



The Effect of Self-Efficacy and Happiness at Work on Employee Resignation Rates Through Servant Leadership (Study at PNM Mekaar PT. Permodalan Nasional Madani, Balikpapan Branch)

Lulut Endah Susanti

Institut Keuangan, Perbankan, dan Informatika Asia Perbanas Jakarta

Corresponding Author: Lulut Endah Susanti lulutendah@gmail.com

ARTICLE INFO

Keywords: Self-Efficacy, Resignation Rates, Servant Leadership

Received : 5 July

Revised : 21 July

Accepted: 23 August

©2023 Susanti: This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/)



ABSTRACT

The purpose of this study is to investigate, via employee servant leadership at PT. Permodalan Nasional Madani, Balikpapan Branch, the relationship between turnover intention and self-efficacy and job satisfaction. This study employs a quantitative methodology utilizing IBM Statistics SPSS 26.0 and the PLS tool for structural equation modeling (SEM). The workers at the Balikpapan Branch of PT. Permodalan Nasional Madani serve as the study's unit of analysis. The sample size is made up of 117 participants. A questionnaire that was sent online was used as the data gathering method. The study's findings demonstrate that self-efficacy and job satisfaction might moderate the impact of these factors on employees' intentions to leave PT. Permodalan Nasional Madani, Balikpapan Branch

INTRODUCTION

The corporate world is a highly competitive and close knit community. Every business must be able to increase performance whenever possible in order to cut expenses. The business wants to acquire a long-lasting competitive edge. A big business is one that can change with the times and yet be successful in the face of fierce rivalry. In order to raise the company's quality, management must be better prepared. Good corporate quality is evident in the way the business performs as a whole. Of course, the organization has to be able to manage every employee in the workplace if it is to attain competent performance.

As a member of the Ultra Micro Holding, PT. Permodalan Nasional Madani is included in the BRI Group. Financing solutions for Micro, Small, Medium-Sized Enterprises and Cooperatives (MSMEs) with capabilities based on business feasibility and fundamental economic concepts are the responsibility of PT. Permodalan Nasional Madani. In order for PT. Permodalan Nasional Madani to have a funding strategy distinct from banking. The PNM ULaMM product (Micro Capital Service Unit) and the PNM Mekaar product (Fostering a Prosperous Family Economy) are the two financing products that are offered by PT. Permodalan Nasional Madani.

Mekaar's primary offering, the PNM product, caters to pre-prosperous women in the ultra-micro finance market. ULaMM's offerings, however, are concentrated on the micro-small business lending market. The PT. Permodalan Nasional Madani, which includes the PT. Permodalan Nasional Madani Balikpapan Branch, is valid throughout Indonesia for this financing product.

Human resources are a company's greatest and most valuable asset as they are the backbone of its operations and business processes. This is also true for PT. Permodalan Nasional Madani Balikpapan Branch, particularly when it comes to managing the PNM Mekaar product line. A large number of human resources were needed in order to accomplish the primary target objectives. Except for the occurrence that happened in the Balikpapan branch of PT. Permodalan Nasional Madani. Even now, it is discovered that a sizable portion of PNM Mekaar staff members—the bulk of whom work as account officers—have a comparatively high desire to leave.

Table 1. PNM Mekaar Employee Turnover Ratio Data, Balikpapan Branch

INDICATORS	2020	2021	2022
Number of <i>Account Officer</i> Mekaar	33	79	115
Total Resign of Mekaar Employee	2	36	45
<i>Turnover Ratio</i>	6,06%	45,57%	39,13%

Source: PNM HR Division Balikpapan Branch in 2022

Based on Table 1, it can be inferred that from 2020 to 2022, PT. PNM Mekaar – which coincidentally belongs to the Gen Z generation – saw an increase in its staff turnover ratio. There has also been a rise in employee resignations in absolute terms. The management of the PT. Permodalan Nasional Madani Balikpapan Branch is really concerned about this and wants to avoid or at least lessen it.

Overhead is one of the major issues that the business has to deal with. The inclination of an individual to wish to leave the firm is called turnover intention. Turnover, as defined by Mathis and Jackson in Sa'diyah et al. (2017), is the process through which an employee quits their employer and needs to be replaced. The assessment of turnover intention indicates whether workers at a company or organization intend to quit or are planning to be let go from their jobs. Because turnover intention can obstruct an organization's efforts to accomplish its objectives, it poses a significant risk to businesses. It is important to address a high turnover rate if the company is losing workers, particularly if it has had trouble finding qualified candidates (Shaman et al., 2016).

