

The Influence Of Leadership Style And Work Stress On Employee Turnover At PT Cahaya Putra Persada

Pengaruh Gaya Kepemimpinan Dan Stres Kerja Terhadap *TurnOver* Karyawan Di PT Cahaya Putra Persada

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ABSTRACT

This study aims to analyze the effect of leadership style and work stress on employee turnover at PT Cahaya Putra Persada. The variables studied were leadership style and work stress in relation to employee turnover. The research method used is a quantitative method. The data used is data collected directly through the distribution of questionnaires to employees of PT Cahaya Putra Persada. The number of samples in this study were 63 employees. Data analysis techniques used include t test, F test, and coefficient of determination test using SPSS 24 software. The results of this study indicate that leadership style (X) has no significant effect on employee turnover. Work stress (X2) has a significant effect on employee turnover. Thus, the results of this study indicate that the factor that has a very significant influence is work stress, which plays a role in the frequent employee turnover at PT Cahaya Putra Persada. Keywords: Leadership Style, Work Stress, Turn Over

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh gaya kepemimpinan dan stres kerja terhadap pergantian karyawan di PT Cahaya Putra Persada. Variabel yang diteliti adalah gaya kepemimpinan dan stres kerja dalam hubungannya dengan pergantian karyawan. Metode penelitian yang digunakan adalah metode kuantitatif. Data yang digunakan merupakan data yang dikumpulkan secara langsung melalui penyebaran kuesioner kepada karyawan PT Cahaya Putra Persada. Jumlah sampel dalam penelitian ini adalah 63 orang karyawan. Teknik analisis data yang digunakan meliputi uji t, uji F, dan uji koefisien determinasi dengan menggunakan perangkat lunak SPSS 24. Hasil penelitian ini menunjukkan bahwa Gaya kepemimpinan (X) tidak memiliki pengaruh yang signifikan terhadap pergantian karyawan. Stres kerja (X2) memiliki pengaruh signifikan terhadap omzet karyawan. Dengan demikian, hasil penelitian ini menunjukkan bahwa faktor yang memiliki pengaruh yang sering terjadi di PT Cahaya Putra Persada. **Kata Kunci:** Gaya Kepemimpinan , Stress Kerja *, Turn Over*

1. Introduction

In the business world, workers are a very valuable capital for the company. However, in reality, businesses often have problems retaining qualified employees. One problem that often occurs is the high rate of employee turnover. High employee turnover can have negative impacts on companies, such as high costs to attract and mentor new workers, reduce productivity, and reduce service quality. Employees play a crucial role for a business or organization because they are the main initiators in achieving the company's mission and targets. Therefore, every company wants to ensure that employees can present the optimal impression for the business. Management of human resources (HR) needs to be carried out effectively and efficiently in order

to intensify their function in achieving the mission, as well as to take advantage of the potential that each employee has as a member of society. HR in the company also reflects the thinking and physical abilities of individuals who are influenced by genetic and environmental factors, and work because of the urge to fulfill personal satisfaction.

In this effort, not all employees in the company have a low turnover rate, one of which is at PT Cahaya Putra Persada. To see this can be seen in Figure 1. In Figure 1 it is shown that the turnover rate continues to be in Figure 1 shows that the number of incoming and outgoing employees continues to increase, this is a problem that must be addressed by PT Cahaya Putra Persada.

