

THE EFFECT OF TOXIC LEADERSHIP AND JOB STRESS ON TURNOVER INTENTION IN LOGISTIC COURIER BEKASI CITY

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ABSTRACT

This study aimed to examine the effect of toxic leadership on turnover intention, toxic leadership on job stress, and job stress and turnover intention. These study populations are three logistics companies engaged in logistics in Bekasi. This study uses a non-probability purposive sampling technique. For a sample of 105 respondents from operational units in logistics courier companies, the determination is based on (Hair et al., 2017), but only 99 respondents complete questionnaires are considered usable. Data analysis using SEM with Smart PLS software. The results show a positive and significant direct relationship between toxic leadership and employee job stress, and there is a positive and significant direct relationship between work stress and turnover intention. Still, there is no negative relationship between toxic leadership and turnover intention. In addition, there are new findings in a study conducted on employees of the operational division of a logistics company located in the city of Bekasi. The higher application of toxic leadership by the leader to employees does not affect the intensity of turnover intention to be carried out by the employee. It is because the intention to move is felt by employees based on internal factors, namely work stress, not from the negative leadership style of their superiors. Further research is expected to use mediating variables with job satisfaction and physical work environment on turnover intention. It is also expected to be able to use qualitative methods for a better comparison of research results. It is also hoped that further research will be able to further refine this research by adding research subjects and other variables that might affect turnover intention so that further research can be more developed and varied and produce conclusions from more comprehensive research.

Keywords: Toxic Leadership, Job Stress, Turnover Intention

1. Introduction

Human resources are the most important capital and assets owned by every company. The form of human resource management can be seen from the behavior and attitudes of employees shown to the company. However, if the behavior is not structured properly, it can result in employees' desire to move (turnover intention) to leave their jobs. Logistics companies are complex, with various services requiring extra time and effort, employees with different characteristics, excessive workloads,

ambiguous working conditions, and non-ergonomic work environments that have many negative impacts, one of which is work stress.

The results of Gultom et al., (2019) stated that the DHL Express company engaged in logistics where its activities depend highly on employees to run the business per its vision and vision mission. The main focus is achieving targets and always providing the best service for customers. To achieve this, each employee uses 24 hours of working time as a form of concern for their customers; this makes the workload more than normal working days. The pressure in work research is in line with research conducted by Syarif & Setiawan, (2022), where the gap between rights and obligations triggers high job insecurity which causes employees to feel worthless, unproductive, or a lot of loss, causing turnover of outsourcing employees at PT. TIKI JNE Cikarang Branch. According to Sutanto & Gunawan, (2013), there are many causes of turnover intention, including; job stress, work environment, job satisfaction, organizational commitment, and others experienced by employees. This phenomenon also happened to JNE Express, JNT Express, and Globalindo 21 Express companies. These companies require employees to serve customers 24 hours a day, plus two jobs during peak seasons that cause work stress for employees.

Research conducted by (Dewi & Sriathi, 2019; Prisillya & Turangan 2020) shows that work stress is one of the main factors influencing employee turnover intentions, but besides work stress, other factors support the desire to move, namely the existence of toxic leadership. Toxic Leadership is a series of destructive behaviors that encourage leaders to achieve personal goals and benefits at the expense of the individual, team, and organizational interests. In other words, Toxic Leadership means that employees must do something they don't expect. Research From A Follow-Up Study By (Schmidt, 2014) shows that toxic leadership can significantly influence employees to switch, such as turnover intention. In line with previous research, leaders' unhealthy behavior can create a bad environment, such as a decrease in the level of worker welfare which is decreasing in terms of work (Hudson, 2013). Therefore, this article will research toxic leadership and job stress influence on the turnover intention of expeditionary service operational unit employees in Bekasi city.