Similar to the findings of research by Rohmawati (2018) and Ernawati (2019), which demonstrate a significant relationship between self-efficacy and turnover intention, the results of Kartika and Prihatsanti's (2017) study indicate a positive influence between self-efficacy and turnover intention. It differs, nonetheless, from the findings of a study by Ramadhoani (2020) regarding the relationship between an individual's sense of self-efficacy and their desire to leave their employment. Employee turnover plans are negatively impacted by self-efficacy, as demonstrated by the National Search and Rescue Agency. The study's findings suggest that self-efficacy has a significant and detrimental impact. That is, a worker is more likely to wish to quit or change employment if they have more talents. Gangoff (2017) said.

As opposed to Sepdiningtyas and Santoso's (2019) research, which discovered that self-efficacy had no bearing on employee turnover. A person will have to adapt and study for a long time to create experience as capital for work if they possess an aptitude that is improper or nonexistent in a certain sector of employment.

Employee development is another factor that influences the inclination to leave a job. Development, according to Handoko (2012), is an official, ongoing process that aims to enhance and expand an employee's capabilities. According to Rohmawati (2018), a company's objective to decrease staff turnover may be achieved through investing in employee development. The purpose of the employee development program is to enhance talent and serve as the best retention strategy. Turnover intentions may result from development programs that are not followed by enticing career growth options.

Staff attitudes and behavior are also influenced by human resource development (HR) (Muse and Stampfer 2007). Consequently, funding for employee development encourages employees to behave well, which keeps them motivated to remain with the firm and put in more effort to benefit it. Competent workers actually do not ensure that they will stay on the team for the duration of their employment. It might be argued that firms that provide their employees

growth possibilities have made it easier for those workers to leave for other businesses.

The overall happiness index in 2021 is 71.49, up 0.80 from the year before based on the Indonesian Happiness Index. The Life Satisfaction Dimension Index at work has the lowest value of all the dimensions and components that make up the Indonesian Happiness Index, with a score of 70.26 points. This suggests that job satisfaction is still viewed as a secondary concern. This runs counter to studies by Bestari and Prasetyo (2019) and Agustien and Soeling (2020), which discovered a relationship between employee turnover and job satisfaction. When someone is happy and full of good energy, their work will be better. People have a tendency to work and solve issues more creatively at that period. According to additional study, employees that are satisfied will collaborate better between motivation and performance, making them more successful in reaching management objectives.

The researcher is interested in testing and further investigating the elements that impact the suppression of staff turnover intention at PT. Permodalan Nasional Madani Balikpapan Branch, based on the explanation of numerous items that are suspected of influencing employee turnover. The purpose of the study is to determine if servant leadership may mitigate the impact of employee satisfaction on turnover intentions among PNM Mekaar staff members at the PT. Permodalan Nasional Madani Balikpapan Branch.

LITERATURE REVIEW

Turnover Intention

The intention of an employee to leave their position is known as turnover intention. A company's ability to meet its objectives may be impacted by employees' intention to leave, which might have a negative psychological impact on those who stay and lower overall innovation and customer service standards (Ayinde & Adegrooye, 2012). According to Mobley (2011), on the other hand, an employee's desire to leave their job is based on their assessment of their ability to stay with their employer, even if this assessment hasn't materialized in actual behavior. As stated by Siwi et al.

(2016) proposed that a number of intricately linked and complicated factors, including as age, length of employment, education level, attachment to the company, job satisfaction, and company culture, affect turnover. According to Santoni and Harahap (2018), the following components make up the parameters of turnover intentions: (1) halting with indicators: changing jobs due to health issues, the workplace, and other factors; (2) moving to a better position with indicators: seeking advancement within the organization, a better promotion, a higher income, and the need to boost self-capacity; Three) Better occupations with indicators: higher levels of challenge; ability-based work; easy transportation; short commutes; and support from family. The notion presented above leads one to the conclusion that turnover intention refers to an employee's wish or purpose to quit.

Servant Leadership

According to Poli (2011), servant leadership is a reciprocal process in which the led and the leader first appear as a party attending to the needs of the led, leading to the led's eventual recognition and acceptance as a leader. As per Spears (2012), there are eleven attributes that define Servant Leadership: Empathy, Healing, Persuasion, Conceptualization, Foresight, Stewardship, and Community Building. Dennis (2014) The Servant Leadership Assessment Instrument (SLAI) is a tool used to measure servant leadership. In light of this, the following are the Servant Leadership indicators: First, love; second, empowerment; third, vision; fourth, humility; and trust. According to the aforementioned understanding, servant leadership is defined as a style of leadership based on the idea that the most successful leaders are those who work to serve others rather than consolidate their own authority or seize total control.

