

## THE EFFECT OF TRANSFORMATIONAL LEADERSHIP AND WORK STRESS ON RESILIENCE MODERATED TURNOVER INTENTION

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### ABSTRACT

This research is based on the problem of intention to leave caused by leadership and work stress in the 2020 - 2021 period. The purpose of this study was to obtain empirical evidence on the influence of transformational leadership and work stress on the turnover intention with resilience as a moderator. The research data analysis SEM using the Smart PLS program. The population is nurses who are members of the inpatient installation of 110 personnel, and the sample uses a saturated sample which makes 110 nurses as respondents. The results of the analysis conclude that transformational leadership has no effect on work stress and turnover intentions, work stress has a positive effect on turnover intentions, resilience is unable to moderate the relationship of transformational leadership on work stress and the relationship of work stress on turnover intention.

**Keywords:** *transformational leadership; job stress; resilience; turnover intention*

### 1. INTRODUCTION

Reported on the online page that up to August 2021 there were 1,891 people who died as a result of contracting the virus, and that number were victims of health workers with details of 640 doctors, 637 nurses, 377 midwives, 98 dentists, 34 nutritionists, 33 laboratory technologists and 13 public health experts (<https://www.bbc.com>, 2021). Based on these alerts, of course, the heaviest effect faced by organizations such as hospitals is the fear of health workers who create opportunities for their turnover intention to avoid the toughest risk, namely contracting the corona virus. The problem of the turnover intention is an important issue that disrupts organizational stability, three things that form the basis of the turnover intention for employees are because they think about leaving, looking for alternative jobs, and the intention to leave (Mobley, 2016). If you look at the high number of deaths experienced by health workers, the heaviest effect for existing health workers is work stress which will result in a loss of concentration and accuracy of health workers which will have an impact on patient safety. The problem of employee work stress is influenced by several factors such as task demands, role demands, interpersonal demands, organizational structure and leadership (Obaraugu et al., 2017).

For health workers who are afraid of contracting the epidemic, many are experiencing work stress, so they think about security for their health and culminate in thinking about finding a safer job. It has been proven empirically that work stress has an impact on increasing employee turnover intentions (Hebles, Munoz & Ortega, 2022; Omar et al., 2020; Liu et al., 2019; Yen-Lo et al., 2017). These conditions certainly require a leader who is able to become an agent of change, where the leader is able to instill his idealism, provide inspiring motivation,

stimulate the intelligence of his members and provide individual attention (Ferreira et al., 2019).

This situation was revealed empirically by several studies, although not done specifically for nurses, that transformational leadership is able to overcome the work stress of its members (Tafvelin et al., 2019; Parveen & Adeniat, 2019; Muthamia et al., 2016). Transformational leadership brings a better direction of change, the charisma of a transformational leader becomes a role model for employees that keeps him in the organization (Park & Pierce, 2020; Sahsavan & Safari, 2017; Mittal, 2016). In conditions of work stress and also the turnover intention, the resilience factor must be able to be built by the organization in each of its members so that the impact of work stress and the turnover intention can be overcome. The definition of resilience itself is an individual psychological condition that describes the ability to recover from crises and overcome challenges in life, and can be assessed based on personal competence, self-confidence, positive acceptance, control factors and spiritual factors (Van Der Meer et al., 2018).

As a psychological condition that makes individuals able to overcome challenges that occur in the dynamics of life in organizations, resilience will make individuals overcome workloads that make them experience work stress (Shatte et al., 2019; McCormac et al., 2018; Ghandi et al., 2017), and can reduce the turnover intention (Yu & Lee, 2018; Chao & Chen, 2021; Zhang et al., 2020). The phenomenon that underlies this research is the problem during the pandemic in 2020 is, more nurses are coming in than leaving, this is predicted because of the needs of the hospital in handling the corona virus outbreak, whereas in 2021 more nurses leaving than nurses entering, it is predicted that there will be problems regarding leadership, work stress, resilience, where

leadership is unable to convince nurses to continue to help hospitals in handling patients who have contracted the corona virus, there is interference with the resilience of nurses who are less able to overcome challenges at work risks due to the covid pandemic - 19, and this situation makes nurses feel stressed facing the work risks that they will get if they continue to carry out their duties, so that it leads to the intention to leave.

