



Turnover Intention from Perspective Leadership Style, Work Stress, Compensation and Job Satisfaction at PT SL Freight Forwarding Company Export and Import Service in Jakarta

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Abstract— PT SL is an Indonesian company engaged in Freight Forwarding, export and import services in Jakarta. PT SL is also a company that has just merged since 2019 between a forwarding company from Indonesia and a forwarding company from Japan. With the age of only three years, PT SL has quite a lot of achievements and also has its own challenges. One of the biggest challenges of PT SL is the high level of turnover. This study aims to see how the influence of leadership style, work stress, compensation, and job satisfaction on turnover intention at PT SL, as an export and import freight forwarding company in Jakarta. The population in this study were all employees at PT SL is 57 peoples, and the entire population was sampled by taking saturated sampling technique. The design of this research is causal quantitative. The collection method used is a survey with a questionnaire survey instrument. The data analysis method used in this study uses a structural equation model-partial least square (SEM-PLS). This study proves several things, the first point is that leadership style has a positive and significant influence on employee turnover intention. The second point is that work stress has a positive and significant influence on employee turnover intention. The third point is that compensation has a negative and no significant effect on employee turnover intention. The fourth point is that job satisfaction has a negative and significant effect on employee turnover intention.

Keywords— Leadership Style, Job Stress, Compensation, Job Satisfaction, Turnover Intention.

INTRODUCTION

PT SL is a Freight Forwarding company that works in the field of Export and Import services in Jakarta. As a company that has just merged since 2019, PT SL has a challenge in the company's process itself, namely the turnover problem which is at a high level of > 10% per year. As a newly merged company, the problem of turnover is a very influential problem in the process of organizational growth. Turnover has a great influence on organizational processes and also the result of organizational achievement itself. For more clarity the problem of turnover of PT SL can be seen in the table below:

Table 1.1: Turnover Data at PT SL Freight Forwarding Company for Export and Import Services for the Last Two Years.

| Year | Total Employees (Early Year) | Total Employees (End Year) | Total Employees Resign | Total Employees Join | Turnover Rate |
|------|------------------------------|----------------------------|------------------------|----------------------|---------------|
| | | | | | |



| | | | | | |
|------|----|----|----|----|---------|
| 2020 | 59 | 52 | 19 | 16 | 34.23% |
| 2021 | 52 | 54 | 16 | 18 | 30.18 % |

Source: researcher processed data based on HRD data

THEORETICAL REVIEW

Leadership Style

According to Robbins (2016:127) "Leadership style is the process of leading a group and influencing the group in achieving its goals". Through the leadership style, the leader can show his trademark attitude, the leader can influence employees to achieve organizational goals (Mulyadi, 2015:150). The dimensions of Leadership Style according to Robbins (2016:129) are seen through research from the University of Iowa, Robbins revealed that the University of Iowa researched three leadership styles, Robbins revealed that the most effective leadership styles used were Autocracy, Democracy and Laissez-Faire styles.

Work stress

Job stress according to Parker & DeCotiis cited by Al Akbar & Vinaya, (2020) revealed that through work stress employees can feel deviations in their feelings from normal feelings that are desired at work as a result of opportunities, constraints or demands related to the results of their work. Parker et al., revealed that there are two aspects that greatly affect work stress, namely time and worry. Time pressure in question is the feeling of pressure experienced by employees during work, while the concern in question is worry or anxiety related to the work being done.

Compensation.

Ayon Triyono, (2012:109), revealed that compensation is an obligation or effort which is carried out by management. This compensation is used to increase employee job satisfaction, motivation, and work performance. Ayon Triyono (2012:111) argues that there are two dimensions in compensation, namely Financial and Non-Financial, which are as follows:

1. Financial

This dimension consists of indicators of salary, employee welfare benefits, and incentives (bonuses).

2. Non-Financial

This dimension consists of indicators of job attractiveness, promotions, awards, and working environment conditions.

Job satisfaction

Robbins and Judge (2015: 78) job satisfaction is "a general attitude towards a person's work that shows the difference between the number of awards workers receive and the amount they believe they should receive". The dimensions of job satisfaction according to Robbins cited by Soeltan and Manurung (2016) are: Associated with mentally challenging work, appropriate rewards, supportive working conditions, supportive colleagues.

