

Transformational leadership, work stress and turnover intention: the mediating role of job satisfaction

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ABSTRACT: Turnover intention is the desire of an individual to leave the organization for various reasons, including the desire to get a better job. The purpose of this study was to determine the role of job satisfaction in mediating the effect of transformational leadership and job stress on turnover intention. This research was conducted at PT. Aerofood Indonesia Denpasar unit. The number of samples taken was 100 employees, with a purposive sampling method. Data collection was carried out through interviews, observation and questionnaires. The analysis technique used is the Partial Least Square (PLS) approach. Based on the analysis, it is found that transformational leadership has a negative effect on turnover intention through job satisfaction as a mediating variable. This means that if transformational leadership through the mediating variable job satisfaction increases, then turnover intention will decrease. In addition, the results of the study also found that job stress has a positive effect on turnover intention through job satisfaction as a mediating variable. This means that if job stress through the mediating variable job satisfaction increases, turnover intention will also increase. The implication in this research is that companies should pay more attention to transformational leadership and employee work stress so that employees will feel satisfied working with the company and can retain their employees longer.

Keywords: *transformational leadership, job stress, job satisfaction, turnover intention*

I. INTRODUCTION

Human Resources (HR) is one of the important assets for a company. Primarily for companies engaged in services, HR or employees who work for the company are factors that can become the blade of the company itself (Ahmad, Munir Mohd. Salleh, Omar, Abu Bakar, and Abd. Wahab Sha'arani, 2018). This means that employees can make the company more advanced or vice versa can make the company not develop and even experience conditions that are not prime. Organizing employees so that they can work and show their maximum performance is an effort that requires management in it. Human Resource Management is the answer to these conditions. In addition to creating maximum performance, HR management is also expected to provide satisfaction to employees, so that employees feel comfortable at work and do not have a turnover intention.

Employee turnover is a phenomenon that often occurs in companies. High intensity employee turnover can have a negative impact on the company, this can lead to decreased company productivity, decreased sales figures, reduced customer satisfaction, large recruitment and training costs, and loss of productive work time. If left in the long term condition

this is a bad indication and can affect organizational performance (Jiang, Jiang, and Huang, 2018).

In addition to the negative impacts above, employee turnover can also cause employees to feel uncomfortable and lead to an employee's desire to leave the company (turnover intention). The resignation of employees makes the company lose experienced employees, so it is necessary to avoid this. Employee turnover is a permanent voluntary resignation (voluntary) or involuntary (involuntary) from an organization (Mayora et al., 2019). Turnover intention is a position where employees have the desire or intention to find another job as an alternative at a different company (Lubis and Rodhiyah, 2018). Turnover intention can also be said to be the movement of employees to leave the company to get a new job at another company. The negative impact of turnover is the impact on organizational costs related to recruitment, selection, and training of new personnel, plus turnover can cause a decrease in the effectiveness and productivity of employee performance because they have lost their co-workers (Parwati, 2015).

There are still high employee turnover rates at service companies in Indonesia. Based on the results of a 2015 survey conducted by Mercer Talent Consulting and Information Solution, it was found that the turnover rate of all companies occurred in service companies, namely 16 percent (Parwati, 2015). The results of the Price Waterhouse Coopers (PwC) Indonesia survey of service companies in Indonesia also show an employee turnover rate of 15 percent, meaning that human resources in service companies often move around (Adelia and Mujiati, 2016).

The above indication of turnover intention can be found in many companies, one of which is PT. Aerofood Indonesia Denpasar unit. To observe the turnover intention phenomenon at PT. Aerofood Indonesia Denpasar unit, the authors made initial observations through interviews related to data on the number of employees who entered and had stopped working from 2016 to 2019 as shown in Table 1.

Table 1. The number of employees who enter and leave at PT. Aerofood Indonesia Denpasar Unit 2016-2019

Year	Permanent employees		%	Contract employees		%
	Enter	Leave		Enter	Leave	
2016	18	5	27.78	63	24	38.10
2017	26	8	30.77	86	35	40.70
2018	44	14	31.82	107	47	43.93
2019	32	11	34.38	124	58	46.77

Observations of PT. Aerofood Indonesia Unit Denpasar (2020) Based on table 1.1 above, it can be seen that each year the employee's desire to resign is getting higher. The higher turnover intention causes companies to pay more attention to the composition of employees, and to study the factors that make turnover intention high.

