



The Effect of Leadership Style on Turnover Intention and Job Satisfaction

Djoko Setyo Widodo

Lecturer of Economic and Business Faculty, Universitas Guna Dharma, Jakarta, email:

djokosetyowidodo@gmail.com

Corresponding Author: Djoko Setyo Widodo

Abstract: The Literature Review article on the Influence of Leadership Style on Turnover Intention and Job Satisfaction is a scientific article that aims to build a research hypothesis on the influence of variables to be used in further research, within the scope of Human Resource Management. The method of writing this Literature Review article is the library research method, which is sourced from online media such as Google Scholar, Mendeley and other academic online media. The results of this study are: 1) Leadership Style influences Turnover Intention; 2) Leadership Style influences Job Satisfaction; and 3) Turnover Intention affects Job Satisfaction. Apart from the exogenous variables above that affect turnover intention and job satisfaction, there are other factors including salary, workload, work environment, colleagues and career development.

Keywords: Leadership Style, Turnover Intention, Job Satisfaction

INTRODUCTION

Human resources in a company are very crucial in running a company. Therefore the company must be able to manage and maintain its human resources. However, in managing human resources there are obstacles, ranging from a mismatch between workers and the environment, with workload, salary and colleagues. Most of them choose to move or decide to resign from their company. Things that are directly related to workers can be the cause of a worker choosing to quit or resign. Problems that often arise are: selfish leaders, leaders who do not have empathy, leaders who are not communicative and leaders who are not responsible.

Formulation of the problem

Based on the background of the problems above, the researcher determines the formulation of the problem as follows:

1. Does Leadership Style affects Turnover Intention?
2. Does Leadership Style affects Job Satisfaction?
3. Does Turnover Intention affects Job Satisfaction?

LITERATURE REVIEW

Job Satisfaction

Job satisfaction is a positive attitude of the workforce including feelings and behavior about work through the assessment of one job as a sense of respect in achieving one of the important values of work. Job satisfaction is a form of emotional attitude that is fun and loves the work they do. Job satisfaction is a person's attitude towards his work which can be a positive attitude. Job satisfaction indicators include: 1) job suitability; 2) Enjoy work; 3) Loving work; and 4) Work discipline (Wydyanto & Yandi, 2020).

Job satisfaction has been widely studied by previous researchers, among others: (Situmorang & Wardhani, 2022), (Yandi & Bimaruci Hazrati Havidz, 2022), (Setiyaningrum, 2019), (Wydyanto & Yandi, 2020), (Huda Kalimullah & Lenny Christina Nawangsari, 2019).

Turnover Intention

Turnover intention is an act of permanent resignation carried out by employees either voluntarily or involuntarily. Turnover intention is an individual's tendency or intensity to leave the organization for various reasons, including the desire to get a better job. Turnover intention is the worst impact of an organization's inability to manage employee behavior so that employees feel a high desire to change jobs. Indicators of turnover intention include: 1) Desire to stop; 2) The desire to get a better job; and 3) Fair career levels (Narpati et al., 2020).

Turnover intention has been widely studied by previous researchers, among others: (Saputro et al., 2020), (Dwiswara & Utama, 2022), (Catur Widayati et al., 2019), (Kusuma & Syah, 2020), (Narpati et al., 2020), (Nurfauzan & Halilah, 2017).

Leadership Style

Leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved. Leadership style is a way in which a person influences others to achieve a goal. Leadership style is. Leadership style is a method used by leaders in a company or organization to influence the performance of their employees. Leadership style indicators include: 1) Ability to motivate; 2) Ability to control emotions; 3) Ability to communicate and listen; and 4) Be responsible (R. Putra et al., 2021).