1. Mentally challenging work.

Employees who like challenging jobs that have an opportunity impact on skills and abilities, as well as job desks, and work-related feedback. If the work done by employees is less challenging, it will make it easier for individuals to feel bored.

2. Appropriate rewards.

Basically every employee expects wages that are appropriate or fair, clear and in accordance with employee expectations. With fair pay according to job demands and individual skills this will help create job satisfaction.

3. Supportive working conditions.

Through a comfortable work environment, it will help create convenience in doing a good job, such as through the cleanliness of the workspace, facilities, work space layout, noise level, etc.

4. Supportive colleagues

Through supportive colleagues or co-workers helping employees for the needs of social interaction, there needs to be mutual respect for one another, an open, friendly, loyal attitude, etc., so that it will bring up enthusiasm and job satisfaction among fellow employees. This study uses quantitative research based on the philosophy of positivism. This study also examines a particular population or sample by using interviews and questionnaires to obtain data in its processing. The following hypothesis can be formulated:

- Hypothesis 1: Leadership style has a significant effect on Turnover Intention.
- Hypothesis 2: Job stress has a significant effect on Turnover Intention
- Hypothesis 3: Compensation has a significant effect on Turnover Intention
- Hypothesis 4: Job satisfaction has a significant effect on Turnover Intention

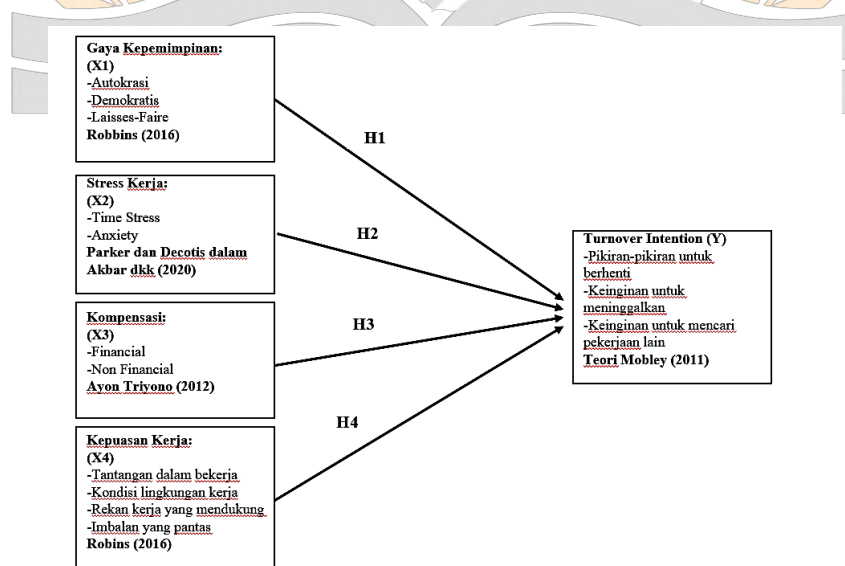


Figure 1: Thinking Framework

Source: Research Results (2022)



RESEARCH METHODS

The research design used is a quantitative method approach. The research subjects determined in this study were employees who worked at PT SL, a freight forwarding company for export and import services in Jakarta. The population determined in this study < 100 people, so the selection of the sampling technique used was the saturated sample technique. Sugiono, (2020: 2018) reveals that "saturated sampling is a sampling technique when all members of the population are used as samples". By using saturated sampling the researcher wants to make a generalization and minimize the error to be smaller. The number of samples in this study were all employees who were at the Freight Forwarding company in Jakarta as many as 49 people and employees at the Surabaya branch office as many as 8 people, so the total sample was 57 people, namely the total number of employees at PT SL Freight Forwarding Export services. and Import . The data analysis technique used in this study uses the SEM model analysis technique. Through the Structural Equation Model (SEM) which is able to test the statistics of interconnected circuits so that they can be relatively measured together. The data processing used in this study uses SEM PLS version 3.2.9. The outer model testing uses the validity test stages, the discriminant test composite test, the reliability test and the F test. While the internal model test uses the R2, F Square and GoF tests.

