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

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Abstract: This study aims to analyze the transformational leadership style, workload and job satisfaction that effect employee turnover intention. The population of this study is employees at PT Dhanistha Surya Nusantara located in DKI Jakarta, with a sample of 117 workers whose determination is based on the use of the slovin formula. The data analysis method used the SPSS (Statistical Package for the Social Sciences) application. The result of the study is that transformational leadership has a significant negative impact on employee turnover intention. Workload has a significant positive effect on employee turnover intention. Job satisfaction has a significant negative effect on employee turnover intention, and transformational leadership, workload and job satisfaction have a simultaneous and significant effect on employee turnover intention.

Keywords: Transformational Leadership Style, Workload, Job Satisfaction, Turnover Intention

INTRODUCTION

At PT Dhanista Surya Nusantara the turnover rate for head office employees is quite high. PT Dhanistha Surya Nusantara is a group of palm oil companies that was established in July 2016 in West Jakarta. PT Dhanistha Surya Nusantara consists of 11 companies with distribution in several regions in Indonesia, namely South Sumatra, North Kalimantan, Central Kalimantan, East Kalimantan and West Kalimantan.

Since the establishment of PT Dhanistha Surya Nusantara in July 2016, starting from February 2017 there have been several employees who have resigned and until now almost every month there are always head office employees who resign from the company, this is the main concern of the company. Although it is not the only indicator in the success of human

resource management, moreover the turnover rate is influenced by several factors, internal or external to the company, but this remains a challenge for the company.

Based on company data, it can be seen that the number of employees who resigned from PT Dhanistha Surya Nusantara from 2018 to the end of 2020 was 130 people, almost every month at PT Dhanistha Surya Nusantara there were always employees who resigned for various reasons and by using the percentage of employees resigning at PT Dhanistha Surya Nusantara, namely in 2018 to 2019, the employee turnover rate continued to increase from 35% to 40% then decreased in 2020 to 21%. The highest turnover rate at PT Dhanistha Surya Nusantara was in 2019 where at the beginning of the year the number of employees was 135 people, then at the end of the year the number of employees was 154 people and the number of employees who left was 58 people. The lowest turnover rate was in 2020 at 21%. The number of employees at the beginning of 2020 was 154 people, the number of employees at the end of the year was 160 people and 33 people left.

The results of an interview with one of the employees of PT Dhanistha Surya Nusantara, the HR manager, said that the number of employees resigning at this company is indeed very high, the limit for a good turnover rate for PT Dhanistha Surya Nusantara should not exceed the maximum limit of 5% per year. Based on the turnover rate described above, a study is needed to identify the causes of the high turnover rate at the head office at PT Dhanistha Surya Nusantara.

In connection with what has been previously stated, there are many factors that affect turnover, both internal and external to the company, various reasons for resigning employees in 2020 obtained from the company, namely changing jobs, high workload, personal and family reasons, layoffs, entrepreneurship, returned to the area of origin, ran away, was sick and did not want to be transferred. In connection with several reasons why employees resigned in 2020, the authors conducted a pre-survey of employees at PT Dhanistha Surya Nusantara to analyze each of the factors that caused employees to want to leave the company. Based on the results of the pre survey, 39.6% (19 employees) did not want to leave the company, but 60.4% (29 employees) had a desire or plan to leave the company. The results of the pre-survey also show that there are more employees who plan or have a desire to change jobs than employees who still want to stay at PT Dhanistha Surya Nusantara or do not think about moving to another company.

This becomes a problem in the company if many employees have the intention to move and it should be a special concern for the company to be able to find out the cause. Then in order to find every factor that causes employees to have a desire or plan to leave the company, the researchers conducted direct interviews with 29 employees who wished or planned to move

to another company and the results obtained from interviews were from 60.4% (29 employees) who have the intention to leave, there are several factors that employees want to leave the company, including: Transformational Leadership as much as 31%, Workload 21% and Job Satisfaction 21%, then researchers will conduct a pre-survey to explore more information about Transformational Leadership, Workload and Job Satisfaction.