From the previous research described above, it seems that no one has combined the variables of transformational leadership and work stress on the turnover intention, and no one has made resilience a moderating variable, so this research is a novelty with the gaps that have been in previous research. The problem of the dynamics of nurses entering and leaving in the 2020 – 2021 period is a problem in the turnover intention nurses who work in inpatient installations of private hospitals in Jakarta. The purpose of this research is the desire to prove whether transformational leadership and work stress can affect the turnover intention nurses who work in inpatient installations and prove whether resilience is moderating these relationships.

## 2. LITERATURE REVIEW

### Turnover Intention

Turnover intention is the tendency or intention of employees to voluntarily leave work or move from one workplace to another according to their own choice (Mobley, 2016), further said that the indicators of the turnover intention from employees are: (1) Thinking of leaving. Is an individual attitude to think out of work or stay in the work environment. Starting with job dissatisfaction felt by employees, then employees begin to think about leaving their current workplace. (2) Search for alternative jobs. Is the attitude of individuals who wish to find work in other organizations. (3) Intention to leave. Is the attitude of individuals who intend to leave. The employee intends to leave when he has found a better job and will end with the employee's decision to stay or leave his job. Turnover intention is the tendency or level in which an employee has the possibility to leave the company either voluntarily or involuntarily due to the lack of attractiveness of the current job and the availability of alternative jobs. (Robbins & Judge, 2017). Another opinion from Deasler (2017) said that turnover intention is, the cessation of employees from work voluntarily, to move to another organization. Turnover intention is a process in which employees leave the organization and must be replaced (Mathis & Jackson, 2016). Viewed from the perspective of economic value, turnover intention will result in an increase in the cost of recruiting new employees, because new employees need training and development to meet organizational expectations for competent employees (Worku, 2019).

### Transformational Leadership

Transformational leadership is an interaction between leaders and followers, in which efforts to change the behavior of its members are brought to work patterns that are more motivated and passionate (Bass & Avolio, 1994). Transformational leadership is a way of leading that inspires followers and makes followers put aside personal interests for the sake of achieving organizational goals together (Robbins, 2016). With transformational leadership, followers feel trust, admiration, loyalty and respect for the leader, and they are motivated to do more than they expect (Yulk, 2019). In line with this opinion, Ferreira *et al.* (2019) conduct research on transformational leadership referring to the following indicators: (1) Idealized influence. Is a leader's behavior that provides vision and mission, creates a sense of pride, and gains the respect and trust of subordinates. (2) Inspirational motivation. Is the behavior of leaders who are able to communicate high expectations, convey a shared vision in an interesting way and inspire subordinates to achieve goals that result in important progress for the organization. (3) Intellectual stimulation. Is a leader behavior that is able to increase the intelligence of subordinates to increase the creativity and innovation of subordinates, increase rationality and solve problems carefully. (4) Individualized consideration. Is the behavior of leaders who give personal attention and treat each subordinate individually as an individual with different needs, abilities and aspirations, and train and provide advice.

### Work Stress

Stress is a dynamic condition in which individuals face opportunities, constraints or demands related to what they really want and the results are perceived as uncertain but important, and specifically stress related to constraints and demands (Robbins, 2016). These constraints occur because of the power that prevents individuals from doing what they want (Robbins, 2016), Furthermore Robbins (2016) said that work stress consists of several indicators, including task demands, role demands, interpersonal demands, organizational structure, and leadership. Stress occurs due to emotional factors and physiological reactions in response to demands from within or outside the organization (Greenberg & Baron, 2017). Luthans (2016) argues that job stress is an adaptive response to external situations that impact on physical, psychological, and behavioral deviations from organizational members. Kreitner & Kinicki (2016) argues that job stress is an adaptive response and is related to individual psychological characteristics as well, which are born from external actions, situations or events that place psychological or physical demands on individuals. In measuring work stress problems, factors such as task demands, role demands, interpersonal demands, organizational

structure and leadership are indicators of measurement (Obaraugu, Ezema & Nwosu, 2017)

