

Influencing of Organizational Culture, Leadership Style, and Work Stress to The Turnover Intention of Employees Stella Maris Education Foundation Jakarta

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ABSTRACT

The purpose of this study was to determine the effect of Organizational Culture, Leadership Style and Job Stress on Turnover Intention. This study uses a quantitative approach with survey method and path analysis to analyze the effect of Organizational Culture, Leadership Style and Job Stress on Turnover Intention. The sample for this research are 95 employees from 125 employees. The techniques analyzing data was descriptive statistics and inferential analysis that were tested using normality test error estimate a simple regression, linearity test and path analysis. The result shows that organizational culture gives negative direct effect on Turnover Intention, Leadership Style gives negative direct effect on Turnover Intention, Job stress gives positive direct effect on turnover intention, organizational culture gives negative direct effect to job stress, leadership style gives negative direct effect to job stress and leadership organization gives positive direct effect to leadership style.

Keywords: *Organizational Culture, Leadership Style, Job Stress, Turnover Intention*

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INTRODUCTION

Human resources in the organization are crucial aspects that determine the effectiveness of an organization. Organizations need to constantly invest to recruit, select and retain the human resources. On the other hand, an organization needs to maintain a potential resource that does not have the effect of exit (turnover intention). Turnover intention are not detected early will lead to the release of the employees of the agency that will impact the institution losses, especially if the exit is an employee who has a high competence and major contribution to the sustainability of the institution. Many factors affect an employee has a desire to get out of work are: organizational structure, organizational culture, leadership, job characteristics, job stress, job satisfaction, rewards and performance evaluation systems, structures and mechanisms contained in the agency.

To determine the influence of these factors on the desire out an employee, a researcher conducting research in institutions of private education providers Stella Maris Jakarta Education Foundation. The institute is interesting to be the locus of research because of the agency employee data obtained resing increased from year to year. 2013 employees risign by 6.08%, amounting to 7.50% in 2014 and 2015 of 8.00%. Prior to conducting the study, researchers gather information from employees conclusions from the information obtained, the dominant factors into employee reason to resign is Organizational Culture, Leadership Style and Job Stress occurring at the agency.

As for some of the results of previous research on organizational culture, leadership style, job stress and turnover intention relevant to the study variables, among others: Research conducted by Kadiman, Rr. Dian Indriana TL (2012: 57-72) on the Effects of Organizational Culture, Commitment and Job Satisfaction on Employee Turnover Intention (Case Study at PT. Nyonya Meneer Semarang). The results of this study is organizational culture directly influence turnover intention has t-value of -2.142 with a probability of 0.018 (<0.05) means that there is a significant influence of organizational culture on turnover intention. Where the direction of regression coefficients that are negative, indicating that a good organizational culture affects employees to settle in company. Research Goddess and Subudi (2015: 4219-4244) on The Influence of Transformational Leadership Style on Job Satisfaction and Turnover Intention at CV. Gita Persada Denpasar work. The results of this study showed that transformational leadership style and significant negative direct effect on turnover intention by 3%. It can be concluded that the transformational leadership style gives negative direct effect on turnover intention.

Research conducted by Wayan Mega, Adnyana, and Ganesha (2016: 629-658) regarding BRI employee turnover intention in Denpasar, the research found that job stress significant positive effect on turnover intention of $t = 6.348$. This shows that job stress can affect directly to turnover intention. Research conducted by Galina (2016: 369-380) regarding the organizational culture and work stress on employees of PT PLN AP2B Minahasa system, from the research found that variable of organizational culture has a negative and significant impact on work stress variables. Significance test value smaller than a predetermined limit declare a significant relationship between these two variables. Research conducted by Olulana (2015: 161) on The Correlates of Organizational Culture, Job Stress and Organizational Commitment, of these studies found that there is a significant influence of organizational culture on job stress ($\beta = 0.254$, $p < 0.05$). Organizational culture has a negative effect on job

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stress.

