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THE EFFECT OF TRANSFORMATIONAL LEADERSHIP AND WORK STRESS ON TURNOVER INTENTION WITH JOB SATISFACTION AS AN INTERVENING VARIABLE

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ABSTRACT

This study aims to determine how transformational leadership and work stress influence turnover intention with job satisfaction as an intervening variable in contract employees in the Special Region of Yogyakarta. The respondents in this study were employees at the Yogyakarta Village Government Center, Cokroaminoto University Yogyakarta, and PT X Yogyakarta. The sample used was 125 respondents collected through the purposive convenience sampling technique. The research design used a quantitative approach and the Structural Equation Modeling (SEM) method as a data analysis technique. The results of this study show that transformational leadership did not significantly affect job satisfaction; work stress had a negative and significant effect on job satisfaction. The study's results also show that transformational leadership had a negative and significant effect on turnover intention, work stress does not affect turnover intention, and job satisfaction has a negative and significant effect on turnover intention. Another finding in this study is that transformational leadership did not affect turnover intention through job satisfaction as an intervening variable. The influence of transformational leadership on turnover intention was direct. Work stress affects turnover intention through job satisfaction as an intervening variable.

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INTRODUCTION

Human Resources is the main factor in every activity in an organization to run effectively. Therefore, companies must undoubtedly focus on resource management which includes providing a competent, professional, and committed workforce in maintaining quality and controlling labour costs. Employees are an asset of the company,

not considered a burden, and aim to create and nurture skilled and highly committed workers to obtain a competitive advantage (Storey 2009; (Muhyi et al., 2016).

Employee attitude or behaviour is one of the situations that often occur in HR management in the company, which can indirectly affect company performance. One form of employee behaviour is *turnover intention* which will impact the employee's desire to change jobs in the company. Turnover Intention is a condition of an employee with a tendency or desire to move to another company (Abdullah et al., 2012). The negative impact that results in employees leaving their company is the quality and ability to find replacement employees, so it takes time and costs to be re-incurred to recruit new employees. (Lee & Bruvold, 2003) say that turnover intention is a prediction that underlies an employee's thinking before the employee decides to leave a company (Yamazakia & Petchdee, 2015).

Leadership style can influence many factors, one of which can influence the high turnover rate (Griffeth et al., 2000). Employees will likely continue working at their company if they feel comfortable with their leader. However, on the contrary, when employees do not feel comfortable with their leader, then there will be a tendency to leave the company (Bawdy El, 2014).

One of the critical factors in the life of the organization is leadership. The organization's success in achieving its goals largely depends on the leadership. So it is because leadership describes the entire situation in an organization. Citing Escrig's research (2016), leadership style is one of the most important individual factors in promoting corporate innovation because leaders can make decisions to introduce new ideas to the organization, set specific goals, and encourage innovation among their subordinates (Aragón-Correa et al., 2007). In addition, (Hughes et al., 2012) stated that transformational leaders have a vision and the ability to interact with employees to motivate employees to realize the vision and mission of the leader.

Human resources in a company are minimal, so the company should empower to the maximum. In addition, companies also need to manage and manage resources appropriately so that workers who contribute high to their company do not experience excessive stress due to work demands faced by workers in the company. Heavy work demands are one of the factors causing the emergence of work stress in a company. Work stress is the feeling of stress an employee faces while working. Work stress can be seen in the unstable emotions of an employee, uncomfortable feelings, always being alone, nervous, and anxious about indigestion problems (Mangkunegara, 2017).

Some factors that can cause an employee to experience work stress include sudden assignments, additional overtime or overtime work hours, work that burdens employees too much, and others (Uhing, 2015). Meanwhile, (Fahmi, 2013) said that work stress is pressure on oneself and one's soul beyond the limits of their abilities; if it

continues, it will negatively impact employee health. Therefore, it can be concluded that the stress faced by employees can be caused by the demands of the tasks given by the company are very heavy and beyond the limits of their abilities; if employees already feel stressed by the demands of their cumbersome tasks, it will have an impact on the tendency of employees to move and leave the company (turnover intention).

One way to minimize employee turnover rates is by increasing employee satisfaction at work; employees will still survive in their company and feel comfortable at work when they feel met for their needs. Job satisfaction needs to be done as well as possible to increase employee work productivity, work morale, and level of discipline and minimize employee turnover rates. Job satisfaction can be seen from an employee's attitude when working; a positive attitude will be seen when the employee feels satisfied at work, and vice versa, and a negative attitude will be seen when the employee feels dissatisfied at work (Robbins & Coulter, 2010).

