



Turnover intention analysis in PMA Bogor

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ABSTRACT: *The superiority of a company really depends on the human resources (HR) it has. Excellence in the field of human resources means that the company can retain, nurture and develop its quality employees from time to time in accordance with the standards they have set. Superior employees are those who have advantages compared to employees in other companies, for example abilities and behavior, so that they are able to achieve targets and even exceed what was previously set as their workload. The management of a company that has superior employees must be good at looking after, nurturing and retaining employees so that they continue to perform well and continue to survive in the company. Maintenance can be done by making employees feel happy and at home working in the company. Then by continuing to develop the competencies and talents they have, so that they have the ability, behavior and high loyalty to the company. If this is not done, it will certainly be a problem for employees to maintain and retain their employees.*

Keywords: *turnover intention, leadership style, employee job satisfaction*

1. INTRODUCTION

The superiority of a company really depends on the human resources (HR) it has. Excellence in the field of human resources means that the company can retain, nurture and develop its quality employees from time to time in accordance with the standards they have set. Superior employees are those who have advantages compared to employees in other companies, for example abilities and behavior, so that they are able to achieve targets and even exceed what was previously set as their workload.

The management of a company that has superior employees must be good at looking after, nurturing and retaining employees so that they continue to perform well and continue to survive in the company. Maintenance can be done by making employees feel happy and at home working in the company. Then by continuing to develop the competencies and talents they have, so that they have the ability, behavior and high loyalty to the company. If this is not done, it will certainly be a problem for employees to maintain and retain their employees.

In practice, if a company is unable to maintain and provide comfort to its employees, the biggest risk is that employees who have advantages will not feel comfortable being or working in the company. In the end, they have the intention to leave for various reasons, if the desired conditions do not improve. In fact, the problem is that in the end the employee will actually leave the company. This condition will certainly cause the company to incur infinite losses, in the financial and non-financial fields, both in the short and long term. O' Connell and Kung (2007) say that turnover will cause a loss of half the employee's annual salary. Even Riggio

(2008) said that turnover will cause companies to lose employees and have an impact on reducing productivity and increasing recruitment and training costs

Conditions like this have caused turn over to occur in several foreign investment companies (PMA) in Bogor. In the last 3 years, there has been an average employee turnover of over 10% every year. This large turnover figure certainly makes it quite difficult for company management to attract workers as before. In fact, when observations were made, the signs of employee interest in wanting to leave for various reasons were relatively large.

From the results of interviews with more than 30 employees, it turns out that almost 70% of the employees intend to leave. The reason they intend to leave is due to various factors. There are 4 biggest factors that cause employees to want to leave, namely: The first is because the leadership style is not liked by employees. Second, the level of employee satisfaction with the company is quite low. The third is because of company culture and the last is because of excessive workload. The leadership style factor is the main factor causing employees to intend to leave, because the leadership style does not match what they want. Many employees don't like the way leaders assign tasks, give orders and supervise. This is what can influence employees' interest in leaving. This factor is in line with the research results of Solehah (2019) which states that Leadership Style has no significant effect on Turnover Intention. However, on the other hand, Kristiyanto (2021)` said that leadership style cannot influence turnover intention. Meanwhile, Alicia (2017) said that the relationship between transformational leadership and turnover intention was insignificantly negative. On the other hand, Choi Sang Long (2012) stated that leadership style has a negative relationship with employees' turnover intention.

Besides the leadership style that makes employees want to leave is job satisfaction. Many employees feel dissatisfied with what they feel while working at the company, which triggers their intention to leave the company. This is in line with what Rongxin He's research (2020) states that job satisfaction influences turnover intention. according to Xuelin Chen (2023) also said that job satisfaction influences turnover intention. On the other hand, Maria Engström (2023), said that job satisfaction has no effect on turnover intention

Thus, leadership style and job satisfaction are the main factors that influence employees to leave and both together influence employees' intentions to leave. This is in line with research by Koesmono (2017) which states that transactional leadership and job satisfaction influence employee turnover intentions, while Hoi (2017) 2021) which states that leadership style and job satisfaction have been identified in this research as having a major influence on employee turnover intention.