Data Processing Results

Research questionnaires were distributed to employees of PT SL. The respondents of this research are the total of all employees who work as many as 57 people. Description of respondents can be seen in the following table:

Table 2: Respondent Description

| No | Description | Total respondents | Percentage |
|---|-----------------|-------------------|------------|
| Description respondent based on gender | | | |
| 1 | Male | 32 | 56% |
| 2 | Female | 25 | 44 % |
| Description respondent based on age | | | |
| 3 | 21-25 years old | 5 | 9% |
| 4 | 26-30 years old | 9 | 16% |
| 5 | 31-35 years old | 12 | 21% |
| 6 | 36-40 years old | 9 | 16% |
| 7 | 41-45 years old | 11 | 19% |
| 8 | 46-50 years old | 6 | 10% |
| 9 | Blank answer | 5 | 9% |
| Description respondent based on marital status | | | |
| 10 | Marry | 36 | 63% |
| 11 | Single | 21 | 37% |
| Description respondent based on last education | | | |
| 12 | SMA | 5 | 9% |

| | | | |
|---|-----------|----|-----|
| 13 | D3 | 7 | 12% |
| 14 | D4 | 1 | 2% |
| 15 | S1 | 39 | 68% |
| 16 | S2 | 5 | 9% |
| Description respondent based on length of work | | | |
| 17 | 0-1 Year | 25 | 44% |
| 18 | 1-2 Years | 11 | 19% |
| 19 | 2-3 Years | 21 | 37% |

Source: data processing results (2022)

Outer Model Test

Wiyono (2011: 403) states that validity can be determined by convergent validity (outer model) with a loading factor value of 0.50 to 0.60 is considered sufficient. The loading factor value < 0.5 will be eliminated (Hair et al., 2009). So that in this validity test, the researcher uses a loading factor value of > 0.50 . The following is the loading factor value found by researchers based on the results of distributing questionnaires and using smart PLS. Fornell and Larcker in Ghozali (2014) state that in measuring the reliability of the component score of latent variables and the results are more conservative than composite reliability, it is recommended that the AVE value should be greater than 0.50. Imam Ghozali (2018). While the construct is considered to have good or consistent reliability if all variables in the study have a Composite reliability value > 0.7 (Ghozali, 2014: 39). And it can be declared reliable if it has Cronbach's Alpha value > 0.6 . (Ghozali, 2014: 39).

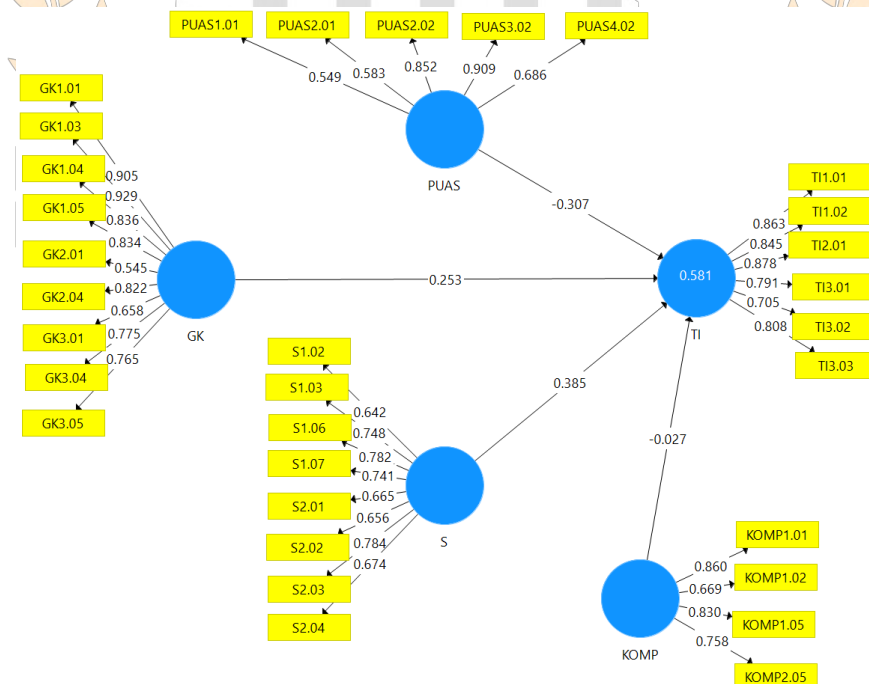


Figure 2: Value of Loading Factor Variables and Indicators That Are Valid and Reliable.

