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THE EFFECT OF LEADERSHIP STYLE AND WORK STRESS ON EMPLOYEE RETENTION AT MULIA GODEAN CONVENIENCE STORE

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Abstract

This study aims to examine the influence of leadership style and work stress on employee retention at Mulia Godean Convenience Store, Yogyakarta. The research investigates how leadership behavior and psychological pressure affect employees' intention to remain with the organization. The study employs a quantitative research design using survey data collected from employees through a structured questionnaire. The validity and reliability of the instruments were tested using Pearson correlation and Cronbach's Alpha. Multiple linear regression analysis was conducted to examine the simultaneous and partial effects of leadership style and work stress on employee retention. The results reveal that both leadership style and work stress significantly influence employee retention. Leadership style shows a positive and significant relationship with employee retention, indicating that effective leadership enhances employees' willingness to stay. Conversely, work stress exhibits a negative and significant relationship with employee retention, suggesting that increased stress levels reduce employees' desire to remain with the organization. The model explains 90.8% of the variance in employee retention, indicating strong explanatory power. The findings highlight the importance of developing supportive leadership practices and stress management strategies to maintain employee loyalty. Organizations should foster communication, provide recognition, and implement work-life balance programs to reduce stress and enhance retention. This study contributes to the existing literature by simultaneously analyzing leadership style and work stress as determinants of employee retention within the context of small-scale retail businesses in Indonesia, an area that remains underexplored in current HRM research.

Keywords: leadership style, work stress, employee retention, human resource management, Indonesia.

Abstrak

Penelitian ini bertujuan untuk mengkaji pengaruh gaya kepemimpinan dan stres kerja terhadap retensi karyawan di Mulia Godean Convenience Store, Yogyakarta. Penelitian ini menyelidiki bagaimana perilaku kepemimpinan dan tekanan psikologis memengaruhi niat karyawan untuk tetap bersama organisasi. Studi ini menggunakan desain penelitian kuantitatif menggunakan data survei yang dikumpulkan dari karyawan melalui kuesioner terstruktur. Validitas dan keandalan instrumen diuji menggunakan korelasi Pearson dan Cronbach's Alpha. Analisis regresi linier berganda dilakukan untuk memeriksa efek simultan dan parsial dari gaya kepemimpinan dan tekanan kerja pada retensi karyawan. Hasilnya mengungkapkan bahwa gaya kepemimpinan dan stres kerja secara signifikan mempengaruhi retensi karyawan. Gaya kepemimpinan menunjukkan hubungan yang positif dan signifikan dengan retensi karyawan, menunjukkan bahwa kepemimpinan yang efektif meningkatkan kemauan karyawan untuk tinggal. Sebaliknya, stres kerja menunjukkan hubungan negatif dan signifikan dengan retensi karyawan, menunjukkan bahwa peningkatan tingkat stres mengurangi keinginan karyawan untuk tetap bersama organisasi. Model ini menjelaskan 90,8% dari varians dalam retensi karyawan, menunjukkan kekuatan penjelasan yang kuat. Temuan ini menyoroti pentingnya mengembangkan praktik kepemimpinan yang mendukung dan strategi manajemen stres untuk menjaga loyalitas karyawan. Organisasi harus mendorong komunikasi, memberikan pengakuan, dan menerapkan program keseimbangan kehidupan kerja untuk mengurangi stres dan meningkatkan retensi. Studi ini berkontribusi pada literatur yang ada dengan secara bersamaan menganalisis gaya kepemimpinan dan stres kerja sebagai penentu retensi karyawan dalam konteks bisnis ritel skala kecil di Indonesia, sebuah area yang masih kurang dieksplorasi dalam penelitian HRM saat ini.

Kata kunci: gaya kepemimpinan, stres kerja, retensi karyawan, manajemen sumber daya manusia, Indonesia.

1. Introduction

Business is an economic activity with the primary objective of generating profits. Achieving profit is certainly not easy for business owners. Competition in the business world is increasingly fierce, requiring companies to have quality human resources to compete with other companies (Heriyanti & Nasim 2023). Human resources, commonly referred to as employees, are a crucial factor in achieving a company's goals, and they are a supporting factor that can influence the company's development. If a company fails to manage its employees, it will negatively impact company's performance. If employee performance is weak, the company will struggle to achieve its goals, thus impacting its sustainability and profitability. Therefore, companies need to pay attention to employee retention.

