



Received: 29-07-2023  
Accepted: 09-09-2023

ISSN: 2583-049X

## **Effect Turnover Intention, Organizational Commitment and Transformational Leadership on Job Satisfaction in Employees of Telecommunications Companies, Banking and Customer Good Companies in Jakarta**

**Rudy Budiarmaja**

Master's, Department of Management and Accounting in University of Esa Unggul, Jakarta, Indonesia

Corresponding Author: **Rudy Budiarmaja**

### **Abstract**

There is a gap between employees who work in one company and employees who work in another company, even though they have the same job desk. This will be difficult if the people in the organization lack commitment in carrying out the tasks carried out in the organization. This study aims to determine the relationship and influence of the implementation of transformational leadership on private company leaders in increasing employee job satisfaction and organizational commitment and reducing the level of

turnover intention. The method used in the research is multiple regression in SPSS. The results of the study show that turnover intention, organizational commitment and transformational leadership have no effect on job satisfaction. In conclusion, an increase in employee job satisfaction at the company can occur if there is good transformational leadership accompanied by high commitment to work so that it can reduce turnover intention.

**Keywords:** Turnover Intention, Organizational Commitment, Transformational Leadership, Job Satisfaction

### **1. Introduction**

Highly engaged employees will think that work is a means to develop potential and channel ideas, rather than a task or obligation. So that employees can feel happy and comfortable. In order to achieve the ideals of an organization, it must be supported by the human resources present in the organization. With competent human resources, the ideals in the organization can be easily achieved. Through the engagement of the members of the organization, in this case the employees of the company, it is hoped that the members of the organization will become more responsible in fulfilling the mandate given by their company (Rezki Nurdiansyah & Siti Mariam, 2020) <sup>[23]</sup>. However, this is difficult when people in the organization lack commitment in completing the tasks performed in the organization. Mowday stated that employees with high commitment to the organization are more motivated to be present in the organization and try to achieve the organization's goals (Alfian Ardi Lesmana, 2023) <sup>[2]</sup>. The success of an organization is largely determined by the management of human resources within the company (Yuda, 2017) <sup>[33]</sup>.

A phenomenon that has recently developed in industries and organizations is that a professional cares more about or is more committed to his job than his commitment to the company. Therefore, such employees tend to move from company to company or workplace (Ethel Brundin, 2022) <sup>[7]</sup>. This is due to the gap between employees working in one company and employees working in another company despite having the same job desk. When these employees are affected by this gap, those affected tend to leave their company and choose to work for another company. A common event in the systems and human resources management of several companies is the behavior of the employees themselves. One form of employee behavior is turnover intention, which refers to and culminates in the employee's decision to leave his or her job. DeConinck *et al.* (2019) <sup>[9]</sup> suggests that every organization must know and understand the causes of turnover intention because turnover creates costs to the organization, costs incurred include promotion costs, recruitment costs and employee development costs. In recent developments, employee turnover has been considered as an important organizational problem, the importance of which is that there are many negative consequences in the organization when employees' turnover intention is high (Randhawa, 2017) <sup>[22]</sup>.

Turnover intentions affect the employees themselves and can lead to poor employee morale as well as losses to the individual and the company, ultimately increasing the costs incurred by the company if the employee leaves or resigns from the job. Fluctuation intention also means the conscious and conscious desire of employees or workers themselves to leave the company as quickly as possible (Nienaber, 2012) <sup>[15]</sup>.

The influence of transformational leadership on turnover intention has already been examined by (Pierce, 2019) <sup>[21]</sup>. This research will expand the relationship between turnover intention and transformational leadership by adding the variable organizational commitment as the independent variable and job satisfaction as the dependent variable. Pierce (2019) <sup>[21]</sup> study on the influence of transformational leadership and turnover intention was conducted in a child welfare facility. In this research, the respondents were private company employees of several telecommunications, banking and customer protection companies in Jakarta. This research aims to fill the existing gap by examining the influence of turnover intention, organizational commitment and transformational leadership on job satisfaction.

