

Transformational Leadership and Turnover Intention: the Mediating Role of Job Satisfaction

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Abstract

This study aims to examine the effect of transformational leadership and job satisfaction on turnover intention, transformational leadership on job satisfaction, and the role of job satisfaction as a mediating variable between transformational leadership and turnover intention. Using a quantitative research approach, data were obtained using a questionnaire. This study used a sample of 363 employees who work at Koperasi Tenaga Kerja Bongkar Muat Surabaya, using simple random sampling technique. Structural Equation Modeling-Partial Least Square (SEM-PLS) was used for analysis and hypothesis testing. The results show that transformational leadership is able to make employees have no intention of changing workplaces, and job satisfaction positively mediates the effect of transformational leadership on turnover intention. This shows that the influence of transformational leadership on turnover intention will be stronger with the satisfaction of employees in their work because it helps employees to create a conducive situation, thus creating value that makes employees feel comfortable in their work. The findings of this study suggest the importance of company management optimizing the leadership style used and developing an integrative job satisfaction development program.

Keywords:

Transformational, leadership, employees, job, satisfaction, turnover intention.

1. Introduction

Human resources are one of the factors that determine the success or failure of an organization in achieving its goals, both in public organizations and private organizations. An organization without the support of appropriate human resources both in terms of quantitative, qualitative, strategic and operational, then the organization will not be able to maintain its existence, develop and advance its organization in the future (Zainal, 2015). Along with the flow of globalization, every organization is required to be able to compete so that it can survive in global competition. One strategy to always be able to compete is to strengthen its human resources (Sudarmanto, 2015). Human resources play a role in a non-conducive work atmosphere in the organization which can have an impact on the intention to move for employees (turnover intention) and in the end can lead to an increase in turnover intention. Currently the problem of high turnover rates has become a serious problem for many companies, the negative impact felt by this problem on the company is on the quality and ability to replace employees who leave the organization, so it takes time and new costs in recruiting new employees. A high turnover rate will have a negative impact on the organization, such as creating instability in labor conditions and increasing human resource costs. This makes the organization ineffective because the organization will lose experienced employees and have to retrain new employees to replace them.

Turnover behavior in employees does not just arise. Behavior arises based on a) humans generally do things in ways that make sense, b) humans consider all available information, and c) explicitly or implicitly humans take into account the implications of their actions (Azwar, 2013). Behavior is influenced by attitudes through a careful and reasoned decision-making process, and its impact is limited to three things; 1) behavior is not much determined by general attitudes but by specific attitudes towards something, 2) behavior is influenced not only by attitudes but also

subjective norms, 3) attitudes towards a behavior together with subjective norms form an intention or intention to behave in a certain way. The essence of the theory of planned behavior is that behavior is formed from intentions or intentions towards specific behaviors (Fishbein & Ajzen, 1975). From this explanation, it can be seen that turnover behavior cannot be measured directly, but turnover behavior can be measured through intentions or intentions towards turnover behavior.

Turnover intention is a situation where employees have conscious intentions to look for another job as an alternative in a different organization and turnover is the movement of workers leaving their place of work (Berlete, 2018). Turnover can occur because of the intention. The high level of employee turnover can be seen from how much desire to move employees of an organization or company have. Intention is a person's intention to perform a certain behavior and this behavior is closely related to beliefs and attitudes towards it, and the behavior itself is a tangible manifestation of his intentions. Intention is the best single predictor of behavior that a person will perform, so that turnover intention is the best predictor of turnover symptoms or behavior.

Several studies and literature show that the intention to leave or turnover intention refers to the intention of employees to look for other alternative jobs and has not materialized in real behavior (Pasewark & Strawser, 1996). Turnover intention is classified into two parts, namely unavoidable turnover and unwanted turnover (Kumar et al., 2012). According to Lim et al. (2017) stated that there are indicators that are used as a reference to predict employee turnover intention in organizations. Indicators of turnover intention include increased absenteeism, lazy work, increased violations of work rules, increased protests against superiors, and positive behavior that is very different from usual.