2. Literature Review

Toxic leadership and Turnover intention

According to Tett & Meyer, (1993) describe turnover intention as a conscious and intentional desire (a conscious and intentional determination) to leave the organization. Meanwhile, according to Mathis et al., (2016) stated that turnover is a process in which employees leave the organization and the job position must be replaced by someone else. According to another definition, turnover intention is an employee's thought to quit and a willingness to find another job outside the organization. In addition, the factors that cause turnover intention can be categorized into; a). Psychological factors, which in this factor refer to mental processes and employee behavior, such as expectations, orientation, job satisfaction, organizational commitment, work involvement or effectiveness. The concept of psychological turnover is related to factors that are influenced by employee emotions, attitudes or perceptions. Psychological factors are associated with: Psychological contract, job satisfaction, organizational commitment, and job insecurity. b). Economic factors, when an award is the same as elsewhere, employees will decide not to leave the organization. The economic view of analyzing the turnover process emphasizes the interaction between the determination of external variables such as salary or opportunities. Economic factors consist of: Wages, External Opportunities, and Size of the organization. c). Demographic factors, where this factor is often referred to as personal characteristics consisting of age (the age factor is negatively correlated with turnover intention, usually younger people have a probationary stage at the beginning of their professional life, so they change jobs more often) and

tenure ; where individuals have a longer tenure and then leave the organization will be considered disproportionate, (Staffelbach, 2008). where the results of a follow-up study by Schmidt (2014) show that toxic leadership significantly predicts employee outcomes such as turnover intention. This finding supports Tepper's research that toxic leadership can predict employee turnover (Tepper, 2007). In addition, (found a positive relationship between toxic leadership and turnover intention. This finding is supported by (Zangaro et al., 2009) investigated the effect of toxic leadership in the nursing profession, showing increased absenteeism and higher turnover rates. The discussion above brings a hypothesis.
H1: There is an effect of toxic leadership on turnover intention.

Toxic leadership and Job Stress

Leaders who can create a safe and conducive environment can directly affect the level of employee welfare related to work. That is, social support carried out by a manager or leader can create the welfare of his workers (Heimbeck et al., 2003). But on the other hand, previous research has shown that leader behavior tends to be negative where bad behavior created by leaders can create a bad environment as well, such as a decrease in the welfare of workers who decline in terms of work (Hudson, 2013). In addition, according to research by (Hadadian & Zarei, 2016), there is a significant direct relationship between toxic leadership and work stress on employees. This research was conducted in Iran with a sample of 212 employees from four knowledge-based companies. The research uses quantitative methods with SPSS software tools to test toxic leadership and job stress in knowledge-based companies. This research is very relevant to the variables that will be used in this study. Where the results of the study explain that the higher the level of application of toxic leadership felt by employees, the more work stress felt by employees. Therefore, for companies that employ Knowledge Workers to maintain the leadership style of their respective leaders to ensure that leaders do not use toxic leadership styles in their leadership patterns, otherwise, the perception of toxic leadership by knowledge workers can cause them to feel job stress. and employees may be affected by symptoms of job stress. By providing stress levels to workers (Webster et al., 2011) and motivating them to engage in destructive activities can create a bad environment, and this can affect the worker's psyche. Toxic leadership can increase negative responses and corruption among workers and create an unsafe organizational environment (Mehta & Maheshwari, 2013). Thus, commitment and job satisfaction decrease, and work stress increases (Zagross & Jamileh, 2016). This relationship means that the presence of toxic leadership can affect the level of work stress in employees.

H2: There is an effect of toxic leadership on job stress.

Job stress and Turnover Intention

Many studies have been conducted on job stress; for example, researchers tried to study the effect of work stress on turnover intention in employees in Jakarta (Dewi & Sriathi, 2019). In line with the research conducted by (Yukongdi & Shrestha, 2020) examining the factors that influence Turnover Intention. Where researchers choose bank employees in Nepal. The results of the study indicate that there is a positive influence between work stress on turnover intention, this is because the high level of stress felt by bank employees can result in an intention to leave the company. In this study, work stress is the main factor to be studied. work stress and intention to move (Dewi & Sriathi, 2019; Prisillya & Turangan, 2020). Nowadays stress is an integral part of life, humans experience stress in any case, current situation and condition, and one can bear the brunt of the harmful effects of stress Therefore, stress affects the individual and hinders the progress of the organization if the employee leaves his position.

H3: There is an effect of job stress on turnover intention.

