

**INTENSITY OF WORK TURNOVER JUDGING FROM THE LEADERSHIP STYLE
AT THE UNIVERSITY SELAMAT SRI**

Putranto Hari Widodo¹, Neli Hajar²

¹²Universitas Selamat Sri, Kendal, Indonesia

Email: putranto@gmail.com

Abstract: *Purpose of this study was to determine the effect of transformational leadership on turnover intention, at Selamat Sri University. This research is an associative research, using quantitative methods and using the census method in determining the sample. Questionnaires were used as the main instrument of this study and data analysis used path analysis. The results showed that transformational leadership had a significant and negative effect on turnover intention. With a direct effect of 3 percent. And the indirect effect is 9 percent. The total influence of transformational leadership on turnover intention is 90 percent.*

Keywords: *transformational leadership, turnover intensity*

1. Introduction

Every organization and company has various goals. This goal is achieved by maximizing existing resources. Human resources in a company are one of the main foundations or assets to maximize company goals, as an incentive for employees to maximize their performance, companies need to pay attention to employee satisfaction, job satisfaction as a positive feeling about one's work which is the result of an evaluation of its characteristics. Job satisfaction is the result of employees' perceptions of how well their work provides things that are considered important (Arimbawa & Sudharma, 2016), job satisfaction is an individual's general attitude towards his work, the difference between the amount of rewards a worker receives and the amount they believe they should. accepted. An employee's assessment of being satisfied or dissatisfied with his job is a complex summation of a number of discrete (differentiated or separate) job elements. Job satisfaction is an individual thing. (Robbin & Judge, 2017) if the employee does not have job satisfaction, the employee will easily make a resignation or turnover decision.

Many factors influence the company's turnover intention towards employees, including leadership style, compensation and low employee job satisfaction. Low job satisfaction in employees results in a high level of desire or interest in switching (turnover intention). Turnover intention is a condition where workers have conscious intentions or tendencies to look for another job as an alternative in a different organization and turnover is the movement of workers leaving their place of work (Dewi & Subudi, 2015).

Based on the description above, the researcher is interested in conducting research related to the intensity of work turnover in terms of the leadership style of the case study at Selamat Sri University.

2. Literature Review

2.1. Turnover Intensity

Turnover intention is defined as the level or level of intention of workers to leave the company, turnover leads to the final reality faced by the company in the form of the number of employees who leave the company in a certain period. Turnover can be in the form of resignation, moving out of the company unit, dismissal or death of company members (Witasari, 2009). Turnover intention must be addressed as a phenomenon and human behavior that is very important in the company from an individual and social point of view, the desire to change employees will have a significant impact on the company as well as for the employees concerned (Sukarman & Sugiar, 2017). Currently, the high level of turnover intention has become a serious problem for companies.

A high level of turnover intensity will have a negative impact on the organization, such as creating instability and uncertainty in labor conditions and increasing human resource costs. The causes of turnover intensity include workers having low salary satisfaction, job satisfaction and organizational commitment to their current work and being motivated to look for other jobs (Indah Rohmawati et al., 2017).

Turnover Intention is defined as the tendency or intention of employees to stop working from their jobs voluntarily or move from one workplace to another according to their own choice, Turnover leads to the final reality faced by the organization in the form of the number of employees who leave the organization in a certain period, while 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 act 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. (Guatama, 2017), The turnover process is basically initiated by a condition called turnover intention or the employee's desire to leave the organization.