Koperasi Tenaga Kerja Bongkar Muat (TKBM) Usaha Karya is a business entity that carries out activities that are operational in nature and provide guarantees for the protection and welfare of loading and unloading workers. The implementation of operational administration activities includes TKBM registration, grouping TKBM into work groups, providing TKBM according to the demand for labor services needed by TKBM service users, and arranging TKBM work shifts with the location of loading and unloading activities at each terminal in accordance with the requests of service users. Initial observations made by researchers on 15-22 September 2020 through direct observations and interviews with management found that currently the problem being faced by koperasi TKBM Usaha Karya Surabaya is the high turnover rate.

Table 1. Turnover rate TKBM Usaha Karya Surabaya Period 2018–2020

Description	Format	Period			Mean
		2018	2019	2020	
Number of Outgoing Employees	Person	204	210	217	211
Total Employees Annual	Person	3983	3914	3827	3908
Turnover Rate	%	5,12	5,36	5,67	5,38

Source: TKBM Karya Karya Surabaya HRD Data in 2020

Based on the data in Table 1, it can be seen that the turnover rate for 3 years from 2018 to 2020 has an average of 5.38%. This of course affects the recruitment costs and work effectiveness of TKBM. Another problem that often occurs in the field is the emergence of early symptoms of turnover intention of workers in koperasi TKBM Usaha Karya Surabaya. This is reflected in the frequent absences of workers assigned to loading and unloading activities at the terminal, so for example a TKBM service user requires 100 workers, then only 79% come to carry out their duties, while others are absent without confirmation to the administration at koperasi TKBM. This phenomenon describes the symptoms of turnover intention in the employees of koperasi TKBM Usaha Karya Surabaya. The employees have not taken action to leave the institution where they work, but emotionally and mentally these employees have left the company where they work. Thay et al. (2013) stated that when a person's desire to resign arises, the individual has actually started a resignation process, although in the end the individual does not resign from the organization. If the opportunity to change jobs is not available or what is available is not more attractive than what they currently have, then emotionally and mentally employees will leave the company by often arriving late, often skipping work, being less enthusiastic or lacking the desire to try well.

The factors that influence the occurrence of turnover are divided into external and internal factors (Mobley, 2011). External factors include environmental aspects and individual aspects. While internal factors include organizational culture, leadership style, compensation, job satisfaction, and career. The desire to move someone is closely related to job satisfaction and organizational commitment (Fisher & Robbins, 2015). Research conducted by Tnay et al. (2013) stated that the causes of turnover are job dissatisfaction, salary and work environment conditions. Another study conducted by (Lai & Chen, 2012) found that salary problems are the main cause of the desire to change employees, the next cause is the lack of promotions, working conditions and leadership styles. The causes of turnover include work stress, job satisfaction, organizational commitment, work environment, and so on (Bawdy & Manal, 2014). Turnover intention is caused by many things, namely job dissatisfaction, workload, employee benefits, lack of mutual respect, lack of professionalism, low salary, education level, public image, family disputes, cultural values, working hours, feelings of dilemma and fear or worry about not getting married and poor administration (Diah & Cahyadi, 2020). Furthermore, Mobley (1982) said that organizational aspects can also affect employee turnover. Type of organization, categorization of work in the organization, size of work units, job content in the organization, leadership style and other organizational variables such as organizational climate and communication also influence employee turnover intention. Leadership is a process of influencing others to behave in accordance with the wishes of the leader, then the effectiveness of leadership is measured by the willingness of others to behave in accordance with the goals of the leader and the organization without any sense of coercion. Successful leadership is a leader who successfully achieves organizational goals without considering whether or not others feel compelled to do so. This will create a dilemma in achieving organizational effectiveness. On the one hand, the effectiveness of the organization is seen from the output achieved and from the sales results obtained.