Research on leadership style and the stress of the work done by Angela (2016: 335-350), the research has found that the direct effect of leadership style negative and significant work stress variables. Earned value $t = -1.877$ where t table value of 1.66, so the value of $t > t$ table then H_0 is rejected it means leadership style effect on work stress. Research conducted by Yudo (2015: 1-11) regarding the organizational culture and leadership style in Universities private in Jakarta, the results showed that organizational culture and leadership style has a positive and significant relationship with $r = 0.835$. Thus there is influence between organizational culture and leadership style. Research conducted by Yafang Tsai (2011: 7) on "Relationship between Organizational Culture, Leadership Behavior, and Jobs Satisfaction", found in the results that organizational culture has a significant and positive relationship to leadership ($\beta = .55, p < .001$), Culture in an organization is very important, played a big role in making a happy and healthy environment to work. When the interaction between leadership and employees is good, the second will provide a greater contribution to the team communication and collaboration, and will also be encouraged to achieve the mission and objectives assigned by the organization, thus improving individual and organizational performance. Thus, there is influence between organizational culture and leadership.

Based on the problems described above, the researchers are interested in studying and assessing the factors affecting turnover intention and the extent to which these factors influence the emergence of turnover intention of employees in the Education Foundation of Stella Maris Jakarta with the title Influence of Organizational Culture, Leadership Style, and Job Stress on employee turnover intention Stella Maris Jakarta Education Foundation.

Generally, this study aimed to determine the effect of organizational culture, leadership style, work stress on employee turnover intention in Jakarta Education Foundation Stella Maris either direct or indirect influence. Operationally purpose of this study to assess and determine, matters as follows: 1) existence of a direct influence of organizational culture on turnover intention. 2) The existence of a direct effect of leadership style on the desire to get out. 3) The direct effect of work stress on a desire to get out. 4) The existence of a direct influence of organizational culture on job stress. 5) There is a direct effect of leadership style on work stress. 6) The direct influence of organizational culture on leadership style. 7) The existence of indirect influence of organizational culture on a desire to get out through the stress of work.

The novelty of this article from previous relevant studies is that the effect of variable Organizational Culture, Leadership Style, Job Stress and Turnover Intention together no one has studied, as well as the locus of this research is not no use for research.

THEORETICAL DESCRIPTION

1) Turnover intentions

In his study, Carmeli and Weisberg's (2006) in Cenkci and Ötken (2014: 405) identifies three elements in the process of cognition resignation of an employee, namely: the mind stops, the intention of looking for another job elsewhere, and intention to quit. Harnoto (2002) in Prihartono (2013) says that "Turnover Intention is the level of intensity of the desire to get out of the institution." The attitude that often showed was a desire to move so they seek another job. Also stated that the concept of desire to move this work can be measured using questionnaires that can consist of several questions as has been done by some previous investigators, namely: Hom, Griffeth, and

Sellaro using two questions, namely: (1) I often thought of moving the work, and (2) how often do you think about moving work.

Jaros (1995) used three questions to measure the desire to move the work is; (1) how often they think about leaving the institution (2) how happy they are with the work now so that they do not want to look for positions with another employer, and (3) how happy they were for this, so they are not interested in changing jobs in come. According Harnoto (2002: 92), argued also that the turnover intention can be characterized by a variety of matters relating to the behavior of employees, among others, attendance increased, from lazy to work, increasing the courage to violate work rules, increasing the courage to oppose or protest against the boss , as well as seriousness in resolving all employee responsibilities that looks very different from the usual.

2) Organizational culture

Strong Organizational culture plays a strong role and to guide the behavior of every member of the organization. As said by Barney (1991) in the Nazarian, et al (2017: 23) that organizational culture is the main source for the organization so that the organization must be able to maintain the advantage kompetitif which can impact on organizational performance. Kreitner and Kinicki (2008: 66) states that organizational culture is a set value of a mutual agreement that the members of the organization in control and determines how to look at, think about and react to the dynamics facing the organization in a variety of conditions and environments.

Robbins and Judge (2013: 546) says that there are seven main characteristics essence of the culture of the organization, among others: 1) Innovation and risk-taking that innovation and the degree of courage to take risks; 2) Attention to detail, the attention to things that are deep or special; 3) Outcome orientation, namely the management pays attention to the outcome rather than the techniques and processes used to achieve those results; 4) People orientation, management saw the effects of these results to humans or institutions; 5) Team orientation, much work activities are done by teams rather than individuals; 6) Agressiveness, person or employee aggressive and competitive than working with central; 7) Stability, stability level of an organization's activities.

