

TURNOVER INTENTION: EFFECT OF LEADERSHIP STYLE AND REWARD

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ABSTRACT

The purpose of this study was to analyze the effect of transformational leadership style, transactional leadership and rewards on employee turnover intention at PT. Bakti Putra Nusantara. Primary data is used here, which means that the data obtained is the original data from the source through a questionnaire. Employees of the production division of PT. Bakti Putra Nusantara was used as a sample. This sampling was carried out using a non-probability sampling technique with a conditional sampling technique (purposive sampling) and the number of samples was 182 respondents. The research data was then analyzed using multiple linear analysis to test the magnitude of the influence partially or simultaneously the dependent variable on the independent variable. The results showed that transformational leadership, transactional leadership, and reward simultaneously have an influence on turnover intention with an Adjusted R Square value of 0.423. The results of the partial test found that transformational leadership has a significant negative effect on turnover intention. Transactional leadership partially has a significant negative effect on turnover intention. Reward partially has a significant negative effect on turnover intention.

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1. INTRODUCTION

A high turnover rate is considered a huge loss for any organization given the cost of reimbursement and work interruptions(1). *Turnover intention* is the possibility that a person will change jobs within a certain time and thus lead to an actual turnover (2). The measurement of the desire to move can determine the likelihood of staff leaving the organization and help to determine how one can find opportunities to reduce the overall turnover (2). There is evidence to suggest that workers usually make a conscious decision to do so before actually leaving their jobs(3). This relationship is supported by the attitude-behavior theory, which states that a person's intention to perform a certain behavior is a direct determinant of that behavior.

It is very important to assess employee *turnover intentions* in order to minimize their negative impact on organizational performance(4). This is very important because it can greatly affect organizations and employees in many negative ways. The most significant impact of employee turnover is seen in the financial sector due to overhead costs such as compensation payments and administrative tasks such as outgoing interviews are involved when employees leave the organization(5). Furthermore, the organization must repeat the entire recruitment and selection process before selecting potential candidates who again have to be trained and guided, thereby increasing costs. In addition, the rate at which a new employee delivers their sales or

production results is not equivalent to that of a former employee can result in opportunity costs(6).

On the other hand, the performance or level of productivity of other employees is hampered or reaches its lowest point when a key person who is highly dependent leaves the organization, leaving their subordinates without guidance. These key employees are equipped with sufficient knowledge to manage their respective subordinates thereby affecting the work abilities of the latter. The loss of qualified experts significantly contributes to a decrease in sustainability and productivity competitiveness, which can affect the performance of the organization. This also adds to the workload of existing bosses and co-workers who have to temporarily change positions until new employees start working. The biggest challenge in the turnover of employees for any organization is the increase in costs that lead to a decrease in production and negatively affect labor morale(2).

Table 1 Data *Turnover intention* employees of PT. Bakti Putra Nusantara in the Production Department for the Period of June 2021 – May 2022

No	Era (Month - Year)	Early (People)	Sign in (People)	Exit (Person)	End (Person)	Turnover Rate (%)
1	June 2021	179	20	16	183	8,9 %
2	July 2021	183	18	19	182	10,3 %
3	August 2021	182	3	14	171	7,6 %
4	September 2021	171	0	10	161	5,8 %
5	October 2021	161	0	12	149	7,4 %
6	November 2021	149	0	11	138	7,3 %
7	December 2021	138	12	24	126	17,3 %
8	January 2022	126	20	17	129	13,4 %
9	February 2022	129	13	19	123	14,7 %
10	March 2022	123	37	12	148	9,7 %
11	April 2022	148	60	15	193	10,1 %
12	May 2022	193	19	16	196	8,2 %

Source : Primary Data, 2022

Based on table 1, it can be seen that *the turnover rate of* employees in PT. Bakti Putra Nusantara is calculated using the *LTO (Labour Turn Over)* formula.