LITERATURE REVIEW

Turnover Intention

Based on the English-Indonesian dictionary, turnover is defined as a change. Employee turnover in an organization is an important phenomenon or problem. The occurrence of employee turnover can sometimes have a positive impact, but in general it can also have an unfavorable impact or can be said to be negative in terms of costs, time, and lost opportunities in order to maximize existing opportunities.

Turnover intention, which means the desire to change jobs, is a form of individual tendency to leave or switch organizations on the basis of various reasons, but one of them that often occurs is to be able to get a better job. When an employee feels a high sense of satisfaction in an organization, the employee will also have a high level of involvement as an employee and thus the turnover rate will be reduced (Scanlan & Still, 2019).

When employees join an organization, an organization will relate to that person's thoughts or ideas (Kang and Sung, 2017). If the organization and employees do not reach comfort, it will eventually cause employees to leave the organization. From the definitions above, the conclusion regarding turnover intention that can be drawn is that turnover intention is a change of employees in a company or organization caused by employees who wish to move from their jobs. This is due to meet the needs that are not obtained from the current place of work and get a better one from the current place.

Transformational Leadership

It was explained that transformational leadership is a form of leadership with an explanatory perspective that the leader has a way to form and change a team or organization through a model of creation, discussion, and compiling an inspiring work vision for his employees, so that the intended vision can be realized. Transformational leaders are leaders who can inspire their followers or team members to be better at putting aside personal interests for the benefit of the organization and leaders who can have a great influence on their members or followers (Robbins and Judge, 2008).

Transformational leadership is a leadership style in which followers can feel trust, admiration, loyalty and respect for the leader, so that support arises from within them to do things

that are greater than the company's expectations of them (Bass and Avolio, 2017). The way a leader motivates and changes his followers is to make his followers more aware of the importance of the results than the work being done, provide understanding to employees by inviting them to think more about prioritizing the interests of the organization or team over their personal interests and giving more attention of their needs.

Transformational leadership can be described as the most appropriate leadership to lead an organization efficiently, and in their research, academics claim that leaders with transformational leadership are the most decisive, powerful, and valuable for an organization (Kamal, 2017). Transformational leadership tends to show individual success, high expectations, and recognition, as well as preferred attitudes and behaviors and in it there are important aspects, namely the existence of communication and effectiveness in decision making.

Based on the previous explanations, the conclusion that can be drawn is that transformational leadership is a charismatic leader who plays a full and strategic role in directing the organization to achieve its goals. The leader with transformational leadership style is asked to be capable of aligning the vision of the future to its members, and also increasing the needs of team members and being able to create new ideas or ideas.

Workload

Workload is a form of too much work in the allotted time or taking on a fairly difficult job with less time for employees (Schultz, 2017). Workload can be developed in two rating scales, namely the first internal factors which include motivation, desire, perception, and satisfaction. Second, external factors which include each task that is done, the length of time working, the complexity of the work, and time off.

Then it is also explained that workload is a number of jobs or activities that an organization or unit within it must systematically complete through the use of technical job analysis and workload analysis, or other management techniques with a predetermined time span in order to obtain information regarding effectiveness and work efficiency of an organizational unit (Siswanto, 2017).

That's from the explanation, the conclusion that can be drawn is that the workload is a situation that workers must face with conditions where employees must carry out work according to a previously determined time.

Job Satisfaction

Every individual or worker must have hope to get satisfaction from their place of work or company (Hamali, 2018). Job satisfaction can have an impact on productivity that leaders or companies really expect. Therefore, leaders are required to be able to understand everything that can bring job satisfaction to employees in their company. As for job satisfaction, it can be illustrated as both positive and negative attitudes carried out by a worker on his job (Greenberg and Baron, 2017). It can be concluded that job satisfaction is essentially a level of feeling from a person or worker through a positive assessment of the job and its work environment.