3) Leadership style

Mullins (2005: 291) says that the style of leadership is a way in which a leader in implementing a leadership role in a unique way to direct members of the group he leads. Dubrin (2010: 112) defines leadership style is a pattern of behavior is relatively consistent and is a characteristic of every leader. With this pattern, the leader can harness the power available to lead others. According to the Law and Glover (2000: 122), there are four styles of leadership, namely Telling, Selling, Participating, Delegating. Means telling leadership style marked by the characteristics of high task orientation but high correlation. According to Koontz, Donnel and Weihrich (2002: 617), the effective leader has the following characteristics: 1) to give direction and meaning of a leader; 2) build trust; 3) willing to take risks; 4) provide hope. It means that four characteristics useful for a leader to influence others to work enthusiastically to achieve their goals.

4) Job stress

Rebber (1985) in Khalatbari(2013: 860) said that "job stress is a state of psychological stress by means of that, all types of physical, mental and social forces and pressures are resulted." This means that job stress is a state of psychological stress in

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various ways, all types of physical strength, mental and social and generated pressure.

Ivancevich and Matteson (2002: 266) says about that job stress emphasizes that the work stress caused by the background to the difference of the individual, because of excessive psychological difference. It concluded that work stress due to the psychological burden / psychological overload. Similarly, says Richardson & Rothstein, (2008) in Sheraz, et al (2014) suggest that job stress is a situation where a work-related factors that influence employees to the extent that the psychological conditions deviate from the performance of an ordinary person. Determinants of occupational stress require admiration and benefits, little support from management, an inadequate contribution in decision-making, work overload and bosses are not very good in training, and how to cope with stress.

RESEARCH METHODS

This study uses a quantitative approach through survey method and technique of path analysis (path analysis). This research uses quantitative approach, survey method and path analysis technique. The dependent variable is Y (turnover intention) and the independent variables are: X₁ (organizational culture), X₂ (leadership) and X₃ (job stress) variables.

Tabel 1. Operational Variables

No	Variable	Indicator	Reference
1	Turnover intention	Increased attendance Getting lazy to work The courage to carry out the violation of work rules Increased protest against the leadership Changes in employee behavior	Harnoto, 2002; http://jurnal-sdm.blokspot.co.id/2009/08
2	organizational culture	Innovation and risk taking Attention to detail Outcome orientation People orientation Team orientation Aggressiveness	Stephen P. Robins, 2003; Edgar H. Schein, 2004; Jason A. Colquitt, 2011; James L. Gibson, 2009
3	Leadership	Decision making Supervisory responsibility Power/authority Discipline	Horald Koontz, Cyril O. Donnel, Heinz Wihrich, 2002; Robert M. Fulmer and Marshal Goldsmith, 2001; Sue Law and Derek Glover, 2000
4	Job stress	Workload Role Conflict Conflicting interpersonal demands Invironmental change	Jamal, M., & Baba, 2000; Triantoro Safaria and Nofrans Eka Saputra, 2009; Alves, S, 2005; Vignoda, Eran, 2002

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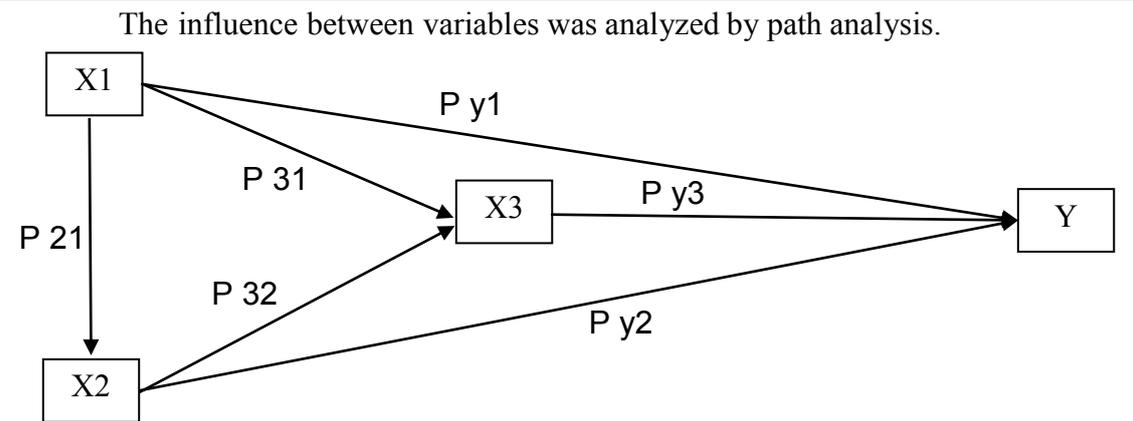


