

The Effect of Leadership, Work Stress, and Work Conflict on Employee *Turnover Intention*

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Abstract

This study examined how leadership (X1), work stress (X2), and work conflict (X3) affect turnover intention (Y) among Bengkel Auto Star Plus Medan employees. This study included 40 Bengkel Auto Star Plus Medan employees. This study sampled 40 persons. A 2021 study was undertaken. This study employed SPSS 24.0 to process quantitative data from a multiple linear regression model. Work stress and conflict had a favourable and statistically significant effect on Bengkel Auto Star Plus Medan employees' turnover intention, but leadership had no effect. Leadership, work stress, and work conflict affected Bengkel Auto Star Plus Medan employees' turnover intentions. With the greatest t-count value of 4.596, work stress influenced turnover intention the most. 88. Leadership, stress, and workplace conflict explained 5% and predicted 11.5% of desire to leave. Leadership, job stress, and conflict affect employees' inclinations to leave.

Keywords:

Leadership; Job Stress; Work Conflict; Turnover Intention

Introduction

Every business, especially those in the service sector, relies on its personnel to help it succeed. Employees can shape the way customers perceive a company, which is why this is the case. As they are an integral element of the service, employees also act as company ambassadors when interacting with consumers. Customers will form an unfavourable impression of the company if its staff fail to provide a positive image. Syamsuddin (2014) argues that a company's most valuable asset is its employees, who are its most important asset because of the significant impact they may have on the company's ability to achieve its goals

Cars are just one example of how the automotive industry in Indonesia is booming right now. Along with the rapid expansion of the automotive sector and the



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proliferation of car repair shops, the increasing number of cars on Indonesian roads is a direct result of the country's liberalised automotive financing policies. Businesses that handle people's cars fall under the category of service providers. Service is defined as any type of interaction between two parties that does not directly involve the exchange of physical goods or the creation of new legal rights (Kotler (in Lupiyoadi, 2014: 7). Auto Star Plus Workshop is a car repair company engaged in car body and engine repairs which was founded in 2008. Auto Star Plus Workshop has collaborated with many insurance companies. There has been an increase in vehicles at the Auto Star Plus Workshop in the period from 2015-2019. The following is a graph of the increase in vehicles entering the Auto Star Plus Medan Workshop.

The author has conducted a pre-survey of 8 employees on each research variable. Regarding employee *turnover intention*, which shows that there is still a problem with employee *turnover intention* at the Star Plus Auto Workshop. The survey results show that as many as 6 employees (75%) said that they were considering quitting their jobs at this company soon. Then as many as 4 employees (50%) employees said that they had started to not feel comfortable working in this company, and as many as 8 employees (100%) said they intended to look for another job that had greater compensation. Every decision that is taken, whether from regulations, payroll, positions, division of labour etc. is still managed directly by the leader/owner of the Auto Star Plus Workshop directly, so there is no position that specifically regulates/makes decisions on every problem that occurs within the company.

Six workers (or 75% of the total) reported that the leader has no difficulty getting his/her point across. In addition, seven workers (87.5%) said that their supervisor treats them fairly at all times, and five workers (62.5%) stated that their supervisor has a good influence on them, which inspires them to work better. There were six workers who reported very high job demands (or 75% of the total). In addition, six employees (or 75% of the total) reported frequent disagreements with superiors or colleagues, and four employees (or 50% of the total) reported feeling enormous pressure to meet deadlines set by the company. Employees speculate and mistrust each other due to unclear determination of rules and workload, lack of overtime calculation if work exceeds working hours, and ambiguity around job authority. Employees experience stress due to the occurrence of such situations, which adds to the mental or psychological burden. Six workers (or 75% of the total) reported being able to put each other down to win over their boss, according to the study. Then, four workers (or 50%) stated that workers' emotional levels were high and they quickly lost their cool due to misunderstandings; eight workers (or 100%) stated that workers felt their supervisors were very annoying, resulting in frequent disputes and conflicts. Based on the results



of the preliminary survey and temporary interviews, there are several factors that cause employees of Auto Star Plus Medan Workshop to intend to leave.

Due to the increase in the number of vehicles entering the Auto Star Plus car repair shop, employees at the Auto Star Plus Workshop are faced with conditions be able to use their knowledge and abilities as well as possible. HR / employees at the Auto Star Plus Workshop, are forced to be able to carry out more than one job position, because this makes employees think about the leadership carried out by the leader of the Auto Star Plus Workshop, because the job description or work responsibilities are increasing, increasing job pressure, no appreciation from the leader and income that is not proportional to the hard work done makes employees disloyal to the company, also the more pressure raises stress at work and work conflicts between employees and leaders which results in *turnover* intention and based on the results of a temporary pre-survey that has been conducted, it appears that there are many causes of employee *turnover*.