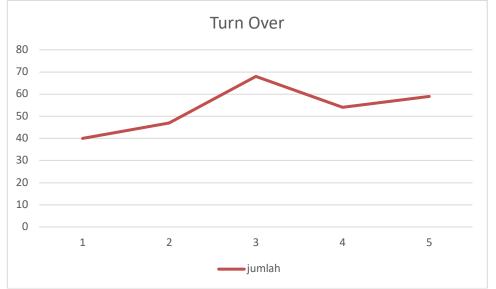


Figure 1. Employee Turn Over from 2018 – 2022

Several studies show that leadership style has an impact on employee turnover Lalitadevi et al., (2020). Other research proves that leadership style contributes significantly to employee turnover intentions, Susilowati (2017). In addition, leadership style can also affect employee job satisfaction, which in turn can have an impact on employee turnover Ramdani, E.S., & Rusyandi, D. (2019). Leadership style is a method or approach used by a coordinator in influencing subordinates to achieve organizational goals effectively (Zainal et al., 2017). Leadership style can also be interpreted as a way in which a leader can make his subordinates happy to carry out the actions requested by him, without feeling forced, with the aim of achieving the organizational mission (Busro, 2018). Therefore according to Sharah, A.S. (2019). Companies need to pay attention to the leadership style applied to employees to minimize employee turnover rates.

Another aspect that causes employees to feel uncomfortable working besides leadership style is work stress. From the results of work stress research that contributes positively and significantly to turnover, Wahyuningtyas, Y.F., & Munauwaroh, S.D. (2022). From the results of Ningsih's research, A.W. (2019) work stress can affect employee turnover, companies need to pay attention to employee stress ratings and find ways to reduce them, such as providing adequate support and resources to complete work tasks, providing adequate rest periods, and cutting excessive workload.

Stress according to Shields et al., (2017) can have a negative effect on body health, both internally and externally, and can cause physical and psychological tension beyond the ability of employees to handle it. Some of the negative effects of stress on the body include hypertension,

heart disorders, obesity, and diabetes. Stress can also cause mental health problems such as anxiety and depression. However, not all individuals who suffer stress suffer from mental health constraints, and some individuals may show better executive functioning under stress, which may reduce the negative effects of stress exposure on health (Schönfeld, et al., 2016).

Turnover intention is described as an employee's willingness to leave the organization and move to another organization. It is important for companies to address switching intentions as they can have a significant impact on both the company and employees1. Turnover can be in the form of resignation, transfer of division, demotion, or death of a member of the organization 1. Employees' willingness to leave can be caused by various aspects, including leadership style and work stress 2. Turnover intention, as described by Robbins and Judge (2015), is a step of constant resignation by employees, both urgently and sincerely. Resignation, transfer, dismissal, or death of a member of the organization are examples of turnover. The desire of employees to leave is caused by several aspects including leadership style and work stress.

Researchers want to see about the leadership style and work stress on workers at PT Cahaya Putra Persada that influence or not in the company, especially when turnover occurs. Therefore we want to examine "The Influence of Leadership Style and Job Stress on Employee Turn Over at PT Cahaya Putra Persada".

Literature review

Management

According to Sarinah (2017), management is a process that aims to achieve targets by working together with individuals and other organizational resources. Hery (2018) explains that management is coordinating work activities in an efficient and effective way, involving other people. Opinion of Ramdan, T., & Sufyani, M. A. (2019) states that management is a scientific discipline that studies how organizational resources are managed efficiently and effectively to achieve goals through planning, organizing, directing and monitoring processes.

Human Resource Management

According to Handoko (2016), human resource management involves the process of attracting, selecting, developing, maintaining, and using human resources to achieve goals both individually and organizationally. Hasibuan (2017) explains that Human Resource Management is a science and art that regulates the relationships and roles of the workforce so that they are active and efficient in helping achieve company, employee and community goals. Sutejo and Mangkunegara (2013) argue that Human Resource Management is the management and utilization of resources owned by individuals. Management and utilization is carried out optimally in the work environment to achieve organizational goals and individual employee development.

Employee Turnover

According to Robbins and Judge (2018), turnover intention refers to the tendency of an employee to leave the company, either voluntarily or involuntarily, due to the lack of attractiveness of the current job or the availability of alternative jobs. Fuhasari (2016) explains that turnover intention can be interpreted as the tendency or intention of an employee to voluntarily quit his job or move to another workplace of his choice. Wirawan (2015) states that a job change (turnover) refers to when an employee leaves one company or organization and switches to another company or organization for certain reasons.