## 2. Literature Review

### Job Satisfaction

Job satisfaction is also defined as an emotional response caused by employees' drives, desires, demands and expectations regarding their work and its relationship to the reality of their work. This is referred to as job satisfaction, where this emotional response can include feelings of joy, satisfaction or dissatisfaction (Sholiha, 2016) <sup>[28]</sup>. Dongoran (2020) <sup>[4]</sup> states that job satisfaction is the attitude a person displays toward their work, including interacting with colleagues and supervisors, adhering to company policies and rules, and maintaining performance standards. Furthermore, according to Mekta (2017) <sup>[13]</sup>, job satisfaction is an emotional state related to one's work, regardless of whether it is pleasant or unpleasant. Job satisfaction is also defined by Tirtayasa (2020) <sup>[30]</sup> as an employee's emotional view of his work state, both pleasant and unpleasant. Novitasari (2020) <sup>[16]</sup> defines job satisfaction as the balance that employees feel between themselves and their work environment, making them feel satisfied and dissatisfied. Job satisfaction includes feelings of satisfaction with work, including the emotional feelings an employee has about their job, such as: B. Colleagues, salary and the working environment. Davidescu (2020) <sup>[3]</sup> stated that job satisfaction describes employees' satisfaction with the work performed and with other elements indirectly related to the work, such as the conditions of the work environment and work policies.

### Turnover Intention

Rismayanti *et al.* (2018) <sup>[24]</sup>, Turnover intention is an employee's intention to leave his job voluntarily and by his own decision for various reasons, either from himself or from the conditions of the work environment. The mediating factor between attitudes that influence intention to leave and leave the organization is called turnover intention (Komalasari, 2021) <sup>[10]</sup>. Rismayanti *et al.* (2018) <sup>[24]</sup>, showed that turnover intention is a person's desire to leave or leave their job, which is characterized by three indicators, namely (a) the desire to leave the job, which is reflected in an overall attitude at work, which is caused by job dissatisfaction or getting a better job (b) the desire to look for another job or give up a career due to the inconvenience of the company, so they want to look for a new job that is better and more comfortable (c) the desire to quit because they think about risks, gains and losses before deciding to stay in their work environment or leave their job. Manopo (2020) also states that turnover intention itself is a form of

expression that describes a person's state or feelings regarding the decision to leave a company or job.

### Organizational Commitment

Members' pride, loyalty and commitment to the organization are part of organizational commitment. According to (Palupiningtyas *et al.*, 2023) <sup>[19]</sup>, employees who have trust and accept the organization's goals and values are enthusiastic about achieving those goals and have a strong desire to remain members. Furthermore, Robbins (2016) <sup>[25]</sup>, stated that organizational commitment means that employees believe in the organization's goals and choose to stay in it. Mekta (2017) <sup>[13]</sup>, said that organizational commitment is an attitude that shows how loyal employees are to the organization and how consistently they pay attention to it. Emotional loyalty to a company can arise from moral support, company values, and a desire to serve the company. According to Robbins (2016) <sup>[25]</sup>, an organizing committee occurs when an employee sides with a particular organization and has the goal and desire to remain a member.

### Transformational Leadership

Having a role model who is influential, can express an inspiring vision, is intellectually stimulating, and enjoys personal attention is, according to Braun *et al.* a description of transformational leadership behavior (Nuijten, 2017) <sup>[17]</sup>. Transformational leadership is also reflected in the attitude of employees who are supportive and empathetic to their superiors' ideas and inputs, so that they are willing to accept them and implement them in organizational activities (Eisenbeiß, Silke Astrid Boerner, 2013) <sup>[5]</sup>. Nuijten (2017) <sup>[17]</sup> argue that subordinates who think creatively and innovate at work are the result of transformational leadership that supports employees to make changes. Intellectual stimulation increases subordinates' creativity by encouraging them to question important assumptions about their thinking framework and their existing daily actions. It also removes barriers by examining problems from different perspectives, so they strive more to develop innovative solutions to overcome challenges at work. Bush (2018) <sup>[32]</sup> Transformational leaders value developing the full potential of their subordinates, have an employee evaluation system, and motivate employees. According to Bush (2018) <sup>[32]</sup>, prioritizing the interests of the organization over personal interests and changing the mindset and perspective of employees so that they have the motivation to change is the definition of transformational leadership.

