



Understanding Toxic Leadership: The role of Job Stress and Job Satisfaction in Mediating Turnover Intention

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abstract

This study aims to examine the mediating effects of work stress and job satisfaction on the relationship between toxic leadership and turnover intention. The high level of turnover intention, along with its potential to undermine organizational stability and productivity, has become a serious concern for academics and practitioners. This research employs a quantitative approach using path analysis and Structural Equation Modeling with a sample of 126 respondents from the Sumatra Retail Frontliner and Sales Division using purposive sampling. Organizational Behavior theory is utilized to discuss various factors influencing employee behavior, including turnover intention. The study reveals both direct and indirect effects of toxic leadership on turnover intention through the mediation of work stress and job satisfaction. Consequently, partial mediation is concluded for all mediating variables. This study is limited by the scope and timeframe, which could be expanded in future research. Further studies are encouraged to develop and enhance research models, particularly focusing on leadership training aimed at fostering more adaptive leadership styles. This research contributes to understanding the impact of toxic leadership on turnover intention by highlighting the mediating roles of work stress and job satisfaction.

Keywords: Job Satisfaction, Job Stess, Toxic Leadership, Turnover Intention

1. INTRODUCTION

Turnover intention is the desire of employees to leave their job or organization where they work (Harini et al., 2020), (Sazili et al., 2022). According to (Bajrami et al., 2021) turnover intention is one of the issues faced by companies, which has become a focus of attention for human resource management literature and organizational leadership across various industries (Saeed et al., 2014). A high turnover rate not only leads to additional costs

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in managing human resources such as training and rehiring employees (Sartika, 2014) but can also disrupt the overall stability, productivity, and sustainability of the company (Lee et al., 2021). In the context of dynamic industrial changes, the turnover rate reflects how well organizations can adapt to these changes (Soegandhi et al., 2013). Management that can adapt well to industrial changes tends to have lower turnover rates (Zhang et al., 2019). This indicates that effective human resource management and adaptive management policies can be key to increasing productivity and long-term progress for companies (Kaufmann et al., 2023). Thus, a low turnover rate can be an indicator of successful management in handling change and maintaining organizational stability.

The telecommunications industry is an industry with a highly competitive business environment (Hajar et al., 2022) and faces the dilemma of high employee turnover (Yunikawati et al., 2021) in dealing with market competition. Good human resource management can be one way to create a competitive advantage for companies (Collins, 2021) especially for the telecommunications market in Indonesia such as PT. Indosat, Tbk, which often undergoes transformations (Cristanti et al., 2023). The merger transformation has doubled the valuation of IOH to around USD 5.3 billion from the previous USD 2.3 billion due to increased financial growth, with total revenue increasing by 9.6% year on year reaching Rp51.2 trillion and EBITDA increasing to Rp23.9 trillion, up 23% from the previous year. This indicates that IOH management has the ability to adapt in transforming the company to drive progress and digital connectivity in Indonesia, (IOH, 2023). With an adaptive and progressive management approach, IOH can leverage the growing business potential in the telecommunications industry and demonstrate successful transformation.

Although Indosat Ooredoo Hutchinson (IOH) has succeeded in financial aspects and business transformation, it is not aligned with the growth of employees, which showed a growth rate of 5.92% in 2023 with a total of 4041 employees, a decrease compared to the 32% growth in 2022 with a total of 3815 employees (IOH, 2023). Some research results indicate that the merger of telecommunications companies can create uncertainty among employees and may increase turnover intention rates (Ardan & Jaelani, 2021), (Dizgah et al., 2012). The Retail Frontliner and Sales Division of PT. Indosat, Tbk in the Sumatra area was chosen as the research sample because it has an average achievement of 94% of the company's target compared to other divisions and areas but has a high employee turnover rate of 12.6% (IOH, 2023). According to (Dizgah et al., 2012), employee turnover is considered normal ranging from 5-10% per year and is considered high if it exceeds 10% per year. This paradox creates conflicting issues with the research findings of (Yan et al., 2021) which state that low turnover intention can increase productivity (S. Iqbal et al., 2014), (Dizgah et al., 2012).