The leadership style is considered very important in any organization because it is the behavior of the leader that is considered responsible for undermining or improving the organization. The orientation of the organization depends on the style adopted by its leaders. Since leadership helps in planning an organization's orientation about the future, the behavior and practices of its leaders are the things that drive their followers to achieve goals. Thus, followers usually follow the behavior of their leader when carrying out their duties(7). Company leaders at PT Bakti Putra Nusantara apply *rewards* in the form of providing incentives to attend, namely if employees in a one-week period are always present, the incentives will be disbursed, but if in a one-week period employees have a request not to enter due to illness, permits, or alpha, the incentives will be forfeited, as well as bonuses if they can meet the production target in one week.

The following *is the reward* data for employees of the production department of PT Bakti Putra Nusantara for the period of June 17, 2022 to June 23, 2022 is as follows:

Table 1 Employee Reward Data of PT. Bakti Putra Nusantara in the Production Department

No.	Department	Number of Employees (persons)	Reward Recipients (persons)
1	Common	3	3
2	Hearth	12	10
3	Blockboard Admin	16	13
4	QC Material Platform	3	3
5	Settings	10	10
6	Press Dryer A	8	4
7	Press Dryer B	8	8
8	Press Dryer C	7	7
9	Clipper Join Longcore A	17	17
10	Join Shortcore A	18	15
11	Continuous Dryer A	9	8
12	Clipper Join Longcore B	15	15
13	Join Shortcore B	10	8
14	Rotary A	12	10
15	Rotary B	8	8
16	Training Team	10	9
17	Special Team of Anchoring	4	4
18	Grading or Putty Platform	12	12
19	Grading Panel	12	10
20	Join PPC	18	18

Source : Primary Data, 2022

Based on the information above, it can be concluded that employees at PT Bakti Putra Nusantara in the production department have not all been able to carry out production targets to get rewards in the form of bonus money in one week worth Rp. 200,000, - and not all employees are always present to work to get attendance incentives in the form of money in one week worth Rp. 150,000,- . So even though the company's leaders have implemented rewards, some employees are still there who are not very interested in getting them.

Leadership styles using transformational leadership variables and transactional leadership concluded that there was no significant effect on turnover intention(9). Leadership styles using transformational leadership variables and transactional leadership variables state that leadership style does not have a significant effect on turnover intention(10). Transformational leadership variables had no significant effect on turnover intentions(11).

The reward variable using the dimensions of remuneration, cash incentives, work life balance, supervisory support and employee recognition had a positive and significant effect on turnover intention(12). Variable rewards satisfaction has a positive and significant effect on turnover intention(13). The results of a study conducted by (14) which states that the reward variable with the dimensions of compensation, recognition and employee motivation has a positive and significant effect on turnover intention. This is inversely proportional to the research conducted by(15) which states that the reward variable does not have a significant effect on turnover intention. Based on(16) states that the variable reward management system with three dimensions, namely financial rewards, extrinsic rewards and non-financial rewards which states that the variable reward management system has a negative and significant effect on turnover intention.

2. LITERATURE REVIEW

Turnover intention

The term *turnover intention* refers to three specific elements in the process of withdrawal cognition (i.e. the thought of quitting a job, the intention to find another job, and then the intention to quit)(17). The alternation of niat on the other hand is defined as "the consideration, desire, desire, or intention of an employee's behavior to leave or leave their particular organization(19). There are twelve main reasons for employees to leave positions(18). Among them are rude behavior, imbalance of working life, inability to meet expectations, misalignment of employees, feeling underestimated, lack of coaching and feedback, lack of decision-making abilities, inadequate skills, organizational instability, stagnation, lack of growth opportunities and lack of rewards.

Leadership Style

Found that leadership behavior is considered an important factor that influences organizational commitment and has a direct or indirect impact on the intention of moving(19) and (7). Concludes that leadership style is considered important in supporting work values to reduce employee *turnover intentions*(20).