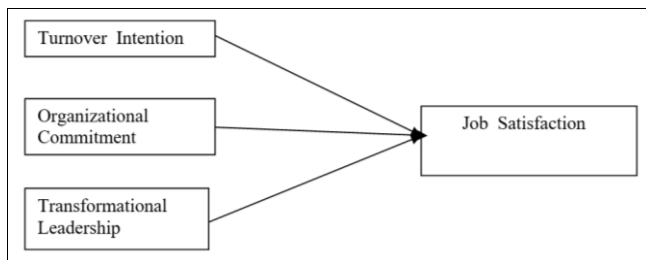
## 3. Research Method

### Research Sample

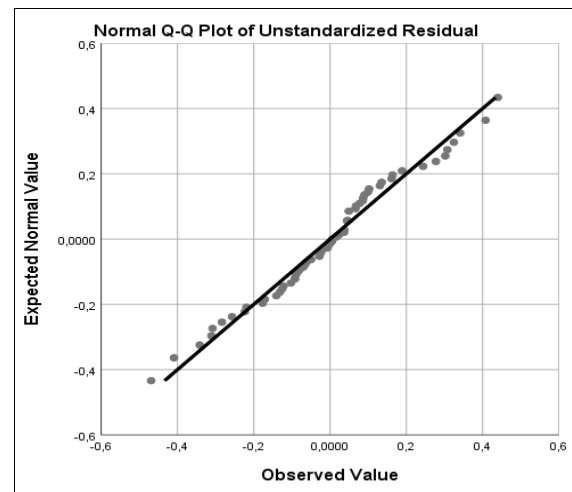
Choosing the selected targeted sampling methods with the appropriate criteria is the answer you have received to ensure that you can check the required number of telecommunications, banking and customer services in DKI Jakarta. These are just minimal examples you need to get 140+ responses before reading the communication data, bank, customer data, Google forms, etc. You obtained the required results using the Analysis Regressions method used by SPSS. Peneliti analysis data with Uji reliability, Uji normality, Uji autocorrelations, Uji-Korrelasi-Pearson and Menguji hypothesis statistics.

**Research Models**

Based on the information theory of job satisfaction, turnover intention, organizational commitment and transformational leadership and the results of previous research identified by the author group of (Phi, 2016) [20], the research model can be presented as follows:



**Fig 1:** Research models



**Fig 1:** Normality Test

**4. Results**

**Reliability Test**

In research that uses quantitative methods, the quality of data collection is largely determined by the quality of the instruments or data collection tools used. A research instrument is said to be of good quality and can be accounted for if its validity and reliability have been proven. Sugiyono (2019) [29], reliability is a series of measurements or a series of measuring instruments that have consistency if the measurements made with the measuring instrument are carried out repeatedly. The research instrument is said to have a good level of reliability when Cronbach's alpha value > 0.70.

**Table 1:** Four Variable Reliability Test

Variable	Cronbach's Alpha	Sign	Reference Value	Decision
Job Satisfaction	0.872	>	0.7	Reliable, strong
Turnover Intention	0,831	>	0.7	Reliable, strong
Organizational Commitment	0,822	>	0.7	Reliable, strong
Transformational Leadership	0,861	>	0.7	Reliable, strong

Source: Data processing, August 2023

Based on Table 1, shows four variable reliability test, cronbach's alpha four variable more than 0,7, so five variable are reliable and strong.

**Normality Test**

Normality of data distribution is a necessity that must be met when performing parametric statistical analysis. The QQ plot normality test is an alternative that is very effective to determine whether the regression model analyzed in the research is normal or not by looking at the points or data that are close to and follow a diagonal line, i.e are referred to as normally distributed.