The results of previous research are still confusing. The first is about previous research on job stress on job satisfaction. Research conducted by (Singh & Nayak, 2015) and (K. Dewi & Wibawa, 2016) is in line with research conducted by (Setiadi et al., 2016) and (Chiu et al., 2005), which proves that work stress has a negative and significant effect on job satisfaction. However, it is different from research conducted by (Dhini Rama Dhania, 2010), which shows that work stress has a negative and insignificant effect on job satisfaction, while (Uhing, 2015) prove that work stress has a significant effect on job satisfaction. The results of previous research prove that there is still confusion in the research on work stress on job satisfaction.

The second is about previous research on work stress to turnover intention. Research conducted by (Manoppo, 2020), (Haji Hasin & Haji Omar, 2007), as well as (Septiari & Ardana, 2016), showed that work stress has a positive and significant effect on turnover intention. However, it is different from research conducted by (Wahdaniah et al., 2016), which proved that work stress negatively affects turnover intention. Meanwhile, research by (Ida & I Komang, 2017) and (Gunawan & Ulia Ulfa'i, 2018) shows that work stress has a positive and significant effect on turnover intention. The results of previous studies prove that there is still confusion in the research on work stress towards turnover intention.

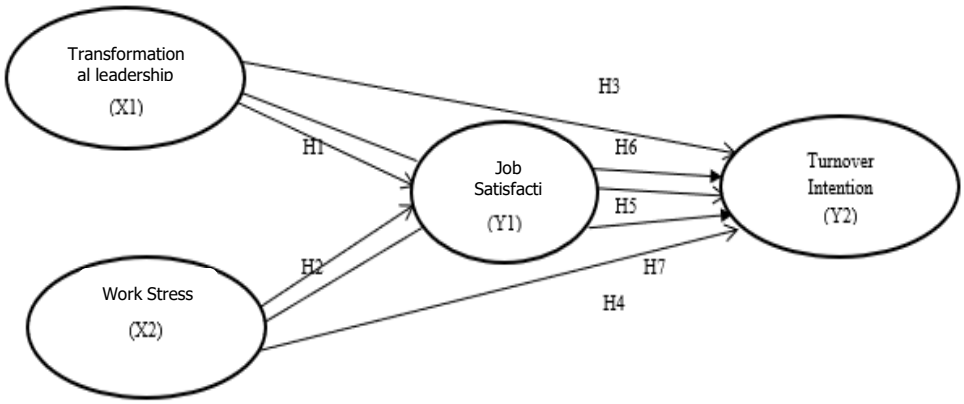
The third is about previous research on job satisfaction with turnover intention. For example, the results of research conducted by (Lin & Huang, 2020) as well as (Chen & Wang, 2019) are in line with the results of research conducted by (Waspodo, Agung AWS Handayani & Paramitha, 2013), (Paat, 2017) and (Jabeen et al., 2018) which proved that job satisfaction has a negative and significant effect on turnover intention. Meanwhile, the research conducted by (Ida & I Komang, 2017) is in line with (Mihelič,

2014), which shows that Job satisfaction has a negative and insignificant effect on turnover intention.

The results of previous research prove that there is still confusion in the research on job satisfaction with turnover intention, so it is necessary to conduct research again. In building a model that links transformational leadership and work stress to turnover intention, researchers add one mediating variable that has the potential to explain the relationship between these variables, namely job satisfaction.

This study wants to see how transformational leadership and work stress influence turnover intention with job satisfaction as an intervening variable. In this study, the samples used are contract employees at the Yogyakarta Village Government Hall, Cokroaminoto University Yogyakarta, and one of the Outsourcing Companies in Yogyakarta, namely PT X Yogyakarta.

Research Models And Hypotheses



H1: Transformational leadership has a positive and significant effect on job satisfaction.
H2: Work stress has a negative and significant effect on job satisfaction.
H3: Transformational leadership has a negative and significant effect on turnover intention.
H4: Work stress has a positive and significant effect on turnover intention.
H5: Job satisfaction has a negative and significant effect on turnover intention.
H6: Transformational leadership of turnover intention through job satisfaction has an effect as an intervening variable.
H7: Work stress on turnover through job satisfaction has no effect as an intervening variable.