- a. **Transformational Leadership.** Transformational leadership is a state in which the followers of a transformational leader feel that there is trust, admiration, loyalty, and respect for the leader, and they are motivated to do more than they originally expected (21). Transformationalempins offer long-term goals and focus on the high-level intrinsic needs of their followers. These leaders are described as those who use motivation to guide their subordinates to do the best of their abilities and to increase their level of trust through constant support (22).
- b. **Transactional Leadership.** Transactional leadership is an exchange leadership style that motivates employees to produce the desired results by explaining the targets that employees must achieve, showing employees how to achieve targets, clarifying work evaluations, providing feedback on work results, and providing contingent rewards if employees meet targets (23). It is also known as the managerial leadership style.

Transactional leaders work in organizational culture and follow existing rules, procedures and operating norms(24). The author observes transactional leadership as an evolutionary process among the leader and the follower, in which the leader is not interested in the concerns or needs of the follower. As the leader strives to maintain and maintain the harmony of labor relations that are bound by promises of rewards for satisfactory performance (25).

Reward

A reward is something that is given or received for a decent behavior, or compensation is given as an inducement to cause the desired action or circumstance to occur. The award consists of all components of the organization including people process rules and decision-making activities that are involved in the allocation of compensation and benefits for employees in exchange for their contributions to the organization(26). Reward is referring to pno compensation, which an employee of the organization receives for his services(27). It contains not only direct currency and other forms that can be converted to currency, but also a comfortable office, pleasant interpersonal relationships within the organization, having access to decision-making involvement, challenges and a sense of accomplishment, preferred growth opportunities.

Rewards can be categorized into two types, namely (28):

1. **Financial Reward** : includes direct payments plus indirect payments in the form of employee benefits.
2. **Non Financial Reward** : includes everything in a work environment that increases the worker's sense of self-esteem and self-esteem by others that may be a safe work environment, recognition, and rewards, opportunities for development, effective

supervision, and others. Such types of rewards have a great contribution to the success of the organizational retention mechanism.

Relationship between Variables and Hypothesis Development

1. The Effect of Transformational Leadership on Turnover Intention

Research on the relationship between transformational leadership and turnover intention has been carried out by several researchers. The two variables are proven to be related and supported by research conducted by (29) with the result that transformational leadership has a negative and significant effect on turnover intention. The results of research conducted by (30) state that transformational leadership has a negative and significant effect on turnover intention. Also stated that transformational leadership has a negative and significant effect on turnover intention, while transformational leadership has a positive and significant effect on job satisfaction, organizational commitment, employee perceived performance and organizational citizenship behavior(31). So it can be concluded that transformational leadership has an influence on turnover intention.

Based on the description above, the research hypothesis can be formulated as follows:

H1: Transformational leadership has a negative and significant effect on turnover intention.

2. The Effect of Transactional Leadership on Turnover Intention

Research on transactional leadership that is associated with turnover intention has been carried out by several researchers and is supported by the results of previous research, by (32) which shows the results that transactional leadership has a significant effect on turnover intention so that this study proves that there is a relationship between transactional leadership and turnover intention. Which shows that transactional leadership has a negative effect on turnover intention(8). Based on (31) also stated that transactional leadership has a negative and significant effect on turnover intention, while transactional leadership has a positive and significant effect on job satisfaction, organizational commitment, employee perceived performance and organizational citizenship behavior. So it can be concluded that transactional leadership has an influence on turnover intention.

Based on the description above, the following hypothesis can be formulated:

H2: Transactional leadership has a negative and significant effect on turnover intention.

3. The Effect of Reward on Turnover Intention

The work environment is negatively related to turnover intentions and the results show that good working conditions can reduce employee turnover intentions (33). To retain employees and achieve the implementation of established objectives of an effective reward system is very important. So the research proves that there is a relationship between reward and turnover intention. The results of the study (34) show that the reward management system which consists of the dimensions of financial rewards, intrinsic rewards and non-financial rewards has a significant and negative effect on turnover intention. Based on the description above, the following hypothesis can be formulated:

H3: Reward has a negative and significant effect on turnover intention.