## Resilience

Resilience is a personal characteristic that is able to reduce negative impacts and encourage positive adaptations to deal with existing stress (Cardinal, 2016). Resilience is survival that describes courage and self-adjustment when facing difficulties in living life (Citrin & Weiss, 2016). In measuring resilience, Van Der Meer et al. (2018) refers to indicators of personal competence, self-confidence, positive acceptance, control factors and spiritual factors. Resilience is considered as the ability to recover from crises and overcome challenges in life because the individual has personal competence, believes in himself, carries out positive acceptance, control factors and spiritual influence (Grotberg, 1999). In resilience, it takes more than just surviving, getting through or getting out of an ongoing crisis, an individual who is good at overcoming difficulties and overcoming crisis problems that occur has the courage to get out of this suffering, besides that he can still function effectively when facing internal difficulties or interpersonal (Crane, 2017). In positive psychology, resilience means resilience (Luthans, 2016). Resilience is an individual's ability to survive and revive and restore happiness after facing very unpleasant conditions or situations and also as a necessary factor in turning a threat into an opportunity for individual development to grow, develop and increase the ability to adapt to changes for the better (Luthans, 2016).

## Effect of Transformational Leadership on Work Stress

The charisma and ability of transformational leaders to provide inspiring motivation, and to look at old problems with new things that are better, will make nurses feel an individual attention from the head of the room which will motivate them to be able to control their emotional state psychologically, and be able to carry out their duties and responsibilities. he replied. As found by relevant research, that transformational leadership is able to overcome employee work stress due to the charisma factor possessed by transformational leaders who seek to provide inspiring motivation, and provide individual attention (Tafvelin et al., 2019; Parveen & Adeniat, 2019; Muthamia et al., 2016). So from the descriptions above, it can be assumed the research hypothesis:

**H1:** Transformational leadership has a negative effect on work stress.

## Effect of Transformational Leadership on Turnover Intention

Charismatic and the ability of transformational leaders to provide inspirational motivation, and look at old problems with new things that are better, will

make nurses feel an individual attention from the head of the room which will motivate them to be able to control their emotional state psychologically, and be able to carry out their duties and responsibilities the answer that keeps them loyal to stay in the organization. As has been found by previous research, that transformational leadership is able to stem turnover intention employees (Park & Pierce, 2020; Sahsavan & Safari, 2017; Mittal, 2016). So from the descriptions above, it can be assumed the research hypothesis:

**H2:** Transformational leadership has a negative effect on turnover intentions

## Effect of Work stress on Turnover Intention

The inability of nurses to face the demands of work, as well as their responsibility to care for patients in inpatient rooms, makes them experience psychological disorders in the form of a feeling of satisfaction with aspects related to their work, this situation brings a thought to leave or move because they feel work stress in carrying out tasks that are difficult for them. he carried. Several relevant studies have proven empirically that work stress has an impact on increasing turnover intention (Park & Pierce, 2020; Sahsavan & Safari, 2017; Mittal, 2016), so that it can be assumed the research hypothesis:

**H3:** Work stress has a positive effect on turnover intention.

## Resilience Ability Moderates The Relationship Of Transformational Leadership To Work Stress

The charisma and ability of transformational leaders provide inspirational motivation, and look at old problems with new things that are better, will make members feel an individual attention from their leaders which will motivate them to be able to control their emotional state psychologically, and be able to carry out their duties and responsibilities . As found by relevant research, that transformational leadership is able to overcome employee work stress (Tafvelin et al., 2019; Parveen & Adeniat, 2019; Muthamia et al., 2016), and resilience as an individual's resilience that makes him strong in facing work stress (Shatte et al., 2019; McCormac et al., 2018; Ghandi et al., 2017), then it can be assumed the research hypothesis:

**H4:** Resilience interacts positively with the relationship between transformational leadership and work stress.

## Resilience Ability Moderates Effect of Work stress on Turnover Intention

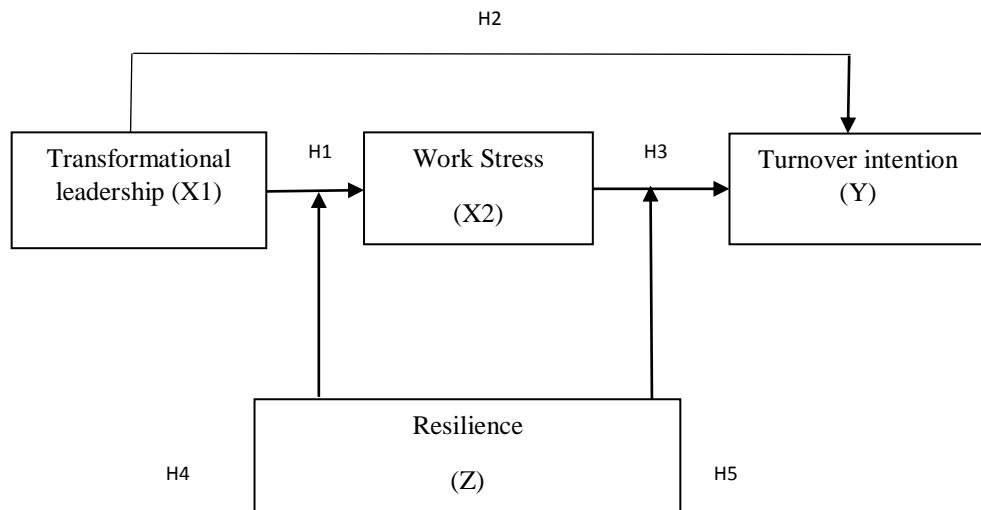
Workload that makes individuals experience work stress will lead to a negative direction, namely turnover intention, but when the individual's psychological condition is able to withstand the most difficult conditions in dealing with work, the positive feelings they have will avoid working stress, because those who have resilience tend to be more confident and confident in their abilities, and with a high level

of resilience, even though employees feel work stress, it will not lead them to want to move from the organization. Several relevant studies prove empirically that resilience is able to cope with work stress (Shatte et al., 2019; McCormac et al., 2018; Ghandi et al., 2017), and resilience is able to stem turnover intention (Yu & Lee, 2018; Chao & Chen, 2021; Zhang et al., 2020), then it can be assumed the research hypothesis:

**H5:** Resilience interacts positively with the relationship between work stress and turnover intention.

### Conceptual Framework of the Research

This study consists of two independent variables, namely transformational leadership (X1) and work stress (X2), one moderator variable, namely resilience (Z) and one dependent variable, namely turnover intention (Y), which will be analyzed with the research model as follows:



Source : processed data, 2022

**Figure 1. Conceptual Framework of the Research**

### 3. RESEARCH METHODS

#### 3.1 Participants and Data Collection

The population in this study were all nurses in private hospital inpatient installations in Jakarta with a total of 110 nurses. For the sample technique, saturated samples were used, namely the entire population was sampled, so that the number of samples to be used in this study was set at 110 respondents. This study uses a survey method by distributing research questionnaires that have been formed in accordance with the theory adopted by the measurement of each variable. Scoring uses a Likert scale of points 1 – 5. 5 for those who answer strongly agree (SA), 4 agree (A), 3 are undecided (UD), 2 disagree (DA), 1 strongly disagree (SDA).

#### 3.2 Instrument

The measurement of transformational leadership instruments adopts indicators from the research conducted Ferreira et al. (2019), which consists of idealized influence indicators, inspirational motivation, intellectual stimulation, and individualized consideration, and consists of 12 questions. The work stress instrument adopts previous research from Obaraugu et al., (2017) consisting of indicators of task demands, role demands, interpersonal demands, organizational structure and

leadership. The resilience instrument adopts previous research from Van Der Meer et al. (2018) which consists of indicators of personal competence, self-belief, positive acceptance, control factors and spiritual influence, and consists of 12 questions. The instrument of turnover intention adopts the indicator from Mobley (2016) with indicators thinking about leaving, searching for alternative jobs, and intention to leave, and consisting of 12 questions. The pretest was carried out on 30 respondents outside the research sample using KMO and MSA so that the results obtained on the transformational leadership instrument were only 10 valid statements, 11 statements of work stress, 9 statements of resilience, and 11 statements of turnover intention. The reliability test uses the Cronbach's alpha technique, and shows that all instruments have a reliability value of > 0.60.

