition to salary, the company also provides adequate health insurance to both employees and their families.

Job stress is one of the factors that greatly affects the level of employee job satisfaction, which impacts on the desire to resign. In a study conducted by Gunawan and UlfaI (2018) it was stated that work stress had a negative and significant effect on job satisfaction. If the work stress felt by the employee is too high this will make the employee become exhausted in working and will cause depression to the employee because he is too concerned about work. Finally, employees do not feel comfortable at work, which triggers employees to be lazy to work, and work performance will decline.

Hakim et al. (2018) states that work stress positively and significantly impacts on turnover intention. When employee work stress gets bigger, it will affect the turnover intention of their workplace. This greatly disturbs the stability of performance which will double the workload carried, so that it has implications for employee turnover due to excessive work stress. According to Handoko (2011: 200) work stress is a condition of tension that affects emotions, thought processes and a person's condition. Too much stress can threaten a person's ability to deal with the environment. As a result, employees develop a variety of stress symptoms that can interfere with their work performance.

Transformational leadership style is also one of the important factors that greatly affects the level of employee job satisfaction and the desire of employees to resign (turnover intention). Russell (2011) states that, transformational leadership is related to decreasing intention to quit. Research Green et al. (2013) shows that transformational leadership is negatively related to turnover intention. Sumrahadi et al. (2019) states that there is a positive correlation between transformational style and job satisfaction. Abouraia and Othman (2017) state that with transformational leadership styles, bank managers can achieve extra satisfaction and fully committed personnel. Staff members who have a close working relationship with transformational leaders have greater job satisfaction and organizational commitment.

Toha (2013: 49) states that leadership style is the norm of behavior used by someone when the person tries to influence the behavior of others as he sees it. Appropriate leadership behavior for use in the company will make employees motivated and focused even in a state of crisis (Arham et al., 2013). According to Bass (1985) in Yukl's book (2013: 313) explains that transformational leadership is a situation where the followers of a transformational leader feel the existence of trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than the originally expected. The leader transforms and motivates followers by making them more aware of the importance of the results of a job, encouraging them to be more concerned with the organization or team rather than self-interest, and activating their needs at a higher level.

## II. LITERATURE REVIEW

### Grand Theory

#### Social Exchange Theory

Social Exchange Theory is a theory that assesses the satisfaction of the interests of the two people involved. An evaluation of this form of relationship is when people calculate the value of their relationship and make a decision whether to stay in the relationship or leave. Theorists Thiabaut and Kelley who coined the theory of interdependence in the book *Introduction to Communication Theory*, provide an explanation of how someone evaluates their relationship with regard to whether they will stay in the relationship or leave it.

The basic theory underlying this research is the theory of social exchange (Social Exchange Theory) developed by Blau (1964). Delivered that social exchange theory is a theory that explains about how individual employees complement each other. In other words the exchange relationship between individuals will produce a reward for each individual. Social Exchange Theory (Social Exchange Theory) is based on the idea that people view their relationship in an economic context and they count the sacrifice and compare it with the rewards obtained by continuing that relationship. Sacrifice (cost) is an element of a relationship that has a negative value for someone. For example feeling depressed and tense. Rewards (rewards) are internal elements

In this study work satisfaction variables are used as mediating variables, turnover intention as the dependent variable, and transformational leadership and work stress as independent variables. In the work environment, there is an interaction between superiors (leaders) and subordinates, where the interaction is a social exchange. In this case the leadership style adopted by superiors will greatly affect the assessment of social exchange between superiors and subordinates, which then will affect job satisfaction and the desire to stay or quit the job. Social exchange does not only happen to superiors and subordinates, but also between fellow subordinates, where if the exchange is perceived to be unfavorable to a party, it will cause pressure which causes a job stress which then impacts on job satisfaction and the desire to stay or leave the job.

#### Transformational Leadership

Bass (1985) in Yukl's book (2013: 313) explains that transformational leadership is a situation where the followers of a transformational leader feel the existence of trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than the originally expected. The leader transforms and motivates followers by making them more aware of the importance of the results of a job, encouraging them to be more concerned with the organization or team rather than self-interest, and activating their needs at a higher level. According to Bass in Robbins and Judge (2017: 387) transformational leadership is a leader who gives consideration and intellectual stimulation that is individualized and has charisma. Meanwhile, according to Newstrom and Bass (in Sadeghi and Pihie, 2012) transformational leaders have certain behavioral components, including integrity and fairness, set clear goals, have high expectations, provide support and recognition, arouse followers' emotions, and get people to see something beyond his own interests to achieve the impossible.