Self-Efficacy

According to Baron and Byrne (2019), self-efficacy refers to an individual's conviction in their capacity to plan and oversee specific activities, events, or tasks required to reach a particular performance level that has an impact on their life. The characteristics of self-efficacy – level, strength, and generality – are referred to as indicators of self-efficacy, according to Smith et al. (2019). Drawing from the aforementioned notion, self-efficacy may be defined as an employee's conviction in their own talents, particularly their capacity to overcome obstacles and effectively accomplish tasks.

Happiness at Work

Realizing the highs and lows of these joyful emotions while working alone or with other employees enables workers to optimize their performance and realize their full potential. This approach is known as happiness at work (Jones, 2020). According to Pryce-Jones (2010), there are two types of elements that affect employee satisfaction at work: those that come from the outside in (acceptance of viewpoints, feedback, praise, and treatment) and those that come from the inside out (goals, objectivity, interests, and safety).

Three factors have been proposed by Salas-Vallina et al. (2017) as indicators of employee pleasure at work: (1) feelings and implications that are effective at work, (2) employee performance evaluations, and (3) a sense of belonging to the organization. The aforementioned notion leads to the conclusion that when work and the work environment have a positive impact on an employee's level of happiness, that individual is happy at work.

Based on some of the empirical research results above, the research hypothesis is as follows:

H1: The better the self-efficacy, the better the servant leadership will be.

According to research by Jin Yang et al. (2018), servant leadership is influenced by self-efficacy. Therefore, higher levels of self-efficacy will translate into greater servant leadership.

H2: The better the happiness at work, the better the servant leadership will be

Studies by Vallina and Guerrero (2018) and Macedo et al. (2023) found that servant leadership is influenced by employee contentment. Consequently, increased job satisfaction will lead to improved servant leadership.

H3: The better the servant leadership, the lower the turnover intention

Research by Mustamil and Najam (2020) and Mansyah and Rojuaniah (2020) concludes that servant leadership influences turnover intention. Thus, if the servant leadership is getting better, it will reduce turnover intention.

H4: The better the self-efficacy, the lower the turnover intention.

Studies by Rohmawati (2018), Monika and Nurmaya (2021), and Hutabarat and Yuniawan (2022) came to the conclusion that turnover intention is influenced by self-efficacy. Thus, a rise in self-efficacy will result in a decrease in turnover intention.

H5: The better the happiness at work, the lower the turnover intention

Studies by Hamif et al. (2022) and Nurmalasari (2021) shown that turnover intention is influenced by job satisfaction. Therefore, if job satisfaction is increasing, turnover intention will decrease.

H6: The better the servant leadership, the better the effect of self-efficacy on turnover intention

According to research by Jin Yang et al. (2018), servant leadership is influenced by self-efficacy. Subsequently, it was determined by Mustamil and Najam (2020) and Mansyah and Rojuaniah (2020) that turnover intention is influenced by servant leadership. Therefore, the influence of self-efficacy on turnover intention will also improve in proportion to the improvement in servant leadership.

H7: The better the servant leadership, the better the effect of happiness at work on turnover intention

Studies by Vallina and Guerrero (2018) and Macedo et al. (2023) found that servant leadership is influenced by employee contentment. Subsequently, it was determined by Mustamil and Najam (2020) and Mansyah and Rojuaniah (2020) that turnover intention is influenced by servant leadership. Therefore, if servant leadership is improving, so too will the impact of employee contentment on turnover intention.

Our use of deductive research is based on the theoretical framework. It includes reasoning that is developed, clarified, and expanded upon on the correlation between variables deemed relevant to addressing research issues (Ghozali, 2016).

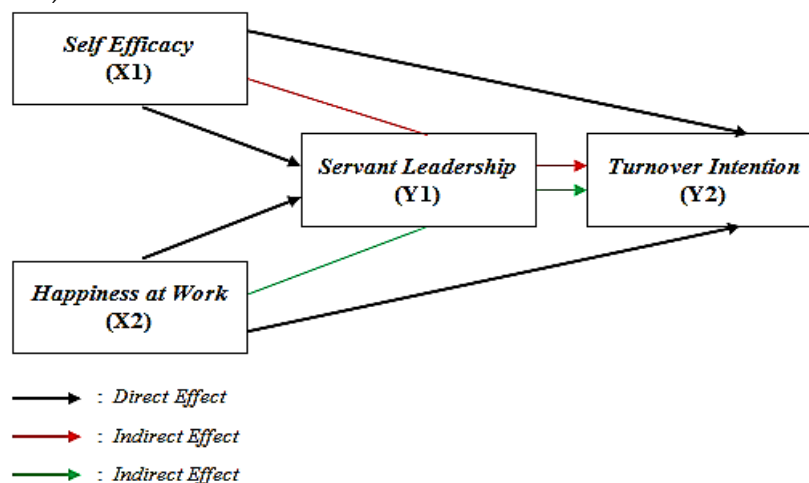


Figure 1. Research Model

METHODOLOGY

The study employed a quantitative approach using a descriptive methodology as its research technique. By analyzing a sample of the population, this study statistically characterizes the attitudes, trends, and behaviors of that population (Creswell, 2016).