The hypothesis is based on a conceptual research model, as shown in the following Figure is:

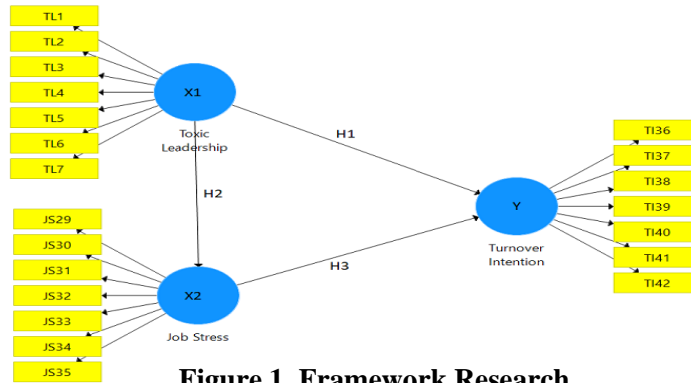


Figure 1. Framework Research

Source: Researcher's Data Collection (2022)

3. Method

Setting and sample

Data were collected by survey method. In measuring a variable, questionnaire data in this study was measured using a Likert scale ranging from 1 to 5, with the choices being Strongly disagreed (STS), Disagree (TS), Neutral (N), Agree (S), Strongly Agree (SS). A total of 3 logistics companies consisting of 100 employees in the division unit of operational have participated in this study. The participants work at logistics companies in Bekasi city, the most crowded city in west java. The study used a random sampling technique to identify logistics companies (Hair et al., 2017). This study also uses tools by the Partial Least Square (PLS) method using Smart PLS Program version 3. This study was conducted in JNE Express, JNT Express, and Globalindo 21 Express; these three companies are part of the Association of Indonesian express delivery service companies; this research was conducted from June to Augustus 2022.

Measurement

The questionnaires in this research are adopted from previous research indicators. For example, a toxic leadership scale came from the research of (Padilla et al., 2007) to measure toxic leadership in organizations. Likewise, the job Stress scale is taken from Robin & Judge (2008) to measure job stress, and a turnover intention scale to measure employee turnover intention is taken from (Korabik & Rosin, 1995).

Turnover Intention

Turnover intention is an employee's thoughts of quitting and willingness to seek another job outside the organization. An employee to leave is usually disengaged from the job and has lower productivity (Ahuja, 2016). Based on the explanation of the experts, it can be concluded that turnover intention is a desire to find a new job by leaving the current job but has not been realized in real action. The indicators used to measure turnover intention according to (Dipboye, 2018) include: 1). Thinking of leaving the company (Thinking of Quitting). Where the individual begins to think about leaving his job and or staying at the company, 2). Searching for other job alternatives (Intention to search for alternatives). Where individuals want to find work at other companies that are considered better. 3). Intention to leave the company (Intention to quit). Individuals intend to leave if they have gotten a new, better job by ending with a decision to leave the company.

Table 1.
Turnover Intention Indicators

No.	Indicator	Item Question
1	Thinking of getting Out	I want to leave my workplace. I want to quit my job at this organization.

- | | | |
|---|---|--|
| 2 | Desire to Find Jobs | I am actively seeking employment elsewhere
If an opportunity to work at another organization were available, I would leave my current organization |
| 3 | Intention to leave the organization in the coming months. | Likely, I will actively look for a new job next year
I often think of changing my job.
I have looked for other jobs after I entered my current company |

Source: Researcher's Data Collection (2022)

Toxic Leadership

Toxic leadership is also considered a series of destructive behaviors that encourage leaders to achieve personal goals and gains at the expense of their individual, team, and organizational interests (Schmidt, 2014). According to (Irge & Bayram, 2020) divide toxic leaders into 3 (three) dimensions including; 1). Abusive and unpredictable leader, usually the nature of leaders who are shown to be very arrogant to their subordinates. 2). Self-advertising leader, traits of this leader who are very narcissistic usually characterizes always excelling in their competence, comparing the quality of their behavior, and 3). Narcissistic and authoritarian leader, usually leaders This person does not care about the problems faced by his subordinates and is always selfish or self-centered.