Based on the above understanding, turnover intention is an employee's desire to leave his job because the employee wants to get a better job than the current job he has got. Turnover intention involves various things in the personality of employees, so it can be used as a reference to predict employee turnover intention in a company, these indications include:

- a. Starting to be lazy to work, a sense of laziness in completing work often arises in employees who have a sense of desire to change jobs. Measured from the perception of respondents feeling lazy in completing work often arises in employees who wish to change jobs.
- b. Increased absenteeism, employees who wish to change jobs are usually marked by increasing absenteeism. Measured from the perception of employee respondents who wish to change jobs, it is usually marked by increasing absenteeism.
- c. Increase in violations of work rules. Increased violations are shown by employees by leaving the workplace when working hours are in progress. Measured from the respondent's perception of an increase in violations indicated by employees leaving the workplace during working hours.
- d. Increased protests against superiors, employees protest related to rules that are very different from usual. Measured from the perception of respondents, employees who wish to change jobs more often protest than usual.
- e. Positive behavior that is very different from usual, employees carry out positive behavior that is different from usual because they will change jobs. It is measured from the perception of

employees that they carry out positive behavior that is very different from usual because they will change jobs (Hartono et al., 2005).

Currently, the high level of turnover intention has become a serious problem for many companies. Even some personnel managers are frustrated when they find out that the recruitment process that has succeeded in attracting reliable and qualified staff has in the end turned out to be futile because the newly recruited staff have chosen jobs in other companies (Sukarman & Sugiar, 2017).

2.2. Leadership Style

Leadership is an applied science from the social sciences, because its principles and formulations are expected to bring benefits to human welfare (Thoriq, 2015). Leadership is the activity or art of influencing people to cooperate based on that person's ability to guide others in achieving the desired goals. (Rahardja et al., 2017).

One of the most important elements in the company's management system for employees is leadership style. (Rismayadi & Maemunah, 2016) Stated that leadership style is a person's ability to influence other people (subordinates) in such a way that other people want to do the leader's will even though personally it may not be liked by him. The leader is a person who has a certain superiority, so he has the authority and power to move others to make joint efforts to achieve certain goals (Ari & Tarigan, 2018). Ineffective leaders have weak vision, inaccurate judgments, ineffective communication skills and lead to employee desire to break away. The bad relationship between employees and their leaders will cause employees to have a desire to leave (Ramlall, 2003). A study on the relationship of manager leadership style to employee turnover shows that the inability of a subordinate to cooperate with his superiors well is the main reason an employee leaves (Zhang et al., 2021). Leaders must be able to choose a leadership style according to the existing situation, if the leadership style is applied correctly and appropriately, it will be able to direct the achievement of organizational and individual goals. Conversely, if the chosen leadership style is wrong and does not match the existing situation, it can result in difficulty in achieving organizational goals (Manggabarani, 2020) therefore leadership plays a significant role in the success and failure of an organization. Robbins (2006) identified four types of leadership styles, including:

a. Charismatic leadership style

Followers are stimulated by heroic or extraordinary leadership abilities when they observe certain behaviors of their leaders.

b. Transactional leadership style

Traditional leaders are leaders who guide or motivate their followers towards set goals by clarifying role and task requirements.

c. Transformational leadership style

Transformational leaders pay attention to the issues and developmental needs of each follower. Transformational leaders change followers' awareness of problems by helping them view old problems in new ways.

d. Visionary leadership style

Ability to create and articulate a realistic, credible, and attractive vision of the future of the organization or organizational unit that is growing and improving compared to today.

Based on field studies, it can be concluded that the leadership style that occurs is closer to the type of transformational leadership style because the leader is capable of being charismatic,

inspiring, encouraging intelligence, rationality, problem solving carefully and giving personal attention, serving employees personally, training and advising. So, in this study, it focuses on the type of transformational leadership.

2.3. Transformational Leadership Style

Leadership style is a method used by a leader to influence the behavior of his subordinates, which aims to guide and motivate employees so that it is expected to produce high productivity. The leadership style (Leadership Style) of a leader will greatly affect the performance of employees or subordinates. Leadership style is a pattern of behavior designed in such a way as to influence subordinates in order to maximize the performance of their subordinates so that organizational performance and organizational goals can be maximized (Nawawi, 2021).