Source: Processed data using SmartPLS 3.2.9



Convergent Validity Test

Table 3: Outer Loading Valid and Reliable

| Variabel | Item Code | Outer Loading Value | Condition | Remarks |
|---------------------------|-----------|---------------------|-----------|---------|
| Leadership Style | GK1.01 | 0.905 | > 0.5 | Valid |
| | GK1.03 | 0.929 | > 0.5 | Valid |
| | GK1.04 | 0.836 | > 0.5 | Valid |
| | GK1.05 | 0.834 | > 0.5 | Valid |
| | GK2.01 | 0.545 | > 0.5 | Valid |
| | GK2.04 | 0.822 | > 0.5 | Valid |
| | GK3.01 | 0.658 | > 0.5 | Valid |
| | GK3.04 | 0.775 | > 0.5 | Valid |
| | GK3.05 | 0.765 | > 0.5 | Valid |
| Work Stress | S1.02 | 0.642 | > 0.5 | Valid |
| | S1.03 | 0.748 | > 0.5 | Valid |
| | S1.06 | 0.782 | > 0.5 | Valid |
| | S1.07 | 0.741 | > 0.5 | Valid |
| | S2.01 | 0.665 | > 0.5 | Valid |
| | S2.02 | 0.656 | > 0.5 | Valid |
| | S2.03 | 0.784 | > 0.5 | Valid |
| | S2.04 | 0.674 | > 0.5 | Valid |
| Compensation | KOMP1.01 | 0.860 | > 0.5 | Valid |
| | KOMP1.02 | 0.669 | > 0.5 | Valid |
| | KOMP1.05 | 0.830 | > 0.5 | Valid |
| | KOMP2.05 | 0.758 | > 0.5 | Valid |
| Jobs Satisfaction | PUAS1.01 | 0.549 | > 0.5 | Valid |
| | PUAS2.01 | 0.583 | > 0.5 | Valid |
| | PUAS2.02 | 0.852 | > 0.5 | Valid |
| | PUAS3.02 | 0.909 | > 0.5 | Valid |
| | PUAS4.02 | 0.686 | > 0.5 | Valid |
| Turnover Intention | TI1.01 | 0.863 | > 0.5 | Valid |
| | TI1.02 | 0.845 | > 0.5 | Valid |
| | TI2.01 | 0.878 | > 0.5 | Valid |
| | TI3.01 | 0.791 | > 0.5 | Valid |
| | TI3.02 | 0.705 | > 0.5 | Valid |
| | TI3.03 | 0.808 | > 0.5 | Valid |

Source: Processed data using SmartPLS 3.2.9

Table 4: Ave Value

| Variable | Ave Value |
|--------------------|-----------|
| Leadership Style | 0.630 |
| Work Stress | 0.509 |
| Compensation | 0.613 |
| Jobs Satisfaction | 0.533 |
| Turnover Intention | 0.668 |

Source: Processed data using SmartPLS 3.2.9

Table 5: Discriminant Validity Fornier-Lacker Criterion

| | Leadership Style | Jobs Satisfaction | Compensation | Work Stress | Turnover Intention |
|--------------------|------------------|-------------------|--------------|-------------|--------------------|
| Leadership Style | 0.793 | | | | |
| Jobs Satisfaction | -0.594 | 0.730 | | | |
| Compensation | 0.518 | -0.445 | 0.783 | | |
| Work Stress | 0.505 | -0.459 | 0.505 | 0.714 | |
| Turnover Intention | 0.615 | -0.622 | 0.435 | 0.640 | 0.817 |