Leadership Style

Leadership style can also be interpreted as a way in which a leader can make his subordinates happy to carry out the actions requested by him, without feeling forced, with the aim of achieving the organizational mission (Busro, 2018). According to Rivai (2014), leadership style is a collection of strategies used by a leader to influence employees to achieve organizational goals. Leadership style can also be explained as a pattern of strategy or pattern of behavior that is preferred and often applied by a leader.

Work stress

Stress according to Shields et al., (2017) can have a negative effect on body health, both internally and externally, and can cause physical and psychological tension beyond the ability of employees to handle it. Some of the negative effects of stress on the body include hypertension, heart disorders, obesity, and diabetes. Stress can also cause mental health problems such as anxiety and depression. However, not all individuals who suffer stress suffer from mental health constraints, and some individuals may show better executive functioning under stress, which may reduce the negative effects of stress exposure on health (Schönfeld, et al., 2016).

2. Methods

This study uses a quantitative strategy and survey method. In order to collect data that can be used to draw conclusions and make decisions, the quantitative approach focuses on data collection methods, data analysis, and interpretation of the analysis results. By distributing questionnaires to employees of PT Cahaya Putra Persada, research data was collected directly. Questionnaires were used to collect data, and the questionnaire contains 30 statements in total. A Likert scale with a weighted score of 1-5, which ranges from level of disapproval to full agreement, is the measurement tool used. The population for this study consisted of employees of PT Cahaya Putra Persada, and the sample was selected using the probability sampling method and the accidental method. Samples will be taken from the entire population because there are many limitations in conducting research.

The sample is a part taken from a certain size and composition of the population. It is very important to choose a highly representative sample to ensure that research findings can be extrapolated to the entire population (Sugiono, 2019). Cohen et al. (2018) argues that the sample size must be larger than the population size. However, there is a minimum of 30 samples that must be taken by researchers. This is also emphasized by Baley in Mahmud (2020) who states that the minimum sample size for research using statistical data analysis is 30. The appropriate sample size for research is usually between 30 and 500. If the sample is divided into several categories, there must be at least 30 sample members in each category. Methods of multiple linear regression analysis and t-test, a parametric statistical test to determine the significance and applicability to one or several sample groups, were used in this study. In addition, the coefficient of determination test is used to determine the percentage of variation in the dependent variable that can be explained by the independent variables, as well as the F test to determine the combined effect of all independent variables on the dependent variable. Data analysis was performed using the SPSS 24 program.

3. Results and Discussion

1. Classical Assumption Test

a. Normality test

The normality test according to Sugiono (2019) is a type of statistical technique used to test whether the data being tested has a normal distribution or not. This normality test is important before carrying out parametric statistical analysis, because parametric statistical analysis requires the assumption that the data used has a normal distribution. Several normality test techniques that can be used include the Kolmogorov-Smirnov test.

Table 1. Normality Test One-Sample Kolmogorox-Smirnox Test

		Unstandardized Residual
Ν		63
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	7.69964204
Most Extreme Differences	Absolute	.070
	Positive	.070
	Negative	064
Test Statistic		.070
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

If the significance value (asmp.sig) exceeds 0.05, it can be concluded that the residuals have a normal distribution, and vice versa. The normality test obtained using the Kolmogorov-Smirnov method shows an gain of 0.200, which indicates that the distribution is normal.

b. Multicollinearity Test

The multicollinearity test according to Sugiono (2019) is a statistical technique used to test whether there is a strong relationship between two or more independent variables in a regression model. This strong association between the independent variables can lead to problems in the regression analysis, such as the regression coefficients being inconsistent and inconclusive. Therefore, it is important to carry out a multicollinearity test before carrying out a regression analysis to ensure that the independent variables used are not strongly related to each other. The multicollinearity test that can be used includes the VIF (Variance Inflation Factor) test.