**Multicollinearity Test**

Multicollinearity test aims to test whether the regression model establishes a high or perfect correlation between the independent variables. If it is found that there is a high correlation between the independent variables, it can be considered that multicorlinear symptoms are present in the examination. If the VIF value is more than 10 or the tolerance value is less than 0.10, the regression model does not have a close relationship between the independent variables shown in the Table 2.

**Table 2:** Multicollinearity Test

Variabel	VIF	Tolerance
Turnover intention	1.38	0.58
Organizational Commitment	7.17	0.17
Transformational Leadeship	1.68	0.59

Source: Data processed, August 2023

**Partial Correlation Test (t-Test)**

**Table 3:** t-Test

	Mdel	t	Sig.
1	(Constant)	3.039	.005
	Turnover Intention	-2.159	.128
	Organizational Commitment	-6.133	.113
	Transformational Leadership	-2.169	.127

Source: Data processed, August 2023

Based on the SPSS output results in Table 3, the significance value of the "income boom" variable to the "financial complication" variable is 0.128, the debt-to-equity ratio is 0.113, the liquidity ratio is 0.127, and the total asset turnover is zero.149, which is greater than 0, 05. It can be concluded that there is no dating and influence between the 4 impartial variables and the established variable.

**Table 4:** Pearson Correlation Test

		Turnover Intention	Organizational Commitment	Transformational Leadership	Job Satisfaction
Turnover Intention	Pearson Correlation	1	,212**	,222**	,202**
	Sig. (2-tailed)		,000	,000	,000
	N	120	120	120	120
Organizational Commitment	Pearson Correlation	,201**	1	1	,201**
	Sig. (2-tailed)	,000			,000
	N	120	120	120	120
Transformational Leadership	Pearson Correlation	,230**	1	1	,230
	Sig. (2-tailed)	,000	120	120	,000
	N	120			120
Job Satisfaction	Pearson Correlation	,202**	,212**	,222	,203
	Sig. (2-tailed)	,000	,000	,000	,000
	N	120	120	120	120

### Pearson Correlation Test

A subtest proves how great the relationship is between the independent variable and the dependent variable. The correlation value is above 0.5 - 0.75 and is considered strong, and above 0.75 - 0.99 it is considered very strong, see Table 4 above:

Based on the SPSS output results, the Pearson correlation value of the turnover intention variable with job satisfaction is 0.202, organizational commitment is 0.212, and transformational leadership is 0.222, which is at least 0.5. It can be concluded that the relationship between the three independent variables has a very weak correlation with the dependent variable.

### Discuss the Results of Hypothesis Testing

#### Turnover Intention on Job Satisfaction

Turnover Intention has a negative influence on Job Satisfaction. This is supported by the statement from (Scanlan, 2019) [27]. Tanoto *et al.* (2022) [26] in their research revealed that job satisfaction felt by employees can negatively influence employee turnover intention. The research was conducted on office employees with the finding that the higher the employee's satisfaction with their job, the less the employee's desire to leave the company they work for. According to the results of research conducted on construction companies in China shows that an increase in overall job satisfaction among the company's employees leads to a decrease in the level of turnover intention. Apart from the negative relationship between job satisfaction and turnover intention, there is also other research which says that job satisfaction has a positive relationship with turnover intention.

#### Organizational Commitment on Job Satisfaction

Organizational commitment is reflected in an employee's contribution and work loyalty. The lower a person's organizational commitment, the greater the desire to quit their job to achieve job satisfaction. This is consistent with the research of Mor Barak, *et al.*, 2006, (Adenika, 2011) [1], (Lambert *et al.*, 2012) [11]. Lambert *et al.* (2012) [11] also found in previous research that the more employees decide on their level of job satisfaction, the less their commitment to work increases and the more their intention to quit increases. In their study of a private company, Hwang & Hopkins (2012) [8] found that organizational commitment had a negative impact on job satisfaction.

