

Analysis of the Influence Of Leadership Style And Job Satisfaction On Turnover Intention Through Job Stress At Customer Service (Frontline) PT. XXX Logistic Company In Jakarta

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Abstract

The problem of this research was Turnover intention is a factor of discomfort experienced agent in a company. Turnover intention needs to get serious attention to the organization especially to leadership or manager so can applying leadership properly and improve job satisfaction to reduce job stress in the company. The purpose of this research was the effect of leadership style and job satisfaction toward Turnover intention through job stress at customer service (frontline) PT. XXX, Logistic Company in Jakarta. The methodology of this research was testing hypothesis. The data used were primary data collected from questionnaire. The samples consisted of 164 customer service (frontline) PT. XXX Logistic Company in Jakarta, which were determined through purposive sampling method. The data were analyzed through Structural Equation Model (SEM) of AMOS version 23.0 for Windows. The results of the study showed that there is a negative and significant influence between leadership style to work stress with estimate -0,343 and p-value 0,035. There is a negative and significant influence between job satisfaction to work stress with estimate -0,411 and p-value 0,016. There is a positive and significant influence of work stress on Turnover intention with estimate 0,781 and p-value 0,000 ., there is a negative influence of leadership style on the Turnover intention with estimate -0,595 and p-value 0,000. There is a negative and significant influence between job satisfaction on the Turnover intention with estimate -0,369 and p-value 0,012. Implication of this research is expected to managers can increase the determinants job stress itself for example by raising job satisfaction (salary, reward, job promotion) and applying force leadership proper and able to adjust with all the work situation

Keywords: *Leadership Style, Job Satisfaction, Job Stress, and Turnover Intention*

INTRODUCTION

Rapid environmental changes require organizations to respond to changes that occur in order to continue to exist in global competition. Organizations often change their organizational structure and form so that the organization can respond to changes that occur and must be increasingly flexible to adjust to an increasingly competitive environment determined by resources that have high abilities and skills (knowledge assets) that make organizations have a competitive advantage so that they can win competition.

Customer Service (CS) is a form of activity carried out with the aim of providing satisfaction to customers through the services provided by the company to its customers in solving problems satisfactorily. Customer service is the frontline of a company, the job of customer service is to provide services, receive all forms of complaints and foster good relationships with customers.

One example of the problem is Turnover, this problem is a problem that is commonly found in every company. A high turnover rate will have a negative impact on the company and disrupt the company's operations due to the loss of trained and experienced employees, but Turnover can also have a positive impact including eliminating employees who work poorly or not in accordance with company goals or in accordance with company criteria.

PT XXX Logistic Company in Jakarta which is engaged in shipping services (logistics) in Jakarta which has now been established for more than 20 years, with more than 1,000 service points and

has more than 12,000 employees throughout Indonesia. With PT XXX's need for human resources so great, the company must be able to manage human resources well. Good human resource management is one of the mandatory factors that must be owned by a company to achieve company goals.

Harwiki (2016) states that leadership is the process of influencing the interpretation of events for followers, the choice of goals or bureaucracy, organizing target activities to achieve goals, motivating followers to achieve targets, cooperative relationships and teamwork as well as support and cooperation from parties outside the community and bureaucracy. Jin et al. (2016), say that leadership is the ability to influence a group of people to accept the achievement (goal). All group members as an organizational unit, which makes leadership able to influence all members in the group organization to want to carry out activities and work to achieve organizational/group goals. Definition of leadership in the opinion of experts: (1). Kreitner and Kinicki (2010) define leadership as a process by which individuals influence others to achieve common goals, (2). Robbins and Judge (2015) define leadership as the ability to influence an organization. Organizations need strong leadership to achieve optimal effectiveness. In today's dynamic world, leaders are needed to challenge the status quo, create a vision for the future and inspire organizational members to achieve the organization's vision (Robbins and Judge, 2015).

According to Putra et al. (2021); Praditya, R.A. (2020) Job satisfaction is an emotional state of an employee in which there is or is not an intersection between the value of the compensation received by the employee and the company or organization received in accordance with the level of compensation desired by the employee concerned. According to Praditya, R. A. (2020) Job satisfaction is basically something individual, each individual has a different level of satisfaction according to the value system that applies to him. job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. Leadership basically means the manifestation of a leader's behavior regarding his ability to lead. Effective leadership will be able to encourage organizational motivation, productivity, loyalty and satisfaction of subordinates or organizational members to increase. According to Kotamena et al. (2020); Novitasari et al. (2021) state that humans are basically leaders and every human being will be held accountable for their leadership in the future. Humans as leaders are at least able to lead themselves. Every organization must have a leader who is ideally obeyed and respected by his subordinates.