METHOD

Objects and Data Collection

In this study, the population used was contract employees and private employees who did not have permanent jobs or worked but did not have the status of permanent employees in Yogyakarta City. The object of the study was in 3 (three) locations, namely the Yogyakarta Village Government Hall, Cokroaminoto University Yogyakarta, and the Outsourcing Company PT X Yogyakarta. Researchers research contract employees because these employees may resign from the company due to various factors, for example, because there is a better replacement job And being expected to represent characteristics in the scope or place of work of contract employees. Therefore, the sample used is a contract employee with a minimum service period of 1 year.

The sampling technique used in this study was to use purposive convenience sampling. The sampling technique with purposive convenience sampling is carried out by determining samples based on the ease of obtaining them and according to the availability of elements and is carried out by determining samples based on specific considerations and criteria. The respondents selected in this study were male and female contract employees at the Yogyakarta Village Government Hall, Cokroaminoto University Yogyakarta, and PT X Yogyakarta with a minimum of 1 year. The data of research variables are data obtained from the distribution of questionnaires to 125 respondents.

The data collection technique used by researchers is in the form of a questionnaire. The questionnaire method used in this study was the self-administered method. What is meant by the self-administered method is the method of distributing questionnaires directly or through google forms to respondents.

Data Analysis and Hypothesis Testing

Structural Equation Modeling (SEM) is used to analyze research consisting of several variables, namely independent, moderation and mediation, partially and simultaneously. More specifically, SEM is used to test hypotheses built in a study.

RESULT AND DISCUSSION

Hypothesis Testing

The results of hypothesis testing using SEM can be summarized in the table as follows:

Table 1.
Summary of Hypothesis Testing Results

Ha	Hypothesis	Estimate	S.E.	C.R.	p
H_1	KT → KK	0,219	0,113	1,935	0,053
H_2	SK → KK	-0,195	0,095	-2,058	0,040
H_3	KT → TI	-0,206	0,093	-2,212	0,027
H_4	SK → TI	0,144	0,077	1,873	0,061
H_5	KK → TI	-0,286	0,086	-3,319	0,000

The results of the direct influence test can be described in the table as follows:

Table 2.
Standardized Direct Effect

	SK	KT	KK	TI
KK	-0,204	0,190	0,000	0,000
TI	0,177	-0,210	-0,335	0,000

The results of indirect influence testing can be described in the table as follows:

Table 3.
Standardized Indirect Effect

	SK	KT	KK	TI
KK	,000	,000	,000	,000
TI	,068	-,064	,000	,000

Based on tables 4.18, 4.19, and 4.20, hypothesis testing was carried out as follows:

1. Testing the First Hypothesis

   The first hypothesis in this study, namely transformational leadership, has a positive and significant effect on job satisfaction. Based on table 4.18, the C.R. value is 1.935, and the p is 0.053. Based on the p-value of > 0.05, the first hypothesis (H_1) was rejected, and it was concluded that transformational leadership had no significant effect on job satisfaction.

2. Testing the Second Hypothesis

   The second hypothesis in this study namely that work stress has a negative and significant effect on job satisfaction. Based on table 4.18, the C.R. value is -2.058, and the p is 0.040. Based on the negative C.R. value and $p < 0.05$, the second hypothesis (H_2) is accepted, and it is concluded that work stress has a negative and significant effect on job satisfaction.

3. Testing the Third Hypothesis

   The third hypothesis in this study, namely transformational leadership, has a negative and significant effect on turnover intention. Based on table 4.18, the C.R. value is -2.212, and the p is 0.027. Based on negative C.R. values and $p < 0.05$, the third hypothesis (H_3) is accepted, and it is concluded that transformational leadership has a negative and significant effect on turnover intention.

4. Testing the Fourth Hypothesis

   The fourth hypothesis in this study namely that work stress has a positive and significant effect on turnover intention. Based on table 4.18, a C.R. value of 1.873 and p of 0.061. Based on the value of $p > 0.05$, then the fourth hypothesis (H_4) was obtained. It was rejected and concluded that work stress did not affect turnover intention.

5. Testing the Fifth Hypothesis

   The fifth hypothesis in this study, namely job satisfaction, has a negative and significant effect on turnover intention. Based on table 4.18, a C.R. value of -3.319 and a p of 0.000 were obtained. Based on the negative C.R. value and $p < 0.05$, the fifth hypothesis (H_5) is accepted, and it is concluded that job satisfaction has a negative and significant effect on turnover intention.