PT. Aerofood Indonesia Denpasar unit is a company engaged in the service industry, namely airline catering which is divided into two business fields, namely catering services and Commercial Import Person (CIP) Lounge services. The main activity of this company is to provide catering services for flight supplies from Bali's Ngurah Rai Airport. Here is a table from

employee attendance data of PT. Aerofood Indonesia Denpasar unit, which shows that the average absentee level is still more than 3 percent and is high.

Table 2. Attendance Level of PT. Aerofood Indonesia Unit Denpasar

No.	Month	Number of Employee (person)	Number of Working day (day)	Number of Supposed Working Days (day)	Number of Days Lost (day)	Number of Actual Working Days (day)	Percentage of absences (%)
(1)	(2)	(3)	(4)	(5) (3)x(4)	(6)	(7) (5)-(6)	(8) (6):(5)x100%
1	Januari	129	13	1677	42	1635	2.50
2	Februari	129	12	1548	53	1495	3.42
3	Maret	129	13	1677	44	1633	2.62
4	April	129	12	1548	56	1492	3.62
5	Mei	129	13	1677	75	1602	4.47
6	Juni	129	13	1677	66	1611	3.94
7	Juli	129	13	1677	52	1625	3.10
8	Agustus	129	13	1677	72	1605	4.29
9	September	129	12	1548	72	1476	4.65
10	Oktober	129	13	1677	82	1595	4.89
11	November	129	13	1677	82	1595	4.89
12	Desember	129	13	1677	156	1521	9.30
	Total		153	19737	852	18885	51.07
	Mean		12.75	1644.75	71	1573.75	4.30

These employees do shifts so that each person gets an average of 13 working days per month. So that it can be seen for a month how many working days should be. However, due to absence for various reasons, there are days that are lost or the number of days that employees should have worked, but did not work. This causes the percentage of employee absenteeism to be in the range of 4.30 percent which is classified as high.

The high rate of employee turnover and absenteeism indicates that employees are dissatisfied with their work. Employee dissatisfaction at work can trigger various negative impacts, one of which is decreased

performance as indicated by high absenteeism, so that the end of this phenomenon is the desire of employees to resign. Research conducted by Akbar, Noermijati and Troena (2016) states that there is an influence between employee job satisfaction and employee turnover intention. Job satisfaction itself is a feeling of satisfaction that does not appear automatically, but rather an accumulation of work comfort, security, financial satisfaction with salaries and so on.

Results of interviews with 5 employees of PT. Aerofood Indonesia Unit Denpasar, which has been conducted as a preliminary research, shows that several factors that are becoming issues within the company are likely to affect the amount of turnover that occurs at PT. Aerofood Indonesia Unit Denpasar. Of these issues, there are two things that most prominently cause employee dissatisfaction, namely the high level of employee work stress and dissatisfaction with the current leadership style. However, most employees are satisfied with the compensation provided by the company, because in addition to salary, the company also provides adequate health insurance for employees and their families.

Research conducted by (Mayora et al., 2019) states that leadership style is one of the factors that affect employees' desire to resign from the company. The leadership style that affects turnover intention is a transformational leadership style. Leadership style is a significant factor, which influences employee attitudes and behavior (Boamah and Laschinger, 2017). Leadership has an important role in the organizational environment, and the supervisory style adopted by leaders can directly or indirectly influence employee attitudes and behavior. Pravichai and Ariyabuddhiphongs (2018) said that when subordinates feel they have the support, trust of their superiors, they will develop a responsibility to repay them with good behavior and decent work results. Conversely, when subordinates have unwanted leaders, the relationship between the subordinates and superiors will tend to show detrimental behavior, such as service sabotage, absenteeism, turnover and job disrespect.

Transformational leaders are needed by every employee, with transformational leadership will make the emotional intelligence possessed by each individual can be controlled properly, so that it can increase the effectiveness of the team in the company. Based on the results of observations and interviews conducted with employees of PT. Aerofood Indonesia Denpasar unit, it is known that some employees feel that the leadership style of the leader is not suitable with current conditions, where the leadership style applied creates a gap between employees and leaders. This results in lack of fluency in communication and inconvenience of employees in conveying innovative ideas or ideas. According to Ivansyah (2019) leadership style is one of the keys to the success of the company, if the leader applies the wrong leadership style it can affect employee performance.