3. METHOD

The type of research carried out is quantitative research, which is a type of research that uses research designs based on statistical procedures or in other ways of quantification to measure research variables. object of research on employees of PT. Bakti Putra Nusantara located on Jalan Dukuh Watu Belah RT 01 RW 04, Taman Rejo Village, Limbangan District, Kendal Regency, Central Java Province. The measuring instrument in quantitative research is in the form of a questionnaire, the data obtained is in the form of answers from PT employees (35). Bakti Putra Nusantara in the production department of the questions or items of questions asked. Population is a generalization area consisting of objects that have certain images and characteristics set by researchers to be studied and then drawn conclusions (36). The population in this study were employees of PT. Bakti Putra Nusantara totaled 364 people.

Table 3 Number of Employees of PT Bakti Putra Nusantara for the Period of June 2022

No.	Sections/Departments	Number of Employees
1	Division Head	2
2	Deputy Division Head	2
3	Squad Chief	23
4	Office Staff	8
5	Hygiene	15
6	Mechanic	30
7	Security	12
8	Hearth	16
9	Blockboard Administration	8
10	QC Material Platform	5
11	Press Dryer A	10
12	Press Dryer B	10
13	Press Dryer C	10
14	Main Settings & Sort SSKN	15
15	Clipper Join Longcore Shift A	18
16	Clipper Join Longcore Shift B	20
17	Join Veneer Short Core A	14
18	Join Veneer Short Core B	20
19	Continuous Dryer A	5
20	Rotary Bubakan A	15
21	Rotary Bubakan B	15
22	Join PPC	20
23	Training Team	25
24	Special Team of Anchoring	10
25	Grading or Putty Platform	18
26	Grading Panel SSKN	18
Total Employees		364

Source : Primary data, 2022

The sample is part of the population (a partial or representative of the studied population). The sample is part of the number and characteristics possessed by the population(37). The sample consists of a number of members selected from the population. In other words a number, not all populations were sampled in the study.

4. RESULTS AND DISCUSSION

Reliability Test

The Reliability Test is used to determine the reliability of the instrument items before data collection is held using *Cronbacnh Alpha*. A variable is said to be reliable, if it gives a *Cronbacnh Alpha value > 0.70*(38). It can be seen in the table below the results of reliability testing in this study with the SPSS 19 program. As follows:

Table 4 Reliability Test Results

Variable	Standart Alpha	Cronbacnh's Alpha	Information
<i>Turnover Intention</i> (Y)	0,7	0.773	Reliable
Transformational Leadership (X1)	0,7	0.810	Reliable
Transactional Leadership (X2)	0,7	0.922	Reliable

Reward (X3)	0,7	0.910	Reliable
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Source : Primary data processed, 2022

Based on Table 4 above, it is known that *the variables Turnover Intention (Y), Transformational Leadership (X1), Transactional Leadership (X2), and Reward (X3)* obtained the value of *cronbach's alpha* > 0.7. With this result, all items of all variables studied are reliable and can be carried out subsequent analysis.

Linear Regression Analysis

In consideration of multiple linear regression analysis can be included in the regression equation as follows:

$$Y = -0.282 X1 - 0.286 X2 - 0.234 X3$$

Based on the regression equation above, it can be perceived that :

1. Implementation of regression results between transformational leadership (X1) and *turnover intention (Y)* of -0.282 with a significant rate of $0.000 < 0.05$. This means that if the stronger the influence of transformational leadership, the *turnover intention of employees* will also decrease.
2. Implementation of regression results between transactional leadership (X2) and *turnover intention (Y)* of -0.286 with a significant rate of $0.000 < 0.05$. This means that the stronger the influence of transactional leadership, the *turnover intention of employees* will also decrease.
3. Implementation of regression results between *reward (X3)* to *turnover intention (Y)* of -0.234 with a significant level of $0.002 < 0.05$. This means that if the stronger the influence of *the reward*, the *employee's turnover intention* will also be more sustainable.