Related to leadership, organizational effectiveness is seen from the achievement of goals. Efforts to achieve organizational goals require leaders who are responsive, critical, and dare to take strategic decisions to achieve the expected goals. Leaders who are too strict and only demand the achievement of organizational goals without any support and direction, of course, will make employees feel pressured and can lead to turnover intention. Based on the results of an initial survey conducted by researchers to 80 respondents through a leadership style questionnaire in koperasi TKBM Usaha Karya Surabaya, the following data were obtained:

Table 2. Distribution of Respondents regarding the Leadership Style of Koperasi TKBM Usaha Karya Surabaya in 2020

No	Leadership Style	Total	Percentage (%)
1	Directing (Instructions)	39	48,75
2	Coaching (Consultation)	19	23,75
3	Supporting (Participation)	11	13,75
4	Delegating (Delegation)	11	13,75
Total		80	100

In Table 2, it can be seen that according to the respondents, the most widely used leadership style in koperasi TKBM Usaha Karya Surabaya is the directing leadership style. The directive leadership style is similar to the Lippit and White authoritarian leadership style. Subordinates know exactly what is expected of them and the leader provides specific direction and close supervision of task execution. Directing leadership tends to be authoritarian and can trigger an unfavorable work environment, causing employees to leave the organization. Puangyoykeaw & Nishide (2015), examined the influence of leadership style on employee turnover intentions. Dewi & Subudi's research (2015), resulted in the finding that leadership style has a significant influence on employee turnover intentions. The results of previous research indicate that leadership has been identified as having a large negative impact on employee turnover intention (Griffeth et al., 2000; Caesary et al., 2012; Bawdy & Manal, 2014; Sartika, 2014; Putra & Indrawati, 2015; Oktaviani, 2016).

The leadership style in its application can choose one leadership style or combine several leadership styles according to the circumstances of the organization, so that the accuracy of choosing a leadership style will increase the effectiveness of achieving organizational goals. move, direct, and at the same time influence the mindset, the way each member or employee works to be independent in work, especially in making decisions for the benefit of the goals that have been set (Wdiatmayanti & Nurseto, 2015). Efforts to reduce the turnover rate can be done by optimizing the leadership role to create a comfortable and conducive work environment. One of the effective leadership styles used is transformational leadership. Transformational leadership is one of the important dimensions

in effective leadership which is also the strongest predictor of leadership outcomes, such as the extra effort of subordinates on leadership skills (Bass & Avolio, 2000). Transformational leadership is able to inspire employees to see the future optimistically, project an ideal company vision, and be able to communicate that vision so that it can be achieved (Rekha & Kamalanabhan, 2010). In previous studies, there was a research gap that found different results regarding the effect of transformational leadership on turnover intention. The Tampubolon & Propheto research (2018) found that transformational leadership has a negative and significant effect on turnover intention. Putri & Suana's research (2016) shows that leadership has no negative and significant effect on employee turnover intention. Diah & Cahyadi's research (2020) states that transformational leadership has no effect on turnover intention.

2. Literature Review

2.1 Transformational Leadership on Job Satisfaction

Transformational leaders are leaders who inspire their followers to put aside their personal interests for the good of the organization and they are able to have a tremendous influence on their followers (Robbins et al., 2017). Transformational leaders pay attention to the self-development needs of their followers, change followers' awareness of the issues at hand by helping others see old problems in new ways, and are able to please and inspire followers to work hard to achieve goals together. Previous research on transformational leadership concluded that leader behavior is significantly related to follower behavior and responses, such as employee satisfaction (Dewi & Subudi, 2015; Walisa & Oktavianti, 2016; Prasetya & Dewi, 2019). Individuals perceive that leaders who play transformational leadership behaviors tend to have higher levels of job satisfaction (Robbin et al., 2017). Prasetya & Dewi (2019) explained that the relationship between job satisfaction and the behaviors of transformational leaders was due to one aspect of job satisfaction, namely supervision. Supervision provided by the leader through individual attention, and inspirational motivation will enable subordinates to do their jobs well. Research on the relationship between transformational leadership and employee job satisfaction is also supported by a study conducted by Bass & Avolio (2000) which is based on the idea that transformational leaders have the ability to align their vision of the future with their subordinates, as well as heighten the needs of subordinates at a higher level than their subordinates. On what they need, transformational leadership also refers to the process of building commitment to organizational goals and giving confidence to employees to achieve these goals, so employees will be motivated to work more enthusiastically and increase productivity so that it will lead to employee job satisfaction.

H₁ : Transformational leadership has a significant and positive effect on job satisfaction.