Conceptual Framework

The framework shows the relationship of the independent variables, in terms of Transformational Leadership (X1), Workload (X2), Job Satisfaction (X3) on the dependent variable, namely Turnover Intention (Y). Can be described, including:
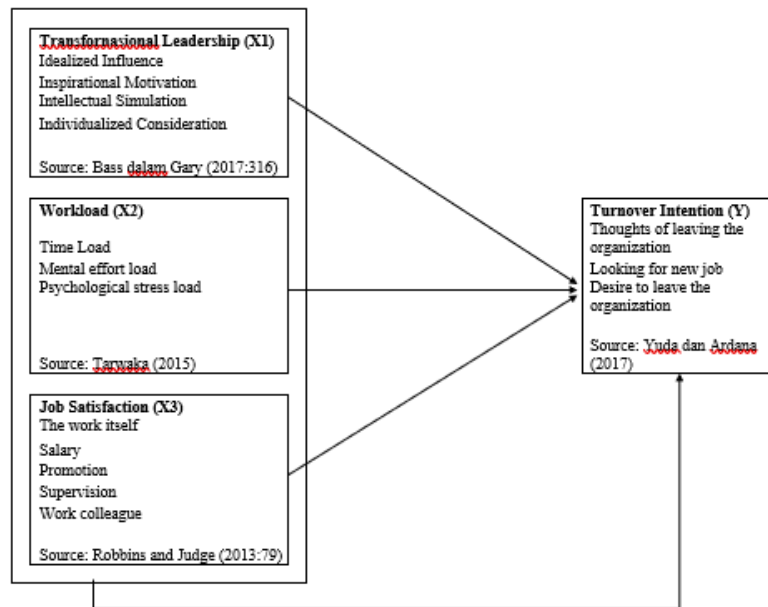

Figure 1 Conceptual Framework

Hypothesis:

H1: Transformational leadership negatively effects turnover intention

H2: Workload has a positive effect on turnover intention.

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

H4: Transformational leadership, workload, and job satisfaction simultaneously effect turnover intention.

RESEARCH METHODS

This study uses a type of causality research to determine the size of the independent variables: transformational leadership style; workload; and job satisfaction that affects the

dependent variable on turnover intention at PT Dhanistha Surya Nusantara and using multiple regression analysis and assisted by SPSS (Statistical Package for the Social Sciences) Version 26. The population in this study is employees of PT. Dhanistha Surya Nusantara as many as 165 people consisting of 15 divisions. From a population of 165 people, the minimum number of samples is based on the Slovin formula with a margin of error of 5% with the formula:

$$n = \frac{N}{1 + Ne^2}$$

Description:

n = sample size

N = population size

e = error tolerance limit (error tolerance)

The number of samples is 117 respondents.

FINDINGS AND DISCUSSION

Validity Test

This study found the results of validity testing based on research instruments (questionnaires) through each statement in it concluded that the calculated r value > 0.1816, meaning that the entire instrument was declared valid and could be considered through the following description:

Table 1 Validity Test Results

Variable	Items	r count	r table	Description
	X1.1	0.913	0.1816	Valid
	X1.2	0.902	0.1816	Valid
	X1.3	0.909	0.1816	Valid
	X1.4	0.927	0.1816	Valid
Transformational Leadership (X1)	X1.5	0.948	0.1816	Valid
	X1.6	0.938	0.1816	Valid
	X1.7	0.598	0.1816	Valid
	X1.8	0.875	0.1816	Valid
	X1.9	0.920	0.1816	Valid
	X2.1	0.842	0.1816	Valid
	X2.2	0.838	0.1816	Valid
Workload (X2)	X2.3	0.511	0.1816	Valid
	X2.4	0.817	0.1816	Valid
	X3.1	0.294	0.1816	Valid
Job Satisfaction (X3)	X3.2	0.823	0.1816	Valid
	X3.3	0.798	0.1816	Valid