Job stress is one of the factors that greatly affects the level of employee job satisfaction, which has an impact on the desire to resign (turnover intention). In research conducted by Guchait & Madera (2016), it is stated that job stress has a negative and significant effect on job satisfaction. If the work stress felt by employees is too high this will make employees become tired at work and will cause depression in employees because they think too much about work. Finally, employees do not feel comfortable at work, which triggers employees to be lazy to work, and work performance will decline.

Wulansari, Koesmono, and Junaedi (2017) state that work stress positively and significantly impacts turnover intention. When the employee's work stress is getting bigger, it will affect the turnover intention from their workplace. This is very disturbing the stability of performance which will multiply the workload carried, thus implicating employee turnover due to excessive work stress. According to Irfan et al., (2017) work stress is a condition of tension that affects a person's emotions, thought processes and conditions. Too much stress can threaten a person's ability to cope with the environment. As a result, employees develop various stress symptoms that can interfere with their work performance.

This study then aims to test empirically the relationship between transformational leadership, job stress and turnover intention with job satisfaction as a mediating variable carried out at PT. Aerofood Indonesia Unit Denpasar.

II. THEORY AND HYPOTHESES

Before moving on to social exchange theory, it is necessary to know what social exchange is. Lawler (2001) in Ghadi (2017) states that social exchange is a joint activity of two or more individuals where each individual pursues something and offers in return for other values. The process of exchanging value produces greater benefits that cannot be achieved by an individual alone. Obligations between parties are created when one of them provides a resource that is beneficial to the other (Mitchell, Cropanzano, and Quisenberry, 2012). Social exchange occurs when two actors give something of value to each other and receive something of value in return.

Lawler and Thye (1999) argue that social exchange theory assumes selfish actors who transact with self-serving actors to achieve individual goals that they cannot achieve on their own (Emerson, 1976). The basic form of this theory states that social exchange is a process of exchange that is negotiated between parties. Therefore, it is necessary to deal with human exchange behavior

where interdependent or mutually beneficial processes are involved in transactions or exchanges (Emerson, 1976, in Narwin, 2016).

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

The basic theory that underlies this research is the social exchange theory developed by (Blau, 1964). It was conveyed that social exchange theory is a theory that explains 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 relationships in an economic context and they count the sacrifices and compare them with the rewards earned by continuing those relationships. Sacrifice (cost) is an element of a relationship that has a negative value for a person. For example feeling depressed and tense. Rewards are elements in a relationship that have positive values. For example, mutual understanding and understanding.

Blau (1964) states that social exchange theory often explores in the areas of job performance (Emerson, 1976), employee attitudes, psychological well-being and so on. Organizations, in general, treat employees as long-term assets. The relationship between employers and employees is more social in nature, which is not only tied to official goals, but both parties value personal relationships. This, in turn, helps the organization to create loyal employees. Because employees feel valued, their tendency to stay in the organization and work for the organization is quite high. This employee engagement behavior helps the organization to move forward, to initiate and implement strategies.

Adelia and Mujati's research (2016) states that leadership factors, transformational leadership styles and transactional leadership have an effect on employee turnover intentions, both transformational and transactional leadership styles have a significant relationship with employee turnover. Emerson, (1976) states that transformational leadership is related to decreased intention to quit. Ghadi's research (2017) states that transformational leadership is negatively related to turnover intention. Vania (2019) states that transformational leadership has an effect on employee intentions to leave the organization. Divya and Suganthi (2018) state that transformational leadership style has a direct effect on employees' intention to leave.

H₁: Transformational Leadership Style has a negative and significant effect on Turnover Intention

Wulansari et al., (2017) stated that work stress has a positive and significant effect on turnover intention. This is in accordance with Irfan et al., (2017) which states that work stress has a positive and significant effect on turnover intention / intention to quit. This is contrary to Alias et al., (2018) which states that job stress is not a predictor of turnover intention. They argue that employees prefer to stay in the same organization because it is not easy to find new jobs, and that being unemployed is definitely the last resort for everyone.

