



The Influence of Transformational Leadership Style, Job Satisfaction and Organizational Culture on Turnover Intention in Employees of PT. Medan Distribusindo Raya Kabanjahe

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ABSTRACT

The purpose of this study was to determine and analyze the influence of transformational leadership style, job satisfaction, and organizational culture on the turnover intention of employees of PT. Medan Distribusindo Raya Kabanjahe. The results of this study indicate that transformational leadership style, job satisfaction, and organizational culture have a significant influence on turnover intention. This is indicated by the $F_{count} (7.752) > F_{table} 2.72$ with $Sig-p (0.000) < (0.05)$. The transformational leadership style partially has a positive and significant influence on turnover intentions. This is indicated by the values of $t_{count} (2.061) > t_{table} (1.991)$ and $Sig (0.029) < (0.05)$. Job satisfaction partially has a positive and significant effect on turnover intention. This is indicated by the values of $t_{count} (3.908) > t_{table} (1.991)$ and $Sig (0.000) < (0.05)$. Organizational culture partially has a positive and significant influence on turnover intentions. This is indicated by the values of $t_{count} (2.111) > t_{table} (1.991)$ and $Sig (0.038) < (0.05)$. Transformational leadership style, job satisfaction, and organizational culture have an influence on turnover intentions of 44.2%.

INTRODUCTION

In an increasingly developing society, humans always have an increasingly important position, because humans are one of the main factors for an organization that produces a good product or service, an organization is said to be successful if it can effectively and efficiently utilize resources, especially existing employees optimally. and professional. Currently, distribution companies are competing to provide distribution services to meet the growing needs of the community for household consumption, such as care for clothing, household necessities, food, and beverages.

Transformational leadership is a form of leadership approach by changing mindsets, building enthusiasm, and inspiring employees and their subordinates to create the goals expected by the organization or company without feeling pressured, forced, or forced. Job satisfaction is also related to employee turnover (willingness to leave), but other factors such as labor market conditions, alternative employment opportunities, and seniority are also important constraints. People who are satisfied with their jobs tend to stay.

A good organizational culture within a company has a significant impact on employee behavior and directly reduces variability. High employee turnover is a commonly used indicator of an organization's underlying problems. Employee turnover can lead to instability and uncertainty about employee working conditions and increased recruitment costs.

PT. Medan Mediteraniando Raya is a company engaged in the distribution of goods produced by PT. Wings Group, which has spread into 5 branches in North Sumatra namely, Stabat, Pematang Siantar, Tanjung Balai, Padang Sidempuan, and Kabanjahe. In this study, what is discussed is the employees of PT. Medan Distribution does Raya Kabanjahe where problems occur such as the lack of responsiveness of a leader when there are customers or customers for service dissatisfaction from employees which is a problem for the company.

Table 1. Total Employees of PT. Medan Distribution, Raya Kabanjahe Exiting during 2018-2020

Year	Number of Employees at the Beginning of the Year (People)	Number of Employees at the End of the Year (People)	Outgoing Employees (People)	Outgoing Employees (People)
2018	110	105	5	4,76
2019	112	106	6	5,66
2020	105	99	6	6,06

Source : PT. Medan Dsitribusindo Raya Kabanjahe (2021)

Based on the description of the background above, the formulation of the problem in this study is 1) What is the effect of transformational leadership style on turnover intention among employees of PT. Medan Distribution, Raya Kabanjahe; 2) What is the effect of job satisfaction on turnover intention among employees of PT. Medan Distribution, Raya Kabanjahe; 3) What is the influence

of organizational culture on the desire to move (turnover intention) at PT. Medan Distribution, Raya Kabanjahe; 4) What is the effect of transformational leadership, job satisfaction, and organizational culture on turnover intention among employees of PT. Medan Distribution, Raya Kabanjahe.