Finding correlations or patterns of impact among variables on a given topic is the goal; in specifically, it aims to investigate how the independent factors affect the dependent variable. Data collection and processing was place at the PNM Balikpapan Branch over the course of one and two months, respectively.

All of the participants in this study were staff members of the PNM branch in Balikpapan. 117 employees were given questionnaires, and all of them responded to the surveys that were sent out. The researcher then analyzes the information gathered in light of the respondents' answers.

This study employed survey research as its primary methodology, with a questionnaire serving as the major tool. The data analysis method employed by researchers was Structural Equation Modeling (SEM) (Hair et al., 2020).

RESULT

Outer Model Analysis Results (Model Measurement)

A construct validity test that included a discriminant test and a convergent validity test was used to analyze the outer model. As seen in Figure 2, the findings demonstrate that all loading factor values are higher than 0.5.

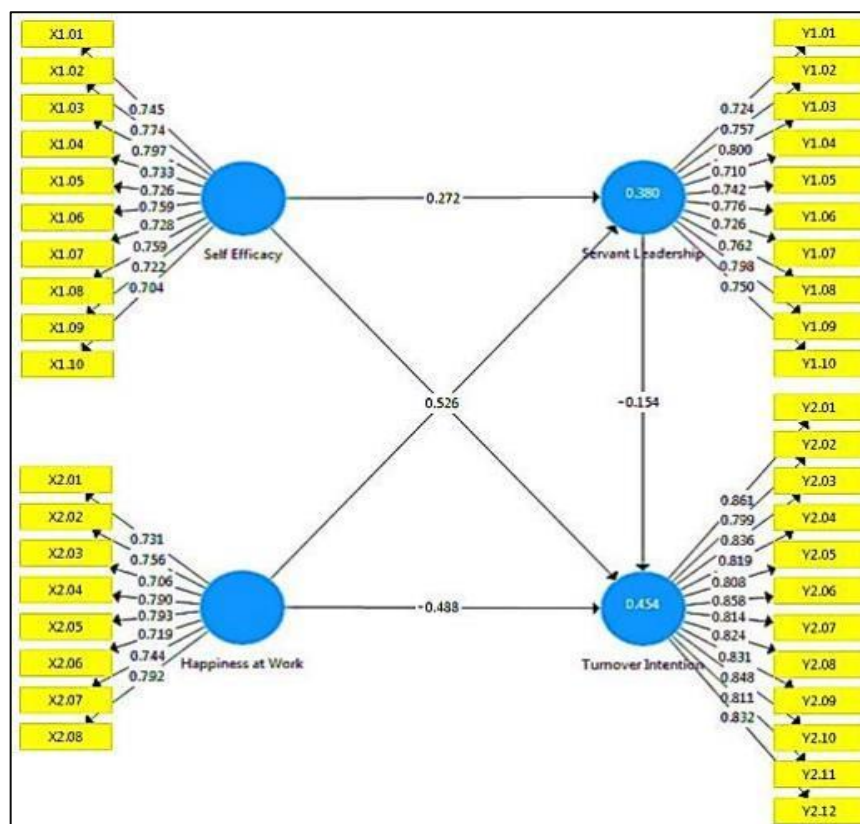


Figure 3. SEM-PLS Model Calculation Results

These results are reinforced by AVE values. AVE > Rule of Thumbs 0.5 value

Table 2. Construct Reliability and Validity (Based Score AVE)

Variabel Laten	AVE	Rule of Thumbs	Keterangan
<i>Self Efficacy (X1)</i>	0,556	0,5	Support
<i>Happiness at Work (X2)</i>	0,538	0,5	Support
<i>Servant Leadership (Y1)</i>	0,541	0,5	Support
<i>Turnover Intention (Y2)</i>	0,687	0,5	Support

Source: Results of Data Processing Using SmartPLS Ver. 4 (2023)

It may be inferred from Table 2's results that all latent variables have an AVE value larger than 0.5, indicating that any indicator can be used to represent the latent variables that each indicator builds.