Based on organizational behavior theory, it can be concluded that turnover intention is the result of interactions between individual and organizational factors. One main focus is the crucial role of toxic leadership, job satisfaction, and job stress, especially related to turnover intention (Mustapa, 2018). However, there are differences in research findings that reflect the complexity of these dynamics. Some studies, such as those conducted (Prisillya & Turangan, 2020) and (Febrisi, 2022), found that toxic leadership does not have a significant impact on turnover intention. This contradicts findings from other studies such as (H. W. S. Hattab et al., 2021) (Yoho, 2021), (Hadadian & Zarei, 2016) which indicate that toxic leadership negatively affects turnover intention. These differences highlight variations in organizational situations, corporate culture, and leadership contexts that can influence research outcomes.

Aside from turnover intention, the correlation between toxic leadership and job stress, as well as job satisfaction, has also been highlighted in the literature. Although some research indicates a positive relationship between toxic leadership and job stress, as conducted by (Febrisi, 2022), (Sim et al., 2021), (Uysal, 2019), different studies such as that of (Dartey Baah et al., 2023) found a negative relationship. Similarly, regarding the correlation of toxic leadership with job satisfaction, research shows a positive relationship as conducted by (C W Wolor et al., 2022) and a negative relationship as conducted by (Brouwers & Paltu, 2020), (Momani, 2018), (Nurgul Erdal & Budak, 2021) (N Erdal & Budak, 2021), (Budak & Erdal, 2022).

Other studies emphasize the impact of job stress and job satisfaction on turnover intention (Dewi & Sriathi, 2019) (Prisillya & Turangan, 2020) (Febrisi, 2022) highlight how job stress can contribute to the level of turnover intention, although there are differing research results such as that of (Ogunbamila et al., 2014). Likewise, with job satisfaction, research findings record a positive relationship such as (Ramlawati et al., 2021), (M. S. Amin, 2022) and a negative relationship such as seperti (Dewi & Sriathi, 2019) (Randhawa, 2007) (Nguyen & Tran, 2021), (Pratama et al., 2022), (Chavadi et al., 2022), (Abd-Ellatif et al., 2021). From a mediation perspective, (A. M. A. Ofei et al., 2023) found that job satisfaction could mediate the relationship between toxic leadership and turnover intention. This indicates the complexity of the relationships between these variables and the importance of understanding the mechanisms involved in organizational dynamics. Therefore, researchers are interested in conducting research on the Influence of Toxic Leadership on Job Stress and Job Satisfaction and its Impact on Turnover Intention in PT.Indosat, Tbk Sumatera Division Retail Frontliner and Sales Company.





2. LITERATURE REVIEW

2.1 Organizational Behavior Theory

The Organizational Behavior Theory has significant correlation with turnover intention (employees' intention to switch jobs) in the context of human resource management and organizational behavior studies (Robbins, 1919)

2.2 Turnover Intention

According to (R. Zeffane, 1994) Intention is the desire or intention that arises in individuals to do something. Turnover is the voluntary cessation of an employee from their place of work at their own will. It can be defined that turnover intention, or employee turnover intention, is a phenomenon in which employees have a tendency or intention to voluntarily leave their current job, either to not work anymore or to move to another workplace according to their own choice (Mobley W.H, 2011).

2.3 Toxic leadership

Toxic leadership can be explained through various characteristics, including despotic, restrictive, malicious, narcissistic, manipulative, and coercive traits. In scientific studies of psychopathy and corporate psychopaths, it depicts the role of psychopaths in modern organizational environments and concludes that not all psychopaths end up in prison; some are even found in boardrooms (Raychaudhuri, 2017). Toxic leadership is characterized by domination, control, and coercion, rather than influence, commitment, and persuasion (Maccoby, 2000).

2.4 Job stress

Job stress is an adaptive reaction influenced by individual differences and psychological processes as a result of actions (Hidayati, 2016) towards demands or pressures in the workplace environment. This reaction is influenced by various factors, including individual differences and psychological processes. Limited job control, such as a lack of control over job tasks and work methods, can increase stress, especially if employees feel unable to control their work environment. Lack of support from managers or colleagues can enhance feelings of isolation and stress (Yin-Fah et al., 2010).