According to Akbar and Mayliza (2019) which states that work stress has a positive and significant effect on turnover intention which means that increased work stress will cause turnover intention to increase. This develops Robbins and Hakim's (2006) statement that work stress can affect a person's emotions, thought processes and physical and mental conditions. Employees who experience job stress will cause turnover intention. Permatasari and Prasetyo (2018) stated that job stress has a significant negative effect on job satisfaction, meaning that when the level of employee job stress increases, employee job satisfaction will decrease. When employee job stress decreases, employee job satisfaction will increase.

According to Memon et al., (2016) the desire to move to another company (turnover intentions) of employees is the tendency or level of attitude where an employee has the possibility to leave the organization or voluntarily resign from his work. According to Agustin (2018) argues that the desire to move to another company can be an early symptom of turnover. There are several factors for the desire to move (turnover intention), including job satisfaction, the possibility of transfer and other job alternatives. Research conducted by Mahadewi & Rahyuda (2020) states that job satisfaction is able to mediate the effect of compensation on turnover intention.

Pramada et al., (2020) explain that job satisfaction mediates the effect of job stress on turnover intention where high job stress can reduce employee job satisfaction which causes a higher level of desire to leave work.

The framework is prepared based on conclusions and theoretical studies as well as reviews of previous research relevant to the formulation of the problem, which can be formulated into hypotheses. As we know that the role of Human Resources for success in a company is very important. The following can be described as a framework that is used as a basis for thinking in this study. The framework is the basis for thinking in conducting the analysis in this study.

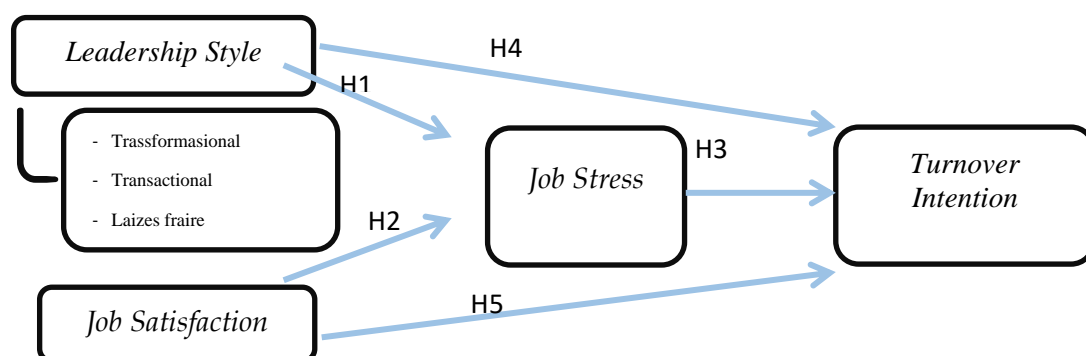
In the picture above, it can be seen that there are two Independent Variables, namely Leadership Style and Job Satisfaction, one Intervening Variable, namely Job Stress and one Dependent Variable, namely Turnover Intention.

In a study conducted by Chieh-Peng Lin, Min-Ling Liu in 2017 to employees in the banking industry in Taiwan showed the results that ethical leadership style and Corporate Social Responsibility (CSR) had a critical effect on Turnover intention which was mediated through work engagement and burnout. Ethical leadership style has a negative relationship with burnout, and burnout has a positive relationship with turnover intention.

In research conducted by Santoni, Alvia and Harahap.M.N, (2018), “The Model of Turnover Intentions of Employees”. The dominant leadership dimension is participative managerial. The dimension of the dominant work environment is the internal external environment, this means getting better leadership, improving the work environment and compensation, a high level of job satisfaction of employees working in the household plastic industry in Jakarta so that turnover intention will decrease (El-Adly & Eid, 2016; Jin et al., 2016; Riansari et al., 2012).

In a study conducted by Chiu et al, (2005) on professional employees at Teipei metropolitan hospital in Taiwan showed the results of job stress negatively affecting turnover intention. However, job satisfaction and organizational commitment can reduce turnover rates in an organization.