H₂: Job Stress has a positive and significant effect on Turnover Intention

Yani et al., (2016) stated that job satisfaction has a negative and significant effect on employee intention to resign (turnover intention). This is contrary to Akbar et al., (2016) which states that there is no significant effect of job satisfaction on the desire to resign for employees. Jiang et al., (2018) also stated that job satisfaction has no significant effect on turnover intention. The intention of employees to step down is more due to new opportunities outside. An attractive offer can shake their resistance to stay in the company.

H₃: Job satisfaction has a negative and significant effect on turnover intention

Akbar et al., (2016) stated that there is a positive correlation between transformational style and job satisfaction. Transformational leadership practices need to be maintained because they have a very strong relationship with employee satisfaction. Leadership that encourages and builds harmonious relationships is still driving the level of job satisfaction. Maryanti et al., (2016) stated that transformational leadership is positively related to follower job satisfaction at the individual and team level and objective team performance. Transformational leadership has a strong positive influence on workplace empowerment, which in turn increases nurses' job satisfaction (Boamah and Laschinger, 2017). Lubis and Rodhiyah, (2018) state that transformational leadership positively affects job satisfaction, where perceived transformational leadership behavior increases job satisfaction among medical assistants and nurses. Research by Mayora et al., (2019) also shows transformational and transactional leadership have a positive effect on job satisfaction. Job satisfaction is influenced more by transformational than transactional leadership.

H₄: Transformational leadership has a positive and significant effect on job satisfaction.

The results of research conducted by Djatmiko et al., (2019) state that job stress has no significant effect on job satisfaction. The same thing was stated by Nuryakin (2017) which states that job stress does not have a significant effect on employee job satisfaction. Based on the description above, the hypothesis H5 is formulated as follows.

H₅: Job stress has a negative and significant effect on job satisfaction.

Ahmad et al., (2018) stated that leadership style can reduce employee turnover intentions, and the impact is through job embeddedness, job satisfaction, and affective commitment, in series. In his research, a three-serial-mediator model was applied to the relationship between leadership style and intention to move. Job satisfaction and affective organizational commitment mediate the effect of perceptions of supervision support and turnover intention (Ivansyah, 2019). Diatmika and Supartha (2017) also state that the contemporary leadership of construction project managers indirectly affects the turnover intention of engineers through job satisfaction. Leadership style has a significant effect on turnover intention, either directly and through job satisfaction (Paradisani, 2019).

H₆: Job satisfaction mediates the effect of transformational leadership style on turnover intention

Wulansari et al., (2017) stated that job satisfaction mediates the effect of job stress on employee turnover intentions. That is, the contribution of the satisfaction variable becomes a determinant for not leaving the workplace and reducing work stress. Djatmiko et al., (2019) stated that job satisfaction has a positive and significant mediation effect on the effect of job stress on turnover intention. Meanwhile, Prasetyo et al. (2018) stated that job satisfaction does not have a mediating role in the effect of stress on turnover intention. Based on the description above, the hypothesis H7 is formulated as follows.

H₇: Job satisfaction mediates the effect of job stress on turnover intention

III. RESEARCH METHOD

This research was conducted at PT. Aerofood Indonesia Denpasar unit which is located at Jalan Taman Sari No. 26. Kelan, Denpasar, Bali, Indonesia. The reasons behind the research conducted at PT. Aerofood Indonesia Denpasar unit, which is a business engaged in lodging services, namely there is a problem regarding employee turnover which has increased every year which indicates that something is happening behind it. Then, researchers consider this activity to be done in order to know the causes of decreased employee satisfaction considering that good performance is needed in productivity. So far, the company has never conducted research on turnover intention considering that the company is one of the businesses engaged in providing catering services for airlines. The population in this study were employees of PT. Aerofood Indonesia Unit Denpasar Badung, totaling 129 people.

The analytical tool used in this study is Structural Equation Modeling-Partial Least Square (SEM-PLS), so the recommended minimum sample size is from 30 to 100 samples (Ghozali, 2016). SEM requires a sample of at least 5 times the number of parameter variables (indicators) to be analyzed. In this study, a population of 129 employees of PT. Aerofood Indonesia Denpasar unit. Because the number of employees is more than 100 people, the sample is determined using the Slovin formula. The research sample was rounded to 100 respondents. The questionnaire was used as a research instrument with a five-point Likert scale.

IV. RESULT AND DISCUSSION

The data obtained shows that there are 49 male respondents with a percentage of 57.0%. While the female respondents were 37 people with a percentage of 43.0%. This shows that male respondents are more dominant than female.