6. Testing the Sixth Hypothesis

   The sixth hypothesis in this study, transformational leadership, affects turnover intention through job satisfaction as an intervening variable. Based on table 4.19, the direct influence of transformational leadership on turnover intention was -0.210, and in table 4.20, an indirect influence of -0.064 was obtained. Based on the more excellent value of direct influence, the sixth hypothesis (H_6) was rejected and concluded that transformational leadership did not affect turnover intention through job satisfaction as an intervening variable. The influence of transformational leadership on turnover intention is direct.

7. Testing the Seventh Hypothesis

   The seventh hypothesis in this study is that work stress affects turnover intention through job satisfaction as an intervening variable. Based on table 4.19, a direct effect of work stress on turnover intention was 0.177, and in table 4.20,

an indirect effect of 0.068 was obtained. However, the study's direct effect of work stress on turnover intention is insignificant, so it is concluded that work stress affects turnover intention through job satisfaction as an intervening variable. It means that this study's seventh hypothesis (H_7) is supported.

Discussion

1. The Influence of Transformational Leadership on Job Satisfaction

The results showed that transformational leadership did not significantly affect job satisfaction. The results of the study contradict the research results of (N. Dewi & Subudi, 2015), (Ayu & Dewi, 2019), and (Vania, 2019), which show that transformational leadership has a positive effect on employee job satisfaction.

Transformational leaders are leaders who have extraordinary abilities, perseverance, and determination so that their behaviour will become ideal role models and examples for subordinates. The transformational leader will convey his vision by inspiring his subordinates to take concrete actions to realize the vision. In addition, transformational leadership also establishes interactions with subordinates in a reasonable manner. Transformational leaders interact with subordinates to provide guidance, support, and guidance to subordinates in the implementation of work, as well as provide intellectual stimulation by providing challenges to their subordinates to think innovatively and creatively in finding solutions to various complex problems that occur during the implementation of work.

The leader's character causes a comfortable squeeze in the employee at work. Employees feel isolated and motivated at work so that the assessment and feelings for work will be better so that their job satisfaction increases. If a person looks at the study's results where a positive C.R. value was obtained, the influence of transformational leadership on job satisfaction is positive but not significant. The factor that causes this is the status of the employee still contracting.

The status of contract employees causes the employee's commitment to the organization to be relatively low. Employees do not yet fully feel belonging to the organization. Employees will feel that they are second-class employees when compared to employees who have the status of permanent employees. The attachment and emotional connection with the leadership is not yet robust, so the leader's various directions, guidance, and attention cannot increase their job satisfaction.

2. The Effect of Work Stress on Job Satisfaction

The results showed that work stress negatively and significantly affects job satisfaction. It means that the higher the employee's work stress level, the lower

the job satisfaction. The results of this study support the results of Nayak's research (2015) (Singh & Nayak, 2015), (K. Dewi & Wibawa, 2016), (Setiadi et al., 2016), and (Chiu et al., 2005) who proved that work stress has a negative and significant effect on job satisfaction. However, the study's results contradict the results of Dhania's research (2010)(Dhini Rama Dhania, 2010), which showed that work stress has a negative and insignificant effect on job satisfaction.

Work stress is a state or condition of tension that causes an imbalance physically and psychically in an employee and can affect an employee's emotions and thinking processes. So it can be concluded that work stress is a negative response for employees when they are faced with a lot of workload and tasks beyond their limits so that they feel unable to complete their tasks or work; it will harm the company because it is difficult to achieve the given targets (Rivai, 2004).

If the readers look at the definition above, the condition of work stress will affect the emotional condition and thinking process of employees. It will affect the employees' work, making it difficult to achieve the targets. As a result, employees will have negative assessments and feelings about their work. Employees tend to be burdened with their work, so job satisfaction decreases.

3. The Influence of Transformational Leadership on Turnover Intention

The results showed that transformational leadership negatively and significantly affects turnover intention. It means that the better the transformational leadership, the lower the turnover intention. The results of this study support the research results of (Sitorus, 2017) and (N. Dewi & Subudi, 2015), which prove that transformational leadership has a negative and significant influence on turnover intention. The study's results contradict the research of (Yani, Ari SoetiYani, A. S., & Putri, 2017), which proves that transformational leadership has a positive and significant effect on turnover intention. (Ayu & Dewi, 2019) research proves that transformational leadership does not affect turnover intention.