Source: Processed data using SmartPLS 3.2.9

Table 6: AVE Root and Latent Variable Correlation

| Variable | Ave | Ave Square Root | Correlation Score Among Latent Variable | | | | |
|--------------------|-------|-----------------|---|-------------------|--------------|-------------|--------------------|
| | | | Leadership Style | Jobs Satisfaction | Compensation | Work Stress | Turnover Intention |
| Leadership Style | 0.630 | 0.795 | 1.000 | -0.594 | 0.518 | 0.505 | 0.615 |
| Jobs Satisfaction | 0.533 | 0.730 | -0.594 | 1.000 | -0.445 | -0.459 | -0.622 |
| Compensation | 0.613 | 0.78 | 0.518 | -0.445 | 1.000 | 0.505 | 0.435 |
| Work Stress | 0.509 | 0.714 | 0.505 | -0.459 | 0.505 | 1.000 | 0.640 |
| Turnover Intention | 0.668 | 0.817 | 0.615 | -0.622 | 0.435 | 0.640 | 1.000 |

Source: Processed data using SmartPLS 3.2.9

Structural Model Evaluation

This evaluation includes R Square, R2 and GoF . tests

1. Coefficient of determination (R2)

Through Variant Analysis (R2) or determination test

Analysis of Variant (R2) or Determination Test is used to assess the effect of independent variables and mediating variables on the dependent variable, the value of the coefficient of determination can be seen in table 7:

Table 7: R Square (R²) of Research Model

| Konstruk | R Square | R Square Adjusted |
|-------------------|----------|-------------------|
| Turnover Intntion | 0.581 | 0.549 |

Source: Processed data using SmartPLS 3.2.9

The relationship between constructs in this study has been described in the table of adjusted R square values above, where it can be seen that the R Square value of the Turnover Intention variable is 0.581, meaning that 58.1% of turnover intention can be influenced by the variables of leadership style, work stress, compensation, and job satisfaction. Based on the output obtained through SmartPLS version 3.2.9, it can be seen that the R Square value generated by Turnover Intention is > 50% so that it can be categorized as being at a fairly strong level.

While the GoF value can be seen as follows:

- $GoF = \sqrt{(AVE \times R^2)}$
- $GoF = \sqrt{(0.590 \times 0.581)}$
- $GoF = \sqrt{0.342}$

GoF = 0.585 So based on the results of the GoF calculation above, it can be seen that the GoF value > 0.38 so that it is included in the good category, which is 0.585.

2. Q-Square predicate relevance

In addition to using the R-Square, goodness of fit, the model is also measured using the Q-Square predicate relevance for the structural model, measuring how well the observations made by the model and also the estimated parameters (Purnomo 2019). The Q-Square value > 0 indicates the model has predicate relevance, on the other hand if the Q-Square value < 0 indicates the model has no predicate relevance.

How to calculate the Predicate Relevance Value (Q2), namely:?

- $Q2 = 1 - (1 - R^2)$
- $Q2 = 1 - (1 - 0.581)$
- $Q2 = 1 - (0.419)$
- $Q2 = 0.581$

The results of the Q-Square calculation in this study are 0.581 or 58.1% so it can be concluded that this research model has a fairly relevant predictive value where the model used can explain the information contained in the research data.

Table 8: Path Coefficient values, t-statistics and P-values

| Relationships Between Constructs | Original Sample (O) | T Statistic | P Values | Remarks |
|---|---------------------|-------------|----------|--------------------------------|
| Pengaruh Langsung | | | | |
| Leadership Style> Turnover Intention | 0.253 | 2.032 | 0.043 | Significantly influential |
| Job Satisfaction > Turnover Intention | -0.307 | 2.725 | 0.007 | Significantly influential |
| Compensation> Turnover Intention | -0.027 | 0.247 | 0.805 | Influential is not significant |
| Work Stress> Turnover Intention | 0.385 | 3.226 | 0.001 | Significantly influential |