Employee retention is a technique used by superiors, especially management. Management uses employee retention to keep employees with the company for a certain period. If employees cannot maximize their potential and are not heard or valued in their workplace, they will become frustrated and stressed. For a company, retaining competent employees is better than finding new ones. High employee retention will impact company performance (Oladapo, 2014). The definition above defines employee retention as a strategy used by company managers to retain competent and professional employees for a specific period of time. High employee retention is directly related to a company's effectiveness. Several factors influence employee retention, including:

According to Utari & Hadi (2020), leadership style is a method of influencing employees, typically employed by a leader, manager, or other high-ranking professional within a company. A leader is expected to influence, teach, and compel people to achieve organizational goals. This definition was coined by Robert D. Stuart (Stuart & Morgan, 2002). The two definitions above describe leadership style as a leader's strategy for influencing employees to achieve company goals, whether through coercion or instruction.

Another factor influencing employee retention is work stress. Robert and Kinicki Angelo (2000) define stress as an adaptive reaction, associated with an individual's psychological characteristics or processes, resulting from any external action, situation, or event that causes physical or psychological distress. Another definition of work stress is a person's response to excessive work demands, perceived physically and psychologically. This can lead to job dissatisfaction and decreased employee performance (Lukito & Alriani, 2018).

Based on previous research, a gap phenomenon was observed. Prawira & Marinda S (2023) concluded that democratic leadership style had no significant effect on employee retention. Meanwhile, Alfian & Afrial (2020) concluded that leadership had a positive and significant effect on employee performance. Therefore, previous research indicates inconsistencies in leadership style and employee performance, necessitating further investigation. Regarding work stress, research by Ripaldi (2017) found that work stress had a significant negative effect on employee retention, while research by Wenur et al. (2018) found that work stress partially had a positive but insignificant effect on employee performance.

This research can provide various theoretical and practical benefits. It is expected to yield several benefits: theoretically, it can serve as an educational resource for future researchers working in this field. Furthermore, the application of scientific knowledge relevant to executives, in particular, further develops the board's human resources and can enhance understanding of the impact of leadership, work motivation, and discipline **at** the job. The practical benefit is believed to be that the impact of this examination can broaden leaders' thinking and inform their decisions regarding future leadership, work inspiration, and work discipline in the implementation of corporate representation.

This study aims to determine how leadership style and work stress influence employees' intention to remain with the company. The study will analyze the influence of leadership style and work stress on employee retention and examine how leadership style and work stress influence employee retention.

2. Theoretical Review

a. Employee retention

Employee retention is a crucial part of HR management to achieve organizational goals. Employee retention is a company's ability to retain employees who have the potential to remain loyal to the company (Gede et al., 2016). Meanwhile, according to (Gede et al., 2016), employees also leave jobs due to low salaries, lack of growth opportunities, and lack of motivation. Employees' desire to stay is due to the organization's importance to retaining employees who are crucial to the system and contribute. It can be concluded that because they are dissatisfied and dissatisfied with their superiors or teammates, employees leave the organization. Employees also leave jobs due to low salaries, lack of growth opportunities, and lack of motivation. The purpose of this study is to investigate the relationship between motivational beliefs and practices and employee desire to stay due to the organization's importance to retaining employees who are crucial to the system and contribute to production (Prawira & Marinda, 2023).

b. Work Stress

Stress is a common experience experienced by everyone throughout the world. According to (Nusran 2019) the definition of stress is an internal condition due to physical (body), environmental, and social