2.5 Job satisfaction

Job satisfaction is a positive attitude involving healthy adaptation of employees to work conditions and situations, including wages, social conditions, physical conditions, and psychological conditions (Waluyo, 2009). According to (Hasibuan, 2001) there is no absolute





benchmark for the level of job satisfaction, as each individual and employee has different satisfaction standards.(Sari Sakarina et al., 2022)

2.6 The Effect of Toxic Leadership on Job Stress (H1)

Toxic leadership is a central element of shadow leadership, which can silently spread its impact without being noticed, much like penetrating poison. This toxic leadership not only contaminates individuals but also harms groups and, ultimately, the organization as a whole (Christian Wiradendi Wolor et al., 2022). Meanwhile, stress is generally defined as the emotional and physiological reaction to stressors, which can be triggered by work or job conditions, and work stress is a complex phenomenon and a subjective experience (Uysal, 2019). The relationship between leader behavior and work stress is evidenced in various studies, such as toxic leadership having a significant positive influence according (Hadadian & Zarei, 2016) (Febrisi, 2022), (Sim et al., 2021) and having a significant negative influence according to (Dartey Baah et al., 2023). Organizational behavior theory is also able to explain the impact of toxic leadership on work stress (Beehr & Franz, 1987). Factors in the work environment, including leadership styles, have an impact on the emergence of stress-related disturbances. Some identified causes include high job demands, lack of job control, lack of collaborative support, lack of procedural and relational justice, and imbalance in effort-reward (Emeka Smart Oruh et al., 2021).

2.7 The Effect of Toxic Leadership on Job Satisfaction (H2)

Toxic leadership occurs when a leader "violates the leader-follower relationship, abuses their power as a leader to the detriment of their followers, and leaders seek self-advancement" (Watt et al., 2016). Meanwhile, job satisfaction reflects a positive evaluation of the work being done. Through this level of job satisfaction, individuals can experience high confidence and motivation in performing their tasks (F. A. Amin et al., 2021). Organizational behavior theory is also capable of explaining the impact of toxic leadership on job satisfaction (Rizani et al., 2022). Job satisfaction is considered a key factor in shaping work commitment, so organizations focus on creating sources of job satisfaction for employees (Winarsih & Fariz, 2017). Therefore, it is important to emphasize the role of leadership style in creating adequate sources of job satisfaction, with the aim of enhancing employee efficiency through increased job satisfaction (Mwaisaka et al., 2019). The relationship between leader behavior and job satisfaction has been evidenced in various studies, such as toxic leadership having a positive influence on job satisfaction according to (C W Wolor et al., 2022) and having a negative influence according to (Nurgul Erdal & Budak, 2021) (Brouwers & Paltu, 2020), (Momani, 2018), (Albashiti et al., 2021).





2.8 The Effect of Job Stress on Turnover Intention (H3)

The source of stress can be seen in three dimensions: physical, mental, and situational. Physical stress arises when there is excessive workload, insufficient rest, and unhealthy eating patterns. Work stress poses risks to health, job dissatisfaction, and decreased productivity (Uysal, 2019). Meanwhile, turnover intention refers to the level at which employees choose to join or leave an organization, reflecting how long employees tend to stay in that work environment (Alam & Asim, 2019). Organizational behavior theory highlights the importance of organizational support in managing work stress, whether through wellness programs, skill training, or supportive work environments, which tend to reduce stress levels and turnover intention (Baran et al., 2012). Work stress is a major factor in organizations that increases employees' intention to quit, stemming from role conflict, excessive workload, and conflicts between work and personal life, creating stress among employees (Qureshi et al., 2013). Findings indicate that work stress is the most influential factor on turnover intention (Young, 2010). Therefore, work stress is an important variable that affects turnover intention and the turnover rate of employees in organizations (Belete, 2018). The relationship between work stress and turnover intention has been evidenced in various studies, such as work stress having a positive influence on turnover intention according to (Sewwandi & Perere, 2016) and having no influence according to (Ogungbamila et al., 2014).