To find out how much the latent construct actually varies from the other constructs, the discriminant test is the next step. A concept that has a high discriminant validity score is distinct and has the capacity to explain the phenomena being assessed. Analysis of the Fornell-Larcker Criteria is used in the discriminant validity test.

Table 3. Discriminant Validity Test Results (*Fornell-Larcker Criterion*)

Latent Variable	<i>Happiness at Work (X2)</i>	<i>Self Efficacy (X1)</i>	<i>Servant Leadership (Y1)</i>	<i>Turnover Intention (Y2)</i>
<i>Happiness at Work (X2)</i>	0,733			
<i>Self Efficacy (X1)</i>	0,105	0,746		
<i>Servant Leadership (Y1)</i>	0,554	0,327	0,736	
<i>Turnover Intention (Y2)</i>	0,599	0,345	0,504	0,829

Table 3 displays the analysis's findings using the SmartPLS program. It is discovered that the correlation value between the constructs (latent variables) in the model is less than the square root value of AVE for each construct. This suggests that the model satisfying the Fornell-Larcker Criteria has sufficient discriminant validity.

Results of Structural Model Analysis

The structural model analysis's subsequent phase. Determinant Coefficient (R²), Direct Influence Analysis, and Indirect (Mediation) Analysis are all included in this analysis. Analysis of Influence. The amount of effect that external latent variables have over endogenous latent variables is expressed by the R-Square value (R²). R² has a value between 0 and 1.

Table 4. Value of R² (R-Square)

Variable	R-Square	R-Square Adjusted	Model Indication
Y1 (<i>Servant Leadership</i>)	0,380	0,369	Weak (Lemah)
Y2 (<i>Turnover Intention</i>)	0,454	0,440	Weak (Lemah)

Table 4 presents the findings. With an R-Square value of 0.380 (higher than 0.25) for the Servant Leadership variable (Y1), it can be concluded that the model under consideration falls into the weak group. Thus, in the model of 38.0%, which falls into the weak category, the variables Servant Leadership (Y1), Self-Efficacy (X1), and Happiness at Work (X2) may be used to explain the variable.

Additionally, the Turnover Intention (Y2) variable's R-Square value of 0.454 (higher than 0.25) shows that the model in use falls into the weak category. Thus, in a model of 45.4%, which falls into the weak category, the variables Servant Leadership (Y1), Self Efficacy (X1), and Happiness at Work (X2) may all be used to explain the variable Turnover Intention (Y2).

Table 5 illustrates that there are both positive and negative relationships indicated by the route. This means that there is either a positive (moving in the same direction) or negative (moving in the opposite direction) link between external latent variables and endogenous latent variables. Table 5 further demonstrates that every path coefficient is appropriate, as indicated by the seven pathways' p-values, all of which are more than 0.05. This demonstrates that the exogenous factors have a noteworthy and favorable impact on the endogenous variables.

Table 5. Results of Direct Influence Analysis

Path	Original Sample (Path)	T-Statistics	P-Values	Keputusan
X1 -> Y1	0.272	2.388	0.017	Positive
X1 -> Y2	-0.243	3.242	0.001	Negative
X2 -> Y1	0.524	6.633	0.000	Positive
X2 -> Y2	-0.486	6.144	0.000	Negative
Y1 -> Y2	-0.154	2.659	0.015	Negative

The next analysis is an indirect effect analysis based on the Path Diagram model that has been previously determined using the SmartPLS software.

Table 6. Results of Indirect Influence Analysis

Path (Jalur)	Original Sample (Path)	T-Statistics	P-Values	Keputusan
X1 -> Y1 -> Y2	0,242	2,447	0,018	Positive
X2 -> Y1 -> Y2	0,281	2,576	0,016	Positive

Table 6 above indicates that there is a positive association in the indirect path. In other words, there is a positive (unidirectional) link between external latent variables and endogenous latent variables.

DISCUSSION

The Effect of Self Efficacy on Servant Leadership

According to test results utilizing the SmartPLS software, servant leadership at the PT. Permodalan Nasional Madani Balikpapan Branch is positively correlated with self-efficacy. This finding is consistent with the study conducted by Jin Yang and colleagues (2018), who found that self-efficacy affects servant leadership. Servant leadership is positively impacted by self-efficacy; the more confident a worker is in their skills, the better the leadership will be in supporting their team members. This definition makes it clear that self-efficacy significantly and favorably influences servant leadership.

The Effect of Happiness at Work on Servant Leadership

According to tests conducted using the SmartPLS software, PT. Permodalan Nasional Madani Balikpapan Branch's servant leadership is positively correlated with employee contentment. This finding is consistent with studies by Vallina and Guerrero (2018) and Macedo et al. (2023), which found that workplace satisfaction affects servant leadership.