Figure 1. Constellations of Influence between Variables

Information:

- X1 : Organizational culture
- X2 : Leadership Style
- X3 : Work stress
- Y : intention *turnover*

The population in this study were all employees of the Education Foundation of Stella Maris. Affordable population are employees of the Education Foundation of Stella Maris which amounts to 125 employees. To determine how many samples are taken, the formula used Slovin with a sampling technique that random sampling, the following calculation (Umar, 2003: 108).

Based on the calculation formula Slovin above, it was determined the study sample as many as 95 out of a population of 125 people. Data analysis techniques used for this research is descriptive and inferential statistics. To test the research hypothesis by using test requirements analysis, test for normality is simple regression estimation error, linearity test, significance simple regression and path analysis.

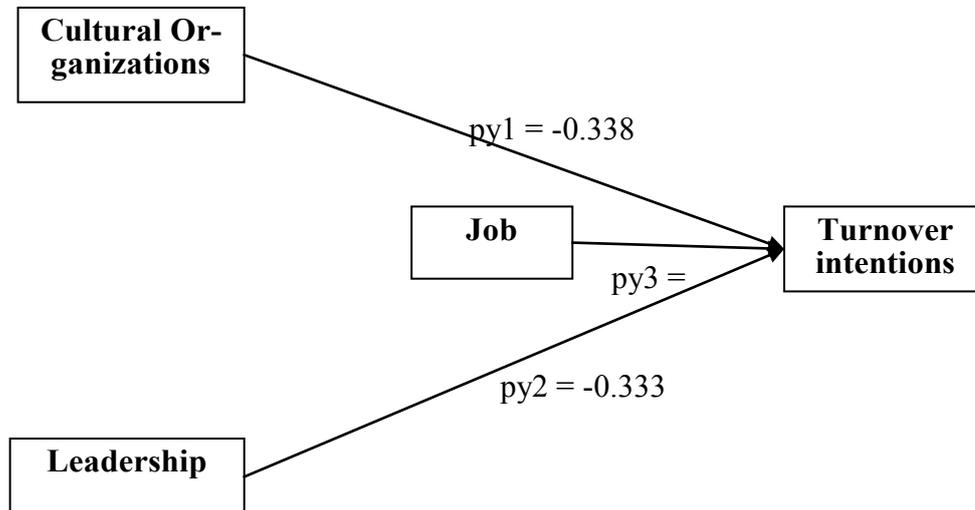
Table 2. Summary of Research Instrument Test Results

Variable	Validity Item				Reliability Coefficient
	Amount Item	Not Valid		Amount Item	
		Amount	Number		
Turnover intention	30	1	11	29	0,847
Organizational culture	30	3	2, 14, 28	27	0,865
leadership	30	3	6, 14, 20	27	0,823
Job stress	20	2	10, 22	28	0,881

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ANALYSIS

The calculation of path coefficients using the SPSS 22.0 for windows program, and the coefficients for each path in the model of the structural relationships among variables depicted in the charts and figures below are calculated and tested by t test. The path diagram has 6 path coefficients: β_1 , β_2 , β_3 , β_4 , β_5 , β_6 so as to obtain 3 structural models as shown below:



From the results of analysis and calculation process done on the part of direct influence, can be summarized as follows:

Table 3. Direct Influence Inter-Variables

No.	Direct Impact	coefficient Line	t	t-table	
				$\alpha = 0.05$	$\alpha = 0.01$
1.	X1 to Y	-0.338	-4.54 **	-1.99	-2.63
2.	X2 to Y	-0.333	-4.48 **	-1.99	-2.63
3.	X3 to Y	.330	4.23 **	1.99	2,63
4.	X1 to X3-	-0.327	-3.50 **	-1.99	-2.63
5.	X2 to X3	-0.321	-3.44 **	-1.99	-2.63
6.	X1 to X2	0.314	3.19 **	1.99	2,63