Source: Processed data using SmartPLS 3.2.9

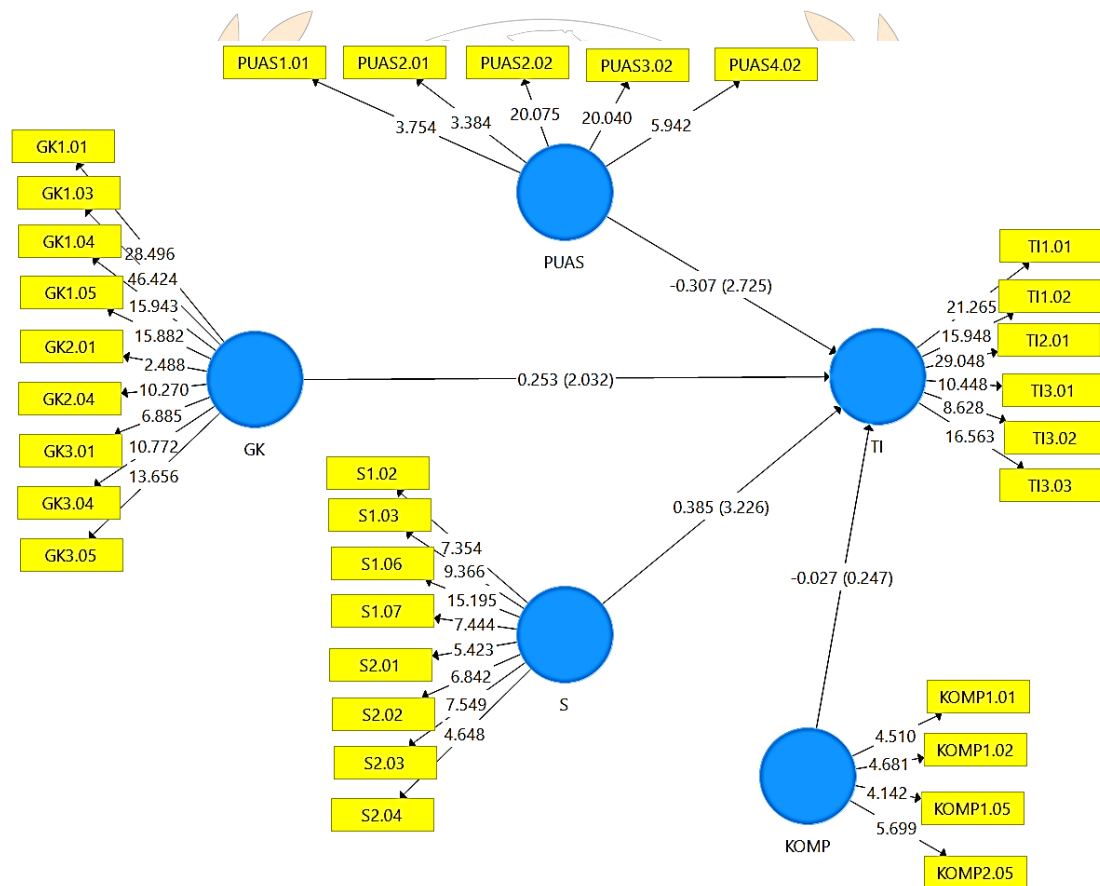


Figure 3: Significance Testing with SmartPLS 3.2.9

Source: Processed data using SmartPLS 3.2.9

DISCUSSION

Based on the results of statistical calculations on the hypothesis testing of this study, the following equation is obtained:

Turnover Intention = 0.253*Leadership Style+0.385*Work Stress- 0.027*Compensation-0.307*Job Satisfaction

1. The Effect of Leadership Style on Turnover Intention

Based on table 8, it can be seen that the results of hypothesis testing show that the t-statistic value related to the influence of leadership style on turnover intention is 2.032, which is greater than the t-table value = 1.96. In addition, it can also be seen that the P-values are 0.043, which is smaller than 0.05, which means that leadership style has a significant effect on the turnover intention variable. So it can be said that the hypothesis statement H1 related to "Leadership style has a significant effect on Turnover Intention" is accepted.

2. The Effect of Work Stress on Turnover Intention

Based on table 8, it can be seen that the results of hypothesis testing show that the t-statistic value related to the effect of work stress on turnover intention is 3.226, which is greater than the t-table value = 1.96. In addition, it can also be seen that the P-values are 0.001 which is smaller than 0.05, which means that work stress has a significant effect on the turnover intention variable. So it can be said that the statement of hypothesis H2 related to "work stress has a significant effect on Turnover Intention" is accepted.

3. Effect of Compensation on Turnover Intention

Based on table 8, it can be seen that the results of hypothesis testing show that the t-statistic value related to the effect of compensation on turnover intention is -0.027, which is smaller than the t-table value = 1.96. In addition, it can also be seen that the P-values are 0.805, which is greater than 0.05, which means that compensation has no significant effect on the turnover intention variable. So it can be said that the statement of hypothesis H3 related to "compensation has a significant effect on Turnover Intention" is rejected.