Several researchers have suggested Widyantara (2015) in his research results Job satisfaction has a negative and significant effect on Turnover Intention with the object of research of all expatriates in five-star hotels in Nusa Dua, Bali as many as 66 people. Iqbal (2014) in research Job Satisfaction on Turnover Intention has a negative and significant effect, Organizational Commitment on Turnover Intention has a negative and significant effect, Job Stress and Turnover Intention have a positive relationship in the object of research People from different Institutions of Bahawalpur. Yücel (2012) in research Job satisfaction and Organizational Commitment have a relationship with Turnover Intention with the object of research 250 Employees of a Turkish Manufacturing Company.



Hypothesis Formulation

In a study conducted by Chieh-Peng Lin, Min-Ling Liu in 2017 to employees in the banking industry in Taiwan showed the results that ethical leadership style and Corporate Social Responsibility (CSR) had a critical effect on Turnover intention which was mediated through

work engagement and burnout. Ethical leadership style has a negative relationship with burnout, and burnout has a positive relationship with turnover intention. According to Kreitner and Kinicki (2010) leadership is a process by which individuals influence others to achieve common goals. While Laurensia (2006), leadership styles are various patterns of behaviour preferred by leaders in the process of directing their subordinates. Based on the theoretical basis and framework, the hypotheses in this study are as follows:

H1: There is a negative influence between leadership style on the job stress of customer service (frontline) PT XXX Logistic Company

According to research by Wei (Amy) and Foreman (2009) conducted on employees at JGM, which is one of the market leaders in fashion retail in China, the results show that there is a negative relationship between job satisfaction and employee turnover rates. This means that the higher the employee's job satisfaction, the lower the Turnover Intention. Based on the theoretical basis and framework, the hypotheses in this study are as follows:

H2: There is a negative influence between job satisfaction on the job stress of customer service (frontline) PT XXX Logistic Company

In a study conducted by Chiu et al, (2005) on professional employees at Teipei metropolitan hospital in Taiwan showed the results of job stress negatively affecting Turnover intention. However, job satisfaction and organisational commitment can reduce turnover rates in an organisation

H3: There is a positive influence between job stress and turnover intention of customer service (frontline) of PT XXX. Logistic Company

In a study conducted by Chiu et al, (2005) on professional employees at Teipei metropolitan hospital in Taiwan showed the results of job stress negatively affecting turnover intention. However, job satisfaction and organisational commitment can reduce the turnover rate in an organisation. Based on the theoretical basis and framework, the hypotheses in this study are as follows:

H4: There is a negative influence between leadership style on Turnover intention customer service (frontline) PT. XXX Logistic Company

The results research by Michael and Spector (2003) show that the level of individual turnover is influenced by the individual's job satisfaction. In addition, it also supports Tian-Foreman's (2009) research which concluded that job satisfaction also has a negative relationship with turnover intention. Based on the theoretical basis and framework, the hypotheses in this study are as follows:

H5: There is a negative influence between job satisfaction on Turnover intention customer service (frontline) PT.XXX Logistic Company

RESEARCH METHODS

The research design that will be used in this study is a quantitative research design, with a survey method. According to Sugiyono (2013) the survey method is used to obtain data from a certain natural (not artificial) place, but researchers do treatment in data collection, the results of distributing questionnaires.

This study aims to reveal, understand and test hypotheses on the effect of the quality of the relationship between variables. The independent variable “dependent variable” of this research is leadership style and job satisfaction and the non-free variable “independent variable” of this research is Turnover intention while the intermediate variable “intervening variable” is job stress. Basically, the population is the entire object of research or research targets. The population in this study are all Customer Service Employees at PT XXX, especially frontline employees

RESULT AND DISCUSSION

Descriptive data aims to provide an overview of the data. In this study, the descriptive statistics used are the average value (mean) and standard deviation which shows the variation of respondents' answers. The standard deviation value away from zero indicates that the distribution of data (respondents' answers) is diverse (varied). The following is a descriptive statistical analysis that explains the average value (mean) and standard deviation on each variable:

Table 1. Average Respondents' Answers to Leadership Style Statements

Statement items	Average (Mean)	Standard Deviation
My supervisor acted in a way that aroused respect and respect	3,59	1,129
My supervisor explained the importance of having a strong awareness of a goal/vision.	3,71	0,997
My supervisor spoke excitedly about what work I needed to get done.	3,76	1,069
My supervisor used a different point of view when solving various problems.	3,63	0,921
My supervisor helped me to develop my strengths/advantages	3,57	1,028
My supervisor gives me a reward (material/non-material) when I finish my job well.	3,74	1,128
My supervisor was very involved in the procedural aspects and was always present to supervise my work to comply with the company's standards/sops	3,65	0,988
My supervisor gives clear directions or instructions regarding my work and responsibilities	3,66	0,840
My supervisor gave me clarity on what I could get if I worked as expected and what would happen if I didn't work well	3,85	0,967
. My supervisor is not directly involved in what I do and gives me as much authority as I can to make decisions related to my work	3,60	0,849
. My supervisors leave decision - making to lower-ranking officials	3,79	0,977
. My employer gives me the opportunity to think and act innovatively and creatively	3,76	0,996
Total Average Leadership Style	3,69	0,776

Source: Processed with SPSS 23.0

Based on the results of descriptive statistics on leadership style variables obtained the highest average value of 3.85 This shows that respondents feel in agreement with the attitude of superiors who provide clarity of consequences regarding employee responsibility for their work. Every week there is a weekly meeting conducted by the leaders to report on agent performance, if there is a poor agent performance, there must be an increase in the next week, but there is also a quarterly reward for agents who perform well. Then the lowest average value of 3.57. This shows that superiors at the company PT. XXX needs to further increase its direct involvement

to develop the strengths or advantages of its employees. The overall assessment of respondents, it is known that the average value (mean) of respondents' answers to the leadership style statement items is 3.69. This shows that the majority of respondents agree with the leadership style applied to PT. XXX, that is, the Supervisor gives clear directions or instructions regarding his work and responsibilities and provides clarity about the consequences of good and bad in completing the work. This can be interpreted that when employees are able to work according to company expectations, the Supervisor will give an appreciation or appreciation for his employees, and vice versa. With a standard deviation value of 0.776 which is getting away from zero shows that the distribution of leadership style data can be said to be good and varied.

Table 2. Average Respondents' Answers on Job Satisfaction Statement Items

Statement items	Average (Mean)	Standard Deviation
I am satisfied with the salary I receive every month	3,60	1,014
I am satisfied with the benefits I receive beyond the basic salary I receive every month.	3,43	1,193
The company opens opportunities for employees to develop their careers in other divisions/departments	3,24	0,965
Promotion / transfer of employees is done openly, fairly and according to competence (objective).	3,34	1,071
My Supervisor is very competent in his field.	3,46	0,974
My Supervisor treats his subordinates the same	3,48	1,221
My Supervisor wants to receive opinions and input from subordinates	3,51	1,065
My Supervisor is very polite and has a good relationship with each of his subordinates.	3,52	0,981
My coworkers can help when I get trouble finishing work	3,34	0,987
. I feel comfortable in my current work environment	3,59	1,218
. My current job is very challenging and requires special skills	3,26	1,002
. I like my current job	3,41	0,864
Total Average of Job Satisfaction	3,43	0,830

Source: Processed with SPSS 23.0

Based on the results of descriptive statistics on job satisfaction variables obtained the highest average value of 3.60, it shows that respondents are satisfied with the salary received each month. Then the lowest average value of 3.24. This shows that respondents feel that the company needs to further improve the promotion system by opening up opportunities for employees to develop their careers in other divisions/departments. Overall the average value of job satisfaction is 3.43. This shows that respondents feel normal with the salaries and benefits received by employees every month. The value of standard deviation obtained tends to be small, namely 0.830, which indicates that the respondent's answer to the statement item in the job satisfaction variable tends to center so that it can be concluded that the data collected is quite good and varied.

Table 3. Average Respondents' Answers to Work Stress Statement items

Statement items	Average (Mean)	Standard Deviation
I can complete my work according to the target set by the company	2,80	1,136

I lack understanding of tasks and work	2,19	1,107
I consider that the work I do requires more employees	2,85	1,158
I feel tired with the shifting work schedule	2,38	0,959
The work I do requires proficient skills and knowledge in order to achieve the specified targets	2,88	0,968
My current job has great risks and effects for the company	3,10	1,168
My relationship with my family at home is not good due to work pressure at the office	2,36	1,050
The company gives me permission when my family is sick/dead	2,87	1,114
My current job allows me to do activities outside the office	2,11	1,01
My current job allows me to have more time for my family	3,07	1,037
The company gives permission when there is a family event (family marriage / family vacation)	2,73	1,082
Total Average Job Stress	2,67	0,847