Employees at work need comfort, both comfort from the work environment and colleagues and their leaders. One of the leading factors that cause a sense of comfort in employees is the transformational leadership style applied in the workplace. The leader with a transformational leadership style will strive so that his behaviour can become an ideal role model and example for subordinates, provide motivation and inspiration for the future, provide intellectual consideration and stimulation for the self-development of employees, as well as pay attention to the individual needs and personal development of employees.

The leadership's transformational leadership style causes employees to feel comfortable at work. This feeling of comfort causes employees to feel at home at

work, reducing the turnover rate. It is like the opinion of (Bawdy El, 2014), who stated that employees are likely to continue working in their company if they feel comfortable with their leader. However, on the contrary, when employees do not feel comfortable with their leader, then there will be a tendency to leave the company.

4. The Effect of Work Stress on Turnover Intention

The results showed that work stress did not affect turnover intention. This study's results support (Fitria, 2015) research, which proves that work stress has a positive and insignificant effect on turnover intention. The results of this study contradict the research results of (Manoppo, 2020), (Haji Hasin & Haji Omar, 2007); (Septiari & Ardana, 2016); (Ida & I Komang, 2017); and (Gunawan & Ulia Ulfa'i, 2018), who proved that work stress has a positive and significant effect on turnover intention. (Wahdaniah et al., 2016) proved that work stress negatively affects turnover intention.

Work stress on employees will cause the workload received by employees to be felt heavy. In addition, employees will feel uncomfortable carrying out work, so they will want to change jobs. The study's results showed that work stress had a positive but insignificant effect on turnover intention, caused because the employee's work stress level was still in the low category. This condition causes work stress and does not have much effect on employee work, so it does not have too much effect on increasing turnover intention.

5. The Effect of Job Satisfaction on Turnover Intention

The results showed that job satisfaction negatively and significantly affected turnover intention. The better the employee's job satisfaction, the lower the turnover intention. The results of this study support the research results of (Lin & Huang, 2020); (Chen & Wang, 2019); in line with the results of (Waspodo, Agung AWS Handayani & Paramitha, 2013); (Paat, 2017); and (Jabeen et al., 2018) who proved that job satisfaction has a negative and significant effect on turnover intention. The results of this study contradict the results of research by (Ida & I Komang, 2017) and (Mihelič, 2014), which prove that job satisfaction has a negative and insignificant effect on turnover intention.

Job satisfaction is a positive feeling toward a job arising from the evaluation results in the scope of work (S. P. Robbins & Judge, 2017). Positive feelings towards a job will affect the attitude and behaviour of employees at work. Satisfied employees will work with a positive squeeze to be more productive and have no intention of resigning from the company.

6. **The Effect of Transformational Leadership on Turnover Intention Through Job Satisfaction as an Intervening Variable**

   The results showed that transformational leadership does not affect turnover intention through job satisfaction as an intervening variable. Instead, the influence of transformational leadership on turnover intention is direct.

   The study's results showed that transformational leadership had a more significant effect on turnover intention than job satisfaction. It is because leadership is an essential factor affecting employee comfort at work. If the leadership style follows employees' expectations and wishes, employees will feel comfortable and at home to work. However, if the leadership style is not following their expectations and desires, it will cause employees to feel uncomfortable and not feel at home working, so it will cause an intention to change jobs.

7. **The Effect of Work Stress on Turnover Intention Through Job Satisfaction as an Intervening Variable**

   The results showed that work stress affects turnover intention through job satisfaction as an intervening variable. It means that work stress in employees does not directly affect turnover intention but will affect the decrease in job satisfaction and will eventually increase turnover intention.

Work stress can be seen in the unstable emotions of an employee, uncomfortable feelings, always being alone, nervous, and anxious about indigestion problems (Mangkunegara, 2017). This condition will affect his view, which tends to be hostile toward his work, so his job satisfaction decreases. Decreased job satisfaction will give rise to the employee's intention to leave.

CONCLUSION

Based on the results of research and discussion, the following conclusions can be drawn: 1) Transformational leadership has no significant effect on job satisfaction. 2) Work stress has a negative and significant effect on job satisfaction. 3) Transformational leadership has a negative and significant effect on turnover intention. 4) Work stress does not affect turnover intention. 5) Job satisfaction has a negative and significant effect on turnover intention. 6) As an intervening variable, transformational leadership does not affect turnover intention through job satisfaction. Instead, the influence of transformational leadership on turnover intention is direct.

Work stress affects turnover intention through job satisfaction as an intervening variable.

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