Methods

This research is classified as associative research based on the level of explanation. The purpose of associative or causal research, which is often known as a causal relationship, is to determine whether one variable affects another variable (Rusiadi. & Hidayat, 2016). This study collected data through questionnaires. The independent and dependent variables of the survey were evaluated using a Likert scale. Individuals and groups can rate social issues using a Likert scale, according to Sugiyono (Leksono, 2013). To measure public opinion on certain social issues, Likert developed the Likert scale. The population in this study were all workers at the Star Plus Auto Workshop in Medan City. To determine the population, a saturated sample of 40 people was used, but for further research the entire population will be sampled.

Results And Discussion

Results

The bar histogram and P-P plot graph show the results of the normality test in graphical analysis. The following histogram displays the results of the data normality test using a bar histogram:



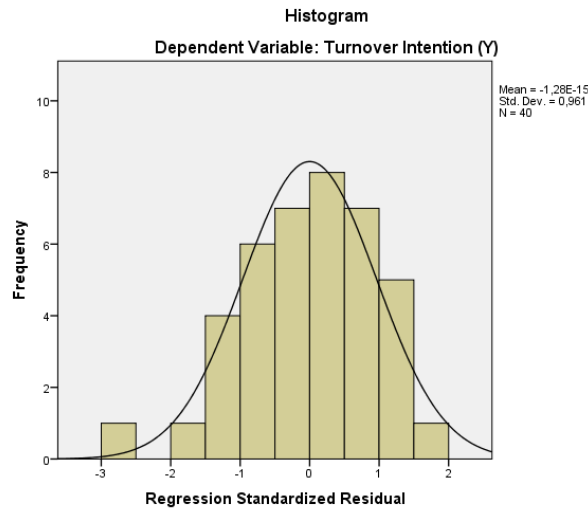


Figure 1 Histogram of Normality Test

The histogram normality test shows that the middle graph is bell-shaped and convex. The top of the graph at zero point indicates that the residual data is normally distributed, because the graph does not deviate to the left or right.

The following table displays the results of the F test processed using the SPSS application:

Table 1 F Test Results

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1217,454	3	405,818	100,793	0,000^b
Residuals	144,946	36	4,026		
Total	1362,400	39			

a. Dependent Variable: *Turnover Intention (Y)*
 b. Predictors: (Constant), Leadership (X₁), Job Stress (X₂), Job Conflict (X₃)

The following table displays the results of the t-test conducted using the SPSS 24.0 application on the data used in the study:

Table 2. t test results

Coefficients ^a		
Model	t	Sig.
1 (Constant)	0,958	0,344
Leadership (X ₁)	0,678	0,502
Job Stress (X ₂)	4,596	0,000
Work Conflict (X ₃)	4,011	0,000



a. *Dependent Variable: Turnover Intention (Y)*

Discussion

1. Hypothesis H₁

Hypothesis H₁ reads: Leadership at Auto Star Plus Medan Workshop can have a positive effect on employee turnover intention. Based on the test results, X₁, namely leadership, has a regression value of 0.041 which shows a positive influence on employee turnover intention. The t test shows that the Leadership variable (X₁) has a t value of 0.678 which is smaller than the t table value of 2.028. The t value of the Leadership variable (X₁) of 0.502 is statistically significant, which exceeds 0.05. Thus, the test results do not meet the requirements of $t_{count} > t_{table}$ and $sig < 0.05$. In addition, H_a is rejected and H_o is accepted. Leadership (X₁) has no effect on turnover intention (Y) so it is not partially meaningful. The first hypothesis, namely "It is suspected that leadership has a positive and significant partial effect on employee turnover intention at the Auto Star Plus Medan Workshop" (H₁; accept H_o) is false.

Mobley (2017:156) suggests that organisational commitment, salary, leadership, job satisfaction, work environment, stress, and conflict are elements that drive turnover intention; however, the results of this study refute this. In addition, the findings of this study contradict the findings of Iskandar (2015), who found that leadership significantly and positively affects employee turnover intention. Leadership significantly affects turnover intention in a good way, according to Dwi (2017).

Leadership, according to Rivai (2017:12), is "the process of influencing to determine the organisation," influencing to improve culture and group dynamics, and inspiring follower behaviour to achieve goals. The better the leadership of the company leader, the better the influence on employees. Leadership should be one of the benchmarks for employees to decide to stop working. However, employees who work at the Star Plus Medan Auto Workshop do not make their supervisor's leadership the main reason they want to stop working.