Source: Processed with SPSS 23.0

Based on the results of descriptive statistics on work stress variables obtained the highest average value of 3.10, this shows that respondents feel their work has a great risk and effect for the company. Then from the overall question items obtained the lowest average value of 2.11. This shows that respondents feel the burden of work done by employees makes them have a desire to do activities outside the office. Thus, companies need to create and improve comfortable and conducive working conditions and environments. While the overall assessment of respondents on the statement items of work stress variables obtained the highest average value (mean) of 2.67. This shows that the work stress that respondents feel is in the low category, because respondents feel normal with symptoms of work stress related to workloads such as; their work has great risks and effects for the company. With a standard deviation value of 0.847 which is getting away from zero shows that the distribution of work stress data can be said to be good and varied

Table 4. Average Respondent Answers on Turnover Intention Statement items

Statement items	Average (Mean)	Standard Deviation
I often have thoughts of quitting my current job	2,27	0,978
I have the desire to move to another department/division within the same company	2,46	0,943
I have a desire to look for another job outside the company in the near future	2,13	0,877
If I find an alternative job elsewhere, I have the desire to leave my current job	2,58	0,893
Total Average Turnover Intention	2,39	0,728

Source: Processed with SPSS 23.0

Based on the results of descriptive statistics on Turnover intention variable, obtained the highest average value of 2.58, it shows that respondents feel normal if they find an alternative job elsewhere, employees have a desire to leave their jobs. Then obtained the lowest average value of 2.13. This shows that the respondents have no desire to look for other jobs outside the

company in the near future. While the overall assessment of respondents on variable turnover intention statement items obtained an average value of 2.39. This shows that respondents have no desire to leave their jobs, but when finding an alternative job elsewhere, employees have a desire to leave their jobs. With a standard deviation value of 0.728 which is getting away from zero shows that the spread of Turnover intention can be said to be good and varied. Research results and discussion → After testing the suitability of the model in Table 4 and obtained the results that the model in Figure 3 can be said to be suitable so that it can be continued for hypothesis testing. In accordance with the hypothesis that has been formulated above, the test results obtained as follows:

Table 5. Hypothesis Testing Results

Hipotesis	efisien Estimate (β)	p-value ($< 0,05$)	Conclusion
Leadership Style → Job Stress	-0,343	0,035*	H1 Supported
H2 Job Satisfaction → Job Stress	-0,411	0,016*	H1 Supported
H3 Job Stress → Turnover Intention	0,781	0,000	H1 Supported
H4 Leadership Style → Turnover Intention	-0,595	0,000	H1 Supported
H5 Job Satisfaction → Turnover Intention	-0,369	0,012*	H1 Supported

Source: Primary Data processed with AMOS * (one-tailed, so the significance value is divided by 2)

Hypothesis 1 Null hypothesis (H0) and alternative hypothesis (H1) to be tested are formulated as follows: Ho : there is no negative influence between leadership style to work stress customer service (frontline) PT. XXX H1: there is a negative influence between leadership style to work stress customer service (frontline) PT. XXX In the first hypothesis testing, known p-value of $0.035 < \alpha 0.05$ with a coefficient of -0.343. Then H1 is accepted (supported), meaning that there is a negative and significant influence between leadership styles on work stress customer service (frontline) PT. XXX This influence is negative which means that the better the perception of respondents on the leadership style owned by a Supervisor, the lower the level of work stress that employees feel.

Hypothesis 2 Null hypothesis (H0) and alternative hypothesis (H2) to be tested are formulated as follows: Ho : there is no negative influence between job satisfaction to work stress customer service (frontline) PT. XXX H2: there is a negative influence between job satisfaction to work stress customer service (frontline) PT. XXX In the second hypothesis testing, known p-value $0.016 < \alpha 0.05$ with a coefficient of -0.411. Then H2 is accepted (supported), meaning that there is a negative and significant influence between job satisfaction and work stress customer service (frontline) PT. XXX This influence is negative which means that the higher the job satisfaction felt by employees, the lower the level of work stress felt by employees.

Hypothesis 3 Null hypothesis (Ho) and alternative hypothesis (H3) to be tested are formulated as follows: Ho : there is no positive effect of work stress on Turnover intention customer service (frontline) PT. XXX H3: there is a positive effect of work stress on Turnover intention customer service (frontline) PT. XXX In hypothesis testing 3, known p-value $0.000 < \alpha 0.05$ with a coefficient of 0.781. Then H3 is accepted (supported), meaning that there is a positive and significant influence between work stress on Turnover intention customer service (frontline) PT. XXX This effect is positive which means that the lower the level of work stress that employees feel, the more decreased the employee's desire to leave the company.