2.2 Transformational Leadership on Turnover Intention

Turnover intention is the desire of an employee to leave or move from one workplace to another voluntarily (Mobley et al., 1978; Lee et al., 1999; Bluedorn, 1982). Turnover intention refers to the results of an individual's evaluation of the continuation of the relationship with the organization that has not been manifested in the definite action of leaving the organization. Turnover can be in the form of resignation, transfer out of an organizational unit, dismissal or death of a member of the organization. In every company, employees from time to time experience changes due to the cessation of the individual as a member of the organization concerned. Therefore, in overcoming turnover intention, an employee does not only carry out the regulations in the company, but a company must also reduce work pressure that can cause the employee to move. Mobley (1982), an expert in employee turnover, provides a limit on turnover as the termination of an individual from an organization accompanied by the provision of financial rewards by the organization concerned. Every individual who enters a work organization carries a number of expectations in him, for example about wages, status, work, social environment, and self-development. The leader's relationship with members must include the level of familiarity and acceptance of members of the leader. The more confident and trusting members of the leader, the better the relationship between the leader and members and can achieve organizational goals well as well. Good leaders are those who in addition to having personal abilities in the form of traits and talents, are also able to read the state of their followers and their environment. Leaders need to know the maturity of followers because there is a direct relationship between the right leadership style to be applied and the level of maturity of followers so that the leader gains adequate obedience or influence. And empirically it has been proven that transformational leadership has an effect on turnover intention (Griffeth et al., 2000; Caesary et al., 2012; Bawdy & Manal, 2014; Sartika, 2014; Putra & Indrawati, 2015; Oktaviani, 2016).

H₂ : Transformational leadership has a significant and negative effect on turnover intention.

2.3 Job Satisfaction on Turnover Intention

Job satisfaction relates to how satisfied a person is with aspects of his job. Job satisfaction is defined as a feeling of pleasure or positive emotion obtained from work experience, which relates to individuals, not groups and concerns the past, not the future. Robbins et al. (2017) stated that job satisfaction is a positive feeling about a job which is the result of an evaluation of several characteristics. Lim et al. (2017) states that job satisfaction is a happy emotional state or positive emotion that comes from a person's job appraisal or work experience. Previous studies on job satisfaction have concluded that job satisfaction has a significant and negative effect on turnover intention (Lai & Chen, 2012; Salleh et al., 2012; Edward et al., 2014; Puangyoykeaw & Nishide, 2015; Saputra & Wibawa), , 2018), a negative relationship means that the higher the level of job satisfaction, the lower the turnover intention in the company.

H₃ : Job satisfaction has a direct and negative significant effect on turnover intention.

H₄ : Transformational leadership has a significant and negative effect on turnover intention through job satisfaction.

3. Methods

This type of research is explanatory through a quantitative approach. This research was conducted at Koperasi Tenaga Kerja Bongkar Muat (TKBM) Usaha Karya in Surabaya with a total population of 3,865 employees. In this study the determination of the number of samples is by Slovin's formula and the method is simple random sampling. Calculated by the Slovin formula, 363 respondents were selected as the research sample. After waiting two months, only 160 questionnaires were returned and the results of these 160 questionnaires were used as research data. Hypothesis testing and analysis using Partial Least Square (PLS).

4. Data Collection

The data collection method in this study used a survey method using a questionnaire tool. The questionnaire used is divided into 2 parts, namely the first part relates to the identity of the respondent and the second part is a closed question, meaning that the answers to the questions given to respondents are according to the Likert scale. The Likert scale used in this study has an interval of 1 (strongly disagree) to 5 (strongly agree).

5. Results and Discussion

5.1 Measurement Model

The values of loading factors, internal reliability, convergent and discriminant validity are used to measure the research model, as shown in Table 3. Each construct of transformational leadership, job satisfaction, and turnover intention has a loading factor value above 0.7, which indicates satisfactory level of reliability (Hair, et al., 2017). Internal reliability testing uses composite reliability criteria, where the value must be greater than 0.7 (Hair et al., 2017). Each construct has a composite reliability above 0.7, indicating good reliability. Furthermore, the assessment of convergent validity uses the AVE (average variance extract) value with criteria greater than 0.5 (Hair, et al., 2017). The AVE value in Table 3 for each construct is greater than 0.5 so that it meets the criteria for convergent validity. The discriminant validity test uses the criteria, the average variance or the square root of the AVE is greater than all the correlation coefficient values between constructs. The mean variance or square root of the AVE is shown in bold in Table 4, while the values that are not in bold are the correlation coefficients between constructs. The average variance or square root of the AVE value is greater than the correlation value between constructs, so the discriminant validity is confirmed.