Handayani (2017) that transformational leadership fosters high awareness and loyalty to each of his followers to make changes and work harder than expected and prioritize the interests of the organization rather than personal interests. Transformational leadership is considered as a bridge between leaders and subordinates to increase understanding of the level of motivation and values (Bass, 1994 in Datche and Makulu, 2015). Baysak & Yener (2015) defines transformational leadership as leadership where leaders always motivate followers to work towards goals.

Robbins and Judge (2017) convey the hallmark of transformational leadership is to inspire followers by increasing commitment to achieve better performance. Transformational leadership is known as leadership that promotes positive interaction with subordinates through providing motivation, encouraging work commitment, and emphasizing that achieving organizational goals will have a positive impact on individual achievement.

#### Job Stress

Handoko (2011: 200) work stress is a condition of tension that affects emotions, thought processes and a person's condition. Too much stress can threaten a person's ability to deal with the environment. As a result, employees develop a variety of stress symptoms that can interfere with their work performance. These symptoms concern both physical health and mental health. People who experience stress can become nervous and feel chronic anxiety. They often become irritable and aggressive, unable to relax, or show uncooperative attitudes. They usually often escape by drinking alcohol or smoking excessively. In addition, they can even be affected by various physical ailments, such as digestive problems or high blood pressure, and difficulty sleeping. These conditions although they can also occur due to other causes, but in general they are symptoms of stress.

**Job satisfaction**

Luthans (2006: 243), job satisfaction is the result of employee perceptions about how well their work provides what is considered important. According to Mathis and Jackson (2006: 121), job satisfaction is a positive emotional state that is the result of evaluating one's work experience.

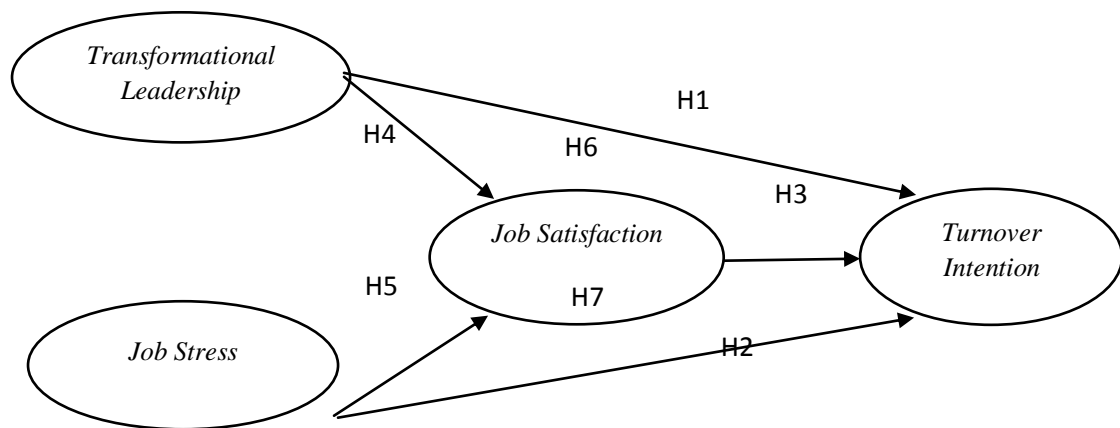
Ricahard et al. (2012: 312,337) asserted that job satisfaction is related to one's feelings or attitudes regarding the work itself, salary, promotion or education opportunities, supervision, work colleagues, workloads and others. Job satisfaction is related to someone's attitude about work, and there are several practical reasons that make job satisfaction an important concept for leaders. Satisfied workers are more likely to stay working for the organization. Satisfied workers also tend to engage in organizational behavior that goes beyond their job descriptions and roles, and helps reduce workload and stress levels of members in the organization. Dissatisfied workers tend to be resistant in relation to leadership and engage in counterproductive behaviors.