** = Highly significant ($t_{arithmetic} > T_{table}$ at $\alpha = 0.01$) positive influence

** = Highly significant ($t_{arithmetic} < T_{table}$ at $\alpha = 0.01$) negative influence

RESULT AND DISCUSSION

1) Negative Direct Influence of Organizational Culture (X_1) on Turnover Intention (Y)

The hypothesis tested are: $H_0: \beta_1 > 0$; $H_1: \beta_1 < 0$. The path coefficient of organizational culture (X_1) on turnover intention (Y) of -0.338 with -tcount value of -4.54. Therefore values of t less than the value -ttable at $dk = 91$ of -2.63 $\alpha = 0.01$ then H_0 rejected and H_1 accepted, which means there is a negative direct influence organi-

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zational culture variable to variable significant turnover intention.

The results of the analysis of the first hypothesis found that organizational culture directly affect negatively on turnover intention. This finding is consistent with research by Kadiman and Indriana (2012: 57) states that organizational culture directly influence turnover intention, in which direction the regression coefficient is negative indicating that good organizational culture affects employees to settle in companies that do not have the intention everything to leave or leaving work. The results of this study are supported by Magfiroh (Kurniawati, 2012) that the individual characteristics of the organizational culture will relate to job satisfaction, organizational commitment, and the possibility of changing jobs.

If the employee is not able to follow the culture of the organization that has been formed within the organization, one of the things that the cause of the turnover intention. Turnover intention is a form of intention or desire of individuals to move work and left the institute where he works now on his own. Turnover intention is an early sign of turnover, therefore there is a significant relationship between turnover intention and turnover occur. On turnover intention is included understanding the individual's desire to leave the place he works now or desire of individuals to seek employment elsewhere.

A similar opinion was expressed by Munandar (2010) which states that the turnover intention is the tendency or intention of employees to stop work of the institution. Intention to leave work correlated with leaving the actual work. Based on the above, it can be presumed that organizational culture has a direct influence on turnover intention.

2) Negative Direct Impact of Leadership Style (X₂) on Turnover Intention (Y)

The hypothesis tested are: H₀: $\beta_2 > 0$; H₁: $\beta_2 < 0$. The leadership style (X₂) to the path coefficient of -0.333 with turnover intention (Y) -tcount value of -4.48. Therefore -tcount value smaller than the value -ttable at dk = 91 of -2.63 $\alpha = 0.01$ then H₀ rejected and H₁ accepted, which means there is a negative direct influence leadership style variable to variable significant turnover intention

The results of the analysis of the second hypothesis shown that the leadership style directly affect negatively on turnover intention. Based on these findings it can be concluded that the turnover intention directly negatively influenced by the style of leadership. Increased leadership style will result in reduced turnover intention. The results of this study in line with the opinion of several experts whom are Hom and Grifeth in Kurniawati (2012) describes one of the causes employees want to quit from his workplace leaders that leadership style. The leadership style is a means used by the leadership to interact and influence their subordinates so that the employee can contribute terhadap achievement of organizational goals, if the employees are not comfortable with the style of leadership that can cause employees want to quit.

The leadership style is used by the leadership to interact and influence their subordinates so that the employee can contribute terhadap achievement of organizational goals. a leader who has a leadership style that is capable menyesuaikan with the current era. As in previous studies mentioned that "their studies have Generally shown that transformational leadership is the key factor in reducing and mitigating turnover intentions." (Long, et al, 2012: 576) This means that transformational leadership is a key factor in reducing the turnover intention, Thus, with a good leadership style, can make employees feel comfortable in the organization and work better. Turnover lead to the final reality facing the organization in the form of total employees who left the organization at a certain period, whereas the desire to move from the results of the in-

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dividual evaluation of the continuation conjunction dengan organisasi and has not manifested in action certainly leaves the organization. In other words, a higher confidence in the organization will reduce the employee leaves / out of the organization.

3) Positive Direct Impact of Job Stress (X_3) on Turnover Intention (Y)

The hypothesis tested are: $H_0: \beta_{y3} < 0$; $H_1: \beta_{y3} > 0$. The coefficient of job stress (X_3) pathways towards turnover intention (Y) of .330 with tcount 4.23. Therefore the value of t is greater than the value of t_{table} at $\alpha = 0.01$ of 2.63 then H_0 is rejected and H_1 accepted, which means there is a positive direct effect of work stress variables to variable significant turnover intention.