situations that have the potential to be damaging and uncontrollable. This condition can hinder daily activities, including at work. Pressures experienced at work and in the family give rise to events that are emotional outbursts, namely work stress. The theories of experts (in Safitri & Astutik, 2019), Robbins states that work stress is a condition of tension that affects a person's emotions, thought processes, and physical condition. In line with this statement, Rivai (Safitri & Astutik, 2019) said that work stress creates an imbalance between the physical and psychological that affects a person's emotions, thought processes, and condition. Meanwhile, Sinambela, Greenberg & Barton, Luthans explain that work stress is a condition when an individual experiences pressure in their work and work environment so that a person responds negatively and feels burdened in completing their obligations. Mangkunegara ((Dennis Yulian & Milaningtyas, 2022) in Ellyzar, Yunus & Amri, 2017) stated that work stress is a feeling of pressure experienced by employees in a job. This work stress is seen from unstable emotions, feelings of unhappiness, preference for solitude, difficulty sleeping, not being able to relax, anxiety and so on. On another occasion, (Wijono 2010) explained that work stress is feedback on employees physiologically and psychologically towards organizational targets. Work stress is also said to be a factor that inhibits and disrupts individuals in productivity in the work environment.

Furthermore, work stress is defined as a condition that arises in the interaction between employees and work, (Beehr & Newman in Wijono, 2010). Also the definition of work stress is an external stimulus that disrupts mental, physical, and chemical functions in an individual's body, (Nykodyn & George in Wijono, 2010). A similar opinion was expressed by Selye (in Wijono, 2010) if work stress is a concept that continues to increase because if the demands of work increase, the potential for work stress also increases and the opportunity to face tension will also increase. The definition of work stress according to (Vanchapo 2020) is a condition that arises due to a mismatch between the workload and the individual's ability to deal with the pressures they face. Stress can also be interpreted as a condition of tension that creates a physical and psychological imbalance that affects the emotions, thought processes, and conditions of an employee. (Wenur et al., 2018)

c. Leadership Style

Leadership style is the way a leader behaves toward and influences his or her subordinates. The deliberate social influence exerted by one person on others to manage activities and relationships within an organization or group to achieve company goals is known as leadership. Leadership style is how a leader behaves toward his or her subordinates, what they choose to do, and how their behavior influences group members (Mulyasa, 2007: 109). A leader's characteristics or personality influence their leadership style. Therefore, each individual's leadership style in managing an organization differs. If a leader succeeds in leading an organization and is then imitated by other leaders, the results will not always be the same. This is due to the leader's natural characteristics. The success of achieving organizational goals is greatly influenced by their leadership style. According to Herujito (2005: 7), leadership style is the approach a person uses to implement their leadership. Leadership is not a talent; it can be learned and applied. Furthermore, the application of leadership style must be adapted to the situation at hand. (Utari & Hadi, 2020).

3. Result and Discusion

a. Validity Test

Every study using a questionnaire requires a validity test. Validity testing is conducted to assess the validity or suitability of the questionnaire used by researchers to collect data from respondents or research samples. Validity testing using Pearson correlation is conducted based on the principle of linking or correlating the scores of each questionnaire item with the total score obtained. This helps determine the extent to which the questionnaire can reliably measure the concept or variable being studied.

Test:

- Significance Level : $a = 0.05$
- Decision Criteria: A questionnaire component is valid if the $r_{calculated}$ (correlation coefficient) $> r_{table}$
- Result:

Component	$r_{calculated}$		r_{table} $(N = 100, a = 0.05)$	Decision
P01	0,864	>	0,195	Valid
P02	0,874	>	0,195	Valid
P03	0,833	>	0,195	Valid
P04	0,847	>	0,195	Valid
P05	0,892	>	0,195	Valid
P06	0,707	>	0,195	Valid
P07	0,749	>	0,195	Valid
P08	0,726	>	0,195	Valid
P09	0,7	>	0,195	Valid
P10	0,806	>	0,195	Valid
P11	0,889	>	0,195	Valid
P12	0,871	>	0,195	Valid
P13	0,884	>	0,195	Valid
P14	0,876	>	0,195	Valid
P15	0,899	>	0,195	Valid

- Interpretation:
  Based on the validity test results for assessment components P01 to P15, the correlation coefficient (r_{hitung}) for each component is greater than the r_{tabel}. Using a significance level of $\alpha = 0.05$. it can be concluded that the questionnaire used is valid. This means that each question in the questionnaire consistently measures what it is supposed to measure and can be relied upon for use in the research or evaluation being conducted.

b. Reliability Test

Next, a reliability test was conducted. The purpose of a reliability test is to assess the level of consistency of a questionnaire used by researchers, ensuring that it can be relied upon to measure research variables. This test ensures that even if the research is conducted repeatedly using the same questionnaire, the instrument still produces consistent and reliable results.

