

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP, DISCIPLINE AND JOB SATISFACTION ON TURNOVER INTENTION

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Abstract

Background: Turnover Intention is defined as an employee's intention to move or leave the organization either in the form of dismissal or resignation. The high turnover rate is an important problem in organizations because it has an impact on hampering company activities. In an effort to reduce the level of turnover intention, it is very important for companies to know what causes or increases turnover intention.

Purpose: This study aims to determine 1) the direct effect of transformational leadership, discipline and job satisfaction on turnover intention, 2) the indirect effect of transformational leadership on turnover intention through job satisfaction 3) the indirect effect of discipline on turnover intention through job satisfaction.

Methodology:

Research using descriptive and verification methods. The sampling technique was saturated sampling of 65 respondents. Data collection techniques through literature studies, interviews and distributing questionnaires. The measurement scale uses a Likert scale. Data testing uses validity, reliability, classical assumption tests. While the analysis method is carried out path analysis, regression coefficient, coefficient of determination and sobel test.

Result:

Transformational leadership and discipline have a direct positive effect on employee job satisfaction. Transformational leadership has no direct positive effect on employee turnover intention. Discipline has no direct positive effect on employee turnover intention. Job satisfaction has a direct positive effect on employee turnover intention. Transformational leadership has an indirect effect on turnover intention through job satisfaction. Discipline has an indirect effect on turnover intention through job satisfaction.

Keywords: transformational leadership, discipline, turnover intention, job satisfaction.

Absract

Human Resources (HR) is a very important aspect for organizational development because the success of a company or organization is largely determined by the activities of utilizing human resources. This needs to be done so that the output produced is maximum to support the company in achieving its goals. This research aims to determine the influence of transformational leadership, discipline, turnover intention and job satisfaction. Both simultaneously and partially. Questionnaires were distributed to 65 respondents. The results of the validity and reliability test show that all question items are declared valid and reliable. The results of multiple correlation analysis state that there is a very strong relationship between transformational leadership, discipline and turnover intention on employee job satisfaction. The results of the coefficient of determination of substructure equation 1 on job satisfaction can be explained as 65.6%. Meanwhile, substructure equation 2 on turnover intention is 52.40%. The results of the t test (partial) state that transformational leadership has a positive and significant effect on job satisfaction, discipline has a positive and significant effect on employee job satisfaction and turnover awareness has a positive and significant effect on employee job satisfaction at PT Cipta Dwi Busana.

Keywords: Transformational Leadership, Discipline, Turnover Intention, Job Satisfaction...

I. Introduction

Human resource management as planning, organizing, training and monitoring procurement, development, compensation, integrity, maintenance and termination of employment, in order to achieve the company's organizational goals in an integrated manner Sutrisno (2017: 5). Humans are an important resource in an organization as a driving and decision-making factor. Turnover Intention is one of the important factors in a company organization and can also be interpreted as an employee's intention to move from an organization or leave the organization, either in the form of dismissal or resignation. In an effort to reduce the level of turnover intention, it is very important for companies to know what causes or increases turnover intention.

Transformational leadership is a leadership perspective that explains how leaders change teams or organizations by creating, communicating, and modeling the vision of the organization or work unit and inspiring workers to strive to achieve that vision. Leaders who are able to change the organization or employees and inspire employees with their vision will make employees feel at home working and have no desire to move. So that transformational leadership has a negative effect on turnover intention. Abelha et al. (2018) that transformational leadership has a positive and significant effect on job satisfaction. This is because by strengthening the importance of transformational competence in the form of leadership in the organization, it will be able to hold leadership positions in an organization. The statement from Mathieu and Babiak (2015) which explains that there is a negative influence between transformational leadership and turnover intention where leaders who apply a transformational leadership style in a company or organization can reduce employees' desire to leave the company or organization where they work. Lavenant

(2010) states that educating supervisors about the rules can give them the right balance between authority and acceptance.

Another factor causing turnover is discipline. Work discipline is an attitude of obedience to the rules and norms that apply in a company in order to increase employee determination in achieving company or organizational goals. Low work discipline because employees ignore the rules and norms that apply in the company. Employees who often ignore company rules usually feel non-committed to the company and eventually tend to want to find another place that is more comfortable according to them. The statement from Mathieu and Babiak (2015) which explains that there is a negative influence between transformational leadership and turnover intention where leaders who apply a transformational leadership style in a company or organization can reduce employees' desire to leave the company or organization where they work. Lavenant (2010) states that educating supervisors about the rules can give them the right balance between authority and acceptance.