	X3.4	0.836	0.1816	Valid
	X3.5	0.475	0.1816	Valid
	X3.6	0.714	0.1816	Valid
	X3.7	0.791	0.1816	Valid
	X3.8	0.497	0.1816	Valid
	X3.9	0.570	0.1816	Valid
	X3.10	0.759	0.1816	Valid
	X3.11	0.812	0.1816	Valid
	X3.12	0.795	0.1816	Valid
	Y1	0.893	0.1816	Valid
	Y2	0.933	0.1816	Valid
Turnover intention (Y)	Y3	0.879	0.1816	Valid
	Y4	0.910	0.1816	Valid
	Y5	0.794	0.1816	Valid
	Y6	0.807	0.1816	Valid

Source: SPSS data processed by the author, 2021

Reliability Test

This study found the results of the reliability test which showed that the overall measurement concept of each questionnaire variable in this study was reliable because all variables had Cronbach's Alpha coefficient above r Critical, namely > 0.60.

Table 2 Reliability Test Results

Variable	*Cronbach's Alpha*	r Critical	Description
Transformational Leadership (X1)	0.964	0.60	Reliable
Workload (X2)	0.832	0.60	Reliable
Job Satisfaction (X3)	0.898	0.60	Reliable
Turnover intention (Y)	0.934	0.60	Reliable

Source: SPSS data processed by the author, 2021

Multiple Linear Regression Analysis

From the results of data processing using SPSS, the results of multiple linear regression analysis are obtained, namely the regression equation is:

$$Y = 30,194 - 0,418X_1 + 0,144X_2 - 0,283X_3$$

Based on the multiple linear regression mathematical equation, the conclusion that can be drawn is that the value of the constant turnover intention at PT Dhanistha Surya Nusantara is 30,194 without the influence of transformational leadership, workload, and job satisfaction at PT

Dhanistha Surya Nusantara, Transformational Leadership variable (X1) with negative regression coefficient, meaning that when the Transformational Leadership variable (X1) decreases, turnover intention at PT Dhanistha Surya Nusantara will decrease by a number of regression coefficient values, namely -0.418, Workload Variable (X2) has a positive regression coefficient, if when the workload variable (X2) increases , turnover intention at PT Dhanistha Surya Nusantara will also increase by a number of regression coefficient values, namely 0.144, and the Job Satisfaction Variable (X3) with a negative regression coefficient,This means that when the Job Satisfaction variable (X3) decreases, turnover intention at PT Dhanistha Surya Nusantara will also decrease by the value of the regression coefficient, which is -0.283.

Table 3 Results of Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	30,194	3,353	
	Transformational Leadership (X1)	-0.245	0.079	-0.418
	Workload (X2)	0.342	0.17	0.144
	Job Satisfaction (X3)	-0.185	0.083	-0.283

Source: SPSS data processed by the author 2021

Classic Assumption Test
Normality Test

In this study, the normality test can be observed based on the histogram graph presented below and the conclusion that can be drawn is that the histogram graph gives a normal distribution pattern.
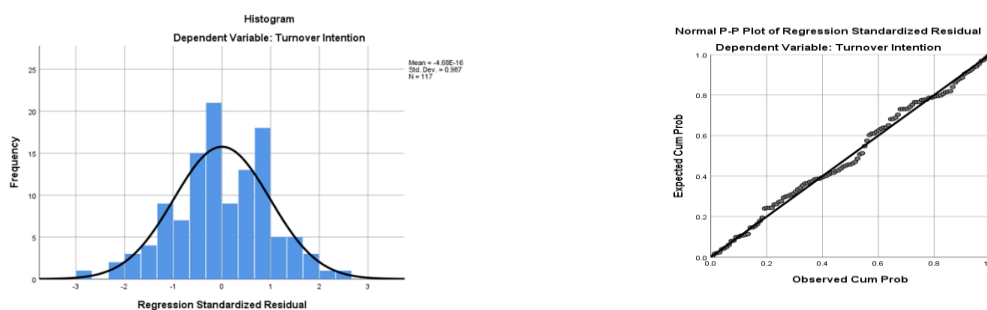

Figure 2 Histogram Graph of Normality Test Results

Multicollinearity Test

The results of the multicollinearity test show that all independent variables have a tolerance value > 0.10 and a VIF value < 10, so it can be concluded that the study does not experience multicollinearity.