Test:

- Significance Level : $a = 0.05$

- Decision Criteria: Questionnaire components are consistent if the $r_{calculated}$ (cronbach alpha) > r_{table}
- Result:

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.472	.441	15

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
P01	35.25	27.987	.812	.826	.305
P02	35.04	26.645	.817	.837	.278
P03	34.92	28.842	.775	.763	.323
P04	35.28	27.537	.783	.803	.299
P05	34.94	24.239	.826	.920	.228
P06	35.04	48.584	-.783	.880	.637
P07	34.99	49.949	-.818	.898	.652
P08	34.92	48.357	-.795	.823	.633
P09	35.02	48.484	-.777	.873	.636
P10	34.97	52.171	-.864	.885	.676
P11	35.12	25.662	.833	.878	.257
P12	35.05	25.462	.802	.889	.256
P13	34.96	26.019	.827	.852	.264
P14	34.87	26.579	.819	.869	.277
P15	35.19	24.216	.838	.942	.226

Component	$r_{calculated}$		r_{table} $(N = 100, a = 0.05)$	Decision
P01	0,305	>	0,195	consistent
P02	0,278	>	0,195	consistent
P03	0,323	>	0,195	consistent
P04	0,299	>	0,195	consistent
P05	0,228	>	0,195	consistent
P06	0,637	>	0,195	consistent
P07	0,652	>	0,195	consistent
P08	0,633	>	0,195	consistent
P09	0,636	>	0,195	consistent
P10	0,676	>	0,195	consistent
P11	0,257	>	0,195	consistent
P12	0,256	>	0,195	consistent
P13	0,264	>	0,195	consistent
P14	0,277	>	0,195	consistent
P15	0,226	>	0,195	consistent

- Interpretation:
  Based on the reliability test results, the overall Cronbach's Alpha value was 0.472, which is greater than the r_{tabel} value of 0.195. Furthermore, the Cronbach's Alpha value for each assessment point (P1 to P15) was also greater than the r_{tabel}. Using a significance level of $a = 0.05$, it can be concluded that the questionnaire used is reliable and consistent. This means that the questionnaire has a good level of internal consistency, so that each item in the questionnaire can produce stable and reliable results for repeated measurements in the study.

c. Residual Normality Test

The simple linear regression assumption test is a crucial step in regression analysis to ensure that the regression model meets several basic assumptions necessary for the validity of the results. Failure to meet the classical assumption test significantly biases or inaccurate model interpretation. These assumptions include normality, linearity, absence of multicollinearity, absence of heteroscedasticity, and absence of autocorrelation. The autocorrelation assumption test is performed specifically for time series data. Since the data used are derived from questionnaires, the data are cross-sectional, so no autocorrelation assumption test is necessary.

a. Residual Normality Test

The residual normality test aims to determine whether the residuals in the data used in the study are normally distributed.

Test:

- Significance Level : $a = 0.05$
- Decision Criteria: The residuals in the data are normally distributed if the significance value is > 0.05.
- Result:

One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residual
N			100
Normal Parameters[a,b]	Mean		.0000000
	Std. Deviation		1.79097555
Most Extreme Differences	Absolute		.059
	Positive		.039
	Negative		-.059
Test Statistic			.059
Asymp. Sig. (2-tailed)[c]			.200[d]
Monte Carlo Sig. (2-tailed)[e]	Sig.		.531
	99% Confidence Interval	Lower Bound	.518
		Upper Bound	.543

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

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

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

- Interpretation:
  Based on the results of the One Sample Kolmogorov-Smirnov test, the significance value is 0.2, which is greater than the 0.05 significance level. Therefore, it can be concluded that at the 0.05 significance level, the residuals in the data are normally distributed. This indicates that the assumption of normality of the residuals in the simple linear regression model is met, so the regression model can be considered valid for further analysis..

The linearity test aims to determine whether there is a significant linear relationship between the independent and dependent variables. A good correlation should have a linear relationship between each independent variable and the dependent variable.