2.9 The Effect of Job Satisfaction on Turnover Intention (H4)

Job satisfaction is an individual's perception of their work, encompassing positive or negative feelings towards various internal or external aspects of the job. It reflects the level of pleasure and positive emotions a worker has towards their job. This attitude can be reflected in work enthusiasm, level of discipline, and job performance achievements. Additionally, job satisfaction also has a significant impact on employee performance (Winarsih & Fariz, 2017). Turnover Intention is an employee's desire to leave the company with the aim of seeking a new job, reflecting the process by which an individual decides to leave the organization and requires replacement for that position (Wong & Cheng, 2020). Based on organizational behavior theory, it can be understood that high job satisfaction is usually associated with low turnover intention (Tarigan & Ariani, 2015). The relationship between job satisfaction and turnover intention has been evidenced in various studies, such as job satisfaction having a significant positive influence on turnover intention according to





(Ramlawati et al., 2021) and having a significant negative influence according to (Alam & Asim, 2019) (Nguyen & Tran, 2021), (Chavadi et al., 2022), (Abd-Ellatif et al., 2021).

2.10 The Effect of Toxic Leadership on Turnover Intention (H5)

Toxic leadership is the behavior of leaders through emotional pressure, narcissism, and selfishness (Bhandarker & Rai, 2019). Meanwhile, turnover intention occurs due to emotional pressure that causes discomfort and work stress (Cho & Lewis, 2012). The relationship between toxic leadership and employees' intention to quit has been evidenced in various (Wells & Welty Peachey, 2011), (Waldman et al., 2015), (S. Hattab et al., 2022), (Yasin et al., 2023). For example, toxic leadership can increase employees' turnover (H. W. S. Hattab et al., 2021) (Yoho, 2021), (Hadadian & Zarei, 2016). Conversely, according to (Prisillya & Turangan, 2020) and (Febrisi, 2022), toxic leadership is not proven to affect turnover intention. Toxic leadership can influence employees' intention, as explained through organizational behavior theory (J. Iqbal et al., 2022), leaders with toxic behavior can jeopardize employee well-being (Dekker & Schaufeli, 1995), and increase employee dissatisfaction (Naeem Khurram, 2020). This situation elicits strong emotional reactions and motivates employees to leave their jobs (i.e., turnover intention). These theoretical arguments lead to the first hypothesis.

2.11 The Effect of Toxic Leadership on Turnover Intention with Job Stress as a mediating variable (H6)

Job stress can act as a mediation between toxic leadership and turnover intention. This means that when employees experience toxic leadership, they may perceive higher levels of stress due to the unhealthy work environment (Zubair et al., 2017).

2.12 The Effect of Toxic Leadership on Turnover Intention with Job Satisfaction as a mediating variable (H7)

Job satisfaction acts as a mediating variable. This means that the influence of toxic leadership on turnover intention is partially explained through the decrease in job satisfaction. Employees who feel dissatisfied with their jobs due to experiencing toxic leadership are more likely to consider changing jobs (Bakkal et al., 2019).

3. RESEARCH METHOD

The research design used in this study is quantitative research, which examines specific theories by investigating the relationships between variables (Ahmad et al., 2019). The research that the author will conduct is about the influence of toxic leadership, work





stress, job satisfaction on turnover intention in the Retail Division and Frontliner at PT Indosat, Tbk Sumatera. The research method used is a survey method with data collection techniques in the form of questionnaires with a questionnaire instrument. The population in this study is employees of PT Indosat, Tbk in Indonesia. The total number of samples in this study is the entire population, namely 5102 employees of PT.Indosat,Tbk, with 1023 employees in high turnover areas. Therefore, the total sample size is 126 individuals using purposive sampling. The type of data to be used in the research is primary data. Primary data consists of respondents' answers to questions or statements in the questionnaire regarding toxic leadership, work stress, job satisfaction, and turnover intention. The data analysis tool used in this study is the SmartPLS software, which starts with model measurement (outer model), model structure (inner model), and hypothesis testing.

4. RESULT

4.1 Respondent Overview

The questionnaire distributed to the respondents used in this study consisted of 126 employees from the Sumatra Retail and Frontliner Division.

Table 1 General Description of Respondents

Description	Total	Percentage
Gender :		
Male	31	25%
Female	95	75%
Total	126	100%
Age :		
21- 30 years	68	54%
31-40 years	53	42%
41-50 years	5	4%
Total	126	100%
Last education :		
SMA	9	7%
DIPLOMA	20	17%
S1	97	76%
Total	126	100%

Source: Primary Data (2024)

Table 1 presents an overview of the respondents, where female respondents dominate with a percentage of 75%, while males constitute 25%. Additionally, the age group of 21-30 years old accounts for 54%. This is followed by the percentage of employees in the



age range of 31-40 years old at 42% and the age range of 41-50 years old at 4%. Furthermore, the educational attainment shows that 76% have a Bachelor's degree (S1), 17% have a Diploma degree, and 7% have a Senior High School (SMA).