#### 3.3 Data Analysis Technique

Hypothesis test using the Structural Equation Modeling (SEM) with SmartPLS 3.0 programs. The decision of the hypothesis in the study is based on a significance value of 0.05 and compares the t statistic and t table. Test the quality of the data using validity and reliability tests. Reliability test using Cronbach's Alpha measurement with values were > 0.6. The closer the Cronbach's Alpha value to 1, is the better. The Validity values refer to the factor loading is 0.7

but if the loading factor is between 0.5-0.6 it can still be tolerated and the value of Average Variance Extracted (AVE) meets the requirements, which is 0.5, as well as the discriminant validity value  $>0.6$  (Fornell & Larcker, 1981).

#### 4. RESULTS AND DISCUSSION

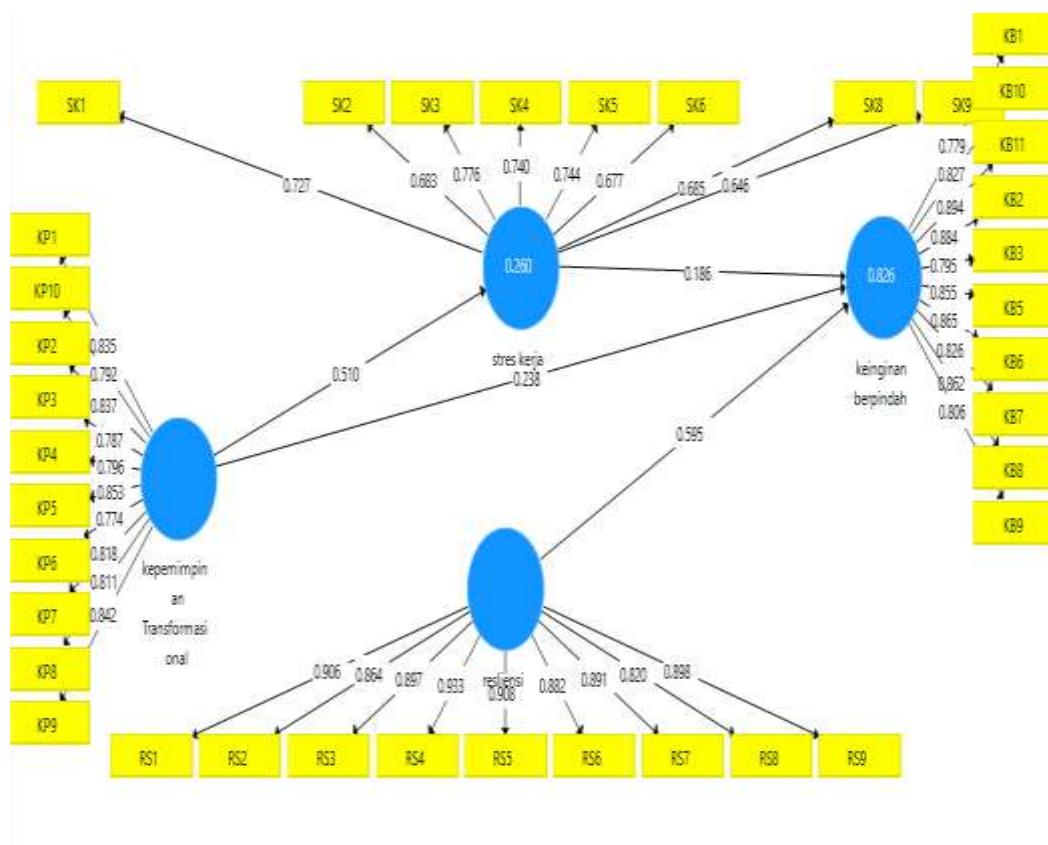
##### 4.1 Respondent Characteristics

The results of the research from 110 respondents who filled out the questionnaire served in inpatient installations of private hospitals in Jakarta, based on the data obtained it showed that the majority of respondents were female with a total of 97 personnel (88%), in the age category, the majority of the age range was  $> 35-45$  years totaling 52 personnel (47%), in the last education category, the majority of Bachelor degree totaled 57 personnel (52%), in the position category the majority were nurse practitioners

with a total of 94 personnel (85%), in the category of the number of certifications held, the majority were 3 - 4 certification numbered 43 personnel (39%), in the nursing room category, the majority served in the bird of paradise room totaling 29 personnel (21%), in the service period category, the majority were in the range  $> 6$  years totaling 52 personnel (47%).