Table 2. t Test And Multicollinearity Test								
Coefficients ^a								
		Unstanda Coeffici		Standardized Coefficients			Collinearity S	statistics
Model		В	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	9.276	3.026		3.065	.003		
	X1	.521	.197	.329	2.641	.011	.613	1.631
	X2	.958	.299	.399	3.205	.002	.613	1.631
a. Dependent Variable: Y								

If the tolerance number exceeds 0.10, it can be concluded that multicollinearity does not occur. Likewise, if the VIF (variance inflation factor) value is less than 10.00, it can be concluded that multicollinearity does not occur. The multicollinearity test results show that the tolerance value is 0.613 and the VIF value is 1.631, which indicates that there is no multicollinearity between these variables.

c. Heteroscedasticity Test

The heteroscedasticity test according to Sugiono (2019) is a statistical technique that is used to check whether there is a non-uniformity of variance from one control to another in the regression model. If there is heteroscedasticity, then the assumption that the variance of the error value is constant is not met, so that the estimation produced by the regression model becomes inefficient and unreliable.

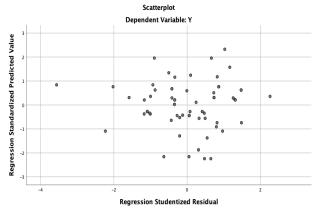


Figure 2. Heteroscedasticity Test

From the results of the heteroscedasticity analysis using the scatterplot diagram, it can be seen that the points are spread randomly and evenly either above or below the 0 line on the y axis. This indicates that there is no heteroscedasticity in the regression model, so that the regression model can be used properly.

d. Autocorrelation Test

The autocorrelation test according to Sukestiyarno & Agoestanto (2017) is a type of statistical technique used to test whether there is a relationship between the residual values in a regression model and the residual values at the previous time. If there is autocorrelation, then the assumption that the residual value at one time is not correlated with the residual value at the previous time is not fulfilled, so that the estimation produced by the regression model becomes inefficient and unreliable. The autocorrelation test technique that can be used is the Durbin-Watson test.

Table 3. R Squared Test And Autocorrelation Test						
Adjusted R Std. Error of the						
Model	R	R Square	Square	Estimate	Durbin-Watson	
1	.656ª	.430	.411	6.10630	2.013	
		1 1.1 .1				

If we refer to the table with the values dl=1.6540 and du=1.7273, and compare the gain of du with 4-du=1.987. In this case, because d falls between the values dl=1.6540 < 1.987 > 2.2727, it

can be concluded that there is no indication of autocorrelation. In statistical analysis, autocorrelation refers to the dependence between the residuals of the regression model at the present time and the residuals at the previous time. In this context, by obtaining d values that fall in the gap between the lower limit (dl) and the upper limit (du), it shows that there is no significant indication of autocorrelation in the regression model used. This indicates that the assumption of residual independence is met, and the results of the estimation and significance test performed on the regression model are reliable. However, it should be noted that these conclusions are based on certain tests and limitations, and need to be considered in the context of the assumptions and statistical methods used.

2. Multiple Linear Regression Analysis

a. t test (hypothesis)

The purpose of this examination is to find out how each of the independent variablesleadership style (X1) and work stress (X2)-affects the dependent variable, namely employee turnover (Y). According to Ghozali (2017), the t statistical test is used in this analysis to determine the extent to which the independent variables influence individually in explaining the dependent variable, assuming the other independent variables are constant. The interpretation of the test results is given below.:

- If the significance value (sig) is less than 0.05 or the calculated t weight exceeds the t table weight, it can be concluded that there is a significant contribution between variable X (X1 or X2) and variable Y.
- If the significance value (sig) exceeds 0.05 or the calculated t weight is less than the t table weight, it cannot be concluded that there is a significant contribution between variable X (X1 or X2) and variable Y.