Table 2.
Toxic Leadership Indicators

No.	Indicator	Item Question
1	Narcissism and Authoritarianism Leader	He believes that he is more talented than others They will only offer assistance to people who can help them get ahead
2	Abusive and Unpredictable Leader	He gets angry at his inferiors for no apparent reason. He reminds his inferiors about their past failures and mistakes He is not considerate about subordinates' commitments outside of work
3	Self- advertising Leader	He acts only in the best interest of their next promotion He is interested in his rights.

Source: Researcher's Data Collection (2022)

Job Stress

Job stress is an adaptation reaction influenced by individual differences and psychological processes due to actions (Robbins, 2008). The dimensions and indicators of (Hidayati & Trisnawati, 2016) work stress are: 1). Role ambiguity, including: A lot of work. 2). Career Development, including: Lack of career development. 3). Work Relations, including: thoughts that are not in line with co-workers, bullied by friends, working outside office hours.

Table 3.
Job Stress Indicators

No.	Indicator	Item Question
1	Working Relations	I often feel stressed at work
2	Role Ambiguity	I feel guilty when I take time off from my job I am discouraged about my work I feel like giving up on my job
3	Career Development	I feel frustrated with my work I have felt fidgety or nervous as a result of my job The job difficulty usually brings me sleeplessness.

Source: Researcher's Data Collection (2022).

Demographic information

The portion of the questionnaire collecting demographic information includes characteristics such as age, gender, educational status, marital status, duration of work in the courier logistic, and Job title.

4. Result and Discussion

The loading factor value is considered valid or meets convergent validity when it exceeds 0.5. The lowest loading factor is 0.788 as shown in Table 4, so the indicators were valid or met convergent validity. A loading factor diagram of each indicator in the structural research model is shown in the following Figure 2.

Table 4.
Reflective Measurement Model

Dimension	Item	Loadings	CR	AVE
<i>Toxic Leadership</i>	TL4	0.869	0.947	0.819
	TL5	0.947		
	TL6	0.920		
	TL7	0.881		
<i>Job Stress</i>	JS29	0.788	0.943	0.770
	JS31	0.934		
	JS32	0.880		
	JS33	0.931		
	JS34	0.845		
<i>Turnover Intention</i>	TI36	0.873	0.945	0.712
	TI37	0.886		
	TI38	0.890		
	TI39	0.805		
	TI40	0.817		
	TI41	0.837		
	TI42	0.790		

Source: Primary Data, Processed (2022)

(*note: the TL1, TL2, TL3, JS30, and JS35 indicators have been deleted, because the value is <0.7).

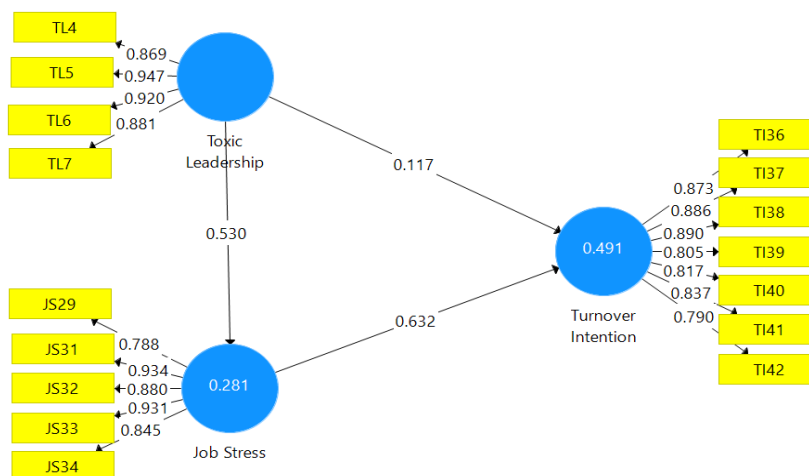


Figure 2.
Loading Factor Value

Source: Processed primary data (2022).

In Smart PLS, research indicators are tested for discriminant validity by cross-loading to determine whether a reflective indicator is part of a good measurement for the construct, as shown in Table 6.