Hypothesis 4 Null hypothesis (H0) and alternative hypothesis (H4) to be tested are formulated as follows: Ho : there is no negative influence between leadership style to Turnover intention customer service (frontline) PT. XXX H4: there is a negative influence of leadership

style on Turnover intention customer service (frontline) PT. XXX In hypothesis testing 4, known $p\text{-value } 0.000 < \alpha 0.05$ with a coefficient of -0.595 . Then H_4 is accepted (supported), meaning that there is a negative and significant influence of leadership style on Turnover intention customer service (frontline) PT. XXX This influence is negative which means that the better the perception of respondents on the leadership style owned by a Supervisor, the lower the employee's desire to leave the company

Hypothesis 5 Null hypothesis (H_0) and alternative hypothesis (H_5) to be tested are formulated as follows: H_0 : there is no negative influence between job satisfaction on Turnover intentions customer service (frontline) PT. XXX H_5 : there is a negative influence between job satisfaction on Turnover intentions customer service (frontline) PT. XXX In hypothesis testing 5, known $p\text{-value } 0.012 < \alpha 0.05$ with a coefficient of -0.369 . Then H_5 is accepted (supported), meaning that there is a negative and significant influence between job satisfaction and Turnover intention customer service (frontline) PT. XXX This influence is negative which means that the higher the job satisfaction felt by employees, the lower the level of employee desire to leave the company.

CONCLUSION

Based on the description of the hypothesis testing results in the previous chapter, it can be concluded that there is a negative and significant influence between leadership style and job satisfaction on Turnover intention through work stress on customer service (frontline) PT. XXX The role of work stress is very dominant as a mediator of the influence of leadership style and job satisfaction felt by employees on Turnover intention. This can be interpreted that the leadership style applied in the company is good, where superiors are able to direct and instruct the completion of work clearly, with enthusiasm, and reward for outstanding employees, as well as the opportunity for each employee to think and act innovatively and creatively.

Moreover, employees have been satisfied with the salaries and benefits received by employees every month. This condition further adds to the positive feelings of employees towards their Supervisor or company, so that this will suppress the feeling of work stress and the employee's desire to leave the company. Based on the results of research conducted, some managerial implications that can be proposed are as follows:

1. Regarding leadership style variables, it is expected to increase the role of good and effective leaders who will be able to create a conducive and comfortable work environment for employees and easily adapt to all situations. By increasing job satisfaction and respect for employees by developing the strengths or advantages of employees. A leader can also be a good role model to be followed by his subordinates. This is because the acquisition of the mean value tends to be low, so that practitioners can improve better judgment in the future.
2. Regarding job satisfaction variables, it is expected that managers can improve the determinants of job satisfaction itself, for example by increasing wages, promotional opportunities, especially related to the employee's own career path because after all, an employee has a desire to develop in his career field. So as to suppress the onset of work stress due to the workload of employees and make employees feel at home to stay in the office. This is because the acquisition of the mean value tends to be low, so that practitioners can improve better judgment in the future.
3. Related to work stress variables, it is expected that managers can improve the determinants of work stress itself, for example by increasing job satisfaction and applying the right leadership style and being able to adjust to all work situations. In addition, the manager can help reduce work stress by holding refreshment events such as outing dalam so on. This is

because the acquisition of the mean value tends to be low, so that practitioners can improve better judgment in the future.

4. Regarding the turnover intention variable, it is important for managers to pay attention to the Turnover intention factor. Factors that are included such as increasing the organizational commitment of an employee by strengthening personal relationships between employees at the same level and between levels. Increased Turnover in a company can have a negative impact on the company because it creates instability in labor conditions, decreased employee productivity, and unfavorable work conditions. The high Turnover rate will be a serious problem for the company, it can even make the company experience frustration when it finds out that the recruitment process that has attracted qualified staff in the end turns out to be in vain because the recruited staff have chosen jobs in other companies.

For further research is expected not only to use samples: 1. The customer service (frontline) PT. XXX course, but it can use other samples involving employees working in the field, for example: drivers, couriers and other operational officers. 2. Further research is expected to add other factors that can affect work stress and Turnover intention, such as; workload factors, role conflicts, and employee mutations.

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