#### Transformational Leadership on Job Satisfaction

Transformational leadership has no impact on job

satisfaction, that the research found that transformational leadership style has no impact on job satisfaction, meaning that employee satisfaction cannot increase when a leader adopts a transformational leadership style. In a study of employees at a company in Indonesia, Eliyana (2019) [6] found that there is a negative relationship between transformational leadership style and job satisfaction. This is because it is not necessarily the case that the better a leader uses a transformational leadership style, the higher the job satisfaction of employees. According to Olivian & Agustinus (2022) [18], the transformational leadership style failed to increase employee job satisfaction in multicultural companies. Transformational leaders can help overcome this problem because they can build good relationships with their employees and create a good work environment through the organizational culture they build.

### 5. Conclusion

The results of the research are that turnover intention style has no impact on job satisfaction, organizational commitment has no impact on job satisfaction, and transformational leadership has no impact on job satisfaction. Even if the transformational leadership style is implemented correctly, it is mutually beneficial, managers and employees have good relationships and communication, company goals are easier to achieve and the productivity of the organization increases. On the other hand, even when the transformational leadership style does not work well, employees tend to feel that there is a boundary between the leader and the employee, which leads to discomfort in the workplace. This has no impact on employees leaving the company.

### 6. References

- Adenika. Organizational Climate as a Predictor of Employee Job Satisfaction. *Business Intelligence Journal*. 2011; 4(1).
- Alfian Ardi Lesmana IR. Pengaruh Gaya Kepemimpinan, Motivasi, Dan Kompensasi Terhadap Kinerja Pegawai Suku Dinas Pendidikan Wilayah 1 Kota Administrasi Jakarta Timur. *Jurnal Ekonomi & Industri Krisnadwipayana*. 2023; 24(2).
- Davidescu AA. Work Flexibility, Job Satisfaction, and Job Performance among Romanian Employees-Implications for Sustainable Human Resource Management. *Journal MDPI*. 2020; 12(15).
- Dongoran R, anggun cahyani OS, J. Pengaruh Komitmen Organisasi Dan Kepuasan Kerja Terhadap Kinerja Karyawan (Studi Pada Perusahaan Daerah Air