In this study, researchers only took the 2 main variables that cause employees' interest in leaving, namely leadership style and employee satisfaction. Therefore, this research focuses more on these two variables. Based on the problems above, it is necessary to research to prove whether turnover intention in foreign investment companies is influenced by leadership style and job satisfaction. Meanwhile, the title taken is Analysis of Turnover Intention in PMA Companies in Bogor.

Goals And Thr Research Question

After knowing the problem in the research, namely turnover intention and the main causes of the research problem, namely leadership style and employee job satisfaction, it is necessary to formulate the research problem and research objectives. The aim is so that the problems that are the focus of the research can be formulated precisely, so that the direction to be addressed is clear.

The problem formulation is as follows.

- a. Does Leadership Style influence Turnover Intention?
- b. Does Job Satisfaction influence Turnover Intention?
- c. 3. Does Leadership Style influence Turnover Intention through job satisfaction?

Meanwhile, the research objectives are:

- a. To analyze the influence of Leadership Style on Turnover Intention.
- b. To analyze the negative effect of Job Satisfaction on Turnover Intention.
- c. To analyze the influence of Leadership Style on Turnover Intention. through Job Satisfaction

2. LITERATURE REVIEW AND HYPOTHESIS

Leadership style

Leadership style is the attitude of a leader in influencing his subordinates, so that they are willing to follow directions from their superiors. Leadership style according to Robin (2017) is the ability to influence a group to achieve company goals. Meanwhile, according to Luthans, the leadership style is: 1. Autocratic, a leader who gives his subordinates the opportunity to discuss. 2. Democratic, namely the leader does not give his subordinates the opportunity to discuss. Then, according to Qolquitt (2009), the leadership style is the use of authority and influence to direct subordinates to achieve company goals. Newstrom (2007) emphasized that "Leadership is the process of influencing and supporting others to work enthusiastically toward achieving objectives". Then Kreitner (2011) stated that leadership is

the process of influencing a group of people with the aim of creating their voluntary participation in an effort to achieve company goals.

Kouzes & Posner (2007) since 1983 conducted research on the best personal leadership and found 5 (five) experiences of the best personal leadership practices, where leaders practice leadership commitment by: 1). provide examples (model the way); 2). inspire values (inspire a shared vision); 3). testing the process (challenge the process); 4). enable others to act (enable others to act); 5). guard the heart (encourage the heart).

From the definitions above, it can be concluded that leadership is the process of influencing other people/groups by using their influence to achieve organizational goals

Employee job satisfaction

Employee job satisfaction is an employee's feeling about his or her feelings while working at the company. Colquitt (2019) says job satisfaction is the level of pleasant feelings obtained from evaluating one's work. Then, according to Robbins (2017), job satisfaction is a person's general attitude towards their work, the difference between the amount of income an employee receives and the amount they believe they receive. Meanwhile, according to Luthans (2011) job satisfaction is the result of employees' perceptions of how well the work they do. Thus, employee job satisfaction can be interpreted as a person's feelings at work which are shown in his attitude towards work.

Turnover intention

Turnover intention is an employee's interest or desire to move or leave the company. This means that someone has a desire or interest to leave their company and move to another company for various reasons

.In fact, employees leaving the company is a common thing. However, if the output exceeds the norm then this is a sign that the company does not understand the desires of employees. The result will certainly be detrimental to the company itself. Employees who leave will certainly have a negative impact on the organization or company concerned. For example, it can disrupt the production process and increase the burden of recruitment, selection and training costs, as well as company secrets being carried away by those who leave Robbins (2017) said Turnover Intention is a tendency where an employee has the possibility of leaving the company either voluntarily or involuntarily because the current company is less attractive or there are other job alternatives.

Meanwhile, Mobley (1982) said that Turnover Intention is the tendency or intention of employees to stop working from their jobs voluntarily from one workplace to another.

From the several definitions above, it can be concluded that the definition of turnover intention is the employee's intention or desire to leave or leave the company voluntarily or involuntarily.