Job satisfaction according to Dadang (2013: 15) is a pleasant or unpleasant emotional state at work, job satisfaction reflects someone's feelings towards his work. Edy Sutrisno (2014: 75) also quoted the opinion of Handoko (1992), arguing that job satisfaction is a pleasant or unpleasant emotional state for employees to view their work. Job satisfaction reflects someone's feelings about their work. According to Siagian (2013: 295) job satisfaction is a perspective both positive and negative about their work

**Turnover Intention**

Employee turnover is the permanent voluntary or involuntary resignation of an organization (Robbins and Judge, 2017: 38). Voluntary turnover or quit is an employee's decision to leave the organization voluntarily due to factors of how attractive the current job is, and the availability of alternative work, on the contrary, involuntary turnover describes the decision of the employer to terminate the employment relationship and is uncontrollable for employees who are experience it (Shaw et al., 1998).

Turnover intention is the tendency or intention of employees to stop working from work (Zeffane, 1994). Turnover intention refers to the results of individual evaluations regarding the continuation of an individual's relationship with the organization and has not been realized in the definite actions of leaving the organization. (Hersusdadikawati, 2005). Turnover intention is also defined as a mediating factor between attitudes affecting intention to quit and actually quit from an organization (Glissmeyer et al., 2008). Turnover intention implies a person's intention to leave the organization that employs him, which shows violations in the employment relationship between employees and the organization (Cho et al., 2009).



**Figure 1 Research Conceptual Framework**

The rationale in this study is that employee job satisfaction will decrease if employees experience work stress and dissatisfaction with the current leadership style, which then raises the desire to get out of work (turnover). In accordance with research journals conducted by Iqbal et al. (2014) states that leadership style, job stress, and job satisfaction have a significant effect on the level of employee turnover intention. The level of turnover intention from the employee can be suppressed if the employee feels satisfied with the current leadership style, and if the employee does not experience stress at work. Russell (2011) states that, transformational leadership is related to decreasing intention to quit. Hakim et al. (2018) states that when employee work stress is greater, it will affect the turnover intention of their workplace. This greatly disturbs the stability of performance which will double the workload carried, so that it has implications for employee turnover due to excessive work stress.

Scanlan and Stil (2019) state that turnover intention is negatively correlated with employee job satisfaction. If the level of job satisfaction of employees in an organization increases, then the level of turnover

intention can be minimized. Abouraiia and Othman (2017) state that higher levels of job satisfaction among employees will occur at lower turnover rates. Job satisfaction is significant in the intention to change staff members, because fewer employees calmed down will have complex sentiments and ultimately choose to quit their current organization, then look for a better workplace (turnover).

Based on previous empirical studies, the following hypotheses can be compiled. H1: Transformational leadership has a negative and significant effect on turnover intention. H2: Job stress has a positive and significant effect on turnover intention. H3: Job satisfaction has a negative and significant effect on turnover intention. H4: Transformational leadership has a positive and significant effect on job satisfaction. H5: Job stress has a negative and significant effect on job satisfaction. H6: Job satisfaction mediates the effect of transformational leadership styles on turnover intention. H7: Job satisfaction mediates the effect of work stress on turnover intention

### III. RESEARCH METHODOLOGY

This research uses explanatory research, which explains the relationship between variables through hypothesis testing. The model used in this study is the causality model, which is a study that aims to determine the causal relationship between two or more variables (Sugiyono, 2013: 5). This study was conducted to explain the effect of transformational leadership and work stress on turnover intention with job satisfaction as a mediator. In this study there are two types of variables, namely exogenous variables (transformational leadership and work stress), endogenous variables (turnover intention), and mediating variables (job satisfaction). This research will be conducted at Puri Raharja General Hospital, Denpasar.

This research uses data types that are quantitative and qualitative. The population in this study were all employees of the Puri Raharja General Hospital in Denpasar in addition to the positions of Commissioner and Director of 314 people. The following can be presented data on the number of employees of the Puri Raharja General Hospital, Denpasar. which became the population in this study.

**Table 2 Number of Employees of Puri Raharja General Hospital, Denpasar in 2016**

No.	Position / Position / Unit	Number of Employees (People)
1	Structural	22
2	Medical	11
3	VK	16
4	Polyclinic and ER	19
5	OK	12
6	ICU	15
7	North LII	14
8	South LII	14
9	North LIII	20
10	South LIII	19
11	HD	8
12	Pharmacy Installation	19
13	Nutrition Installation	22
14	Lab Installation	7
15	Administration	19
16	Household	31
17	Radiology	4
18	RM / Admission Operator	22
19	Cashier	8
20	Consultant	4
21	Daily employee	8
<b>Total</b>		<b>314</b>