The formula used to calculate the value of t table is as follows: t table = t (a/2 : n - k - 1) = 0.025 : 60 = 1.98217. In the test results in Table 3, it can be seen that the calculated t value for X1 is 2.641 < 1.98217 and the calculated t value for X2 is 3.205 < 1.98217. This shows that there is a significant contribution between X1 or X2 and variable Y, because the calculated t weight for both is greater than the corresponding t table weight.

b. F test

F test according to Chicco et al. (2021) is a statistical test used to understand whether the overall regression model is significant or not. It compares the variation of the dependent variable described by the regression model with the variation not described by model 1. The null hypothesis for the F-test is that all regression coefficients equal zero, which means that the independent variable does not contribute to the dependent variable. The alternative hypothesis is that at least one of the regression coefficients is not equal to zero, which means that the independent variable has a significant contribution to the dependent variable1

Table 4. F test ANOVA ^a						
1	Regression	1688.721	2	844.360	22.645	.000 ^b
	Residual	2237.216	60	37.287		
	Total	3925.937	62			

The following are two conditions that must be considered in the results of the F test:

- 1. If the significance value (sig) is less than 0.05 or the F value exceeds the appropriate F table weight, it can be interpreted that there is a simultaneous contribution between the independent variable (X) to the dependent variable (Y).
- 2. If the significance value (sig) exceeds 0.05 or the calculated F value is smaller than the corresponding F table value, it can be interpreted that there is no simultaneous contribution between the independent variable (X) to the dependent variable (Y).

The formula used to identify the weight of the F table is F table = f(k : n-k) = f(2 : 60) = 3.08. In this formula, k is the number of independent variables tested (in this case, 2) and n is the total number of data (in this case, 60). Using this value, we can find the appropriate F table value, which is 3.08. The results show that F count is 22.645

c. Coefficient of Determination

The coefficient of determination according to Chicco et al. (2021) is a statistical measure that represents the proportion of variance in the dependent variable that can be estimated from the independent variable. goes from 0 to 1, with 1 indicating a perfect fit between the dependent and independent variables, and 0 indicating no relationship between the two

Table 5. Det	termination	Coefficient Test	
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			Adjusted R	Std. Error of the	
Model	R	R Square	Square	Estimate	Durbin-Watson
1	.656ª	.430	.411	6.10630	2.013

Based on the results presented, it can be observed that the R-square weight is 0.420. This result states that 40.0% of the variation in the dependent variable (Y) can be described by the independent variables (X1) and (X2) simultaneously. In other words, 43.0% of the change in the dependent variable can be attributed to the combined effect of the independent variables x1 and x2. This proves that the variables X1 and X2 have a significant contribution in influencing the dependent variable (Y), although there are still 57.0% other variations that cannot be described by this regression model.

a. Partial Effect of Leadership Style (X1) on Turn Over Variable (Y)

The findings of the analysis lead to the conclusion that the relationship between leadership style (X1) and turnover variable (Y) is not valid. This finding contradicts previous research showing the impact of leadership style on employee turnover (Lalitadevi et al., 2020). According to additional research, leadership style significantly influences employees' intention to leave their jobs (Susilowati, 2017). Employee job satisfaction is also known to be influenced by leadership style, which in turn can have an impact on employee turnover rates (Ramdani & Rusyandi, 2019).

According to Zainal et al. (2017), a leader's technique or method for influencing subordinates to succeed in achieving organizational goals is called a leadership style. The way a leader persuades his followers to freely carry out specified actions without feeling burdened with the intention of achieving organizational goals is another definition of leadership style (Busro, 2018). According to Sharah (2019), it is very important for businesses to pay attention to the leadership style used with their workforce to reduce employee turnover rates.

Although the findings of the current analysis indicate that there is no clear relationship between leadership style and employee turnover, it is important to consider the specific studies and statistical techniques used when interpreting these findings. Other elements, such as organizational environment, industry, and personnel attributes, may have an impact on the relationship between leadership style and employee turnover. Therefore, further investigation and analysis is needed to gain a more thorough knowledge of the relationship between leadership style and employee turnover.

b. The Effect of Work Stress Variable (X2) Partially on Turnover Variable (Y)

The findings of the partial analysis show that the relationship between X2 and Y is accepted as a result of the effect of work stress (X2) on the turnover variable (Y). According to another study (Wahyuningtyas & Munauwaroh, 2022) work stress has a beneficial and significant impact on employee turnover, which is consistent with the current research findings. Work stress can have an impact on employee turnover rates, according to research by Ningsih (2019). Therefore, it is very important for companies to pay attention to the level of work stress of employees and take action to reduce it. Some of these steps include providing employees with the help and resources they need to fulfill their responsibilities, providing sufficient rest time, and eliminating excessive workloads.