Hypothesis Development

a. The influence of leadership style on turnover intention

Leadership style is a leader's attitude in influencing his subordinates. Because this attitude or leadership style will influence the employee's intention to move. This means that if a leader's style is less liked by employees, the employee's intention to move will be greater. Likewise, if the leader's attitude is liked by employees, the intention to turnover will decrease, this is in line with research conducted by Choi Sang Long (2012) which states that leadership style has a negative relationship with employees' turnover intention. Then Widodo (2023), who said that leadership style influences turnover intention

Hypothesis 1: leadership style influences turnover intention

b. The influence of job satisfaction on turnover intention

Job satisfaction is what an employee feels while he is working. This feeling can vary, whether happy or unhappy. If employees are happy at work then they will feel at home working and will not intend to leave the company. On the other hand, if the employee's feelings are not happy, the employee will intend to leave the company. This means that employee job satisfaction influences the intention to leave. This is in line with research by Rongxin He (2020) which states that job satisfaction influences turnover intention. Likewise, according to Xuelin Chen (2023), job satisfaction influences turnover intention

Hypothesis 2: Leadership style influences job satisfaction

c. The influence of leadership style on turnover intention through job satisfaction

Besides leadership style influencing employees' intention to leave, employee satisfaction will also influence employees' intention to leave, meaning that if the leadership style is not liked by employees and employee satisfaction is satisfied at work, the employee's intention to leave will decrease or vice versa. In this case, job satisfaction can also be an intervening variable. Like research conducted by Hoi (2021) which states that leadership style and job satisfaction have been identified in this research as having a major influence on employee turnover intention.

Hypothesis 3: Leadership style influences turnover intention through job satisfaction

Research Framework

Based on the background of the problem and theoretical review that has been previously put forward, the research framework is proposed as follows:

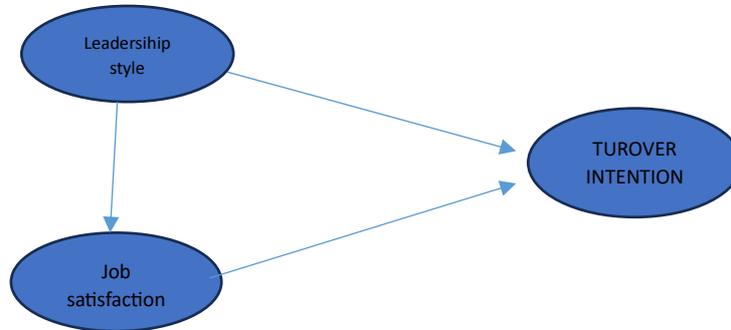


Figure 1. Research Framework
Source: processed by the author (2024)

3. RESEARCH DESIGN METHOD

The research method used is a quantitative research method. Research data was obtained from secondary data, namely reading from various books and journals that were relevant to the research. while primary data was obtained from the results of interviews and questionnaires obtained from leaders and employees as well as observations in the field. Probability sampling is a common tactic used by researchers in quantitative approaches. The population is all PT PMA employees in Bogor. To obtain data, questionnaires were distributed by distributing questionnaires to employees via Google Form and 100 respondents were returned. The computer application used is SmartPLS version 23

4. RESULT AND DISCUSSION

Respondent Profile Based on Gender

The profile of respondents based on gender can be seen in Table 6.2. Based on gender, there were 42 male respondents or 42%, while 58 female respondents or 58%, meaning that the majority of respondents were female, namely 58 people or 58% of the total respondents

Tabel 1. Respondent Profile Based on Gender

Jenis Kelamin	Jumlah	Presentase
Laki – laki	42	42
Perempuan	58	58
Jumlah	100	100 %