Test:

- Significance Level : $a = 0.05$
- Decision Criteria : A significant linear relationship exists between the independent and dependent variables if the significance value is < 0.05.
- Results :

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Retensi Karyawan * Gaya Kepemimpinan	Between Groups	(Combined)	3434.088	11	312.190	272.271	<,001
		Linearity	3084.908	1	3084.908	2690.451	<,001
		Deviation from Linearity	349.180	10	34.918	30.453	<,001
	Within Groups		100.902	88	1.147		
	Total		3534.990	99			

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Retensi Karyawan * Stres Kerja	Between Groups	(Combined)	3430.872	11	311.897	263.615	<,001
		Linearity	3066.743	1	3066.743	2592.002	<,001
		Deviation from Linearity	364.129	10	36.413	30.776	<,001
	Within Groups		104.118	88	1.183		
	Total		3534.990	99			

- Interpretation :

  Based on the ANOVA table above, the results of the linearity test indicate a significance value for the relationship between the independent variable, leadership style, and the dependent variable, employee retention, of 0, which is less than the 0.05 significance level. Therefore, it can be concluded that at the 0.05 significance level, there is a significant linear relationship between leadership style and employee retention.

  Furthermore, the results of the linearity test also indicate a significance value for the relationship between the independent variable, work stress, and the dependent variable, employee retention, of 0, which is also less than the 0.05 significance level. Therefore, it can be concluded that at the 0.05 significance level, there is a significant linear relationship between work stress and employee retention.

  In conclusion, both leadership style and work stress have a significant linear relationship with employee retention at the 0.05 significance level, so the regression model used is valid for further analysis of these variables.

d. Multicollinearity Test

The multicollinearity test aims to determine whether a regression model detects correlation between independent variables. A good regression model should have no correlation between independent variables (no symptoms of multicollinearity).

Test :

- Significance Level : $a = 0.05$
- Decision Criteria :
  - Based on Tolerance: If the Tolerance value is greater than 0.1, there are no symptoms of multicollinearity in the regression model.
  - Based on VIF: If the VIF value is less than 10, there are no symptoms of multicollinearity in the regression model.
- Results:

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	11.960	2.057		5.816	<,001		
	Gaya Kepemimpinan	.584	.086	.504	6.785	<,001	.168	5.947
	Stres Kerja	-.518	.081	-.472	-6.363	<,001	.168	5.947

a. Dependent Variable: Retensi Karyawan

- Interpretation:

Based on the tolerance and Variance Inflation Factor (VIF) values from the coefficients table, the tolerance value for both independent variables (leadership style and work stress) is 0.168, which is greater than the generally accepted minimum limit of 0.1. Furthermore, the VIF value for both variables is 5.947, which is also smaller than the generally accepted limit of 10. Based on these results, it can be concluded that there is no evidence of multicollinearity between the independent variables of leadership style and work stress.

Thus, at a significance level of 0.05, there is no indication of multicollinearity between leadership style and work stress in the regression model used. This validates that the regression coefficient estimates and the interpretation of the analysis results related to these two variables are reliable and unaffected by multicollinearity..

e. Heteroscedasticity Test with the Glejser Test

The Glejser Test aims to determine whether there is inequality in the variation of residual values from one observation to another in a regression model. If the variation from one observation to another is different, it is called heteroscedasticity. A good regression model should not exhibit symptoms of heteroscedasticity.

Test:

- Significance Level : $a = 0.05$
- Decision Criteria: If the significance value is greater than 0.05, there are no symptoms of heteroscedasticity in the regression model.
- Results :

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.158	1.224		-.129	.898
	Gaya Kepemimpinan	.077	.051	.368	1.507	.135
	Stres Kerja	.049	.048	.248	1.019	.311

a. Dependent Variable: ABS

- Interpretation:

Based on the results of the Glejser test in the coefficients table, the significance value for the independent variable, leadership style, is 0.135, while for the independent variable, work stress, it is 0.311. Both significance values are greater than the 0.05 level. Therefore, at the 0.05 level, it can be concluded that there are no symptoms of heteroscedasticity in the regression model used for each of the independent variables, leadership style and work stress.