The results of the analysis of the third hypothesis shown that job stress positive direct effect on turnover intention. Based on these findings it can be concluded that the turnover intention directly influenced positively by work stress. Increased job stress lead to increased turnover intention. The results of this study in line with the opinion of several experts whom are Wayan Mega, Adnyana, and Ganesha (2016: 629) regarding BRI employee turnover intention in Denpasar, the research found that job stress significant positive effect on turnover intention. This shows that job stress can affect directly to turnover intention. Work stress is a condition where an employee is psychologically and physically impaired in the face of a problem in the workplace resulting in inconvenience employees to work in the workplace.

Stress is a state of the individual when getting a problem and can not overcome or menyelesaikanya effectively and have yet to find a way out. Stress can cause an individual to experience some disturbances, which are physiological or psychological disorder organism. When employees in an organization is not able to follow the dynamics that exist within the organization to the level of stress, turnover intention potentially emerge from the employees themselves.

Job stress can come from many sources and affect people in different ways. As said by Applebaum, Fowler, Fiedler, Osinubi, and Robson (2010) in research Arshadi (2013) that "job stress influence an employee's job satisfaction the which in turn leads to low performance and the intention to leave the job." So the more great stress levels of employees towards work and organization, the higher the employee's intention to leave the organization. Therefore, when threatened by perceived stress, employees with low self esteem can be overcome more passive with negative stimuli than employees with high confidence, especially with increasing absenteeism, lower organizational commitment, and intrinsic motivation.

Excessive workload, lack of clear authority given no corresponding responsibilities, conflicts within the organization, their differences of perception in the work and little income received raises the workload of its own employees as well as the stress is high enough and the impact on keinginan to leave the organization.

4) Negative Direct Influence of Cultural Organization (X_1) on Job Stress (X_3)

The hypothesis tested are: $H_0: \beta_{31} > 0$; $H_1: \beta_{31} < 0$. The path coefficient -0.327 job stress (X_1) to culture organizational (X_3) with -tcount value of -3.50. Therefore -tcount value smaller than the value - t_{table} at $\alpha = 0.01$ at -2.63 hence H_0 refused and H_1 accepted, which means there is a negative direct influence variable of organizational culture on work stress variables were highly significant.

The results of the analysis of the fourth hypothesis shown that organizational culture directly affect negatively on work stress. Based on these findings it can be concluded that work stress is directly affected negatively by the culture of the organization. Increased organizational culture will result in decreased job stress. The study's

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findings are also in line with research conducted by Olulana (2015: 161), of these studies found that there is a significant influence of organizational culture on job stress ($\beta = 0.254$, $p < 0.05$). Organizational culture has a negative effect on job stress. Thus, the organizational culture conducive atmosphere can reduce employee stress.

The results of this study in line with the opinion of several experts whom are Galina (2016: 369) regarding the organizational culture and work stress on employees of PT PLN AP2B Minahasa system, the research findings revealed that organizational culture has a negative and significant impact on work stress variables. An organizational culture that covers aspects of organizational structure, responsibilities (responsibility), and compensation (reward).

Organizational culture perceived as beneficial to individual needs. However, if the organizational culture that flourished in the corporate environment more dominant negative, it will lead to job stress. (Church, 2005) The purpose of organizational culture and work stress that No members of the organization who are not able to follow the organizational culture and the inability to climax, then the employee will experience job stress.

5) Negative Direct Influence of Leadership Style (X_2) on Job Stress (X_3)

The hypothesis tested are: $H_0: \beta_{32} > 0$; $H_1: \beta_{32} < 0$. The path coefficient leadership style (X_2) to the work stress (X_3) of -0.321 with -tcount value of -3.44. Therefore -tcount value smaller than the value -ttable at $dk = 92$ for $\alpha = 0.01$ at -2.63 hence H_0 refused and H_1 accepted, which means there is a negative direct effect on the leadership style variable work stress variables were highly significant.