**Source: Puri Raharja General Hospital, Denpasar, 2019**

The sampling technique used in this study was purposive sampling. Purposive sampling is a sampling technique in which the sample is chosen based on the assessment of researchers that chosen is the right party to be used as a sample of research, namely employees of the Puri Raharja General Hospital, Denpasar. The analytical tool used in this study is Structural Equation Modeling-Partial Least Square (SEM-PLS), then the recommended minimum sample size is from 30 to 100 samples (Imam Ghozali, 2006). In Ferdinand (2014: 173), it is stated that SEM analysis requires a sample of at least 5 times the number of parameter variables

(indicators) to be analyzed. In this study, the total number of indicators to be analyzed is 28 indicators, thus the minimum number of samples to be examined is 28 indicators multiplied by 5, that is as many as 140 samples.

**IV. RESULTS AND DISCUSSION**

Characteristics of respondents is the data of respondents collected to determine the profile of research respondents. Characteristics of respondents in this study with female sex dominating more than men. If based on age, respondents with the age of 26 - 35 years are the most among other ages, while the age of more than 45 years at least. In terms of last education, the respondents who dominated were respondents who had the last education degree. In terms of position, the respondents who dominated were those who had a midwife / nurse position.

**Table 4 Recapitulation of Research Instrument Validity Test Results**

Variable	Indicator	Correlation coefficient	Boundary Correlation	Information
<b>Transformational Leadership (X1)</b>	X1 <sub>1</sub>	0.866	0.30	Valid
	X1 <sub>2</sub>	0.905	0.30	Valid
	X1 <sub>3</sub>	0.911	0.30	Valid
	X1 <sub>4</sub>	0.899	0.30	Valid
	X1 <sub>5</sub>	0.875	0.30	Valid
	X1 <sub>6</sub>	0.899	0.30	Valid
	X1 <sub>7</sub>	0.890	0.30	Valid
	X1 <sub>8</sub>	.876	0.30	Valid
<b>Work Stress (X2)</b>	X2 <sub>1</sub>	.688	0.30	Valid
	X2 <sub>2</sub>	0.821	0.30	Valid
	X2 <sub>3</sub>	0.928	0.30	Valid
	X2 <sub>4</sub>	0.922	0.30	Valid
	X2 <sub>5</sub>	0.890	0.30	Valid
	X2 <sub>6</sub>	0.789	0.30	Valid
	X2 <sub>7</sub>	.854	0.30	Valid
<b>Job Satisfaction (M)</b>	M <sub>1</sub>	0.834	0.30	Valid
	M <sub>2</sub>	0.811	0.30	Valid
	M <sub>3</sub>	.807	0.30	Valid
	M <sub>4</sub>	0.824	0.30	Valid
	M <sub>5</sub>	0.815	0.30	Valid
	M <sub>6</sub>	.884	0.30	Valid
	M <sub>7</sub>	0,900	0.30	Valid
	M <sub>8</sub>	.806	0.30	Valid
<b>Turnover Intention (Y)</b>	Y <sub>1</sub>	0.654	0.30	Valid
	Y <sub>2</sub>	0.551	0.30	Valid
	Y <sub>3</sub>	.802	0.30	Valid
	Y <sub>4</sub>	0.718	0.30	Valid
	Y <sub>5</sub>	0.763	0.30	Valid

**Source: Primary data processed, 2019**

The results of the validity test in Table 4 show that all research instruments used to measure the variables of Transformational Leadership, Job Stress, Job Satisfaction and Turnover Intention have correlation coefficient values with a total score of all statement items greater than 0.30. This shows that the points of the statement in the research instrument are valid and fit to be used as research instruments.