When viewed from an age perspective, there were 11 respondents aged 17-21 years with a percentage of 12.8%. Respondents aged 22-26 years were 29 people with a percentage of 33.7%. Respondents aged 27 - 32 years were 34 people with a percentage of 39.5%. Respondents > 32 years old were 12 people with a percentage of 14.0%. This shows that respondents aged 27 - 32 years are the most dominating among other ages.

Meanwhile, based on education level, respondents with high school education level were 51 people with a percentage of 59.3%. Respondents with Diploma education were 15 people with a percentage of 17.4% and respondents with S1 education were 20 people with a percentage of 23.3%. This shows that the respondents are dominated by respondents with high school education. 11 respondents who worked less than 1 year and 1 - 3 years with a percentage of 12.8%. Respondents with a working period of 3-5 years were 22 people with a percentage of 25.6% and respondents with a working period of more than 5 years were 42 people with a percentage of 48.8%. This shows that the respondents are dominated by respondents with a working period of more than 5 years.

Instrument testing is carried out to determine whether the research instrument is suitable for use. Instrument testing is done by testing the reliability and validity test.

Table 3. Recapitulation of Research Instrument Validity Test Results

No	Variable	Indicator	Correlation Coefficient	Validity
1	<i>Turnover Intention</i>	Y.1	0.892	Valid
		Y.2	0.752	Valid
		Y.3	0.881	Valid
		Y.4	0.917	Valid
		Y.5	0.918	Valid
2	Kepemimpinan Transformasional	X1.1	0.714	Valid
		X1.2	0.875	Valid
		X1.3	0.895	Valid
		X1.4	0.886	Valid
		X1.5	0.925	Valid
		X1.6	0.778	Valid
		X1.7	0.847	Valid
		X1.8	0.896	Valid
3	Stres Kerja	X2.1	0.766	Valid
		X2.2	0.769	Valid
		X2.3	0.827	Valid
		X2.4	0.817	Valid
		X2.5	0.754	Valid
		X2.6	0.812	Valid
		X2.7	0.704	Valid
4	Kepuasan Kerja	M.1	0.708	Valid
		M.2	0.838	Valid
		M.3	0.784	Valid
		M.4	0.823	Valid
		M.5	0.811	Valid
		M.6	0.871	Valid
		M.7	0.809	Valid
		M.8	0.810	Valid

In Table 3, the results show that all instrument items can be declared valid, this can be stated so because all correlation coefficients are greater than 0.30. Thus all statement items are said to be valid and fit for use.

Table 4. Recapitulation of Research Instrument Reliability Test Results

No	Variable	<i>Cronbach's Alpha</i>	Reliability
1	Turnover Intention	0.920	Reliable
2	Transformational Leadership	0.946	Reliable
3	Work Stress	0.889	Reliable
4	Job Satisfaction	0.921	Reliable

The results of the reliability test are presented in Table 4. shows that all research instruments have a Cronbach's Alpha coefficient of more than 0.60. So it can be stated that all variables have met the reliability or reliability requirements so that data analysis can be continued.

A structural model is a model that describes the relationship between constructs (latent variables). In PLS the structural model is evaluated using R^2 for the dependent construct, the path coefficient value or t-value for each path to test the significance between constructs in the structural model.