LITERATURE REVIEW

Human Resource Management

According to Kasmir (2016:6) "Human resource management refers to planning, recruitment, selection, training, development, compensation, careers, safety and health, and work relations through the end of employment in order to achieve organizational goals and improve health. It is the process of managing people through the maintenance of "prospect presence". According to Mangkunegara (2013: 2) "human resource management is a management and utilization of existing resources in individuals". The management and utilization are optimally developed in the world of work to achieve organizational goals and the development of individual employees.

Based on the opinions of some of the experts above, it can be concluded that human resource management is a process or regulation of the activities of an organization that effectively affects the human resources a company needs in achieving its goals.

Leadership

According to Sutrisno (2015:213) "Leadership is the process of action that motivates others by guiding, directing, and influencing them to do something to achieve an expected result". Vera and Wahyuddin (In Umi and Hartono, 2016:49), Leadership is the ability to influence and motivate subordinates so that they can perform well, be highly motivated and disciplined, and have a high level of responsibility to their superiors. It is a series of initiatives by the leader.

From some of the definitions above, leadership is defined as having influence over others, subordinates, or groups, possessing special skills or expertise in areas desired by the group, and aiming to create a desired organization, can be concluded to be a person's skill or ability. achieve or group goals.

Transformational Leadership

According to Yucel of Firda (2015:615) notes that transformational leadership is often defined in terms of how leaders enhance collaboration and trust, collective self-efficacy, and team learning. Leadership plays a key role in the success and failure of companies. By helping them see old issues in new ways, transformative leaders can shift employee awareness and engage, inspire, and inspire employees to achieve group goals. can. According to Stephen P. Robbins of Sudaryono (2014:205) A transformational leadership style is a leader who pays attention to the problems and developmental needs of each follower and provides enthusiasm and encouragement to achieve goals.

Based on the above definition, transformative leadership styles change the problem perceptions of followers by helping them see problems in new

ways and invest additional effort in them to achieve organizational goals. It can be concluded that it can excite, awaken and inspire followers to do so.

Job Satisfaction

According to Kreitner & Kinicki (2014:169) "Job satisfaction is an emotional or emotional response to different aspects of one's work." Job satisfaction is not a one-size-fits-all concept, and a person It indirectly states that it is very satisfied with some aspects. According to Mankunegara (2016:117) "Job satisfaction is the feeling of being supportive or unsupportive of the employee involved in the job and its conditions." Job-related feelings include salary or received, career development, and relationships with other employees. Aspects such as relationships, place of employment, type of work, company organizational structure and quality of supervision are included. Feelings associated with him, including: Age, health, skills, education.

Based on the above definitions, we can conclude that job satisfaction is a positive feeling towards work that leads to morale. Positive emotions can take the form of job well-being. When employees are happy with their work, they work wholeheartedly and enthusiastically. Employees are happy with their work when they get the results they expect.

Organizational Culture

According to Jerald Greenberg and Robert A. Baron (in Wibowo, 2016: 14) A nation's organizational culture is a cognitive framework consisting of attitudes, values, norms of conduct, and expectations shared by members of an organization. Underlying organizational culture is a set of core characteristics that members of the organization collectively value. Desire to Move (Turnover Intention). According to Jerome Want in Wibowo (2016: 16) Organizational culture describes the ability of people within an organization to compete in the market and how they act within that belief system to add value to the market's products and services in exchange for financial reward. It is a system of collective beliefs that we hold.

Based on the definition above, it can be concluded that organizational culture is the basic pattern of values, expectations, habits, and beliefs shared by all members of the organization as a guide in carrying out tasks to achieve an organizational goal.

Turnover Intention

Leaving intentions are intentions to leave a company voluntarily, which can affect company status and employee productivity (Issa et al., 2013:526). Intention to leave is defined as the mediating factor between intention to leave and attitudes that influence intention to leave (Yucel, 2012:2). Panggabean in Yanita and Masdupi (2014:2) defines turnover intention as the desire to leave the organization deliberately and consciously. This means that the employee is willing to leave the job of the company on purpose. Turnover is very important for managers because it disrupts organizational continuity and is very expensive.