Transformational leadership is the ability of a leader to work with and/or through other people to optimally transform organizational resources in order to achieve meaningful goals in accordance with predetermined achievement targets. With the application of transformational leadership, subordinates will feel trusted, valued, loyal and respect their leaders. In the end, subordinates will be motivated to do more than expected. (Prestiadi et al., 2020), the leadership style that is felt to be good in the company has a negative but insignificant effect so that the more appropriate the leadership style applied by the leader to the company causes a decrease in the desire of employees to leave the company (Nardo et al., 2018). Leaders who apply transformational leadership exert influence on followers by involving followers in participating in goal setting, problem solving, decision making, and providing feedback through training, direction, consultation, guidance, and monitoring of assigned tasks (Khuntia & Suar, 2004) .

According to Robbins and Judge (2008) and Cavazotte (2012), there are four components of transformational leadership, namely:

a. Idealized Influence

Idealized Influence is a leader's behavior that provides a vision and mission, creates a sense of pride, and gains the respect and trust of subordinates.

b. Inspirational Motivation

Inspirational Motivation is the behavior of leaders who are able to communicate high expectations, convey a shared vision in an attractive manner, and inspire subordinates to achieve goals that result in important progress for the organization.

c. Intellectual Stimulation

Intellectual Stimulation is a leader's behavior that is able to increase the creativity and innovation of subordinates, increase rationality, and solve problems carefully.

d. Individualized Consideration

Individualized Consideration is the behavior of a leader who treats each subordinate as an individual with different needs, abilities, and aspirations, and trains and provides direction.

3. Research Methods

The population is the entire research subject. In this study, the population was 150 employees of Selamat Sri University. The number of research samples was 110 respondents. While the technique used in sampling is accidental sampling, namely sampling at Selamat Sri University employees who are under the auspices of the Selamat Rahayu Waqf Foundation. The Selamat Rahayu Waqf Foundation was founded by Mr. H. Slamet Soemadyo on March 27, 1992. It is engaged in education, managing SMP and SMA Pondok Modern Pesantren Selamat. In 2012 the Selamat Rahayu Waqf Foundation established the Selamat Rahayu School of

Economics (STIESS) with 2 Management (S1) and Accounting (S1) study programs. Due to the increasing public interest in pursuing higher education, in 2016 the Selamat Sri University (UNISS) was established with the establishment permit Number 156/KPT/I/2016 by the Ministry of Research Technology and Higher Education, consisting of 6 (six) faculties and 12 (six) faculties (twelve) study programs.

Geographically, Universitas Selamat Sri (UNISS) is very strategic because it is located in the city of Kendal, (a district west of the city of Semarang) and on the main Semarang-Jakarta route, making it easy and close to access by land transportation. The existence of the Selamat Sri University (UNISS) which is located on Jl. Soekarno-Hatta Km 03, Kendal, Central Java.

With the motto "SMART with MORALITY", Universitas Selamat Sri (UNISS) always strives to be a superior and leading university in developing science and technology while maintaining the moral values of the nation and state. The synergy between science and technology with moral values is an emphasis in the lecture process and campus life in general. It is intended that students pursuing higher education at UNISS must become competent people in the field of science and technology but still have good morals so that they still uphold moral values as good citizens.

UNISS exists as an answer to public anxiety over the high cost of higher education. With affordable tuition fees, UNISS provides educational opportunities for all levels of society to study and improve the quality of its human resources. Although tuition fees are affordable, UNISS still prioritizes the quality of education. This can be seen from the education staff who are competent in their fields who are graduates from well-known universities in Indonesia. In addition, campus facilities and infrastructure are also very representative, thus supporting the lecture process. Thus, a good lecture activity will be carried out and produce quality graduates with more competence in their respective fields.

The data collection method used in this research is the questionnaire method, namely the method of data collection carried out by asking written questions in a list of questions, which are proposed to obtain more authentic data.

4. Results and Discussion

4.1. Characteristics of Respondents

Respondents in this study were employees of Selamat Sri University with the majority of respondents being male as many as 69 people or 62.7%; the largest respondents aged 27 to 44.5 years were 23 people or 20.9%; the largest respondents who worked 3-5 years were 21 people or 19.1%; the largest respondent with the last education of Strata 2 or Master's degree as many as 97 people or as much as 88.1%.