Factors that cause turnover intention include compensation, work environment, comfort at work, workload and job satisfaction (Hasibuan, 2019). Job satisfaction is a positive attitude of workers including their feelings and behavior towards their work through an assessment of one's job as a sense of appreciation for achieving one of the important values of work. Employees who have high job satisfaction will tend to do their job well because they feel happy in doing their job, causing no intention to move. Job satisfaction is related to employee turnover intention. If employees are satisfied with their jobs, employee turnover intention will decrease (Lestari, 2018). Ramlawati et al. (2021) there is a positive relationship between job satisfaction and turnover intention which means that a high level of job satisfaction can have an impact on increasing turnover intention in employees.

One of the problems at PT Cipta Dwi Busana is in the warehouse division due to a less conducive atmosphere. Turnover intention occurs due to dissatisfaction with the work achieved by employees. A low level of satisfaction also increases turnover intention or employee turnover in the company. According to Kartono (2017), indications of turnover intention include increased absenteeism, starting to be lazy at work, violating work rules, protesting against superiors. employee turnover data. Based on data on the employee turnover rate of PT Cipta Dwi Busana in 2022, the average is 5.9%. When referring to research according to Maier in Pristianti (2015) which suggests that the turnover rate is said to be high if it reaches 5%. The high rate of employee turnover in February was 11.3%, July 8.5% and September 17.8% In September there was a very high turnover causing many employees to choose to leave the job and choose to work elsewhere.

The high turnover intention is thought to be due to transformational leadership factors. Regarding transformational leadership, employees state that the leaders in the company are still somewhat less than optimal, especially in vision, communication, and personal awareness. If employees feel distrustful of leadership in a company, employees will have a lazy nature to work, which has an impact on the low work discipline of employees. This is shown by throughout 2022 the employees of PT Cipta Dwi Busana in the warehouse section by 8.6%, indicating that there are still employees who are fluctuating late every month during the 2022 period. This is evidenced by the tardiness of employees who exceed the attendance tolerance limit of 7.25 WIB with an average of 5 employees during 2022. Employees work for 22 days a month and 8 hours every day, namely Monday to Friday. Regarding job satisfaction, it states that employee satisfaction in the company is still relatively low, especially in work, wages, promotions, supervisors, and coworkers. Based on the description above, the authors are interested in conducting research to determine the

influence between transformational leadership, work discipline and job satisfaction that causes Turnover Intention.

Research Methods

The research objects in this study are transformational leadership, discipline, job satisfaction and turnover intention. The number of population members in this study was 65 employees. According to Arikunto (2016: 104) if the population is less than 100 people, then the sample size is taken as a whole, but if the population is greater than 100 people, then 10-15% or 20-25% of the population can be taken. sampling is all employees of PT Cipta Dwi Busana as many as 65 employees. This is based on the use of saturated sampling techniques where the population in this study was 65 people. The research uses descriptive and verification methods and uses non probability sampling methods, while the sampling technique used is saturated sampling, which is a sample collection technique when population members are used as sample members. And using primary data obtained through distributing questionnaires. The measurement scale in this study is a Likert scale, with data testing using validity, reliability, classical assumption tests, namely normality test, multicollinearity test, and heteroscedasticity test. After testing the instrument, path analysis, path coefficient, and coefficient of determination are then carried out. Then simultaneous hypothesis testing (t test) and sobel test are carried out.

III. RESULTS AND DISCUSSION

Instrument Testing and Classical Assumption Test

The validity test is carried out with the aim of measuring statements or questions in the questionnaire. The validity of a data is declared fulfilled if the statement or question can reveal something. Based on instrument testing on sixty-five (65) warehouse employees, it shows that the validity test related to transformational leadership, discipline, turnover intention and job satisfaction is said to be valid, so it can be continued to reliability testing. Reliability test is the degree of consistency and stability of data or findings. The reliability test is carried out to find out how consistent the measurements are when the same symptoms are measured more than once on the same instrument, Sugiyono (2018). Based on testing the research instrument, it can be said that the results obtained if all items are reliable because they have *Cronbach Alpha* > 0.6. The classical assumption test on the regression model that has been set using the SPSS version 25.0 program includes: normality test, multicollinearity test, and heteroscedasticity test. The results of the normality test using Kolmogorov-Smirnov resulted in an Asymp.Sig value. (2 tailed) is 0.200 and the value is greater than the significant value of 0.05 (residual variables are normally distributed or pass the test). Therefore, based on the first criterion, the data is normally distributed. The multicollinearity test results show that the VIF value < 10 and Tolerance > 0.1 means that there is no multicollinearity problem in this study. The results of the heteroscedasticity test show that the scatter diagram does not form a pattern for estimating the quality relationship between variables that have been previously determined based on theory.