Based on the definition above, it can be concluded that turnover intention is an individual's intention to leave an organization or company because they do not feel comfortable in the organization or company and intend to find a better job.

Framework of Thinking

In this study, researchers create a framework as follows:

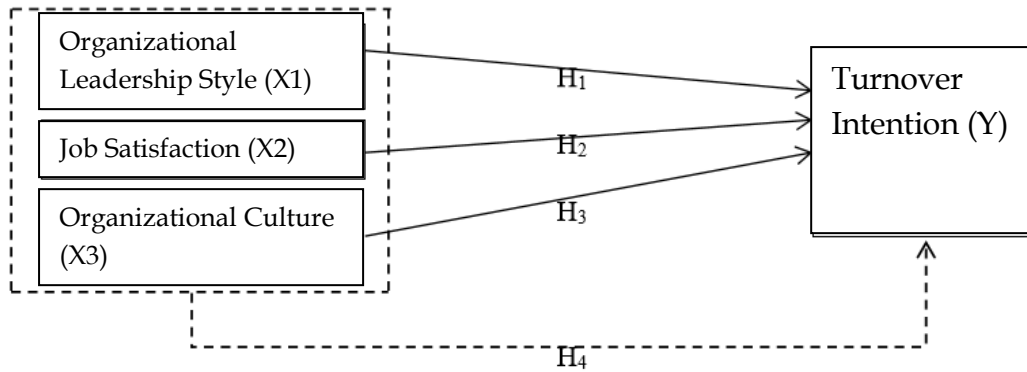


Figure 1. Thinking Framework

Source: Processed by Researchers (2021) Captions:

- > : Partially
- - - - -> : Simultaneously

Hypothesis

- H1:** It is suspected that there is a positive and significant effect of the transformational leadership style on the turnover intention of employees of PT. Medan Distribution, Raya Kabanjahe.
- H2:** It is suspected that there is a positive and significant effect of job satisfaction on the desire to move (turnover intention) of employees of PT. Medan Distribution, Raya Kabanjahe.
- H3:** It is suspected that there is a positive and significant influence of organizational culture on the turnover intention of employees of PT. Medan Distribution, Raya Kabanjahe.
- H4:** It is suspected that there is a positive and significant effect of transformational leadership style, job satisfaction and organizational culture on the turnover intention of employees of PT. Medan Distribution, Raya Kabanjahe.

METHODOLOGY

The population in this study are employees at the beginning of 2020 at PT. Medan Dstributionndo Raya Kabanjahe, namely 105 employees. The technique chosen in this study is the Non-Probability Sampling technique, which is a sampling technique that does not provide equal opportunities or

opportunities for each element or member of the population to be selected as a sample. To determine the number of samples, Slovin's formula was used, and the number of samples in this study was 83. The type of research conducted in this study was causal associative research with quantitative techniques. According to Sugiyono (2016: 55), causal associative research is research that aims to determine the relationship between two or more variables. The causal relationship is a causal relationship, the independent variable (Transformational Leadership Style, Job Satisfaction, and Organizational Culture) affects the dependent variable (Turnover Intention).

RESEARCH RESULT

1. Validity Test

In testing this validity the value of the degree of deviation is 5%, the data needed is N = 83 respondents so that (df = N-2), (83-2 = 81), so that the rtable value is obtained in the value distribution table (rtable) = 0, 2159. The results of the analysis show that rcount > rtable so that it can be said to be valid.

2. Reliability Test

Table 2. Statistical Reliability Test

No	Variable	Alpha	Test Results
1	Organizational Leadership Style (X1)	0,820	Reliable
2	Job Satisfaction (X2)	0,882	Reliable
3	Organizational Culture (X3)	0,855	Reliable
4	Turnover Intention (Y)	0,681	Reliable

The SPSS output above shows the Cronchbach's Alpha value is greater than 0.60, so it can be concluded that the questionnaire statement variable transformational leadership style, job satisfaction, organizational culture and turnover intention are reliable.