This indicates that the variation in the residuals (prediction errors) in the regression model does not vary systematically with the values of the independent variables, leadership style and work stress. Therefore, the heteroscedasticity assumption can be considered met, allowing for more valid interpretation of the regression coefficient estimates and analysis results obtained from the regression model.

f. Model Eligibility Test

The model eligibility test ensures that the estimated linear regression model eligibly explains the influence of the independent variables on the dependent variable. If the estimated model is not or is less than sufficiently eligible, then the model cannot be used to interpret the influence of the independent variables on the dependent variable.

1. Simultaneous Regression Model Eligibility Test

The initial step in identifying the eligibility of the estimated regression model is through a simultaneous eligibility test. This test aims to assess whether the estimated regression model is eligible (reliable) to simultaneously explain the influence of the independent variables on the dependent variable. This test is known as the F-test, so named because it uses the F distribution in its testing criteria.

Test:

- Hypothesis:
  H_0 : There is no significant simultaneous influence between variables X1 (leadership style) and X2 (job stress) on variable Y (employee retention).
  H_1 : There is a significant simultaneous influence between variables X1 (leadership style) and X2 (job stress) on variable Y (employee retention)
- Significance Level: $\alpha = 0.05$
- Decision Criteria : If the significance value is < 0.05 then H_0 is rejected
- Result :

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3217.438	2	1608.719	491.403	<,001[b]
	Residual	317.552	97	3.274		
	Total	3534.990	99			

a. Dependent Variable: Retensi Karyawan

b. Predictors: (Constant), Stres Kerja, Gaya Kepemimpinan

- Interpretation:
  Based on the ANOVA table above, the significance value is 0, which is less than the 0.05 significance level. Therefore, the null hypothesis (H_0) is rejected. Thus, at the 0.05 significance level, it can be concluded that there is a significant simultaneous effect between the independent variables X1 (leadership style) and X2 (job stress) on the dependent variable Y (employee retention).

2. Regression Coefficient Test (t-Test)

The t-test in multiple linear regression aims to test whether the estimated parameters, namely the regression coefficient and the constant, are suitablefor use in the multiple linear regression model. Suitable in this context means that the parameters are able to accurately explain how the independent variables influence the dependent variables. In linear regression, the estimated parameters include the intercept (constant) and slope (coefficient in the linear equation).

This section, the t-test focuses on the slope parameter (regression coefficient) only, known as the regression coefficient test. In addition to determining parameter suitability, this t-test also aims to determine whether there is a partial effect between each independent variable and the dependent variable. In other words, the t-test is used to assess the significance of the individual influence of each independent variable in the regression model on the dependent variable.

Test:

- Hypothesis:
  Variable X1 (leadership style) :
  H_0 : There is no significant partial effect between variable leadership style) and variable Y (employee retention).
  H_1 : There is a significant partial effect between variable X1 (leadership style) and variable Y (employee retention)
  Variable X2 (job stress) :

H_0 : There is no significant partial effect between variable X2 (job stress) and variable Y (employee retention).
H_1 : There is a significant partial effect between variable X2 (job stress) and variable Y (employee retention)

- Significance Level : $a = 0.05$
- Decision Criteria: If the significance value is <0.05, then H_0 is rejected
- Results:

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	11.960	2.057		5.816	<,001
	Gaya Kepemimpinan	.584	.086	.504	6.785	<,001
	Stres Kerja	-.518	.081	-.472	-6.363	<,001

a. Dependent Variable: Retensi Karyawan

- Interpretation:

Based on the coefficients table above, the t-test results for variable X1 (leadership style) show a significance value of 0, which is less than the 0.05 significance level. Therefore, the null hypothesis is rejected. Therefore, at the 0.05 significance level, it can be concluded that there is a significant partial effect between variable X1 (leadership style) and variable Y (employee retention).Furthermore, the t-test results for variable X2 (job stress) also show a significance value of 0, which is less than the 0.05 significance level. Therefore, the null hypothesis is rejected. Therefore, at the 0.05 significance level, it can be concluded that there is a significant partial effect between variable X2 (job stress) and variable Y (employee retention).In conclusion, both leadership style and job stress each have a significant effect on employee retention. This shows that each independent variable in this multiple linear regression model partially influences the dependent variable (employee retention) significantly.

g. The Coefficient of Determination

The coefficient of determination explains the variation in the influence of the independent variables on the dependent variable. In other words, it indicates the proportion of variation in the independent variable that can be explained by all the independent variables in the model. The coefficient of determination can be measured using R-square or adjusted R-square.