4.2 Data Analysis

a. Validity Test

To test the data validity, the evaluation of the outer model was conducted using reflective indicators assessed through discriminant and convergent validity. Concurrent validity testing was performed to assess the validity of the indicators used. An indicator is considered valid if it has a factor loading of 0.5. This study has met the criterion of factor loadings above 0,5.

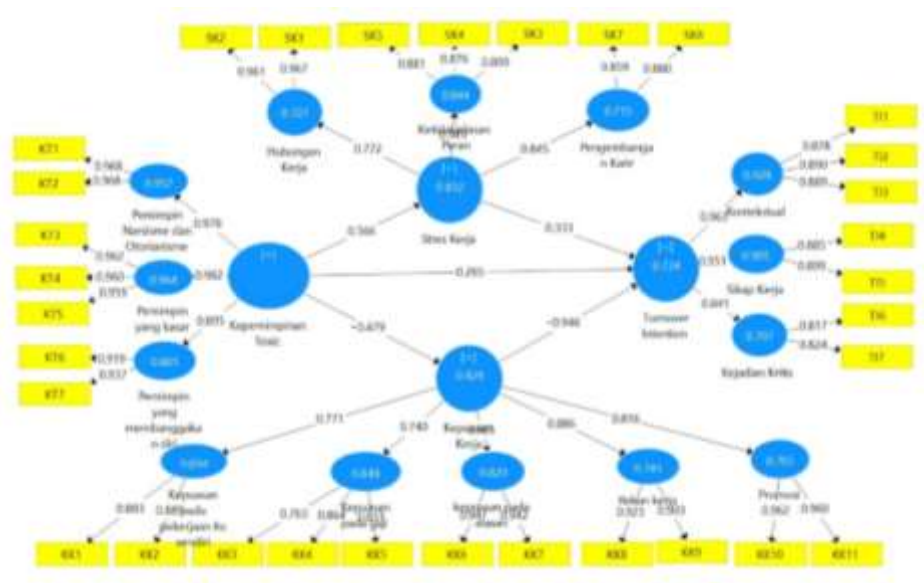


Figure 1. Loading Factor

It is evident from Figure 1's analytical output results that every construct using reflected indicators yields a loading factor value greater than 0,5.

Table 2 Convergence Validity Test

INDICATOR	OUTER LOADING				
	TOXIC LEADERSHIP (X)	JOB STRESS (Y1)	JOB SATISFACTION (Y2)	TURNOVER INTENTION (Z)	DESC
KT1	0,950				VALID
KT2	0,943				VALID
KT3	0,949				VALID
KT4	0,935				VALID
KT5	0,945				VALID
KT6	0,777				VALID
KT7	0,879				VALID
SK1		0,772			VALID
SK2		0,733			VALID
SK3		0,799			VALID
SK4		0,831			VALID
SK5		0,810			VALID
SK6		0,762			VALID
SK7		0,707			VALID
KK1			0,775		VALID
KK2			0,790		VALID
KK3			0,761		VALID
KK4			0,703		VALID
KK5			0,726		VALID
KK6			0,872		VALID
KK7			0,837		VALID
KK8			0,853		VALID
KK9			0,761		VALID
KK10			0,792		VALID
KK11			0,775		VALID
TI1				0,839	VALID
TI2				0,845	VALID
TI3				0,875	VALID
TI4				0,822	VALID
TI5				0,874	VALID
TI6				0,784	VALID
TI7				0,796	VALID

Source: Smart PLS 3.0 output results (2024)

Discriminant validity testing is conducted to correlate each indicator with all existing latent variables. All indicators are deemed valid if the cross-loading correlation values of all





indicators forming latent variables are greater than the correlations with other latent variables (Ghozali & Latan, 2018). The correlation values of close loading are explained in Table 3.