Table 4 Multicollinearity Test Results

Variable	Collinearity Statistics	
	Tolerance	VIF
Transformational leadership	0.205	4,879
Workload	0.729	1.372
Job satisfaction	0.229	4,370

Source: SPSS data processed by the author, 2021

Heteroscedasticity Test

From the following figure, it can be concluded that there is no heteroscedasticity problem in the regression model, meaning that the regression model can be said to be suitable as a predictive tool.
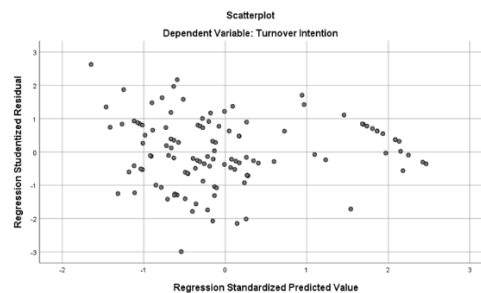

Figure 3 Graph of Heteroscedasticity Test Results

Model Accuracy Analysis
F Statistic Test (Simultaneous)

Based on the results of the F test calculation, it was found that the calculated f was 51.968, then compared with the f table of 2.68 with the formula f table being df1 = k-1 and df2 = nk (n is the number of samples while k is the number of independent and dependent variables) . Through a comparison of f arithmetic and f table, it is obtained that f arithmetic (51.968) > f table (2.68) has a significance value of 0.000, below the 0.05 significance level, meaning that the probability value is smaller than 0.05 and the model is accepted. On that basis, the conclusion makes it clear that transformational leadership, workload, and job satisfaction simultaneously have a positive and significant impact on turnover intention at PT Dhanistha Surya Nusantara.

Table 5 F Statistics Test Results (Simultaneous)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2246,673	3	748,891	51,968	.000b
Residual	1628,404	113	14,411		
Total	3875,077	116			

Coefficient of Determination (R2)

From the following table, it appears that the coefficient of determination (R2) shows an Adjusted R Square of 0.569 or 56.9%, meaning that the turnover intention variable can be explained by transformational leadership variables, workload and job satisfaction, the remaining 0.431 or 43.1% is explained by other variables in the following table. outside of this study.

Table 6. Coefficient of Determination Test Results (R2)

Model	R	R Squere	Adjusted R Square	Std. Error of the Estimate
1	.761a	.580	.569	.637

Source: SPSS data processed by the author, 2021

Hypothesis Test (T Test)

Decision making can be done by looking at the results of hypothesis testing: t count > t table and can be done by looking at probabilities. The following are the results of data processing using the SPSS 26 program and explain if the variables that most influence turnover intention at PT Dhanistha Surya Nusantara are:

Table 7 T-Test Results (Partial)

Model		t	Sig.
1	(Constant)	9,004	0.000
	Transformational Leadership (X1)	-3.101	0.002
	Workload (X2)	2.014	0.046
	Job Satisfaction (X3)	-2,220	0.028

Source: SPSS data processed by the author, 2021

H1: Transformational leadership has a significant negative effect on turnover intention at PT Dhanistha Surya Nusantara.

Based on the calculation results, the t-count for X1 is -3.101 which is greater than the t-table of -1.98118 and has a significance level of 0.002, which is smaller than the 0.05 level of significance. There is a negative and significant relationship between transformational leadership style and turnover intention (Mela Sandra et al., 2019).

H2: Workload has a positive and significant impact on turnover intention at PT Dhanistha Surya Nusantara

Based on the calculation results, the t-count for X2 is 2.014 which is larger than the t-table -1.98118 and has a significance level of 0.046, which is smaller than the 0.05 level of

significance. Workload has a negative and significant impact on employee turnover intention (Ni Luh Tesi Riani et al., 2017).