##### 4.2 Evaluasi Outer Model

The test results showed that all of the transformational leadership variables out of a total of 10 statements were declared valid, the work stress variable out of the 11 statements only 9 statements were declared valid, the resilience variable out of a total of 9 statements were all declared valid. In the variable turnover intention from 11 statements, only 9 statements are declared valid, so the explanation of the model is as follows:



Source: PLS SEM Processing Results, 2022

Figure 2. PLS SEM Output Display

##### 4.3 Evaluation of Inner Model and Outer Loading

Table 1. AVE and Discriminant Validity

| Variable                    | AVE   | Discriminat Validity |
|-----------------------------|-------|----------------------|
| Transformational leadership | 0,664 | 0,946                |
| Work Stress                 | 0,505 | 0,866                |
| Resilience                  | 0,791 | 0,968                |
| Turnover intention          | 0,706 | 0,955                |

Source : processed data, 2022

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Based on the table above, it can be seen that all AVE values have a value of  $> 0.5$  and discriminant validity is  $> 0.6$  so it is concluded that all variables are declared valid. Then in the analysis of the construct reliability test of the research variables using the internal consistency method. The results of the

reliability test are used to determine whether the indicators of all the research variables used are good constructs or not in forming a latent variable. The results of the construct reliability test for each variable can be seen in the table below:

**Table 2. Research Variable Construct Reliability**

| Variabel                    | Cronbach's Alpha | Composite Reliability |
|-----------------------------|------------------|-----------------------|
| Transformational leadership | 0,944            | 0,952                 |
| Work Stress                 | 0,86             | 0,891                 |
| Resilience                  | 0,967            | 0,971                 |
| Turnover intention          | 0,953            | 0,96                  |

Source : processed data, 2022

Judging from the table above, the reliability of the construct variables in this study can meet the requirements by showing the value of Cronbach's

alpha and the composite reliability of all research variables  $> 0.7$  according to what is suggested, which is  $> 0.6$ .

#### 4.4 Hypothesis Test

**Table 3. Summary of Hypothesis Testing**

| Connection                                        | Koefisien | t-value | Kesimpulan |
|---------------------------------------------------|-----------|---------|------------|
| Transformational leadership -> Work Stress        | 0,021     | 0,186   | Rejected   |
| Transformational leadership -> Turnover intention | 0,246     | 4,162   | Rejected   |
| Work Stress -> Turnover intention                 | 0,167     | 3,012   | Acceptance |
| Moderating Effect 1 -> Work Stress                | -0,154    | 1,48    | Rejected   |
| Moderating Effect 2 -> Turnover intention         | 0,037     | 0,671   | Rejected   |

Source : processed data, 2022

The results of the hypothesis test show that: (1) The effect of transformational leadership on work stress shows a coefficient of 0.021 and a comparison of the tcount value of  $0.186 < 1.96$  which means that transformational leadership has no significant effect on work stress and is included in the **H1** rejection category. (2) The effect of transformational leadership on turnover intention shows a coefficient of 0.246 and a comparison of the tcount value of  $2.46 > 1.96$  which means that transformational leadership has a positive and significant effect on turnover intention and is included in the **H2** rejection category. (3) The effect of work stress on turnover intention shows a path coefficient of 0.167 and a comparison of the tcount value of  $3.012 > 1.96$  which means that work stress has a positive and significant effect on turnover intention and is included in the **H3** acceptance category. (4) The resilience ability in moderating the relationship between transformational leadership and work stress shows an interaction coefficient of -0.154 and a comparison of the tcount value of  $1.48 < 1.96$  which means it does not moderate work stress and is included in the **H4** rejection category. (5) The ability of resilience to moderate the relationship between work stress and turnover intention shows an interaction coefficient of 0.037 and a comparison of the tcount value of  $0.671 < 1.96$ , which means that

resilience does not moderate turnover intention and is included in the **H5** rejection category.