The results of the fifth hypothesis analysis shown that leadership style gives directly negatively influence to job stress. Based on these findings, it can be concluded that work stress is directly affected negatively by the style of leadership. Increasing leadership style will impact for reduced job stress. Results of this research is similar to research on leadership style and the stress of the work done by Angela (2016: 335), the research has found that the direct effect of leadership style negative and significant work stress variables. Leadership style and work stress is believed that there are leaders who act as dictator of the group members, and mobilize and force the group to achieve its goals.

This leadership is always giving orders. But the employees they lead not able to follow the style of the leader, then the employee is likely to experience job stress. The results of this study also in line with research conducted by Ulfah Nurul Fadhilah (2016: 78), with the results of leadership style affects the stress on PT Vonex, it is seen from the results of Spearman rank correlation test in which the stress of work have a strong relationship with the leadership style of .650. While the test results determination coefficient of 43.25%. This is a variable influence leadership style on job stress. While the remaining 56.75% influenced by other variables not included in this study. The results of the above test statistic $t_{hit} = 6.34$ is greater than the table = 1.673, then H_a H_0 accepted and rejected. This means that the authors put forward the hypothesis supported by facts on the ground.

6) Positive Direct Influence of Organizational Culture (X_1) on Leadership Styles (X_2)

The hypothesis tested are: $H_0: \beta_{21} < 0$; $H_1: \beta_{21} > 0$. The path coefficient of organizational culture (X_1) on leadership style (X_2) of 0.314 with tcount amounted to 3.19. Therefore tcount greater than the value ttable pada $dk = 93$ untuk of 2.63 $\alpha = 0.01$ then H_0 is rejected and H_1 accepted, which means there is a positive direct influence

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variable of organizational culture on leadership style variable is significant

The results of the sixth hypothesis analysis shown that organizational culture is a positive direct effect on the style of leadership. Based on the result, it can be concluded that leadership style directly influenced positively by the culture of the organization. Increased organizational culture will lead to increased leadership style. Results of this research is similar to research conducted by Yudo (2015: 1-11) regarding the organizational culture and leadership style in Colleges in DKI Jakarta, the results showed that organizational culture and leadership style has a positive relationship. Thus there is influence between organizational culture and leadership style. Leaders must have a certain style to be accepted by members of the organization in accordance berperilaku members organizational culture both inside outside the organization. The findings of this study are consistent with the results of research conducted by Yafang Tsai (2011), found the results of research that organizational culture has a significant and positive relationship to leadership ($\beta = .55, p < .001$). Culture in an organization is very important, played a big role in making a happy and healthy environment to work. When the interaction between leadership and employees is good, the second will provide a greater contribution to the team communication and collaboration, and will also be encouraged to achieve the mission and objectives assigned by the organization, thus improving individual and organizational performance. Thus, there is influence between organizational culture and leadership.

CONCLUSION

Based on the analysis that has been done in the previous section, it can be shown that: 1). Organizational culture gives negative direct effect on turnover intentions, which meant that the increasing organizational culture will give impact on declining employee turnover intention for Education Foundation Stela Maris Jakarta. 2). The leadership style gives negative direct effect on turnover intentions, which meant that the improvement of leadership style impacts reduction in employee turnover intention of Stela Maris Jakarta Education Foundation. 3). Work stress gives positive direct effect on turnover intentions, which meant that the increase in job stress had an impact on the improvement of employee turnover intention of Stela Maris Jakarta Education Foundation. 4). Organizational culture gives negative direct effect on job stress, which meant that increasing organizational culture impact on employee job stress reduction of Stela Maris Jakarta Education Foundation. 5). The leadership style gives negative directly affect to the stress of work, which meant that the improvement of leadership style had an impact on employee job stress reduction of Stela Maris Jakarta Education Foundation. 6). Organizational culture gives positive direct impact on leadership style, which gives the meaning of that by increasing organizational culture will give impact on employee improvement leadership style of Stela Maris Jakarta Education Foundation. 7). Organizational culture gives negative direct effect on turnover intention through the stress of work, which gives meaning an increase in organizational culture by reducing work stress thus decrease the impact on employee turnover intention of Stela Maris Jakarta Education Foundation. 8). The leadership style gives direct impact negatively on turnover intention through the stress of work, which meant that the improvement of leadership style by lowering the stress of work so as to give effect reduction in employee turnover intention of Stela Maris Jakarta Education Foundation.

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