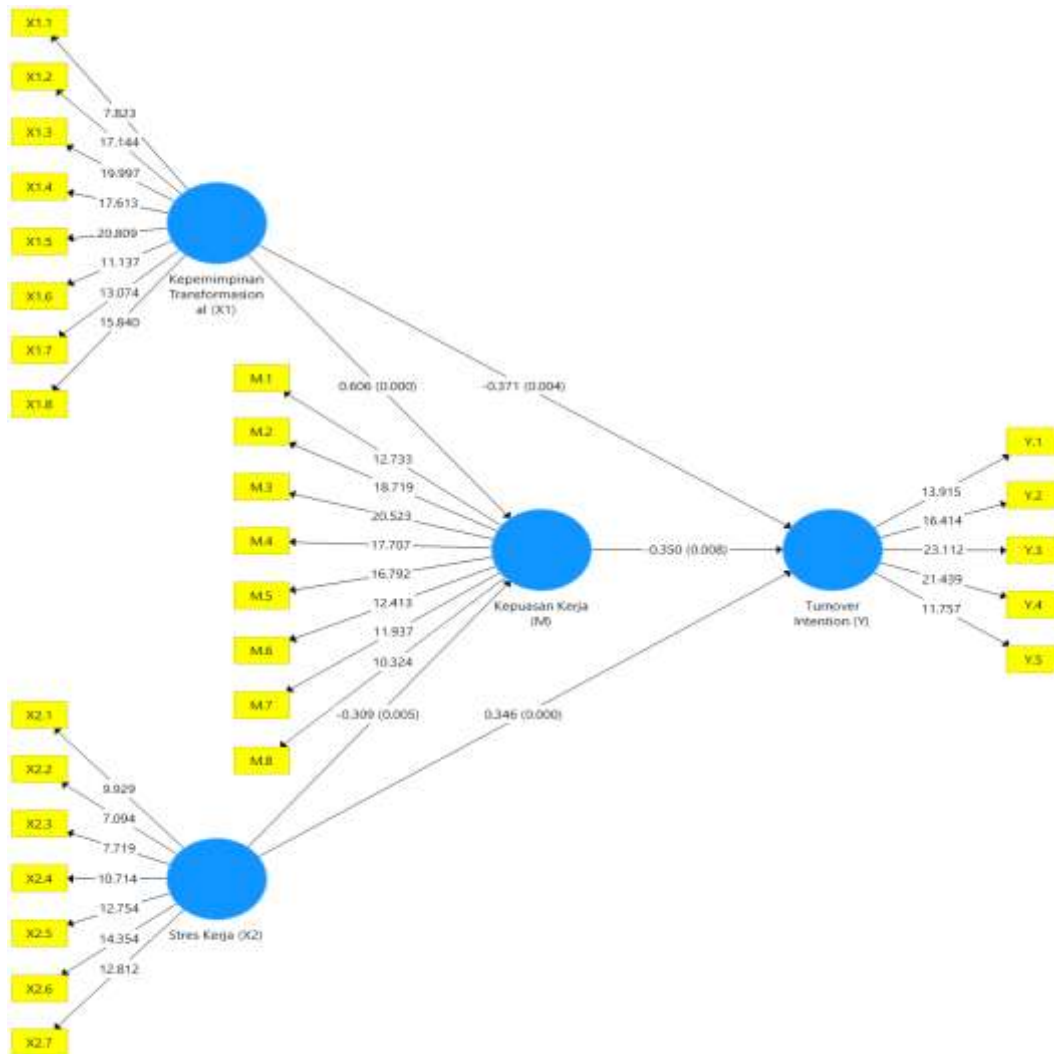


Figure 1. Inner Model

R-square for the dependent construct of R-square value can be used to evaluate the effect of predictors on each endogenous latent variable. R² results of 0.67, 0.33 and 0.19 for endogenous latent variables in the structural model indicate that the model is “good”, “moderate”, and “weak”. The R-square value is used to later calculate the Q-square value which is a test of the goodness of fit model.

Obtained R-square value for transformational leadership variable and job stress on job satisfaction of 0.448 including moderate which shows that it has a large influence of 0.448 x 100% = 44.8%. The R-square value for transformational leadership variables and work stress on turnover intention is 0.632, including moderate, which shows that it has a large influence of 0.632 x 100% = 63.2%.

Regression models will be more appropriate to use and produce more accurate calculations, if the following assumptions can be met. Classic assumption tests that must be met in simple linear regression analysis include the Normality Test, Multicollinearity Test and Heteroscedasticity Test.

Inner model testing is done by looking at the Q-square value which is a goodness of fit model test. If the Q-square value is greater than 0 (zero) it shows that the model has a predictive relevance value, while the Q-square value is less than 0 (zero), it shows that the model lacks predictive relevance. However, if the calculation results show that the Q-square value is more than 0 (zero), then the model deserves to be said to have a relevant predictive value.

Based on the above calculations, the Q-square value is 0.812 more than 0 and close to 1, so it can be concluded that the model has a predictive value or the model deserves to be said to have a relevant predictive value.