Source: Research Results, (2024) data processed

Statistic Results

Discriminant Validity

Table 2. Discriminant Validity Test

CROS LOADING	Leadership style	Job satisfaction	Turnover Intention
GP1	0,862	0,501	-0,343
GP10	0,841	0,553	-0,334
GP2	0,830	0,461	-0,341
GP3	0,832	0,482	-0,343
GP4	0,781	0,464	-0,257
GP5	0,841	0,433	-0,230
GP6	0,845	0,437	-0,250
GP7	0,850	0,440	-0,205
GP9	0,847	0,495	-0,395
KK1	0,512	0,840	-0,393
KK10	0,503	0,808	-0,306
KK2	0,366	0,830	-0,478
KK3	0,452	0,779	-0,397
KK4	0,342	0,794	-0,286
KK5	0,555	0,840	-0,461
KK6	0,347	0,757	-0,286
KK7	0,481	0,892	-0,437
KK8	0,546	0,826	-0,345
KK9	0,504	0,841	-0,300
TOI1	-0,235	-0,416	0,863
TOI2	-0,358	-0,390	0,842
TOI3	-0,279	-0,368	0,843
TOI4	-0,286	-0,319	0,829
TOI5	-0,359	-0,403	0,809

The discriminant validity test is to test and determine whether each variable is valid. The test is carried out by comparing the indicator correlation coefficient to the construction correlation coefficient to determine the cross loading value. From these data it can be seen that all cross loading data is declared valid because it is declared valid because it is ≥ 0.7

Reliability test

Tabel 3. Reliability test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Leadership style	0,947	0,950	0,955	0,701
Job satisfaction	0,946	0,952	0,954	0,675
Turnover Intention	0,894	0,897	0,922	0,702

In reliability testing, it is evaluating the stability and consistency of measurements, how well the measuring instrument used consistently measures the data being tested. The reliability test consists of Cronbach's alpha value and composite reliability

The measurement results seen in the table above for each variable show that composite reliability and Cronbach's alpha are greater than 0.7, which means the research model is reliable because it meets composite reliability and Cronbach's alpha.

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Table 4. Direct influence

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership style -> Job satisfaction	0,570	0,577	0,081	7,034	0,000
GAYA KEPEMIMPINAN -> Turnover Intention	-0,156	-0,163	0,139	1,121	0,263
Job satisfaction -> Turnover Intention	-0,367	-0,364	0,131	2,808	0,005

From the table above, it can be seen that statistics < t table or PValues < 0.05, namely t statistics 1.121 < 1981 t table or PValues 0.263 < 0.05, meaning that leadership style has no effect on turnover intention. Then leadership style influences job satisfaction because t statistics > t table or PValues < 0.05 where t statistics 7,034 < 1981 t table or PValues 0.000 < 0.05

Table 5. Indirect effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership style -> Job satisfaction -> Turnover Intention	-0,209	-0,210	0,082	2,557	0,011

From the table above, it can be seen that leadership style has an effect on turnover intention through acceptable job satisfaction because t statistics > t table or PValues < 0.05 where t statistics 2.557 < 1981 t table or PValues 0.01100 < 0.05

Table 6. Determination Coefficient Test/ R Square (R²)

	R Square	R Square Adjusted
Job satisfaction	0,325	0,318
Turnover Intention	0,224	0,208

Ghozali, (2015) said that the R-Square value consists of 0.75 = strong, 0.50 = moderate and 0.25 = reliable. This means that the R Square value of the variables is classified as reliable.

Bootstrapping

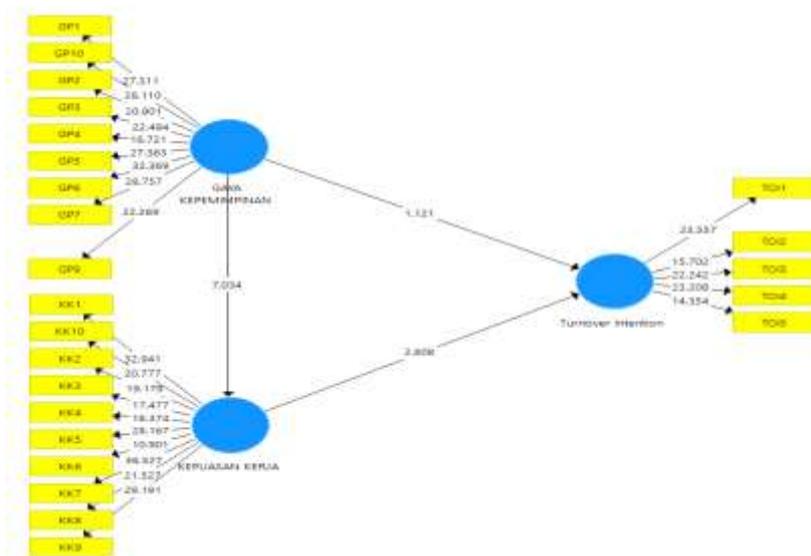


Figure 2. Bootstrapping Value
Source: processed by the author (2024)