5.2 Structural Model

The evaluation of the model in this study used the criteria for the values of R² and Q². The results of the analysis show that the model has a moderate level of accuracy shown from the value of R² = 0.513 (Hair et al., 2017). The next model evaluation criteria is the Q² value of 0.49, so that the exogenous construct has predictive relevance for the endogenous construct (Hair et al., 2017). The results of the analysis in Table 5 show that transformational leadership has a positive and significant effect on job satisfaction ($\beta = 0.118$; p-value <0.05), so H₁ is supported. This explains that leaders who have a transformational style will make their employees satisfied with their work. The findings also confirm that transformational leadership has an effect on turnover intention ($\beta = 0.193$; p-value <0.05), therefore, H₂ is supported. This explains that transformational leaders also reduce turnover intention, thereby minimizing employee resignation. While job satisfaction also affects turnover intention ($\beta = -1.041$; p-value <0.05), therefore, H₃ is supported. Further testing was conducted to determine the mediating role of job satisfaction in the relationship between transformational leadership and turnover intention, which was proven to have a negative and significant effect ($\beta = -0.123$; p-value <0.05), so H₄ is supported. This finding also confirms that job satisfaction strengthens the effect of transformational leadership on turnover intention. The influence of transformational

leadership on turnover intention increases with job satisfaction. Turnover intention will be lower after the interaction between transformational leadership and job satisfaction than without the interaction. This explains that job satisfaction has a positive impact on the influence of transformational leadership on turnover intention.

Table 3. Evaluation of the Measurement Model

Variabel	Indicator	Loading Factors	Composite Reliability	AVE
Transformational Leadership	TL1	0.924	0.921	0.746
	TL2	0.838		
	TL3	0.831		
	TL4	0.859		
Job Satisfaction	JS1	0.827	0.966	0.760
	JS2	0.850		
	JS3	0.849		
	JS4	0.893		
	JS5	0.927		
	JS6	0.873		
	JS7	0.912		
	JS8	0.850		
	JS9	0.859		
Turnover Intention	TI1	0.930	0.947	0.857
	TI2	0.939		
	TI3	0.908		

Table 4. Discriminant Validity

Constructs	Transformational Leadership	Job Satisfaction	Turnover Intention
Transformational Leadership	0.860		
Job Satisfaction	0.731	0.807	
Turnover Intention	0.488	0.439	0.845

Table 5. Hypothesis Testing

Path	Coefficient	p-values	Result
Transformational Leadership -> Job Satisfaction	0.118	0.003	H ₁ supported
Transformational Leadership -> Turnover Intention	0.193	0.000	H ₂ supported
Job Satisfaction -> Turnover Intention	-1.041	0.000	H ₃ supported
Transformational Leadership -> Job Satisfaction -> Turnover Intention	-0.123	0.005	H ₄ supported

5.3 Discussion

The results of hypothesis testing indicate that transformational leadership and job satisfaction are factors that influence turnover intention. This finding is in line with previous research, that transformational leadership (Griffeth et al., 2000; Caesary et al., 2012; Bawdy & Manal, 2014; Sartika, 2014; Putra & Indrawati, 2015; Oktaviani, 2016) and job satisfaction (Lai & Chen, 2012; Salleh et al., 2012; Edward et al., 2014; Puangyoykeaw & Nishide, 2015; Saputra & Wibawa, 2018) is an important factor to reduce turnover intention. Transformational leadership reduces turnover intention because the company focuses on nurturing its employees and setting a good example through company leaders. Through a transformational leadership style, companies have the opportunity to communicate better with their employees (Saefullah, et al., 2018), to understand their needs and wants (Rohmawati, et al., 2017), and prioritize value creation, thereby reducing the occurrence of turnover intentions.