- Minum (PDAM) Kota Salatiga). *Jurnal Ekobis Dewantara*. 2020; 3(1).
5. Eisenbeiß, Silke Astrid Boerner S. A Double-Edged Sword: Transformational Leadership and Individual Creativity. *Journal of Management*. 2013; 24(1).
  6. Eliyana A. Job Satisfaction and Organizational Commitment Effect in the Transformational Leadership towards Employee Performance. *European Research on Management and Business Economics*. 2019; 25(3).
  7. Ethel Brundin FL, TC. Emotion in Strategic Management: A Review and Future Research Agenda. *Journal Elsevier*. 2022; 55(4).
  8. Hwang, Hopkins. Organizational Inclusion, Commitment, and Turnover among Child Welfare Workers: A Multilevel Mediation Analysis. *Journal Administration in Social Work*. 2012; 36(1).
  9. Jim DeConinckJulie Johnson-Busbin MBD, JB. The Influence of Job Embeddedness on Turnover Intentions among Advertising Managers. *Journal Archive of Business Research*. 2019; 7(1).
  10. Komalasari F. Factors Influencing Purchase Intention in Affecting Purchase Decision: A Study of E-commerce Customer in Greater Jakarta. *Jurnal Ilmu Administrasi Dan Organisasi*. 2021; 28(1).
  11. Lambert EG, Cluse-Tolar T, Pasupuleti S, Prior M, Allen RI. A Test of a Turnover Intent Model. *Journal Administration in Social Work*. 2012; 36(1).
  12. Manopo VP. Transformational Leadership as a Factor That Decreases Turnover Intention: A Mediation of Work Stress and Organizational Citizenship Behavior. *The TQM Journal*. 2020; 32(6).
  13. Mekta Q. Pengaruh Kepuasan Kerja Dan Komitmen Organisasi Terhadap Kinerja Karyawan PT. Indra Kelana Yogyakarta. EPrint: Opac Journal-e-Resources, 2017.
  14. Michal E, Mor Barak DAC. Organizational and Personal Dimensions in Diversity Climate: Ethnic and Gender Differences in Employee Perceptions. *Sage Journal*. 2006; 34(1).
  15. Nienaber H. Exploring factors influencing voluntary turnover intent of Generation X public servants: A South African case. *Independent Research Journal in the Management Sciences*. 2012; 12(1).
  16. Novitasari. Pengaruh Dimensi Kepemimpinan Transformasional terhadap Kepuasan Kerja dan Komitmen Organisasional: Studi Kasus pada Dosen Perguruan Tinggi Swasta. *Journal of Education, Psychology and Counselling*. 2020; 2(1).
  17. Nuijten VD. The Servant Leadership Survey: Development and Validation of a Multidimensional Measure. *Journal of Business & Psychology*. 2017; 6(2).
  18. Olivian D, Agustinus S. Factors that Effect Turnover Intention on with Job Satisfaction as an Intervening Variable at Food and Beverages Distribution Companies in Batam. *Journal of Business Studies and Management Review*. 2022; 6(1).
  19. Palupiningtyas D. Peranan Kepuasan dalam Memediasi Pengaruh Kualitas Layanan, Customer Experience, dan Kepercayaan terhadap Loyalitas Konsumen Hotel Bintang 4 di Kota Semarang. *Jurnal Manajemen Perhotelan Dan Pariwisata*. 2023; 6(1).
  20. Phi AND. Factors Affecting the Use and Consequences of Management Accounting Practices in a Transitional Economy: The Case of Vietnam. *Journal of Economic and Development*, 2016.
  21. Pierce P. Impacts of Transformational Leadership on Turnover Intention of Child Welfare Workers. *Children and Youth Services Review*. 2019; 108(3).
  22. Randhawa N. Performance Evaluation System-Key to Employee Development. *Impact: International Journal of Reserach in Business Management*. 2017; 5(11).
  23. Rezki Nurdiansyah, Siti Mariam MAA, AHR. Work Motivation, Job Satisfaction, and Employee Performance. *Journal Business and Entrepreneurial Review*. 2020; 20(2).
  24. Rismayanti RD. Pengaruh Kepuasan Kerja Terhadap Turnover Intention Serta Dampaknya Pada Kinerja Karyawan (Studi Pada Karyawan Tetap Pg Kebon Agung Malang). *Jurnal Administrasi Bisnis*, 2018.
  25. Robbins. *Organizational Behaviour*, Edisi Kesepuluh, Penerjemah Drs. Benyamin Molan dan Hadiana, PT. Indeks Kelompok Gramedia, 2016.
  26. Sammuel, Sherly Rosalina Tanoto. Pengaruh Kepemimpinan Transformasional Terhadap Turnover Intention Melalui Kepuasan Kerja Sebagai Variabel Mediasi Pada Karyawan Usaha Mikro, Kecil, Dan Menengah (UMKM) Sektor Makanan Dan Minuman Di Kabupaten Blora. *Jurnal Agora*. 2022; 10(2).
  27. Scanlan JN. Relationships between Job Satisfaction, Burnout, Professional Identity and Meaningfulness of Work Activities for Occupational Therapists Working in Mental Health. *Australian Occupational Therapy Journal*. 2019; 66(5).
  28. Sholiha PI. Pengaruh Motivasi Kerja, Disiplin Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan PT Angkasa Bongkar Muatan Andalas Ogan Komering Ilir, 2016.
  29. Sugiyono. *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta, 2019.
  30. Tirtayasa S. Pengaruh Motivasi, Disiplin, Dan Kepuasan Kerja Terhadap Kinerja Karyawan Di PT, 2020.
  31. Angkasa Pura II (Persero) Kantor Cabang Kualanamu. Maneggio: *Jurnal Ilmiah Magister Manajemen Vol. 3 No. 1*.
  32. Tony Bush. *Transformational Leadership: Exploring Common Conceptions*. Sage Journal. 2018; 46(6).
  33. Yuda A. Pengaruh Kepuasan Kerja dan Stres Kerja Terhadap Turnover Intention pada Karyawan Hotel Holiday Inn Express. *E-Jurnal Manajemen Unud*. 2017; 6(10).