#### 4.5. Discussion

The analysis shows that transformational leadership has no effect on work stress, meaning that transformational leadership is not the basis for reducing work stress levels for nurses in inpatient installations. This result contradicts previous research which stated that transformational leadership is able to overcome employee work stress due to the charisma factor possessed by transformational leaders who seek to provide inspiring motivation, and provide individual attention (Tafvelin et al., 2019; Parveen & Adeniat, 2019; Muthamia et al., 2016). In addition, there is a contradiction with the theory that argues that transformational leadership is an interaction between leaders and followers, in which efforts to change the behavior of its members are brought to work patterns that are more motivated and enthusiastic (Bass & Avolio, 1994). This means that the state of the research results illustrates that as an agent of change and a motivator towards more advanced changes in work behavior, the head of the room cannot explain his vision clearly, and formulate a mission as steps to achieve organizational goals, in practice, the head of

the room is not able to be consultant for nurses, so that when they experience excessive burden in carrying out their work, then with the direction and function of the assistance they provide, they are unable to overcome the difficulties experienced by nurses in providing nursing in inpatient installations, so that work stress cannot be reduced or even overcome because of the head of the room failed to become a nurse change agent for the better.

The analysis shows that transformational leadership has a positive and significant effect on turnover intention, meaning that transformational leadership has an impact on the high intensity of nurses to move to other organizations, so that if transformational leadership continues to be improved, the turnover intention of nurses in inpatient installations will continue to increase. This result contradicts previous research which stated that transformational leadership is able to stem employee turnover intention (Park & Pierce, 2020; Sahsavani & Safari, 2017; Mittal, 2016). In addition, the results of the analysis show conflict with the opinion which states that transformational leadership is a way of leading that makes followers inspired, and makes followers put aside personal interests for the sake of achieving organizational goals together (Robbins, 2016), and with transformational leadership, followers feel trust, admiration, loyalty and respect for the leader, and they are motivated to do more than they expected (Yulk, 2019). This means that the head of the room should be able to inspire nurses to maintain an ongoing commitment to stay in the organization in achieving their goal of producing quality services in inpatient installations. But based on the results of the analysis, it shows that the transformational leadership implemented by the head of the room makes the nurse's intention to think about moving increasing, this situation is in line with the opinion which states that an indicator of the occurrence of turnover intention from employees is thinking about leaving, where individuals think leaving work or staying. being in a work environment that begins with job dissatisfaction felt by employees, then employees begin to think about leaving their current workplace (Mobley, 2016), means that this situation indicates the dissatisfaction of nurses with the mission of change brought by the head of the room in the work system, where the head of the room is less able to instill ideal influence, lacks motivation that can inspire nurses, is less able to stimulate the intelligence of nurses to work and provides less support career in the form of individual consideration of the nurses who are his subordinates.

The analysis shows that work stress has a positive and significant effect on turnover intention, meaning that when nurses feel stressed in carrying out their work, their intention to think about moving will continue to increase. These results are in line with previous research which states that work stress has an impact on increasing turnover intention (Park & Pierce, 2020; Sahsavani & Safari, 2017; Mittal, 2016). These results are in line with the opinion which states that work

stress is an adaptive response to external situations that impact on physical, psychological and behavioral deviations from organizational members (Luthans, 2016), meaning that when nurses feel overloaded because of the demands of tasks, roles, interpersonal, organizational structure and leadership, this will have an impact on decreasing job satisfaction or even loss of job satisfaction for nurses in carrying out their roles in inpatient installations, thus making them think about moving. in other organizations that can meet their expectations for all aspects related to job satisfaction.