Low job satisfaction can result in decreased work productivity, absenteeism, delays and increased employee turnover in a company. Conversely, if employees are satisfied with the work they do, then the work can provide benefits for the company and can achieve the targets set by the company. Job satisfaction is the main factor that

influences turnover intention. Aspects of satisfaction found to be related to the individual's desire to leave the organization include satisfaction with salary, promotion, supervisor, co-workers, and satisfaction with the job itself. Low job satisfaction will make employees consider leaving the organization. If this condition occurs, it will have an adverse impact on the continuity of an organization, therefore organizational management needs to implement policies and rules that are able to increase employee job satisfaction, for example related to salary, promotion and supervision policies. This finding is relevant to previous research, that job satisfaction provides a comfortable feeling to employees (Tnay et al., 2013) because it allows them to work optimally (Harpert, 2013), thereby reducing turnover intention.

The findings further explain that transformational leadership has a positive impact on employee job satisfaction (Dewi & Subudi, 2015; Walisah & Oktavianti, 2016; Prasetya & Dewi, 2019). The leadership style in a company is considered appropriate if in its application the leader is able to influence the success of the organization in achieving its goals. Transformational leaders pay attention to the self-development needs of their followers, change followers' awareness of the issues at hand by helping others see old problems in new ways, and are able to please and inspire followers to work hard to achieve goals. together.

Transformational leaders who have a good Articulate vision, follow the rules, are fair, are not selfish, will make employees feel treated fairly, this can certainly create a conducive work atmosphere and increase job satisfaction. A good transformational leader also becomes a moral model by never making it difficult for his subordinates by abusing power. Transformational leaders have an Individualized Charisma by being willing to help employees to solve difficulties in life and their families. Employees who get support either in the form of instrumental support or emotional support from the leadership will have higher job satisfaction. The existence of recognition in the form of recognition from the leadership of employee performance can also increase employee job satisfaction. A good transformational leader also has a competent consideration aspect in work operations. This will certainly make employees also motivated to work and achieve organizational goals.

The results of this study are in accordance with previous research conducted by Prasetya & Dewi (2019), which found that job satisfaction has a mediating role in the influence of transformational leadership on intention to quit. Other similar research results were found by Rohmawati et al. (2017) who concluded that job satisfaction can mediate the effect of transformational leadership on turnover intensity. Previous research has revealed that the importance of a leader and co-worker in increasing job satisfaction can prevent turnover in the company (Riani & Putra, 2017). Efforts to increase employee job satisfaction that can prevent turnover, a leader must interact and communicate both directly and indirectly with subordinates so that the leader knows the problems faced by employees. Colleagues must also be able to work together with fellow employees so that the company's work can be completed quickly and the company's goals can be achieved.

Leadership is a process of influencing others to behave in accordance with the wishes of the leader, then the effectiveness of leadership is measured by the willingness of others to behave in accordance with the goals of the leader and the organization without any sense of coercion. The leadership style in its application can choose one leadership style or combine several leadership styles according to the circumstances of the organization, so that the accuracy of the choice of leadership style will increase the effectiveness of achieving organizational goals. Efforts to reduce the turnover rate can be done by optimizing the leadership role to create a comfortable and conducive work environment.

6. Conclusion

Since turnover intention play an important role in the development and development of a company, it is important to understand the factors that cause high turnover intention. This study contributes to providing insight into the role of job satisfaction so as to reduce the occurrence of turnover intention. The findings show that job satisfaction is an alternative to strengthen the role of transformational leadership on turnover intention. Therefore, koperasi TKBM in Surabaya can increase interaction with employees, capture information about their needs and desires, and create value that makes employees feel satisfied and comfortable working in koperasi TKBM Surabaya.

This study provides empirical evidence that transformational leadership reduces turnover intention in koperasi TKBM Usaha Karya Surabaya and helps increase their focus in understanding changing employee needs and desires. This allows koperasi TKBM to have values that make employees feel satisfied and comfortable when working and have an impact on decreasing turnover intention. Furthermore, this finding reveals the importance of

implementing job satisfaction because it supports a decrease in turnover intention of koperasi TKBM Surabaya. However, to ensure that job satisfaction provides benefits for the company, managers need to identify effective and efficient ways of creating a conducive work environment, supporting internal resources, and using them. This is important so that job satisfaction can be achieved and formed for a long time span and can be stable despite employee rotation.

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