H3: Job satisfaction has a negative and significant impact on turnover intention at PT Dhanistha Surya Nusantara

Based on the calculation results, it is obtained that the t-count for X3 is -2.220 larger than the t-table -1.98118 and has a significance level of 0.028, which is smaller than the 0.05 level of significance. Job satisfaction has a negative and significant impact on turnover intention (Muhammad Irfan Nasution, 2017).

Inter-Dimensional Correlation Analysis

Based on the correlation test between dimensions, an explanation of the correlation matrix between dimensions is obtained, namely the transformational leadership variable on turnover intention, the highest dimension correlation is inspirational motivation on the mind to leave the organization, which is -0.699, on the workload variable on turnover intention, the correlation dimension is the highest is the psychological stress load on the mind to leave the organization, which is 0.557, and on the job satisfaction variable for turnover intention, the highest dimension correlation is salary to the thought of leaving the organization, which is -0.663.

Table 8 Inter-Dimensional Correlation Matrix

Variable	Dimension	Turnover intention		
		Y.1	**Y.2**	**Y.3**
Transformational Leadership (X1)	X1.1	-0.678	-0.681	-0.471
	X1.2	**-0.699**	-0.672	-0.456
	X1.3	-0.562	-0.558	-0.415
	X1.4	-0.674	-0.653	-0.464
Workload (X2)	X2.1	0.554	0.543	0.357
	X2.2	0.339	0.245	0.251
	X2.3	**0.557**	0.539	0.346
Job Satisfaction (X3)	X3.1	-0.491	-0.527	-0.342
	X3.2	**-0.663**	-0.639	-0.499
	X3.3	-0.594	-0.552	-0.397
	X3.4	-0.260	-0.320	-0.153
	X3.5	-0.578	-0.575	-0.372

Source: SPSS data processed by the author, 2021

CONCLUSION

That transformational leadership has a negative and significant impact on turnover intention at PT Dhanistha Surya Nusantara, meaning that high transformational leadership will make turnover intention at PT Dhanistha Surya Nusantara low, but vice versa if transformational leadership is not aligned, it has the potential to affect an increase in turnover intention at PT. Dhanistha Surya Nusantara. That the workload has a positive and significant impact on turnover intention at PT Dhanistha Surya Nusantara, meaning that the high workload will make turnover intention at PT Dhanistha Surya Nusantara high and vice versa if the workload is lower, the turnover intention rate will decrease at PT Dhanistha Surya Nusantara. That job satisfaction has a negative and significant impact on turnover intention at PT Dhanistha Surya Nusantara, so that the higher the level of job satisfaction, it means that turnover intention at PT Dhanistha Surya Nusantara is getting lower, and vice versa, if the job satisfaction is lower, it means turnover intention at PT Dhanistha Surya Nusantara the archipelago will increase. Transformational leadership, workload and job satisfaction simultaneously and significantly affect turnover intention at PT Dhanistha Surya Nusantara.

Based on the condition of this leadership style, the author can suggest that leaders pay more attention to subordinates, especially related to work results, if the work of subordinates is considered good or an employee gets an achievement in a job then it is better to give an award in the form of a small gift or in the form of an announcement of achievement. achieved to other team members in order to create a sense of pride in employees so that they are even more motivated to provide better performance and can further improve the achievements that have been achieved previously.

In this workload condition, the authors suggest that companies pay more attention to the condition of their employees, if at the time of providing additional work outside of working hours which results in employees having to work overtime, an initiative from the leader is needed here to provide something for example dinner to employees to stay comfortable and not feel uncomfortable. burdened with the additional work because there is no additional benefit in terms of overtime from the company.

For job satisfaction, from the research results obtained evidence that employees feel the lack of income received so that the authors suggest that the company provides additional benefits in accordance with the employee's job description and the work that the employee has done for the company outside of the employee's job. Additional benefits that the company can provide to employees can be in the form of salary increases, providing lunch, providing transportation costs and accommodation costs for employees from outside the region.

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