Employee happiness at work is a reflection of their overall happiness. Servant leadership is positively impacted by employee satisfaction at work, meaning that a leader who is happy at work will be better able to serve his team members. According to this concept, servant leadership is positively and significantly impacted by employee pleasure at work.

The Effect of Servant Leadership on Turnover Intention

The SmartPLS software test findings indicate that at PT. Permodalan Nasional Madani Balikpapan Branch, staff leadership turnover is lower the more servant leadership there is. These findings are consistent with the studies conducted by Mansyah and Rojuaniah (2020) and Mustamil and Najam (2020), which found that servant leadership influences turnover intention.

Effective leaders are able to meet the expectations of their staff, which in turn makes the staff feel satisfied. The firm where they work will make their workers happy since they treat them properly and are willing to listen to their needs as well as satisfy them. Workers won't quit when servant leadership is practiced (turnover aim). Therefore, it may be said that turnover intention is significantly impacted negatively by servant leadership.

Effect of Self Efficacy on Turnover Intention

According to test results utilizing the SmartPLS software, staff leadership turnover at the PT. Permodalan Nasional Madani Balikpapan Branch is inversely correlated with self-efficacy. This finding is consistent with studies by Rohmawati (2018), Monika and Nurmaya (2021), and Hutabarat and Yuniawan (2022), which found that self-efficacy had an impact on turnover leadership.

Workers who are assured of their capacity to finish their task will make a greater effort to stay on the job. These workers under escalating pressure to do quality work in order to fulfill organizational goals. This influences the decision not to tender a resignation. When workers have a sense of self-efficacy, they are less likely to intend to leave. Therefore, it can be said that turnover intention is significantly and negatively impacted by self-efficacy.

The Effect of Happiness at Work on Turnover Intention

According to test results utilizing the SmartPLS software, staff leadership turnover at PT. Permodalan Nasional Madani Balikpapan Branch is inversely correlated with job satisfaction. These findings are consistent with studies by Nurmalasari (2021) and Hamif et al. (2022), which found a relationship between turnover intention and workplace contentment.

Employees that experience growing levels of job satisfaction will be the ones who continue to work for the organization. Because of the comfort and satisfaction they experience at work, employees tend to endure when they are unsure about the new surroundings that might make them happy. This influences the decision not to tender a resignation. Therefore, it can be said that the desire to leave one's job is significantly and negatively impacted by job satisfaction.

The Effect of Servant Leadership in Mediating the Effect of Self Efficacy on Turnover Intention

According to the test findings utilizing the SmartPLS software, at PT. Permodalan Nasional Madani Balikpapan Branch, the influence of self-efficacy on turnover intention is positively correlated with the mediation function of servant leadership. This finding is consistent with several studies carried out by earlier researchers, including those by Jin Yang et al. (2018), Hutabarat and Yuniawan (2022), Monika and Nurmaya (2021), and Rohmawati (2018), which found that self-efficacy and servant leadership have a partial impact on turnover intention and that self-efficacy indirectly influences turnover intention through servant leadership.

Workers who are competent and confident in their capacity to finish the task, ensuring that the outcomes meet the organization's goals. By meeting the needs and expectations of these workers, this requirement will help the company's leadership deliver even greater service. When this is understood, the workers won't quit from their jobs. Therefore, it can be said that self-efficacy has a greater impact on reducing turnover intention the more servant leadership there is.

The Effect of Servant Leadership in Mediating the Effect of Happiness at Work on Turnover Intention

At PT. Permodalan Nasional Madani Balikpapan Branch, the test findings utilizing the SmartPLS software demonstrate that the more the mediation function of servant leadership, the greater the influence of pleasure at work on turnover intention. This finding is consistent with several studies carried out by earlier researchers, including those by Jin Yang et al. (2018), Macedo et al. (2023), and Vallina and Guerrero (2018), which found that employee satisfaction and servant leadership had a partial impact on employee turnover intention and that employee satisfaction also indirectly influenced turnover intention through servant leadership.

Happiness at work has a big impact on a company's ability to survive. Employee retention in the organization will be easier for those who are very satisfied with their jobs. If the company's executives treat their staff properly, this will further lessen his desire to leave. When a company's executives serve, its employees feel appreciated and valued, which makes them happier and more resilient to survive. Therefore, it can be said that the more servant leadership there

is, the more contentment at work has a suppressive impact on the intention to leave.