Discussion

a. The influence of leadership style on turnover intention

The results of this research indicate that leadership style has no effect on turnover intention, thus hypothesis 1 which states that leadership style has a negative effect on turnover intention is rejected. This is in line with the results of this research in line with Kristiyanto (2021), who found that leadership style could not have a significant effect on turnover intention. Then Solehah (2019) said that Leadership Style had no significant effect on Turnover Intention. Furthermore, Shahram Zahee, (2019) supervisory leadership for safety and organizing attention with turnover intention were not significant. This means that the hypothesis results cannot be accepted and are supported by several journals which say that leadership style has no effect on turnover intention

b. The effect of job satisfaction on turnover intention

The results of this research show that Job Satisfaction has a positive and significant effect on Turnover Intention, thus hypothesis 2 which states that Job Satisfaction has a positive and significant effect on Turnover Intention can be accepted. These results are in line with research by Anwar Govand (2015) which states that there is a positive correlation between job satisfaction and turnover intention. However, Kurniawatya (2019) stated the opposite that job satisfaction has a negative and significant effect on turnover intention. Furthermore, Sara Dolnicar (2013) stated that there is a relationship between satisfaction and turnover intention. Meanwhile, Maria Engström (2023), said that job satisfaction has no effect on turnover intention. Next, Xuelin Chen (2023), Job satisfaction influences turnover intention and Rongxin He (2020) Job satisfaction influences turnover intention. This means that the research results compared with supporting journals and the results of field observations show that job satisfaction does influence turnover intention

c. The influence of leadership style on employee satisfaction

The results of this research show that leadership style influences Turnover Intention through job satisfaction, thus hypothesis 3 which states that leadership style influences Turnover Intention through job satisfaction can be accepted.

The results of this research are in line with the results of previous research where leadership style influences Turnover Intention through job satisfaction. This is in line with Athalia's (2020) research which states that Leadership and Job Satisfaction are related to Turnover Intention. Furthermore, Alicia (2017) also in her research, the results show negative which is not significant. Meanwhile, Hoi (2021) stated that leadership style and job satisfaction have been identified in this research as having a big influence on employee turnover intention. This means that job satisfaction mediates leadership style and turnover intention

5. CONCLUSION

- a. Leadership style has a negative and insignificant effect on turnover intention, meaning that leadership style does not directly influence turnover intention.
- b. Employee satisfaction has a negative and significant effect on turnover intention, meaning that if employee satisfaction increases, turnover intention will also decrease.

- c. Leadership style has a positive and significant effect on turnover intention through employee satisfaction, meaning that if leadership style improves, job satisfaction will increase, so turnover intention can be reduced.

Suggestions

Based on the research results, discussions and conclusions, researchers can provide suggestions or input to companies and further researchers, among other things

- a. The company continues to ensure that employees do not want to move to the company by paying attention to and improving the employee career promotion system which is more transparent and objective to all employees.
- b. The leadership style must use a leadership style that inspires and motivates employees so that employees feel satisfied at work and do not intend to leave the company

MANAGERIAL IMPLICATION

PMA Bogor must manage its employees well so that they do not intend to leave by improving their leadership style and increasing job satisfaction for employees from time to time.

LIMITATIONS AND FUTURE RESEARCH

This research only focuses on PMA in Bogor and cannot be applied to non-PMA companies. The variables used are leadership style and employee job satisfaction. It is recommended for future researchers to research organizational culture and workload on turnover intention and with a broad research object, for example PMA in West Java.

Declaration by Authors

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