Table 5. Direct Effect Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational Leadership (X1) ->Job Satisfaction (M)	0.606	0.607	0.080	7.604	0.000
Transformational Leadership (X1) -> Turnover Intention (Y)	-0.371	-0.369	0.127	2.920	0.004
Job Satisfaction (M) -> Turnover Intention (Y)	-0.350	-0.352	0.132	2.642	0.008
Work Stress(X2) ->Job Satisfaction (M)	-0.309	-0.309	0.109	2.829	0.005
Work Stress (X2) -> Turnover Intention (Y)	0.346	0.346	0.078	4.458	0.000

Table 6. Indirect Effect Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational Leadership (X1) ->Job Satisfaction (M) -> Turnover Intention (Y)	-0.212	-0.216	0.094	2.265	0.024
Work Stress(X2) ->Job Satisfaction (M) -> Turnover Intention (Y)	0.108	0.105	0.054	2.014	0.045

Based on the results of data analysis, the p-value of the transformational leadership variable on turnover intention is 0.004 which is compared with a significant value of 0.05. Because the p-value <significant (0.004 < 0.05) with a beta value of negative 0.371 and the t statistics value of 2.920 which is compared with the t-table of 1.96. Because the value of t-statistics > t-value (2,920 > 1.96), it can be concluded that transformational leadership has a negative effect on turnover intention.

The figure of a leader in the company can be effective if the leader is able to manage the company and influence the behavior of subordinates so that they are willing to work together in achieving company goals. A leader must also be able to provide clear directions to employees in order to create good performance. Vania (2019) argues that leadership is a deliberate process of a person to emphasize his strong influence on others in order to guide, structure, and facilitate activities and relationships within a group or organization.

The results of this study are in line with research conducted by Adelia and Mujiati (2016) which states that leadership factors, transformational leadership styles and transactional leadership have an effect on employee turnover intentions, both transformational and transactional leadership styles have a significant relationship with employee turnover. Ghadi (2017) states that transformational leadership is negatively related to turnover intention.

Based on the results of data analysis, the p-value of work stress variable on turnover intention is 0,000 which is compared with a significant value of 0.05. Because the p-value <significant (0.000 < 0.05) with a positive beta value of 0.346 and the t statistics value of 4.458 which is compared with the t-table of 1.96. Because the value of t-statistics > t-value (4.458 > 1.96), it can be concluded that work stress has a positive effect on turnover intention.

According to Guchait and Madera (2016) job stress is a condition of tension that affects a person's emotions, thought processes and condition. Too much stress can threaten a person's ability to cope with the environment. As a result, employees develop various stress symptoms that can interfere with their work performance. These symptoms concern both physical health and mental health. People who are under stress can become nervous and experience chronic anxiety.

The results of this study are in line with research conducted by Wulansari et al., (2017) which states that work stress has a positive and significant effect on turnover intention. This is in accordance with Irfan et al., (2017) which states that work stress has a positive and significant effect on turnover intention / intention to quit.

The results of data analysis show that the p-value of the job satisfaction variable on turnover intention is 0.008 which is compared with a significant value of 0.05. Because the p-value <significant (0.008 < 0.05) with a negative beta value of 0.350 and a t statistics value of 2.642 which is compared with the t-table of 1.96. Because the value of t-statistics > t-value (2.642 > 1.96), it can be concluded that job satisfaction has a negative effect on turnover intention.

Job satisfaction is a positive emotional state from evaluating one's work experience (Gustyana, Prasetio, Ramadhanty, and Azahra, 2019). Job dissatisfaction arises when these expectations are not met. For example, if a worker expects safe and clean working conditions, then the workforce may become dissatisfied if the workplace is unsafe and dirty. Job satisfaction is a unidimensional building, where someone has general satisfaction or dissatisfaction with his job (Yani, Sudibya, and Rahyuda, 2016).

The results of this study are in line with research conducted by Yani et al., (2016) which states that job satisfaction has a negative and significant effect on employee intention to resign (turnover intention).

Based on the results of data analysis, the p-value of the transformational leadership variable on job satisfaction was 0,000 which was compared with a significant value of 0.05. Because the p-value <significant ($0.000 < 0.05$) with a positive beta value of 0.606 and the t statistics value of 7.604 which is compared with the t-table of 1.96. Because the value of t-statistics > t-value ($7,604 > 1.96$), it can be concluded that transformational leadership has a positive effect on job satisfaction. Transformational leadership practices need to be maintained because they have a very strong relationship with employee satisfaction. Leadership that encourages and builds harmonious relationships is still driving the level of job satisfaction. Divya and Suganthi (2018) state that leadership is the process of directing and influencing activities related to the work of group members. Leadership is the process of making people do their best to achieve the desired results (Chin et al., 2019).