2. Hypothesis H₂

Hypothesis H₂ reads: High job stress makes employees of Medan Auto Star Plus Workshop more likely to leave. In the test data analysis, job stress has a positive effect on turnover intention (X₂, regression value 0.473). The t test shows that the Work Stress variable (X₂) has a t table of 2.028 and a t count of 4.596. Job Stress (X₂) needs more attention with a t value of 0.000 which is below the significance criteria of 0.05. Therefore, $t_{count} > t_{table}$ and $sig < 0.05$ according to the test result requirements. Furthermore, H_o is rejected and H_a is accepted. Thus, job stress (X₂) partially and



significantly affects turnover intention (Y). So "It is suspected that job stress has a positive and significant partial effect on employee turnover intention of Medan Auto Star Plus Workshop" is tested and accepted

This study supports the findings of Mobley (2017: 156) which states that organisational commitment, salary, leadership, job satisfaction, work environment, stress, and conflict increase turnover intention. The results of this study also corroborate the results of Sa'adah's (2018) research which states that job stress increases the likelihood of employees leaving their positions. So, it can be said that job stress affects the desire to leave.

According to Robbins (2015: 429), individuals experience job stress when they face unpleasant pressures, tensions, or disturbances from outside at work. Many people are unhappy and stressed at work because of the pressure in the organisation. If employees are unhappy with their jobs due to the constant and increasing pressure they face, they will lose interest in staying with the company and instead choose to move to a less stressful environment.

3. Hypothesis H₃

Hypothesis H₃ reads: High job stress makes employees of Medan Auto Star Plus Workshop more likely to leave. In the test data analysis, job stress has a positive effect on turnover intention (X₂, regression value 0.473). The t test shows that the Work Stress variable (X₂) has a t table of 2.028 and a t count of 4.596. Job Stress (X₂) needs more attention with a t value of 0.000 which is below the significance criterion of 0.05. Therefore, t count > t table and sig < 0.05 according to the test result requirements. Furthermore, H₀ is rejected and H_a is accepted. Thus, job stress (X₂) partially and significantly affects turnover intention (Y). So "It is suspected that job stress has a positive and significant partial effect on employee turnover intention at Medan Auto Star Plus Workshop" is tested and accepted. This study supports the findings of Mobley (2017: 156) which states that organisational commitment, salary, leadership, job satisfaction, work environment, stress, and conflict increase turnover intention. The results of this study also corroborate the results of Sa'adah's (2018) research which states that job stress increases the likelihood of employees to leave their positions. So, it can be said that job stress affects the desire to leave.

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4. Hypothesis H₄

Hypothesis H₄ reads: Leadership, work stress, and work conflict can have a positive and significant effect on employee turnover at Auto Star Plus Medan Workshop. The test results show positive regression values for Leadership (X₁), Work Stress (X₂), and Work Conflict (X₃). Therefore, leadership, work stress, and work conflict all increase turnover intention. The determined F value is 100.793 from the F test. The F table value of 2.866 is much lower than the estimated F value. 0.000 is noteworthy when the result is significantly smaller than 0.05. Based on $\text{sig} < 0.05$ and $F_{\text{count}} > F_{\text{table}}$, the test results are satisfactory. Furthermore, H₀ is rejected and H_a is accepted. Leadership (X₁), Job Stress (X₂), and Job Conflict (X₃) strongly influence Turnover Intention (Y). The hypothesis "it is suspected that leadership, work stress, and work conflict simultaneously have a positive and significant effect on employee turnover intention at the Star Plus Medan Auto Workshop" was tested and proven correct

This supports Mobley's (2017:156) argument that organisational commitment, salary, leadership, job satisfaction, work environment, stress, and conflict drive workers to leave their jobs.

Conclusion

Some research conclusions can be drawn from the test results and data analysis that has been done:

1. The leadership style of the Auto Star Plus Medan Workshop has no significant effect on employee exit intention, this can be seen from the low regression value of 0.041 and the statistically significant t-count value of 0.678.
2. The exit intention of Auto Star Plus Medan Workshop is positively and significantly affected by job stress, but the effect is smaller than expected ($r=0.473$, $t=4.596$, $p=0.000$).
3. At Auto Star Plus Medan Workshop, workplace conflict has a positive and significant effect on employee exit intention ($r=0.393$, $t=4.011$, $p=0.000$).
4. The exit intention of Auto Star Plus Medan Workshop is positively and significantly influenced by leadership, work stress, and work conflict together (F-count: 100.793, significant value: 0.000).

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