Table 3 Discriminant Validity Test

INDICATOR	TOXIC LEADERSHIP (X)	JOB STRESS (Y1)	JOB SATISFACTION (Y2)	TURNOVER INTENTION (Z)
KT1	0,950	0,749	0,728	0,704
KT2	0,943	0,733	0,770	0,719
KT3	0,949	0,787	0,756	0,705
KT4	0,935	0,763	0,759	0,712
KT5	0,945	0,743	0,717	0,780
KT6	0,777	0,766	0,718	0,719
KT7	0,879	0,787	0,739	0,734
KK1	0,737	0,775	0,765	0,740
KK2	0,743	0,790	0,866	0,763
KK3	0,850	0,761	0,795	0,791
KK4	0,727	0,703	0,826	0,871
KK5	0,793	0,726	0,738	0,704
KK6	0,774	0,872	0,659	0,697
KK7	0,791	0,837	0,771	0,720
KK8	0,705	0,853	0,844	0,709
KK9	0,771	0,761	0,718	0,791
KK10	0,724	0,792	0,756	0,836
KK11	0,785	0,775	0,754	0,809
SK1	0,803	0,812	0,772	0,720
SK2	0,831	0,892	0,730	0,788
SK3	0,754	0,806	0,799	0,797
SK4	0,780	0,878	0,831	0,748
SK5	0,739	0,759	0,81	0,788
SK6	0,716	0,794	0,762	0,791
SK7	0,727	0,762	0,707	0,774
TI1	0,787	0,832	0,749	0,839
TI2	0,764	0,718	0,722	0,845
TI3	0,731	0,781	0,704	0,875
TI4	0,777	0,836	0,704	0,822
TI5	0,731	0,718	0,727	0,874
TI6	0,713	0,758	0,709	0,784
TI7	0,742	0,732	0,703	0,796

Source: Smart PLS 3.0 output results (2024)



Based on Table 3, the Discriminant Validity Test shows all indicators' cross loading correlation value compared to other latent variables.

a. Reliability Test

Reliability testing aims to ascertain the influence between independent and dependent variables. Reliability testing in this study utilizes Cronbach's Alpha and composite reliability. Reliability testing using Cronbach's Alpha will compare its value with the minimum acceptable reliability coefficient. Latent variables are considered reliable if their values exceed 0.5. Composite reliability is used to assess reliability. A construct will be deemed reliable if it has a composite reliability value exceeding 0.5.

Table 4. Alpha Cronbach's dan composite reliability

	Cronbach's Alpha	Composite Reliability
Toxic Leadership (X)	0,966	0,972
Job Stres (Y1)	0,842	0,883
Job satisfaction (Y2)	0,915	0,929
Turnover Intention (Z)	0,910	0,929

Source: Smart PLS 3.0 output results (2024)

Based on Table 4, the results of Cronbach's Alpha and composite reliability testing can be said that all indicators are considered to be at a reliable level because each construct indicator is more than 0.5. This means that it can be concluded that all constructs in this research are reliable.

b. R-Square

The structural model testing is conducted by observing the R-square values to predict the strength of the structural model from its latent variables. The R-square value indicates the level of determination of exogenous variables on their endogenous counterparts. A larger R-square value indicates a better level of determination. To assess the extent of influence generated by exogenous variables on endogenous variables, one can refer to the table of R-Square values below.

Table 5 R-Square (R²)

	R Square
Job Stres	0,832
Job satisfaction	0,829
Turnover Intention	0,724

Source: Smart PLS 3.0 output results (2024)





The latent variable of work stress as a mediating variable is 0.832, which means this value identifies that 83.2% of the variation in Employee Work Stress can be explained by the exogenous latent variable (Toxic Leadership), while the remaining 16.8% is explained by other variables. The latent variable of job satisfaction as a mediating variable is 0.829, indicating that 82.9% of the variation in Employee Job Satisfaction can be explained by the exogenous latent variable (Toxic Leadership), while the remaining 17.1% is explained by other variables. The R2 value for the latent variable of Turnover Intention is 0.724, signifying that 72.4% of the variation in Turnover Intention can be explained by the exogenous variables (Toxic Leadership, Work Stress, and Job Satisfaction), while the remaining 27.6% is explained by variables not included in the study. A higher R-square value indicates a better ability of the independent variables to explain the dependent variable, thus indicating a better structural equation.

d. Hypothesis Test

Hypothesis testing in this study refers to the results of Path Coefficient processing to see the level of hypothesis significance in the measurement model / inner model.