Table 1.
Validity Test

Validity Test			
Variable	Question	Correlation value	Cronbach alpha
Leadership	X1.1	0,983	0,988
	X1.2	0,981	
	X1.3	0,981	
	X1.4	0,930	

Table 2.
 Respondents' Assessment Results

No	Question items	Score				Total	Average
		1	2	3	4		
1.	<i>Individual consideration</i>	-	17,5	33,8	48,8	265	3,31
2.	<i>Inspiration</i>	-	10	47,5	42,5	266	3,33
3.	<i>Intelectual simulation</i>	-	13,8	31,3	55	273	3,41
4.	<i>Charisma</i>	-	16,3	32,5	51,3	268	3,35
Average							3,35

From the table above, it can be seen that the individual consideration indicator has the lowest average of 3.31%. This means that employees feel that the leadership in the company does not pay attention to the needs of their employees.

4.2. Discussion

Based on the results of the study, it was found that transformational leadership at Selamat Sri University had a negative and significant effect on turnover intention. It can be concluded that employees will feel comfortable and at home working with solutions and leadership abilities such as problem solving and finding solutions in leading the company. This means that if the company leader is a source of discomfort for employees, the employee's intention to leave the company will increase (Lubis & Rodhiyah, 2017). If the leader creates good interactions, employees will feel comfortable in carrying out activities within the company. So that it can reduce the level of employee turnover intention.

5. Conclusions and Suggestions

5.1. Conclusions

Transformational leadership has a negative and significant effect on turnover intention. With a direct effect of 3 percent. And the indirect effect is 9%. The total influence of transformational leadership on turnover intention is 90%. In this case, it means that leadership style affects the level of turnover intensity at the Selamat Sri Kendal University.

5.2. Suggestions

If a company wants employees who have loyalty and avoid high turnover. A company must have a leader who has a charismatic transformational leadership style, is able to motivate employees, and is able to create a comfortable and pleasant work atmosphere.

References

- Ari, K., & Tarigan, A. (2018). The Effect Of Compensation And Leadership On Employee Satisfaction In PT. Rotella Persada Mandiri 1 Perbaungan. *Journal of Management Science (JMAS)*, 1(4), 105–110. <http://exsys.iocspublisher.org/index.php/JMAS>
- Arimbawa, I., & Sudharma, I. (2016). Pengaruh Kepemimpinan Transformasional, Kepuasan

Kerja Dan Komitmen Organisasional Terhadap Organizational Citizenship Behavior. *E-Jurnal Manajemen Universitas Udayana*, 5(7), 255169.

Dewi, N., & Subudi, I. (2015). Pengaruh Kepemimpinan Transformasional Terhadap Kepuasan Kerja Dan Turnover Intention Pada Cv. Gita Karya Persada Denpasar. *E-Jurnal Manajemen Universitas Udayana*, 4(12), 253715.

Guatama, P. (2017). Pengaruh Kepemimpinan Transformasional, Kepuasan Gaji Dan Komitmen Organisasi Terhadap Turnover Intention Di Rumah Sakit Umum Daerah Kota Banjar Pringgo Gautama Fakultas Ekonomi dan Bisnis Universitas Muhammadiyah Yogyakarta. *Repository Umy*.

Hartono, H., Pauli, M., & Suratno, A. (2005). the Influence of Reading Habit on the Students' Achievement in Literary Related Subjects : a Research Report. *Celt (Accredited) ISSN Online 2502-4914 / ISSN Print 1412-3320*, 5(2), 155–164. <http://journal.unika.ac.id/index.php/celt/article/view/158>

Indah Rohmawati, Yulianeu, Wulan, H. S., & Dhiana, P. (2017). Pengaruh Gaya Kepemimpinan Transformasional dan Kompensasi Terhadap Intensitas Turnover yang Dimediasi Kepuasan Kerja (Studi Pada Karyawan Bagian Sewing PT Maxmoda Indo Global). *Journal Of Management*, 3(3), 154–162. <https://jurnal.unpand.ac.id/index.php/MS/article/view/711>

Khuntia, R., & Suar, D. (2004). A scale to assess ethical leadership of Indian private and public sector managers. *Journal of Business Ethics*, 49(1), 13–26. <https://doi.org/10.1023/B:BUSI.0000013853.80287.da>

Lubis, F., & Rodhiyah, R. (2017). Pengaruh Stres Kerja Dan Gaya Kepemimpinan Transformasional Terhadap Turnover Intention Karayawan Pt.Kreasi Edulab Indonesia. *Jurnal Ilmu Administrasi Bisnis S1 Undip*.