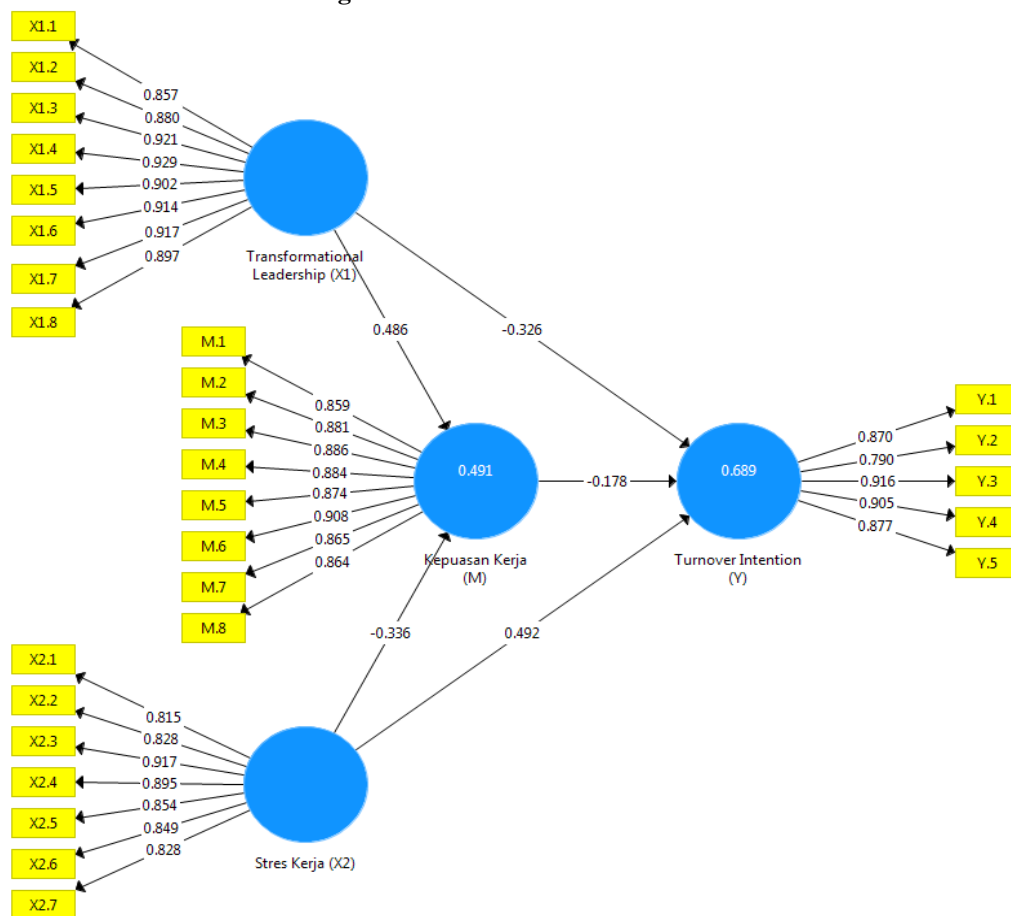
**Table 5 Recapitulation of Research Instrument Reliability Test Results**

No.	Variable	Cronbach's Alpha	Information
1	Transformational Leadership (X1)	0.961	Reliable
2	Work Stress (X2)	0.933	Reliable
3	Job Satisfaction (M)	0.935	Reliable
4	Turnover Intention (Y)	0.721	Reliable

Source: Primary data processed, 2019

The reliability test results presented in Table 5. show that all research instruments have a Cronbach's Alpha coefficient of more than 0.60. So it can be stated that all variables meet the reliability or reliability requirements so that they can be used to conduct research.