R-square is used when there is only one independent variable in the model (known as Simple Linear Regression), while adjusted R-square is used when there is more than one independent variable in the model. Adjusted R-square adjusts for the number of independent variables, thus providing a more accurate estimate of the model's ability to explain variation in the independent variable.

In this study, there are two independent variables, so adjusted R-square is used to measure the coefficient of determination. Adjusted R-square provides a more accurate picture of the proportion of variation in employee retention that can be explained by leadership style and work stress.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.954[a]	.910	.908	1.809

a. Predictors: (Constant), Stres Kerja, Gaya Kepemimpinan

Based on the Adjusted R-Square value of 0.908, it can be interpreted that 90.8% of the variation in the dependent variable, namely employee retention, can be explained by the independent variables in the model, namely leadership style and work stress. In other words, the regression model used is able to explain most of the variation that occurs in employee retention based on variations in leadership style and work stress. The remaining 9.2% is variation caused by other factors not included in the model. This high Adjusted R-Square value indicates that the regression model used has strong predictive ability and is relevant for this analysis..

h. Interpretation of Multiple Linear Regression Models

In interpreting multiple linear regression coefficients, the (+) or (-) signs indicate the direction of the relationship between the independent and dependent variables. A positive sign indicates a unidirectional relationship, whereby an increase in the value of the independent variable leads to an increase in the value of the dependent variable. Conversely, a decrease in the value of the independent variable leads to a decrease in the value of the dependent variable. Conversely, a negative sign indicates an inverse relationship, whereby an increase in the value of the independent variable leads to a decrease in the value of the dependent variable. Conversely, a decrease in the value of the independent variable leads to an increase in the value of the dependent variable. The equation for the multiple linear regression model can be written as follows:

$$Y = B_0 + B_1 \cdot X_1 + B_2 \cdot X_2$$

Where :

- Y : Dependent variable (employee retention),
- X_1 : Independent variable X1 (leadership style),
- X_2 : Independent variable X2 (job stress),
- B_0 : Intercept coefficient (constant),
- B_1 : Regression coefficient for X1 (leadership style),
- B_2 : Regression coefficient for X2 (job stress).

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	11.960	2.057		5.816	<,001
	Gaya Kepemimpinan	.584	.086	.504	6.785	<,001
	Stres Kerja	-.518	.081	-.472	-6.363	<,001

a. Dependent Variable: Retensi Karyawan

Based on the coefficients table above, the multiple linear regression model equation is as follows:

$$Y = 11.96 + 0.584 \cdot X1 - 0.518 \cdot X2$$

Interpretation:

- Constant (B_0=11.96): This is the employee retention rate when X1 (leadership style) and X2 (job stress) are both zero. In this context, the constant represents the starting point of employee retention before the influence of leadership style and job stress is entered into the model.
- Coefficient for X1 (B_1=0.584): This indicates that every one-unit increase in variable X1 (leadership style) is associated with a 0.584-unit increase in variable Y (employee retention), holding all other variables constant. A positive sign indicates that higher levels of leadership style are generally associated with higher levels of employee retention..
- Coefficient for X2 (B_2=-0.518): This indicates that every one-unit increase in variable X2 (job stress) is associated with a 0.518-unit decrease in variable Y (employee retention), holding all other variables constant. A negative sign indicates that higher levels of job stress tend to be associated with lower levels of employee retention.

4. Conclusion

Based on the results of the normality test, this study is normally distributed with a value of 0.543 > 0.05. And based on the results of the t-test, variables X1 and X2 have a significant influence so that H_1 is accepted and H_0 is rejected. Furthermore, based on the tests that have been carried out, leadership style has an effect on employee retention and work stress variables have a negative effect on employee retention. The higher the employee stress level, the more it affects employee retention.

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