Table 6. Path Coefficient

Table with 7 columns: Path, Original Sample (O), Sample Mean (M), Standard Deviation (STDEV), T Statistics (|O/STDEV|), P Values, and Description. It lists paths from Toxic Leadership to Job Stress, Job Satisfaction, and Turnover Intention, and from Job Stress to Turnover Intention.

Source: Smart PLS 3.0 output results (2024)

Based on Table 6, the variable of Toxic Leadership (X) influencing Job Stress (Y1) shows an original sample value of 0.566. The variable of Toxic Leadership (X) influencing Job Satisfaction (Y2) exhibits a negative original sample value of 0.479. The variable of Job Stress





(Y1) influencing Turnover Intention (Z) shows an original sample value of 0.333. The variable of Job Satisfaction (Y2) influencing Turnover Intention (Z) demonstrates a negative original sample value of 0.946. The variable of Toxic Leadership (X) influencing Turnover Intention (Z) indicates original sample value of 0.265. The variable of toxic leadership indirectly influences turnover intention through work stress with an original sample value of 0.188. The variable of toxic leadership indirectly influences turnover intention through job satisfaction with a negative original sample value of 0.453. This indicates that the direction of this submission aligns with the proposed hypothesis.

5. DISCUSSION

5.1 The Effect of Toxic Leadership on Job Stress

The research findings indicate that Toxic Leadership (X) influences Job Stress (Y1), as seen in Table 6 with a T-Statistic value of $6.673 > 1.96$ and a P Values value of $0.000 < 0.05$. Thus, research hypothesis (H1) is accepted because the significant independent variable influences the dependent variable. These research results also confirm the organizational behavior theory, as evidenced by studies conducted (Hadadian & Zarei, 2016), (Yoho, 2021), (Thayer & Taliaferro, 2023), which demonstrate that Toxic Leadership has a positive and significant effect on Job Stress.

5.2 The Effect of Toxic Leadership on Job Satisfaction

The research results indicate that Toxic Leadership (X) influences Job Satisfaction (Y2), as evident from the T-Statistic value of $6.727 > 1.96$ and the P Values value of $0.000 < 0.05$. Hence, research hypothesis (H2) is accepted because the significant independent variable affects the dependent variable. These findings also corroborate the organizational behavior theory, consistent with studies conducted by (Farrior, 2023), (A. Ofei et al., 2022), (Brouwers & Paltu, 2020) which demonstrate that Toxic Leadership has a negative and significant impact on job satisfaction.

5.3 The Effect of Job Stress on Turnover Intention

The research results indicate that Work Stress (Y1) influences Turnover Intention (Z), as evidenced by the T-Statistic value of $3.466 > 1.96$ and the P Values value of $0.001 < 0.05$. Therefore, research hypothesis (H3) is accepted because the significant independent variable affects the dependent variable. These findings also confirm the organizational behavior theory, aligning with studies conducted (Prisillya & Turangan, 2020), (E S Oruh et al., 2020), (Yang & Lee, 2023), which demonstrate that work stress has a positive and significant impact on Turnover Intention.





5.4 The Effect of Job Satisfaction on Turnover Intention

The research results indicate that Job Satisfaction (Y2) influences Turnover Intention (Z), as seen from the T-Statistic value of $10.485 > 1.96$ and the P Values value of $0.000 < 0.05$. Therefore, research hypothesis (H4) is accepted because the significant independent variable affects the dependent variable. These findings also confirm the organizational behavior theory, consistent with studies conducted by (Alam & Asim, 2019), (Pratama et al., 2022), (Noviantoro et al., 2018) which demonstrate that job satisfaction has a negative and significant impact on Turnover Intention.

5.5 The Effect of Toxic Leadership on Turnover Intention

The research results indicate that Toxic Leadership (X) influences Turnover Intention (Z), as observed from the T-Statistic value of $3.801 > 1.96$ and the P Values value of $0.000 < 0.05$. Therefore, research hypothesis (H5) is accepted because the significant independent variable affects the dependent variable. These findings also confirm the organizational behavior theory, aligning with studies conducted by (Beng & Mahadevan, 2023) (Naeem Khurram, 2020) (J. Iqbal et al., 2022), which demonstrate that Toxic Leadership has a positive and significant impact on Turnover Intention.