4. The Effect of Job Satisfaction on Turnover Intention

Based on table 8, it can be seen that the results of hypothesis testing show that the t-statistic value related to the effect of job satisfaction on turnover intention is 2.725, which is greater than the t-table value = 1.96. In addition, it can also be seen that the P-values are 0.007, which is smaller than 0.05, which means that job satisfaction has a significant effect on the turnover intention variable. So it can be said that the statement of hypothesis H4 related to "job satisfaction has a significant effect on turnover intention" is accepted

Table 9: Correlation Between Variables

| Variabel | Turnover Intention |
|------------------|--------------------|
| Leadership Style | 0.615 |
| Job Satisfaction | -0.622 |
| Compensation | 0.435 |
| Work Stress | 0.640 |

Source: Processed data using SmartPLS 3.2.9



Based on the correlation value between the leadership style variable and Turnover Intention in the table above, it can be seen that the largest correlation is in the work stress variable of 0.640. This shows that the more stressed employees are, the greater the employee's desire to leave the company.

Discussion of Hypothesis Testing

Based on the results of the hypothesis tests that have been carried out, the results are as follows: 1) there is a significant influence of leadership style on turnover intention; 2) there is a significant effect of work stress on turnover intention; 3) there is no significant effect of compensation on turnover intention; 4) there is a significant effect of job satisfaction on turnover intention.

1. The Effect of Leadership Style on Turnover Intention

Hypothesis 1 in this study says that leadership style has a significant effect on turnover intention and this hypothesis is accepted. From the results of testing this hypothesis, it is known that the structural coefficient of leadership style on turnover intention is 0.253. Thus, the leadership style applied at PT SL has a positive effect on turnover intention. This happens because the leadership style model applied at PT SL is a leadership style with a dominant autocratic dimension. This means that the more authoritarian the leadership style, the greater the interest of employees looking for other jobs. Furthermore, it can be seen that the biggest indicator of the leadership style variable influencing turnover intention is that the leader makes unilateral decisions and may look for a new job next year. This means that the more leaders make unilateral decisions, the greater the interest of employees to find new jobs next year.

This result is in line with the research conducted by Herawati & Romandhini, (2021) in her research which found that leadership style has a positive significant influence on turnover intention. Rambi et al., (2020) also reveals that leadership style has a positive significant influence on turnover intention

leaders who are rigid, uncompromising, set targets that tend to make employees feel uncomfortable in the company and finally decide to change jobs. Likewise, what happened to PT SL where employees could not make much compromise with their superiors and tended to have to accept and follow everything that was set by their superiors. A more positive and cooperative attitude is needed between superiors and employees so as to make employees feel comfortable and at home at work. Leaders who are too strict, but if a leader can create positive relationships with employees and is able to create a conducive work environment, it will reduce the likelihood of employees leaving their jobs (Mobley, 1989:79).

2. The Effect of Job Stress on Turnover Intention

Hypothesis 2 in this study says that work stress has a significant effect on Turnover Intention and this hypothesis is accepted. From the results of testing this hypothesis, it is known that the structural coefficient of work stress on turnover intention is 0.385. Thus, work stress at PT SL has a positive effect on turnover intention. The dominant dimension of work stress is time stress, while the dominant dimension of turnover intention is the interest to leave. This means that the higher the time stress, the greater the employee's interest in leaving. Furthermore, it



can be seen that the biggest indicators of the dimensions of time stress and turnover intention are employees who feel afraid if at home they receive a call related to work and employees may look for a new job next year. This means that the more employees are afraid of phone calls when they are at home related to work matters, the more employees will be interested in looking for new jobs next year.

This is in line with the results of research conducted by Nasution (2017) which found that work stress has a positive significant effect on turnover intention. The results of this study are also supported by further research by Pranata & Netra (2019) which found that work stress has a positive significant effect on turnover intention. Worang & Mujiati (2020) stated that when employees feel high work stress, the employee's intention to leave the company also increases. Based on interviews conducted with several employees at PT SL, it is known that sometimes employees receive calls outside working hours, especially at night or on weekends, even though this time can be used by employees for refreshing with family, resting or doing other activities. Even when employees are sick and sick leave, employees are sometimes called and asked about work. So this tends to make employees easily feel stressed, especially for employees who have children or families at home.