**Figure 2 Outer Model**

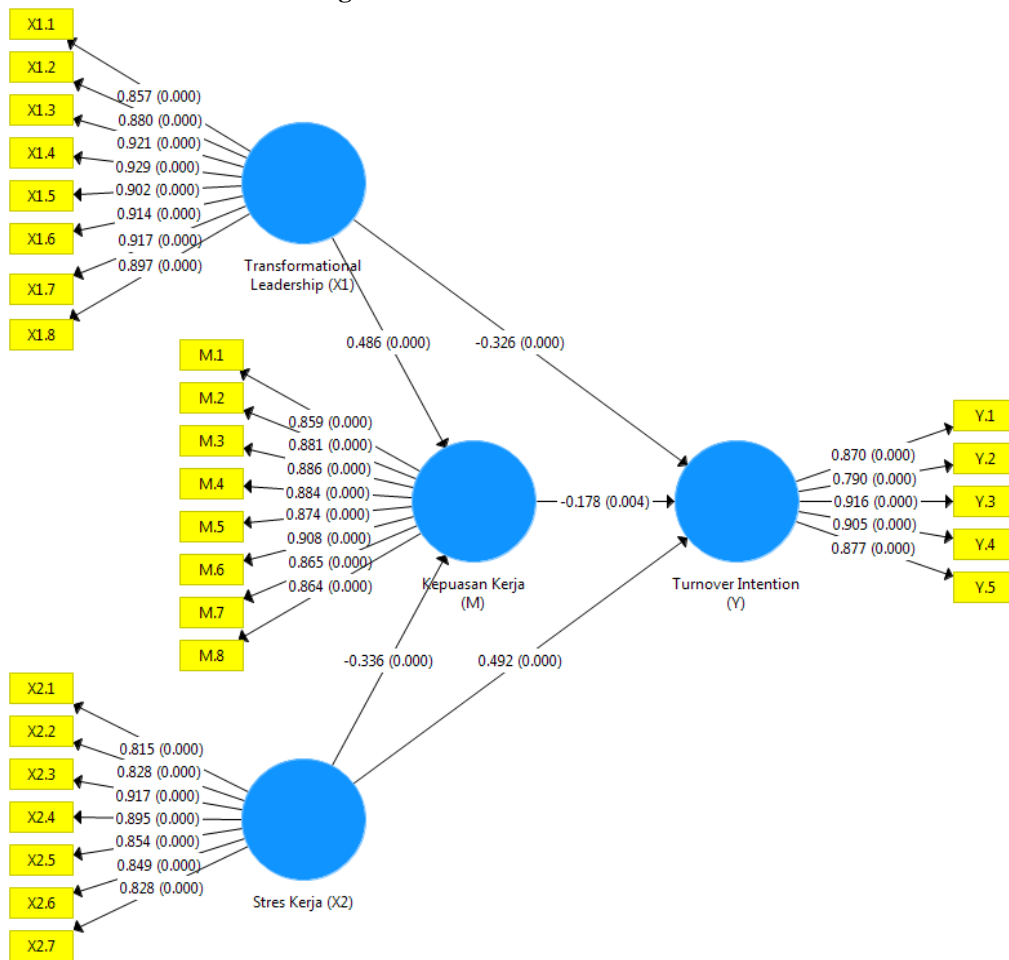


Source: Primary data processed, 2019

Outler evaluation of the model is also called an evaluation of the measurement model carried out to assess the validity and reliability of the model. Analysis of construct measurement models with reflexive indicators to see the validity of each indicator and test the reliability of the construct. Indicator validity criteria are measured by convergent validity, while construct reliability is measured by composite reliability and average variance extracted or AVE.

The convergent validity test results show that all the values in the convergent validity test are greater than 0.6. Thus it can be stated that the data in the study is valid. While the value of discriminant validity (AVE) is greater than 0.5. Thus it can be stated that the data in the study is valid. The results also showed that all Composite reliability values for each variable were greater than 0.7. Thus it can be stated that the data in the study are reliable.

Figure 3 Inner Model



Source: Primary data processed, 2019

The results showed the R-square for the variable Transformational Leadership and Job Stress on Job Satisfaction was 0.491, including good, which showed a large effect of  $0.491 \times 100\% = 49.1\%$ . R-square value for the variable Transformational Leadership and Job Stress towards Turnover Intention of 0.689 is good, which indicates a large influence of  $0.689 \times 100\% = 68.9\%$ . While the calculation of Q-square obtained Q-square value of 0.842 more than 0 and close to 1, so it can be concluded that the model has a predictive value of relevance or the model is worth having the relevant predictive value.

This study obtained p-values and t-statistics for each variable explained as follows. (1) The p-value of the Transformational Leadership variable towards Turnover Intention is 0,000 and the t-statistic value is 5,066. Because the p-value  $<0.05$  ( $0,000 < 0.05$ ) with a beta value of negative (-) 0.326, and t-statistic value  $> 1.96$  ( $5.066 > 1.96$ ), it can be concluded that Transformational Leadership has an effect significant negative effect on Turnover Intention. (2) The p-value of the Work Stress variable for Turnover Intention is 0,000 and the t-statistic value is 4.769. Because the p-value  $<0.05$  ( $0,000 < 0.05$ ) with a beta value of negative (-) 0.336, and t-statistic value  $> 1.96$  ( $4.769 > 1.96$ ), it can be concluded that Work Stress has an effect significant negative effect on Job Satisfaction. (3) the p-value of the variable Job Satisfaction towards Turnover Intention is 0.004 and the t-statistic value is 2.857. Because the p-value  $<0.05$  ( $0.004 < 0.05$ ) with a beta value of negative (-) 0.178, and t-statistic value  $> 1.96$  ( $2.857 > 1.96$ ), it can be concluded that Job Satisfaction influences significant negative effect on Turnover Intention. (4) The p-value of the Transformational Leadership variable on Job Satisfaction is 0,000 and the t-statistic value is 7,711. Because the p-value  $<0.05$  ( $0,000 < 0.05$ ) with a beta value of positive 0.486, and t-statistic value  $> 1.96$  ( $7.711 > 1.96$ ), it can be concluded that Transformational Leadership has a significant positive effect on Job satisfaction. (5) The p-value of the Work Stress variable for Turnover Intention is 0,000 and the t-statistic value is 9,007. Because the p-value  $<0.05$  ( $0,000 < 0.05$ ) with a beta value of positive 0.492, and t-statistic value  $> 1.96$  ( $9.007 > 1.96$ ), it can be concluded that Job Stress has a significant positive effect on Turnover Intention. (6) The p-value of the Transformational Leadership variable towards Turnover Intention through Job Satisfaction is 0.005 and the t-statistic value is 2.827. Because the p-value  $<0.05$  ( $0.005 < 0.05$ ) with a beta value of negative (-) 0.087, and t-statistic value  $> 1.96$  ( $2.827 > 1.96$ ), it can be concluded that