5.6 The Effect of Toxic Leadership on Turnover Intention with Job Stress as a mediating variable

The research results indicate that Toxic Leadership indirectly influences Turnover Intention through work stress mediation, as evidenced by the T-Statistic value of $3.144 > 1.96$ and the P Values value of $0.002 < 0.05$. Therefore, research hypothesis (H6) is accepted because the significant independent variable affects the dependent variable. These findings also confirm the organizational behavior theory, consistent with a study conducted by (Zubair et al., 2017), which demonstrates that Toxic Leadership indirectly influences Turnover Intention through job stress mediation.

5.7 The effect of toxic leadership on turnover intention with job satisfaction as a mediating variable

The research results indicate that Toxic Leadership indirectly influences Turnover Intention through job satisfaction mediation, as observed from the T-Statistic value of $5.610 > 1.96$ and the P Values value of $0.000 < 0.05$. Therefore, research hypothesis (H7) is accepted because the significant independent variable affects the dependent variable. These findings also confirm the organizational behavior theory, aligning with studies conducted by (Bakkal





et al., 2019) (A. M. A. Ofei et al., 2023) which demonstrate that Toxic Leadership indirectly influences Turnover Intention through job satisfaction mediation.

6. CONCLUSION

Based on the research results and discussions conducted using SmartPLS, the findings indicate the following:

1. Toxic leadership has a positive influence on work stress in PT. Indosat, Tbk, Sumatra Division Retail Frontliner and Sales. Employees led by toxic leaders tend to experience higher levels of stress due to uncertainty, pressure, and conflicts that often arise in the work environment.
2. Toxic leadership has a negative impact on job satisfaction in PT. Indosat, Tbk, Sumatra Division Retail Frontliner and Sales. Unsupported attitudes and behaviors from superiors can reduce employee motivation and job satisfaction, thus increasing the risk of turnover intention.
3. Job stress has a positive effect on turnover intention in PT. Indosat, Tbk, Sumatra Division Retail Frontliner and Sales. Employees feeling burdened by high levels of stress tend to have a greater desire to leave the company, seeking a more supportive and less stressful work environment.
4. Job satisfaction has a negative impact on turnover intention in PT. Indosat, Tbk, Sumatra Division Retail Frontliner and Sales. Employees who are satisfied with their jobs tend to be more loyal and less likely to have a strong desire to leave the company.
5. Toxic leadership has a positive influence on turnover intention in PT. Indosat, Tbk, Sumatra Division Retail Frontliner and Sales. Employees led by unsupportive leaders tend to have a greater desire to leave the company, seeking a more conducive work environment.
6. Job stress can mediate the relationship between toxic leadership and turnover intention in PT. Indosat, Tbk, Sumatra Division Retail Frontliner and Sales. High levels of work stress can strengthen the relationship between toxic leadership and turnover intention.
7. Job satisfaction can mediate the relationship between toxic leadership and turnover intention in PT. Indosat, Tbk, Sumatra Division Retail Frontliner and Sales. Low job satisfaction can strengthen the relationship between toxic leadership and turnover intention. This emphasizes the importance of management in managing and minimizing the impact of toxic leadership while paying attention to employee well-being and satisfaction as efforts to reduce turnover intention in the company.

Based on the findings of the research conducted, several recommendations can be proposed for further research, aiming to include variables such as leadership training value





intended to develop a more adaptive, supportive, and transformational leadership style, ultimately potentially reducing job stress and enhancing organizational performance while decreasing turnover intention. The importance of efforts to enhance awareness and competence in positive leadership is highlighted. Through leadership training and development focusing on promoting open communication, trust, and support for employees, the negative effects of toxic leadership can be mitigated, creating a healthy and productive work environment for the entire team. It is anticipated that these variables can serve as a basis for developing models for companies to implement effective management strategies in addressing leadership, job stress, job satisfaction, and reducing turnover. For other researchers, it is hoped that future studies will expand by adding other variables that are suspected to influence leadership style, job stress, job satisfaction, and so forth.

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