The results of this study are in line with research conducted by Akbar et al., (2016) which states that there is a positive correlation between transformational style and job satisfaction. Maryanti et al., (2016) stated that transformational leadership is positively related to follower job satisfaction at the individual and team level and objective team performance.

The results of data analysis show that the p-value of job stress variable on job satisfaction is 0.005 which is compared with a significant value of 0.05. Because the p-value <significant ($0.005 < 0.05$) with a negative beta value of 0.309 and a t statistics value of 2.829 which is compared with the t-table of 1.96. Because the value of t-statistics > t-value ($2.829 > 1.96$), it can be concluded that job stress has a negative effect on job satisfaction. Work stress that occurs in the company is the beginning of the employee's physical withdrawal (Physical Withdrawal Behavior). Too much work given by companies can also trigger employees to experience work stress (Yoong Lee, 2012).

The results of this study are in line with research conducted by Guchait & Madera (2016) which states that job stress has a negative and significant effect on job satisfaction. If the work stress felt by employees is too high this will make employees become tired at work and will cause depression in employees because they think too much about work. Finally, employees do not feel comfortable at work, which triggers employees to be lazy to work, and work performance will decline.

The results of data analysis show that the p-value of the transformational leadership variable on turnover intention through job satisfaction as a mediating variable is 0.024 which is compared with a significant value of 0.05. Because the p-value <significant ($0.024 < 0.05$) with a beta value of negative 0.212 and a t statistics value of 2.265 compared to the t-table of 1.96. Because the value of t-statistics > t-value ($2.265 > 1.96$), it can be concluded that transformational leadership has a negative effect on turnover intention through job satisfaction as a mediating variable.

Ahmad et al., (2018) stated that leadership style can reduce employee turnover intentions, and the impact is through job embeddedness, job satisfaction, and affective commitment, in series. In his research, a three-serial-mediator model was applied to the relationship between leadership style and intention to move.

The results of this study are in line with research conducted by Diatmika and Supartha (2017) who also state that the contemporary leadership of construction project managers indirectly affects the turnover intention of engineers through job satisfaction. Leadership style has a significant effect on turnover intention, both directly and through job satisfaction (Paradisani, 2019).

The results of data analysis show that the p-value of work stress variable on turnover intention through job satisfaction as a mediating variable is 0.045 which is compared with a significant value of 0.05. Because the p-value <significant ($0.045 < 0.05$) with a positive beta value of 0.108 and a t statistics value of 2.014 which is compared with the t-table of 1.96. Because the value of t-statistics > t-value ($2.014 > 1.96$), it can be concluded that job stress has a positive effect on turnover intention through job satisfaction as a mediating variable.

When the employee's work stress is getting bigger, it will affect the turnover intention from their workplace. This is very disturbing the stability of performance which will multiply the workload carried, thus implicating employee turnover due to excessive work stress.

The results of this study are in line with research conducted by Wulansari et al., (2017) which states that job satisfaction mediates the effect of work stress on employee turnover intentions. That is, the contribution of the satisfaction variable becomes a determinant for not leaving the workplace and reducing work stress. Djatmiko et al., (2019) stated that job satisfaction has a positive and significant mediation effect on the effect of job stress on turnover intention.

V. CONCLUSION

Transformational leadership has a negative effect on turnover intention. This means that if transformational leadership gets stronger, then turnover intention will decrease. Job stress has a positive effect on turnover intention. This means that the higher the work stress, the higher the turnover intention. Job satisfaction has a negative effect on turnover intention. This means that if job satisfaction is more satisfied, then turnover intention will decrease. Transformational leadership has a positive effect on job satisfaction. This means that the stronger transformational leadership, the more job satisfaction increases. Job stress has a negative effect on job satisfaction. This means that if the work stress is higher, job satisfaction will decrease. Transformational leadership has a negative effect on turnover intention through job satisfaction as a mediating variable. This means that if transformational leadership through the mediating variable job satisfaction increases, then turnover intention will decrease. Job stress has a positive effect on turnover intention through job satisfaction as a mediating variable. This means that if job stress through the mediating variable job satisfaction increases, turnover intention will also increase.

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