RESULTS

a) Direct Effect

a. The substructure-1 equation model obtained the results of $PY\epsilon Y = 0.402X_1 + 0.472X_2 + 0.344$

The transformational leadership regression coefficient is positive, meaning that the transformational leadership variable has a direct effect on job satisfaction. The discipline regression coefficient is positive, meaning that the discipline variable has a direct effect on job satisfaction.

The R Square value is 0.656, indicating that the contribution of the influence of transformation leadership variables and discipline on job satisfaction is 65.6% and 34.5% is the contribution of other variables not examined such as the nature of monotonous work or not (Hasibuan, 2019).

b. The substructure-2 equation model is $Z = -0.092X_1 - 0.198X_2 + 0.560Y + 0.368$

The transformational leadership regression coefficient is negative, meaning that transformational leadership has a negative effect on turnover intention. The regression coefficient of discipline is negative, meaning that the discipline variable has a negative effect on job satisfaction. The regression coefficient of job satisfaction is positive, meaning that the job satisfaction variable has a direct effect on turnover intention.

The determination value is 0.524. This shows that the percentage contribution of the influence of transformational leadership and discipline on turnover intention is 52.40% while the remaining 47.60% is influenced by other variables not included in this study such as organizational culture, compensation, and organizational commitment (Faradila & Suryaman, 2021).

b) Indirect Effect and Total Effect

The direct effect of transformational leadership on job satisfaction is 40.20%, the direct effect of discipline on job satisfaction is 47.20%, the direct effect of transformational leadership on turnover intention is 9.20%, the direct effect of discipline on turnover intention is 19.80% and the direct effect of job satisfaction on turnover intention is 56%. The indirect effect of transformational leadership on turnover intention through job satisfaction is 22.50%, the indirect effect of discipline on turnover intention through job satisfaction is 26.40%. The total effect is obtained from the sum of direct and indirect effects, namely the total effect of transformational leadership on turnover intention through job satisfaction of 32.70% and the total effect of discipline on turnover intention through job satisfaction of 46.20%.

DISCUSSION

The effect of transformational leadership on employee job satisfaction

Transformational leadership variable, tcount of 0.743 and ttable value for $\alpha = 0.05$ with a degree of freedom value of $65-2-1 = 62$ of 1.669 means $t_{count} > t_{table}$ ($3.761 > 1.669$). So that H_{a1} is accepted and H_0 is rejected, meaning that transformational leadership directly has a positive and significant effect on job satisfaction. This is in line with research conducted by Abelha et al (2018) which states that transformational leadership has a positive and significant effect on job satisfaction. This means that the higher the level of transformational leadership, the higher the level of employee job satisfaction.

The Effect of Discipline on Employee Job Satisfaction

Based on the test results discipline variable tcount of 4.413 and the t_{table} value for $\alpha = 0.05$ with a degree of freedom value of $65-2-1 = 62$ of 1.669 means $t_{count} > t_{table}$ ($4.413 > 1.669$). So that H_{a2} is

accepted and H_{02} is rejected, meaning that discipline directly has a positive and significant effect on job satisfaction. This is in line with research conducted by (Lavenant, 2010) which states that discipline has a positive and significant effect on job satisfaction. This means that the higher the level of discipline, the higher the level of employee job satisfaction.

The influence of transformational leadership on turnover intention

Transformational leadership variable t_{count} of 3.761 and the value of t_{tabel} for $\alpha = 0.05$ with the value of degrees of freedom $65-2-1 = 62$ of 1.669 means $t_{count} < t_{tabel}$ ($0.743 < 1.669$). So that H_{a3} is rejected and H_{03} is accepted, meaning that transformational leadership directly has no positive and significant effect on turnover intention. This is in line with research conducted by Dewi (2015) that transformational leadership has no positive influence on turnover intention, but in contrast to research conducted by Arifiani et al (2016) which states that transformational leadership has a positive and significant effect on turnover intention, this shows the findings of differences in research results or gap reseaech. This difference in results can be due to differences in respondent characteristics and the number of respondents used.