CONCLUSION AND RECOMMENDATION

PT. Permodalan Nasional Madani Balikpapan Branch's servant leadership is positively and significantly impacted by self-efficacy; (2) work-related happiness positively and significantly impacts servant leadership at PT. Permodalan Nasional Madani Balikpapan Branch; (3) employee turnover intention at PT. Permodalan Nasional Madani Balikpapan Branch is negatively and significantly impacted by servant leadership; and (4) self-efficacy negatively and significantly impacts employee turnover intention at PT. Permodalan Nasional Madani Balikpapan Branch (5) At PT. Civil National Capital Balikpapan Branch, employee turnover intention is negatively and significantly impacted by happiness at work; (6) At PT. Permodalan Nasional Madani Balikpapan Branch, self-efficacy has a significant impact on employee turnover intention; and (7) At PT. Permodalan Nasional Madani Balikpapan Branch, employee turnover intention is influenced by serenity at work and is mediated by serenity leadership. This suggests that the impact of job satisfaction on turnover intention increases with the degree of mediating servant leadership.

The study's findings indicate that, by mediating servant leadership, self-efficacy and job satisfaction have an impact on turnover leadership. Based on the research findings, the following recommendations are made: (1) To boost PT. Permodalan Nasional Madani Balikpapan Branch's self-efficacy, the organization should support and motivate its staff to keep growing in confidence in their skills; and (2) To boost employee happiness, PT. Permodalan Nasional Madani Balikpapan Branch is progressively enhancing a number of areas that can help its staff members do their jobs better. This may be achieved through fostering a welcoming work environment and cordial relationships among staff members; (3) The leadership of PT. Permodalan Nasional Madani Balikpapan Branch has to focus on what its workers need and expect in order to promote servant leadership. PT. Permodalan Nasional Madani Balikpapan Branch can encourage its staff to boost self-efficacy and foster a happy work environment in order to suppress turnover intention. As a result, improved communication is necessary to learn more about what the expectations of its employees are. In this situation, the business must also be able to project an image of itself as one that respects employee expectations and pays attention to them. In order to achieve this, businesses must host a variety of occasions or endeavors that can foster a peaceful and joyful work environment for their staff. Some examples of these include regular family get-togethers, training sessions, provision of sufficient workspace, and other happy-making initiatives. Workers are content and self-assured in their productivity.

ADVANCED RESEARCH

This study's limitations include its exclusive use of the variables turnover leadership, servant leadership, satisfaction at work, and self-efficacy. Furthermore, there aren't many research objects available PT. Permodalan Nasional Madani Balikpapan Branch is the only one and it hasn't been able to adequately capture the situation of PNM personnel who are dispersed across Indonesia.

In order to encourage more study, the following ideas might be made:

1. It is imperative to do more study in order to investigate the impact of unexplored elements on turnover intention and servant leadership.
2. It is intended that further study will be conducted on the relationship between turnover intention and happiness and self-efficacy at work through servant leadership, using a variety of research techniques, larger sample sizes, and more comprehensive research instruments.

There are a lot of other factors that are also thought to affect turnover intention. These factors should be thoroughly investigated in future research because they have a direct or indirect relationship, can impact the company's sustainability, and can also influence the direction of the company's strategy and policies. Furthermore, it is considered imperative to broaden the study area's reach to encompass not just the head office but all branches in Indonesia.

ACKNOWLEDGMENT

The author acknowledges that he got a great deal of direction, advice, support, and assistance from a variety of sources when he was writing this journal article. I thus want to thank you from the bottom of my heart.

REFERENCES

- Agustien dan Soeling. 2020. Pengaruh organizational commitment, happiness at work, dan motivasi kerja terhadap kinerja pegawai di BKKBN. *Jurnal Ilmu Administrasi Publik*, 8(2).
- Amalia. R. dan Setyanngum. R. P. 2023. Pengaruh Job Stress dan Servant Leadership terhadap Turnover Intention Dimediasi Self Efficacy pada CV. Berkat Sinar Harapan Cikarang Barat. *Jurnal Pendidikan Tambusai*. Halaman 3718-3727 Volume 7 Nomor 1 Tahun 2023
- Bandura, A. dan Watts, R. E. 2017. Self-Efficacy In Changing Societies. *Journal Of Cognitive Psychotherapy*
- Bestari, D. dan Prasetyo, A. R. 2019. Hubungan Antara Happiness At Work Dengan Organizational Citizenship Behavior Pada Karyawan Pt. Telkom Witel Semarang. *Jurnal EMPATI*, 8(1), 33-39. <https://doi.org/10.14710/empati.2019.23571>
- Cherian, J., dan Jacob, J. 2013. Impact of Self Efficacy on Motivation and Performance of Employees. *International Journal of Business and Management*, 8(14), 80-88. <https://doi.org/10.5539/ijbm.v8n14p80>.
- Creswell, W. J. 2016. *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. California: SAGE Publication, Inc.
- Diener. 2000. Subjective well-being: the science of happiness and a proposal for a national index. *American Psychologist*, 55(1), 34-43
- Hair, J. F. et al. 2020. *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. 2nd Edition. California: SAGE Publication, Inc.
- Hamif, S. W, Isyandi. dan Samsir. 2023. Pengaruh Personal Resources Dan Workplace Well Being Terhadap Keterikatan Karyawan Dan Turnover Intention Pada Pt. Indah Kiat Pulp And Paper Perawang Divisi Logistic Container. *Jurnal Sosial Humaniora Terapan*. Volume 5 No. 1, Juli - Desember 2022
- Handoko, H. T. 2017. *Manajemen Sumber Daya Manusia*. Edisi Revisi Jakarta Bumi Aksara.
- Hasibuan, M, S. P 2017. *Manajemen Sumber Daya Manusia*. Edisi Revisi. Jakarta: PT Bumi Aksara.
- Hastuti, D. C , dan Wijono, S. 2023. Hubungan Self Efficacy dengan Turnover Intention karyawan Marketing Pada Masa Pandemi Covid-19 Di Pt. First State Future Surabaya. *Jurnal Cakrawala Ilmiah* Vol.2, No.5, Januari 2023