The analysis shows that resilience has no significant negative interaction in the relationship between transformational leadership and work stress, so that resilience possessed by nurses is unable to strengthen the impact of transformational leadership in overcoming work stress felt by nurses in inpatient installations. This result is contrary to previous research which states that transformational leadership is able to overcome employee work stress (Tafvelin et al., 2019; Parveen & Adeniat, 2019; Muthamia et al., 2016), and resilience as an individual's resilience that makes him strong in facing work stress (Shatte et al., 2019; McCormac et al., 2018; Ghandi et al., 2017), where the resilience that nurses have, can strengthen their acceptance of the head of the room as a change agent, so that the workload they carry out in the inpatient installation, will not make them experience work stress, even with the changes brought by the head of the room, will motivate them to achieve organizational goals optimally. In addition, these results contradict the opinion which states that resilience is a personal characteristic that is able to reduce negative impacts and encourage positive adaptations to deal with existing stress (Cardinal, 2016), and resilience is survival that describes courage and adjustment when facing difficulties in living life (Citrin & Weiss, 2016). This means that the resilience that nurses currently have is at a low level where they lack confidence in their personal competence, self-confidence, are less able to accept positively the changes brought by the head of the room in leadership, are less able to exercise control over interpersonal relationships and lack the strong spiritual factors that make they are able to survive in all conditions, so that when there is dissatisfaction with the changes brought by the head of the room in the stages of achieving organizational goals, they experience an excessive burden on planning, organizing, directing and supervising carried out by the head of the room, thus making them feel overloaded because of demands tasks, roles, interpersonal, organizational structure and leadership. The analysis shows that resilience provides an insignificant positive interaction on the relationship between work stress and turnover intention, so that the resilience possessed by nurses is unable to overcome work stress to stem the nurse's turnover intention. This result contradicts previous research which stated that resilience is able to cope with work stress (Shatte et

al., 2019; McCormac et al., 2018; Ghandi et al., 2017), and resilience is able to stem employee turnover intention (Yu & Lee, 2018; Chao & Chen, 2021; Zhang et al., 2020), which should be with the resilience that nurses have, then they can overcome the work stress they experience at work, so that their turnover intention can be overcome. This result is contrary to the opinion which states that resilience means resilience and is the individual's ability to survive and revive and restore happiness after facing very unpleasant conditions or situations and also as a necessary factor in turning a threat into an opportunity for individual development to grow, develop, and increase the ability to adapt to better changes (Luthans, 2016). This means that with the resilience that nurses have to be able to carry out the workload given by the organization for nursing care in inpatient installations, every task, role, interpersonal, organizational structure and leadership demands should not make them think about moving to another organization, because they perceive all of these demands are obligations that must be carried out as a form of responsibility in helping the organization achieve its goals.

## 5. CONCLUSIONS AND RECOMMENDATIONS

### 5.1. Conclusions

The results of the analysis conclude that transformational leadership has no effect on work stress and turnover intention, so transformational leadership is not a reason for nurses to reduce work stress, and not a reason for nurses to reduce their turnover intention. Work stress has a positive and significant effect on turnover intention, so that the higher the work stress felt by nurses, the greater their turnover intention. Resilience is not able to negatively interact with the relationship between transformational leadership and work stress, so the resilience possessed by nurses does not increase their acceptance of transformational leadership to reduce work stress. Resilience is not able to interact positively with the relationship of work stress to turnover intention, so that the resilience possessed by nurses is unable to influence the work stress experienced by nurses in inpatient installations in reducing their turnover intention.

### 5.2 Recomendations

The leadership condition implemented by the head of the room as a change agent makes nurses feel work stress and increases their turnover intention, the head of the room should be able to unite the vision he formulated through the implementation of a mission that can attract nurses to carry out each stage of the mission in achieving organizational goals, this can be built through a pattern of leadership that focuses on mentoring and coaching that motivates nurses towards better changes, as well as with career support that

favors the progress of nurses, this will become the basis for the participation of nurses to jointly help the organization achieve its goals, and remain loyal to be in the organization. In this situation, it is necessary to apply a servant leadership leadership pattern that is serving its members, so that nurses can further grow and improve their abilities, and with their basic nature that wants to serve their members, then with a servant leadership leadership pattern, every problem faced by nurses can find the best solution and save nurses from work stress. This study has limitations, in that only nurses on duty at inpatient installations are involved in the study, so it cannot describe the state of turnover intention employees as a whole at the hospital. In addition, it does not involve job satisfaction as one of the research variables, so that it cannot be clearly described what nurses expect from all aspects of work which will make them rethink commitment to the organization by reducing their interest in moving to another organization.

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