The effect of discipline on Turnover intention

The discipline variable obtained a t_{count} of 1.549 and the value of t_{tabel} for $\alpha = 0.05$ with a value of $65-2-1 = 62$ degrees of freedom of 1.669 means $t_{count} < t_{tabel}$ ($1.549 < 1.669$). So that H_{a4} is rejected and H_{04} is accepted, meaning that discipline directly has no positive and significant effect on turnover intention. This is in line with research conducted by Sulistia (2019) which states that discipline has no relationship with turnover intention, but in contrast to research conducted by Saluy and Kemalasari (2016) which states that discipline has a positive and significant effect on turnover intention, this shows the findings of differences in research results or gap reseaech. The difference in these results can be due to differences in the characteristics of the respondents and the number of respondents used. In previous studies, fewer respondents were used than in this study which used only 65 respondents.

The effect of job satisfaction on turnover intention

The job satisfaction variable obtained a t_{count} of 4.234 and the t_{table} value for $\alpha = 0.05$ with a degree of freedom value of $65-2-1 = 62$ of 1.669 means $t_{count} > t_{table}$ ($4.234 > 1.669$). So H_{a5} is accepted and H_{05} is rejected, meaning that job satisfaction directly has a positive and significant effect on turnover intention. This is in line with research conducted by Sutrisno (2016) which states that job satisfaction has a significant positive effect on turnover intention. This means that the higher the level of job satisfaction, the higher the level of employee turnover intention.

Sobel Test Results

The results of the calculation of the statistical value of the sobel test above obtained a Z_{hitung} value of 3.05. The value of $Z_{hitung} > Z_{tabel}$ ($3.05 < 1.96$), then these results prove that there is an indirect effect of transformational leadership on turnover intention through job satisfaction.

The results of the calculation of the statistical value of the sobel test above obtained a Z_{hitung} value of 2.80. The value of $Z_{hitung} > Z_{tabel}$ ($2.80 > 1.96$), then these results prove that there is an indirect effect of discipline on turnover intention through job satisfaction .

Recapitulation of Hypothesis Test Results

No.	Hypothesis	Statistical Test	Decision	Conclusion
1	There is a positive direct effect of transformational leadership on employee job satisfaction	3,761 > 1,669	Ha accepted	Positive and significant effect
2	There is a positive direct effect Discipline to Employee Job Satisfaction	4,413 > 1,669	Ha accepted	Positive and significant effect
3	There is a direct influence of transformational leadership on turnover intention.	0,743 < 1,669	Ho accepted	There is no positive and significant effect
4	There is a direct positive effect of discipline on turnover intention.	1,549 < 1,669	Ha accepted	There is no positive and insignificant direct effect
5	There is a direct positive effect of job satisfaction on turnover intention.	4,234 > 1,669	Ha accepted	Positive and significant effect
6	There is an indirect effect of transformational leadership on turnover intention through job satisfaction.	3,05 < 1,96	Ha accepted	There is an indirect effect of transformational leadership on turnover intention through job satisfaction.
7	There is an indirect effect of discipline on turnover intention through job satisfaction.	2,80 > 1,96	Ha accepted	There is an indirect effect of discipline on turnover intention through job satisfaction.

IV. CONCLUSION AND NOVELTY

Employee responses to transformational leadership variables are good, this shows that leaders have built a strategic vision to build employee performance. Employee responses to discipline variables are good. The indicator with the highest score is responsibility, this shows that employees have carried out their responsibilities in work and employee work.

Employee responses to turnover intention are high. The highest indicator is looking for alternative jobs, this shows that employees have started looking for other jobs that feel better. Employee responses to job satisfaction variables are high. The indicator with the highest value is promotion, this shows that the employee's career path is guaranteed.

Transformational leadership has a direct positive effect on employee job satisfaction. Discipline has a direct positive effect on employee job satisfaction, Transformational leadership has no direct effect on employee turnover intention. Discipline has no direct effect on employee turnover intention. Job satisfaction has a direct effect on employee turnover intention. Transformational leadership has an indirect effect on turnover intention through job satisfaction as an intervening variable. Discipline has an indirect effect on turnover intention through job satisfaction as an intervening variable.

As a research suggestion, the company through the leadership process is consistent in carrying out the vision. The company should be sensitive to the vulnerability of employees, especially in the rudeness of work, the company can also make a questionnaire or questionnaire given to employees which can be used as suggestions and input so that employees are more aware of working shown to each employee. The company provides adequate facilities and appropriate salaries to employees so that employees feel comfortable and can work well in the company,

providing a safe and comfortable work environment while working. Improve good relations with employees in order to increase employee enthusiasm at work.

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