- Hutabarat, N. F dan Yuniawan, A. 2022. Pengaruh Efikasi Diri, Ketidakamanan Kerja Terhadap Turnover Intention Melalui Komitmen Organisasional Sebagai Variabel Intervening (Studi Pada Tavern Group). *Diponegoro Journal Of Management*, 11(11).
- Jones. 2020. *Building Brand Communities: How Organizations Succeed by Creating Belonging*. Oakland: BerrettKoehler Publisher, Inc.
- Kotler, P. dan Keller, K.L. 2016. *Manajemen Pemasaran*. Edisi 13. Jilid 1 dan 2. Alih Bahasa: Bob Sabran. Jakarta: Erlangga
- Kotler, P., dan Amstrong, G., 2018, *Principles of Marketing*, 7th Ed., UK: Pearson Education Limited
- Moleong, L. J. 2017. *Metodologi Penelitian Kualitatif*. Edisi Revisi. Bandung : PT Remaja Rosdakarya
- Monika. S. R. dan Nurmaya. E. 2021. Pengaruh Job Embeddedness, Organizational Commitment, dan Self-Efficacy Terhadap Turnover Intention Karyawan Pada PT. PLN (Persero) UP3 Yogyakarta. *INOBISS: Jurnal Inovasi Bisnis dan Manajemen Indonesia Volume 04, Nomor 04, September 2021*.
- Morrow, L.M. 2015. *Literacy development in the early years, helping children read and write*. Boston: Allyn and Bacon
- Nurjanah, T., Ni Bulan, T. R dan Imelda, S. 2021. Pengaruh Self Efficacy Dan Employee Empowerment Pada Kepuasan Kerja Melalui Employee Engagement Pada PT. Astra Internasional Tbk - Astra Isuzu Medan (Cabang Sm Raja). *Jurnal Ekonomi & Bisnis*, 2(2)
- Priansa, D. J. 2018. *Manajemen Sumber Daya Manusia Dalam Organisasi Publik dan Bisnis*. Bandung: Alfabeta
- Robbins, S. P. dan Judge, T. A. 2018. *Perilaku Organisasi*. Alih bahasa: Diana Angelica dkk. Jakarta: Salemba Empat.
- Rohmawati, E. 2018. Analisis Pengaruh Efikasi Diri Terhadap Keinginan Berpindah Kerja Dengan Kepuasan Kerja Sebagai Variabel Pemeditasi (Survei Pada Auditor Independen Di Indonesia). *Jurnal Akuntansi dan Manajemen* 14(1)
- Sugiyono. 2017. *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: Alfabeta.
- Sutrisno, E. 2017. *Manajemen Sumber Daya Manusia*. Cetakan Ke-7. Jakarta : Kencana Prenada Media Group

- Yulanie, N., dan Irawanto, D. W. 2022. The Effect of Self-Efficacy on Job Performance: Gen X and Gen Y Preferences in R/D Based University. Proceedings of the International Conference on Innovation and Technology (ICIT 2021), 212(Icit), 86-92. <https://doi.org/10.2991/aer.k.211221.011>
- Yulyanti, Y. 2022. Pengaruh Servant Leadership Dan Iklim Organisasi Terhadap Kinerja Pegawai Melalui Self Efficacy. Jurnal Ekonomi dan Bisnis, Vol. 9 No. 2 Maret 2022