MANGGABARANI, A. M. A. (2020). *Pengaruh Gaya Kepemimpinan Transformasional, Motivasi Kerja Dan Komitmen Organisasi Terhadap Kepuasan Kerja Pegawai Pada* 137–146. <http://repository.stienobel-indonesia.ac.id/handle/123456789/461>

NARDO, R., EVANITA, S., & SYAHRIZAL, S. (2018). Pengaruh Kepemimpinan Transformasional, Dan Lingkungan Kerja Non Fisik Terhadap Perilaku Inovatif. *JEBI (Jurnal Ekonomi Dan Bisnis Islam)*, 3(2), 209. <https://doi.org/10.15548/jebi.v3i2.179>

Nawawi, A. (2021). *Gaya Kepemimpinan Dalam Turnover Intention Karyawan Pada PT . Trisna Naga Asih Subang*. 3(1), 1–11.

Prestiadi, D., Zulkarnain, W., & Bambang Sumarsono, R. (2020). *Visionary Leadership in Total Quality Management: Efforts to Improve the Quality of Education in the Industrial Revolution 4.0. January*. <https://doi.org/10.2991/coema-19.2019.40>

Rahardja, U., Moeins, A., & Lutfiani, N. (2017). Leadership, competency, working motivation and performance of high private education lecturer with institution accreditation B: Area

kopertis IV Banten province. *Man in India*, 97(24), 179–192.

Ramlall, S. (2003). Managing Employee Retention as a Strategy for Increasing Organizational Competitiveness. *Applied HRM Research*, 8(2), 63–72.

Rismayadi, B., & Maemunah, M. (2016). Pengaruh Motivasi Kerja, Kepemimpinan dan Budaya Organisasi Terhadap Kepuasan Kerja Karyawan serta Dampaknya pada Kinerja Perusahaan (Studi kasus pada PT. Concord Indonesia). *Jurnal Manajemen & Bisnis Kreatif*, 2(1), 124–135. <https://doi.org/10.36805/manajemen.v2i1.181>

Robbins, Stephen. P. 2006. *Perilaku Organisasi*. Edisi Bahasa Indonesia. PT Indeks Kelompok Gramedia. Semarang.

Robbin, S. P., & Judge, T. A. (2017). *Organizational Behavior*. 876.

Sukarman, & Sugiari. (2017). Analisis faktor-faktor yang mempengaruhi yang mempengaruhi return saham. *Jurnal Agribisnis*, 11(6), 183–201.

Thoriq. (2015). Pengaruh Kepemimpinan Trasformatif Dan Komunikasi Terhadap Kepuasan Santri Pondok Pesantren Di Kecamatan Majenang Kabupaten Cilacap. *Jurnal At Thoriq*, 11(September), 1–13.

Witasari, L. I. A. (2009). Analisis Pengaruh Kepuasan Kerja Dan Komitmen Organisasional Terhadap Turnover Intentions (Studi Empiris Pada Novotel Semarang). *Jurnal Bisnis Strategi*, 18(1), 90–113. <https://doi.org/10.14710/jbs.18.1.90-113>

Zhang, Y., Michel, P., Richardson, D. C., Barnouin, O. S., Agrusa, H. F., Tsiganis, K., Manzoni, C., & May, B. H. (2021). Creep stability of the DART/Hera mission target 65803 Didymos: II. The role of cohesion. *Icarus*, 362(November 2020), 114433. <https://doi.org/10.1016/j.icarus.2021.114433>