3. Effect of Compensation on Turnover Intention

Hypothesis 3 in this study says that compensation has a significant effect on Turnover Intention and this hypothesis is rejected. From the results of testing this hypothesis, it is known that the structural coefficient of compensation on turnover intention is -0.027 and the P Values is 0.805. Thus the compensation applied to PT SL has a negative and no significant effect on turnover intention. Furthermore, it can be seen that the largest dimension of compensation is non-financial through the largest indicator, namely that employees receive security guarantees while working in the company. However, this does not have a significant effect on turnover that occurs in the company.

This result is in line with the research conducted by Purwati et al., (2020) which found that compensation has no effect and is not significant on turnover intention. The size of the compensation is not a determining factor for the size of the employee's intention or desire to leave the company. So it can be said that compensation is not able to explain the turnover intention that occurs in PT SL. In addition, based on interviews with several employees, it is known that the salary or compensation received at PT SL can be said to be satisfactory. However, this does not guarantee that employees can survive at PT SL. Through a large salary or satisfying employees are also required to have a large workload so that in fact some employees who have just been accepted at PT SL with a service period of < 1 year, even though they have a satisfactory salary are also unable to meet the workload given and decide to leave the company. In addition, based on interviews with other employees, it is known that another reason is that despite having a high salary, employees feel less supported to achieve the desired target of the company so that in the end they prefer to leave the company.

4. The Effect of Job Satisfaction on Turnover Intention

Hypothesis 4 in this study says that job satisfaction has a significant effect on Turnover Intention and this hypothesis is accepted. From the results of testing this hypothesis, it is known that the structural coefficient of job



satisfaction on turnover intention is -0.307 and the P Values is 0.007 . Thus, job satisfaction applied to PT SL has a negative and significant effect on turnover intention. The dominant dimension of job satisfaction is the condition of the work environment, while the dominant dimension of turnover intention is the interest to leave. This means that the better the conditions of the work environment, the less interest of employees to leave.

Furthermore, it can be seen that the biggest indicator of the dimensions of the work environment and turnover intention is satisfactory work facilities and supports a smooth work process and employees may look for new jobs next year. This means that the better the work facilities that are satisfactory and support the smooth working process, the less interest of employees to look for new jobs next year.

This result is in line with research conducted by Susilo and Satrya (2019) which found that job satisfaction has a significant negative effect on turnover intention. This is also supported by research by Wang et A (2020), it was found that job satisfaction has a significant negative effect on turnover intention. In addition, based on interviews with several employees, employees agreed that the work facilities and cleanliness at PT SL can be said to be satisfactory when compared to the previous workplace, so this makes employees more comfortable at work.

CONCLUSION

Based on the discussion of the results of data analysis on the hypotheses proposed in this study, the following conclusions can be drawn:

1. Leadership style has a significant effect on turnover intention. The factor from the leadership style that most strongly influences turnover intention is that the leader makes unilateral decisions and may look for a new job next year. Where the attitude of a leader has a great influence on the company's turnover rate. Based on the results of the study, it is known that the leadership style model applied at PT SL is an autocratic leadership style model. So, the more the leader adopts an autocratic leadership style, the higher the employee will likely look for a new job in the next year.
2. Work stress has a significant effect on turnover intention. The factor from work stress that has the strongest influence on turnover is the employee's fear factor when receiving a call at home related to office work matters. So that the more often employees feel afraid about phone calls related to office matters, the higher the employee's interest in finding new jobs next year.
3. Compensation has no significant effect on turnover intention. The factor of compensation that has the strongest influence on turnover is that employees receive security guarantees while working in the company. Compensation has an insignificant effect so that it cannot describe the turnover intention that occurs in PT SL.
4. Job satisfaction has a significant effect on turnover intention. The factor of job satisfaction that most strongly influences turnover is satisfactory work facilities and supports the smooth working process. So that if employees are more satisfied with the existing work facilities at the company, the interest of employees will decrease to find new jobs next year.



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