According to Shields et al. (2017), body health can be negatively affected by work stress, and this can cause physical and mental strain that exceeds one's ability to handle it. High blood pressure, heart disease, obesity, and diabetes are some of the health problems that can be caused by stress. Stress can also impact mental health conditions including depression and anxiety. The detrimental effects of stress on health can be reduced by the fact that not everyone who suffers from stress will experience mental health illness, and some people can show increased executive performance under stressful conditions (Schönfeld et al., 2016).

The findings of this analysis indicate that job stress significantly affects employee turnover. In order to reduce employee turnover rates and improve employee well-being in general, it is very important for companies to identify and address workplace stressors that may be affecting employees.

c. Determination Analysis

The extent to which the model can explain the variation of the dependent variable is measured using the coefficient of determination, according to Ghozali (2017). The value of the coefficient of determination ranges from zero to one. The low value of the coefficient of determination indicates the ability of the independent variables to explain the variation in the dependent variable is very limited. The coefficient of determination in this study is 0.430, which indicates that leadership style and workplace stress have a combined effect of 43.0% on employee turnover. Other elements not examined in this study have an effect of 57.0%.

The model used in this study has limited capacity to explain variation in the dependent variable (employee turnover), as indicated by a coefficient of determination of 0.430. This shows that the variables of leadership style and work stress examined in this study cannot fully explain all the factors that affect turnover rates. Further investigation is needed, as well as consideration of other factors that can help explain fluctuations in the dependent variable, to gain more complete knowledge about the factors that affect employee turnover.

4. Conclusions

After conducting data processing and step-by-step analysis of the variables of leadership and work stress on Employee Turn Over style at PT Cahaya Putra Persada, it can be concluded as follows:

- In part, no correlation has been seen between leadership style and turnover. This shows that a leadership approach that offers both material and moral assistance to complete tasks has no impact on turnover rates. The leadership style variable was not found to have a substantial impact on research on employees, as seen from the results of the t test which showed that the calculated t value was lower than the t table value.
- 2. Stress at work has a large impact on employee turnover. This implies that employees will experience work stress if a leader is unable to manage his subordinates properly. Employee turnover will increase in proportion to how stressed they are at work.
- 3. Both factors simultaneously have a large impact on turnover. The combination of work stress and leadership style has an impact on turnover. This shows how a competent leadership approach combined with low work stress can reduce the employee turnover rate of PT Cahaya Putra Persada. According to research on PT Cahaya Putra Persada employees, work stress and leadership style together have a negligible impact on turnover. The coefficient of determination shows this.

Based on the research results that have been described, there are several suggestions that can provide benefits to related parties. The following are suggestions in this study:

- 1. For the community, it is advisable to provide support and solutions to employees in influencing their level of turnover intention. This support can help reduce high turnover rates and promote better employee retention.
- 2. For companies, it is necessary to improve the atmosphere of the work environment so that it is safer and more comfortable for employees. By creating a positive work environment, companies can reduce the level of employee turnover intention and improve their welfare and job satisfaction.
- 3. For universities, it is hoped that the results of this research can contribute to the development of scientific work at Buana Perjuangan University, Karawang. This research can be a reference for further research in a similar field.
- 4. For the development of theory, it is hoped that the theories described in this research are useful and can be well understood by readers. This can help broaden understanding in related fields and enrich academic literature.
- 5. Suggestions for further research are to consider adding data collection methods, such as interviews or direct observation. By involving these methods, research can obtain more indepth and comprehensive results, as well as provide new insights in understanding employee turnover.

Through the implementation of these suggestions, it is hoped that this research can make a significant contribution in overcoming the problem of employee turnover and encouraging sustainable and productive organizational development.

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