Leadership style has been widely studied by previous researchers, among others: (Lutfi & Widodo, 2018), (Yassir Araffat et al., 2020), (Haitao, 2021), (Limakrisna et al., 2016), (Paijan & Ali, 2017), (R. Putra et al., 2021), (Purnamasari et al., 2020), (H. B. H. Havidz & Gupron, 2019)

Table 1. Relevant Previous Research Results

No	Author (year)	Previous Research Results	Similarities with this article	Difference with this article
1	(Catur Widayati et al., 2019)	the Effect of Job Satisfaction and Job Environment on Turnover Intention Employees in Engineering and Services Construction Services	Discussing about Job Satisfaction and Turnover Intention	There are difference variables, namely: Job Environment and Services Construction
2	(Narpati et al., 2020)	Pengaruh Turnover Intention Dan Kepuasan Kerja Terhadap Produktivitas Kerja Sales Promotion Girl (Spg) Matahari Department Store – Bekasi	Discussing about Turnover Intention and Job Satisfaction	There are locus research, namely in Matahari Department Store Bekasi
3	(Dwiswara & Utama, 2022)	the Influence of Transformational Leadership Style, Job Satisfaction and Work Engagement on	Discussing about Job Satisfaction and Turnover	There are research locus namely in PT OLAM Indonesia, Jakarta

		Turnover Intention (Studies on Employees of PT OLAM Indonesia, Jakarta)	Intention	
4	(Elmi et al., 2016)	Effect of leadership style, organizational culture and emotional intelligence to learning organization: On the Human Resources Development Agency of Law and Human Rights, Ministry of Law and Human Rights	Discussing about Leadership Style	There are difference variables in Organizational Culture and Emotional Intelligence
5	(Purnamasari et al., 2020)	Analyzing the Effect of Motivation, Leadership Style, and Perceived Workload, With the Moderating Effect of Leadership To the Teacher'S Commitment	Discussing about Leadership Style	There are difference variables in Motivation, Perceived Workload and Teacher Commitment
6	(Mahaputra, 2021)	Literature Review The Effect of Organizational Internal Control , Leadership Style and Organizational Commitment on Managerial Performance.	Discussing about Leadership Style	There are difference variables in Organizational Internal Control, Organizational Commitment

RESEARCH METHODS

The method of writing literature review articles is the library research method, which is sourced from online media such as Google Scholar, Mendeley and other academic online media. In this research, literature review must be used consistently based on methodological assumptions. This means that a literature review must be used so that it does not raise questions that will be asked of researchers. Researchers use qualitative methods because they are exploratory (Ali, H., & Limakrisna, 2013).

DISCUSSION

Based on theoretical studies relevant to previous research, the discussion in this literature review article is as follows:

1. The Effect of Leadership Style on Turnover Intention

Leadership style influences turnover intention, so that must be done by every company or organization management, namely: 1) Ability to motivate: by providing motivation to work diligently and diligently in order to achieve company goals and employee welfare; 2) Ability to control emotions: this means that leaders must be able to control their emotions so as not to create employee dissatisfaction with leadership; 3) Ability to communicate and listen: this means that leaders must be able to communicate between employees and be willing to listen to any input; and 4) Responsible: where the leader must be responsible for what happens in the company and the decisions he has made Sudiantini & Saputra, 2022).

If a leader does motivation, emotional control, communication and responsibility, it will have an impact on: 1) Employee trust: a form of belief in employee loyalty to the leader who leads their company; 2) Employee loyalty: is a form of employee dedication to the company by devoting all their energy, time and thoughts to the company or organization where they work. If the leadership style is perceived well by employees then this can reduce turnover intention. This also means that if the leadership style is getting better, namely by paying attention to employees and communicating well, it will create lower turnover intention (Nofrialdi, 2022).

Leadership style influences turnover intention, this is in line with research conducted by: (Saputra et al., 2021), (Yeni et al., 2019), (Larasati et al., 2018), (Maharani & Saputra, 2021), (Sudiantini & Saputra, 2022), (S. A. H. Havidz et al., 2017), (M. R. Putra et al., 2020), (Mahaputra & Saputra, 2021), (Nofrialdi, 2022).