Hypothesis Test (t Test)

Statistical test t basically shows how far the influence of one independent variable individually is in explaining the variation of the dependent variables persially. The following test results can be seen in table 5

Table 5 Hypothesis Test Results (t Test)

No	Hypothesis	β (Beta)	Sig.	Information
1	Transformational Leadership to <i>Turnover Intention</i>	-0.282	0.000	Hypothesis 1 Accepted
2	Transactional Leadership to <i>Turnover Intention</i>	-0.286	0.000	Hypothesis 2 Accepted
3	<i>Reward</i> to <i>Turnover Intention</i>	-0.234	0.002	Hypothesis 3 Accepted

Source : Primary Data, 2022

DISCUSSION

The results showed that the Influence of Transformational Leadership (X1), Transactional Leadership (X2), *Reward (X3)* on *Turnover Intention (Y)* of PT. Bakti Putra Nusantara showed the following research results:

The Influence of Transformational Leadership on Turnover Intention

The results showed that transformational leadership has a negative and significant effect on *turnover intention* which means that the more leaders who show charismatic in leading, are able to provide inspirational motivation, intellectual stimulus and attention to individuals / employees, then the employee's behavioral intention to leave or leave the organization will decline even more. Leadership is an ability to influence groups to achieve goals(39).

Transformational leadership is a leadership style used by managers if they want their group to expand its boundaries and have performance beyond the status quo of the organization(40). Meanwhile, what is meant by transformational leader itself is a type of leadership style that teaches his followers to put aside their personal interests for the benefit of the organization and be able to have a tremendous impact on their followers (41). Identified transformational leadership behavior in four components namely ideal influence, inspirational motivation, intellectual stimulation and individual consideration(42).

The results of this study are supported by (43) that transformational leadership has a negative and significant effect on turnover intention. So it can be concluded that transformational leadership has an effect on turnover intention. In line with this statement, it was found in research conducted by (30) and (44) stated that transformational leadership has a negative and significant effect on *turnover intention*.

The Effect of Transactional Leadership on *Turnover Intention*

The results showed that transactional leadership has a negative and significant effect on *Turnover Intention*, which means that the better the transactional leadership shown by the ability to provide direction to his subordinates regarding the procedures for implementing tasks and targets that must be achieved, the leadership also always carries out directive supervision of their subordinates, and the leader is able to provide warnings and sanctions to his subordinates if there is an error in the process carried out by the subordinate concerned, the *Turnover Intention* will decrease.

Transactional leadership is a leadership style in which a leader focuses his attention involving exchange relations(45). Transactional leadership will be encountered if the leader plays an important role. Transactional leadership when viewed from a positive angle has networking and when viewed from a negative angle, it abuses position. It is always associated with the power of position, status and influence that comes from a person's position in the hierarchy (46).

Effect of Reward on *Turnover Intention*

The results showed that *rewards* have a negative and significant effect on *Turnover Intention*, which means that there is a negative influence of the *Reward* variable on *Turnover Intention*. The more *rewards* received by employees according to what they want both in the form of salaries, promotions, and benefits as well as intrinsic awards including recognition and rewards, training and development, and the work environment, the *turnover intention* will decrease.

A *reward* is something that is given or received for decent behavior, or compensation is given as an inducement to cause the desired action or circumstance to occur (26). *Reward* is referring to pno compensation, which an employee of the organization receives for his services(27). Both in the form of direct currency and other forms that can be converted to currency, a comfortable office atmosphere, pleasant interpersonal relationships relationships within the organization, having access to decision-making engagement, challenges and a sense of accomplishment, preferred growth opportunities are able to undermine the desire of employees to leave the organization.

4. CONCLUSION

Transformational leadership has a negative and significant effect on Turnover Intention. The more appropriate transformational leadership, the more turnover intention will decrease. Transactional leadership has a negative and significant effect on Turnover Intention. The better the transactional leadership, the more turnover intention decreases. Rewards have a negative and significant effect on Turnover Intention. The more appropriate the reward received by employees, the more turnover intention decreases

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