3. Multicollinearity Test

Table 3. Multicollinearity Test

No	Variable	Collinearity Statistic	
		Tolerance	VIF
1	Organizational Leadership Style (X1)	0,993	1,007
2	Job Satisfaction (X2)	0,974	1,020
3	Organizational Culture (X3)	0,980	1,027

Table 3 shows the value of Tolerance > 0.1 and VIF < 10 for all independent variables, namely Transformational Leadership Style (X1), Job Satisfaction (X2), and Organizational Culture (X3) so that the data is not affected by

multicollinearity. This means that in the independent variables, namely Transformational Leadership Style, Job Satisfaction, and Organizational Culture, there is no perfect or definite linear relationship between some or all of the variables so the regression model is feasible to use.

4. Multiple Linear Regression Analysis

Table 4. Multiple Linear Regression Test

No	Variable	Unstandardized Coefficients	
		B	Std. Error
1	Nilai Constant	32,544	8,528
2	Organizational Leadership Style	0,133	0,125
3	Job Satisfaction	0,245	0,161
4	Organizational Culture	0,630	0,116

Table 4 shows that the multiple regression equation model in this study is $Y = 32,544 + 0,133 X_1 + 0,245 X_2 + 0,630 X_3$

Information:

Y = Turnover Intention

a = A constant of 32,544. states that if the Transformational Leadership Style, Job Satisfaction, and Organizational Culture are equal to zero and there is no change, then the Turnover Intention value is 32,544 units.

b1 = The regression coefficient of 0,133 states that if the Transformational Leadership Style variable is equal to zero, then the value of the Turnover Intention variable is 0,133. The regression coefficient value of the Transformational Leadership Style is 0,133 which means that for every 1 unit increase, the Transformational Leadership Style will increase the Turnover Intention value by 0,133 units.

b2 = The regression coefficient of 0,630 states that if the variable of Job Satisfaction equals zero, then the value of the Turnover Intention variable is 0,630. The regression coefficient value of Job Satisfaction is 0,630, which means that for every 1 unit increase, Job Satisfaction will increase the value of Turnover Intention by 0,630 units.

b3 = The regression coefficient of 0,245 states that if the Organizational Culture variable is equal to zero, then the value of the Turnover Intention variable is 0,245. The regression coefficient value of Organizational Culture will increase Turnover Intention by 0,245 units.

5. Partial Test (t test)

Table 5. Partial Regression Test (t test)

No	Variable	t	Sig.
1	Nilai Constant	3,816	0,019
2	Organizational Leadership Style	2,061	0,029
3	Job Satisfaction	2,111	0,038
4	Organizational Culture	3,908	0,000

In table 5 it can be concluded as follows:

- a. The Effect of Transformational Leadership Style (X1) on Turnover Intention. The results of this analysis meet the requirements of hypothesis testing, so it can be concluded that the variable Transformational Leadership Style (X1) partially has a significant influence on the variable Turnover Intention (Y).
 - b. The Effect of Job Satisfaction (X2) on Turnover Intention (Y). The results of this analysis meet the requirements of hypothesis testing, so it can be concluded that the variable Job Satisfaction (X2) partially has a significant influence on the variable Turnover Intention (Y).
 - c. The Effect of Organizational Culture (X3) on Turnover Intention (Y). The results of this analysis fulfill the requirements of hypothesis testing, thus it can be concluded that the Organizational Culture variable (X3) partially has a significant influence on the Turnover Intention (Y) variable.
6. Test Simultaneously (Test F)
- The calculated F value is 7.752 with a significance level of 0.000 while the F table at the 95% confidence level ($\alpha = 0.05$) is 2.72. Because in both calculations, namely F count > F table and the significance level is 0.000 < 0.05 indicates that the influence of the independent variables (Transformational Leadership Style, Job Satisfaction, and Organizational Culture) is simultaneously significant to the dependent variable (Turnover Intention).