Table 6.
Discriminant Validity

	Job Stress	Toxic Leadership	Turnover Intention
JS	0.877		
TL	0.530	0.905	
TI	0.694	0.452	0.844

Source: Processed primary data (2022).

Table 7 shows that Cronbach's alpha value for all constructs is above 0.6. The lowest value is 0, 924 in the JS construct, which is recommended above 0.6.

Table 7
Cronbach's Alpha

	Cronbach's Alpha
Job Stress	0.924
Toxic Leadership	0.926
Turnover Intention	0.933

Source: Processed primary data (2022).

After the estimated model fulfills the outer model criteria, the structural model is tested. The following table shows the R-Square value in the construct.

Table 8.
R Square and R Square Adjusted

	R Square	R Square Adjusted
Job Stress	0.281	0.274
Turnover Intention	0.491	0.481

Source: Processed primary data (2022).

Table 8 shows that JS can explain the variance in TI. Hypothesis testing in Smart PLS is seen in the total effects (Mean, STDEV, T-Values), as shown in the following table.

Table 9.
Hypothesis Testing

Hypotheses	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics statistic (O/STDEV)	P-Values	Decision
H1: TL → TI	0.117	0.113	0.099	1.176	0.240	Not Supported
H2: TL → JS	0.530	0.534	0.092	5.763	0.000	Supported
H3: JS → TI	0.632	0.637	0.068	9.279	0.000	Supported

Source: Processed primary data (2022).

As shown in Table 9, the relationship between toxic leadership and job stress has a path coefficient value of 0.530 with a p-value of 0.000 and a T-statistic value of 5.763 (T-statistics > T table 1.96). Showing that toxic leadership has an effect on job stress, it can be stated that **hypothesis 2 is supported**. Because the value of T-statistics meets the requirements, namely T-statistics > T-table 1.96. Job Stress on Turnover Intention gives a path coefficient value of 0.632, a p-value of 0.000, and a T-statistic value

of 9.279 (T-statistics > T table 1.96). Showing that Job Stress affects Turnover Intention, it can be stated that **hypothesis 3 is supported**. Toxic Leadership on turnover intention has a path coefficient value of 0.117, a p-value of 0.240, and a T-statistic value of 1.176 (T-statistic < T table 1.96). Showing that Toxic Leadership does not affect turnover intention, it can be stated that **hypothesis 1 is not supported**.

This research found that toxic leadership can affect work stress in employees; this is in line with research conducted by Webster Et Al. (2016); Haddadian & Zarei (2016). This previous research also stated that toxic leadership has a role in increasing employee work stress. The resulting statement about work stress can affect employee turnover intention is in line with research conducted by Dewi & Sriathi (2019) and Priscilla & Turangan (2020). It means that employees will take action to leave if the company's work environment and psychological conditions are no longer healthy.

However, it was also found that toxic leadership does not affect turnover intention, in contrast to the opinion (Rayner & Cooper, 1997; Tepper, 2007), which states that there is a positive relationship between toxic leadership and employee turnover intention. The toxic leadership felt by employees of PT JNT, PT JNE, and PT 21 global express did not affect their intention to move because it did not affect their physical condition. This is a new finding in this study conducted on employees of the operational division of a logistics company in the city of Bekasi.

5. Conclusion

Based on the results of the research conducted, the following conclusions were drawn. First, there is a positive and significant relationship between job stress and turnover intention, there is a positive and significant relationship between toxic leadership and job stress, and there is no effect between toxic leadership and turnover intention. Second, the research subject category on the work stress variable is in a low category, namely working conditions. And third, the category of research subjects on the turnover intention variable is low, namely, the Intention to leave the organization in the coming months. The limitations in this study are the constraints and barriers felt by researchers, one of the factors that become obstacles and obstacles in research. The time and place of research and the number of respondents were taken by random sampling. Further research is expected to use mediating variables with job satisfaction and physical work environment on turnover intention. And is also expected to be able to use qualitative methods for a better comparison of research results. It is also hoped that further research will be able to refine this research by adding research subjects and other variables that might affect turnover intention so that further research can be more developed and varied and produce conclusions from more comprehensive research.

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