Job Satisfaction able to mediate the influence of Transformational Leadership on Turnover Intention. (7) The p-value of the variable Job Stress towards Turnover Intention through Job Satisfaction is 0.021 and the t-statistic value is 2.322. Because the p-value  $<0.05$  ( $0.021 < 0.05$ ) with a beta value of positive 0.060, and t-statistic value  $> 1.96$  ( $2.322 > 1.96$ ), it can be concluded that Job Satisfaction is able to mediate the effect Job Stress towards Turnover Intention.

Based on the test results of direct and indirect effects, the effect of exogenous variables on mediating variables (transformational leadership on job satisfaction) namely ( $0,000 < 0.05$ ) is significant, the effect of mediating variables on endogenous variables (job satisfaction on turnover intention) namely ( $0.004 < 0.05$ ) is significant, the direct effect of exogenous variables on endogenous variables (transformational leadership on turnover intention) on models involving mediating variables ( $0,000 < 0.05$ ) is significant, it can be said as partial mediation. Thus, job satisfaction as a partial mediation on the effect of transformational leadership on turnover intention.

Based on the test results of direct and indirect effects, the influence of exogenous variables on mediating variables (job stress on job satisfaction) namely ( $0,000 < 0.05$ ) is significant, the effect of mediating variables on endogenous variables (job satisfaction on turnover intention) namely ( $0,000 < 0.05$ ) is significant, the direct effect of exogenous variables on endogenous variables (work stress on turnover intention) on the model involving mediating variables ( $0,000 < 0.05$ ) is significant, it can be said as partial mediation. Thus, job satisfaction as a partial mediation on the effect of work stress on turnover intention.

## V. CONCLUSION

Based on the results of the research analysis and the results of the discussion in the previous chapter, the conclusion of this study is that Transformational Leadership has a significant negative effect on Turnover Intention. This means that the higher the level of Transformational Leadership implementation, the lower the employee Turnover Intention level. Job Stress has a significant positive effect on Turnover Intention. This means that the lower the level of employee Job Stress, the lower the level of employee Job Satisfaction. Job Satisfaction has a significant negative effect on Turnover Intention. This means that if the higher level of employee Job Satisfaction, the lower the employee Turnover Intention level. Transformational Leadership has a significant positive effect on Job Satisfaction. This means that the higher the level of application of Transformational Leadership, the higher the level of employee Job Satisfaction. Job Stress has a significant negative effect on Job Satisfaction. This means that the lower the level of employee Job Stress, the higher the level of employee Job Satisfaction. Job Satisfaction mediates the partial effect of Transformational Leadership influence on Turnover Intention. This means that there is an indirect effect of Transformational Leadership on Turnover Intention through job satisfaction. The higher the level of Transformational Leadership implementation, the employee job satisfaction will increase, so that employee turnover intention will be lower. Job Satisfaction partially mediates the effect of Job Stress on Turnover Intention. This means that there is an indirect effect of work stress on Turnover Intention through job satisfaction. The lower the level of work stress, the employee job satisfaction will increase, so that employee turnover intention will be lower. The results of this study can be used to reduce Turnover Intention. This can be done by designing regulations and policies to increase job satisfaction and transformational leadership.

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*\*Corresponding Author: Vika Anjani<sup>1</sup>*  
*<sup>1</sup>(Magister Management, Faculty of Economics and Business,*  
*Udayana University, Bali, Indonesia)*