7. Determinant Coefficient (R²)

Culture is 0.492. this value is not between 0.60 - 0.79, meaning that the variables Transformational Leadership Style, Job Satisfaction, and Organizational Culture do not have a close relationship with Turnover Intention seen from the analysis of the Coefficient of Determination, the magnitude of the contribution of the Transformational Leadership Style variable, Job Satisfaction, and Organizational Culture on Turnover Intention indicated by the magnitude of the coefficient of determination or R Square. From the table of the correlation coefficient and the coefficient of determination above it is known that the coefficient of determination is 0.442 or 44.2% meaning that the variables Transformational Leadership Style, Job Satisfaction, and Organizational Culture have an influence on the Desire to

Switch (Turnover Intention) of 44.2% and the remaining 55.8 % influenced by other factors.

DISCUSSION

1. The Influence of Transformational Leadership Style on Turnover Intention

The results showed that the variable Transformational Leadership Style on Turnover Intention had a significant effect, where the t-count value of 2.061 was greater than the t-table value of 1.991, and the significant value of Transformational Leadership Style was 0.029 which was smaller than the significant alpha (0, 05).

2. The Effect of Job Satisfaction on Turnover Intention

The results showed that the variable Job Satisfaction on Turnover Intention had a significant effect, where the t-count value of 2.111 was greater than the t-table value of 1.991, and the significant value of Job Satisfaction was 0.038 which was smaller than the significant alpha (0.05).

3. The Influence of Organizational Culture on Turnover Intention

The results showed that the Organizational Culture variable had a significant effect on Turnover Intention, where the t-count value was 3.908 greater than the t-table value of 1.991, and the significant value of Organizational Culture was 0.000 which was smaller than the significant alpha (0.05).

4. The Effect of Transformational Leadership Style, Job Satisfaction and Organizational Culture on Turnover Intention

The results showed that the variables Transformational Leadership Style, Job Satisfaction, and Organizational Culture on Turnover Intention had a significant effect, where the Fcount value was 7.752 with a significance level of 0.000 while the F table at the 95% confidence level ($\alpha = 0.05$) was 2.72. Because in both calculations, namely F count > F table and the significance level is 0.000 < 0.05 indicates that the influence of the independent variables (Transformational Leadership Style, Job Satisfaction, and Organizational Culture) simultaneously or simultaneously is positive and significant to the dependent variable (Desire to Move (Turnover Intention)).

CONCLUSIONS AND RECOMMENDATIONS

1. The results of the analysis show that there is a partial influence of the Transformational Leadership Style variable on the Turnover Intention variable. This means that if the Transformational Leadership Style variable increases partially, then the Turnover Intention variable will increase by 2.061 with a significant value of 0.029.
2. The results of the analysis show that there is a partial effect of the Job Satisfaction variable on the Turnover Intention variable. This means that if the Job Satisfaction variable increases partially, then the Turnover Intention variable will increase by 2.111 with a significant value of 0.038.
3. The results of the analysis show that there is a partial influence of the Organizational Culture variable on the Turnover Intention variable. This can be interpreted as if the Organizational Culture variable increases partially,

then the Turnover Intention variable will increase by 3.908 with a significant value of 0.000.

4. The results of the analysis show that there is a simultaneous effect of the variables of Transformational Leadership Style, Job Satisfaction, and Organizational Culture on Turnover Intention at PT. Medan Distribution, Raya Kabanjahe. This can be interpreted if the variable values of Transformational Leadership Style, Job Satisfaction, and Organizational Culture increase together, then the value of the variable Turnover Intention will increase. Where the Fcount value of 7.752 is greater than the Ftable of 2.72 with a significant level of 0.000 less than 0.05.

ADVANCED RESEARCH

The results of this study are expected to be a reference for further researchers and can examine more deeply to develop the research that has been carried out this time and are expected to add more independent variables and add statement items for each variable.

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