2. The Effect of Leadership Style on Job Satisfaction

Leadership style influences job satisfaction, so what every leader of a company or organization must do is: 1) Fair: giving rights and obligations to every employee without discriminating against race, ethnicity, religion and gender; 2) Empathy: the ability of a leader to understand the needs of his employees; and 3) Humble: is a form of respecting and appreciating each individual employee regardless of background and educational status (Sivaram et al., 2019).

If a leader has and applies fair, empathetic and humble behavior, it will have an impact on: 1) Enjoying work: a form of employee pleasure in the work given; 2) Loving work: is a form of an employee's love for his work; and 3) Work discipline: is a form of employee respect for their leaders, namely work discipline (Mulyani et al., 2020).

This means that if the leadership style is getting better, namely by giving special attention to employees and communicating well, it will result in higher job satisfaction..

Leadership style influences job satisfaction, this is in line with research conducted by: (Darwisyah et al., 2021), (Mulyani et al., 2020), (Sivaram et al., 2020), (Agussalim et al., 2016), (Sivaram et al., 2019), (Somad et al., 2021).

3. The Effect of Turnover Intention on Job Satisfaction

Turnover intention affects job satisfaction, so what every leader of a company or organization must do is: 1) Desire to quit: receive input regarding the problems that lie behind a person to stop working at this company; 2) The desire to get a better job: is a form that employees are not satisfied with the salary and wages given; and 3) Fair career level: is a form of fair career development regardless of gender and background (Desfiandi et al., 2019).

If there is a lot of turnover intention in a company, it will have an impact on: 1) Work performance: a form of achievement or award obtained by employees; and 2) Corporate image: is a form of view held by the community towards the company. This also means that if the turnover intention is higher, it will result in lower job satisfaction. With so many levels of turnover intention, it indicates that the company is unable to fulfill the rights that must be obtained by employees. In addition, high turnover intention in companies can occur due to a bad work environment, bad colleagues and poor career development (Elmi et al., 2016).

Turnover intention affects job satisfaction, this is in line with research conducted by: (Ridwan et al., 2020a), (Ridwan et al., 2020b), (Widodo et al., 2020), (Bimaruci et al., 2020), (Maida et al., 2017), (Desfiandi et al., 2019), (Elmi et al., 2016).

Conceptual Framework

Based on the problem formulation, literature review, previous research tables and the discussion above, the conceptual framework is determined as follows:

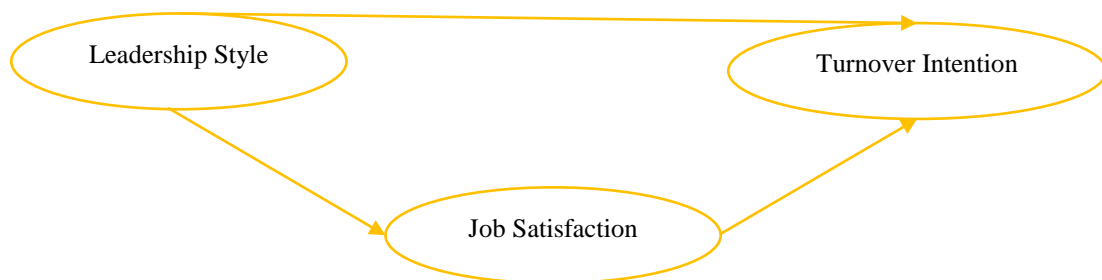


Figure 1. Conceptual Framework

This article discusses the influence of leadership style on turnover intention and job satisfaction. There are other factors that affect turnover and job satisfaction, apart from leadership style, including::

1. Workload: (Mahaputra & Saputra, 2022), (Ilhamalimy & Mahaputra, 2021), (H. B. H. Havidz & Mahaputra, 2020), (Hazimi Bimaruci Hazrati Havidz, 2020), (Widodo et al., 2017), (Widodo et al., 2020), (Widodo, 2017), (Widodo & Silitonga, 2017).
2. Wages: (Suleman et al., 2020), (Al Hafizi & Ali, 2021), (Wijaksono & Ali, 2019), (Masruri et al., 2021), (Harahap & Ali, 2020), (Khalid, S. A., & Ali, 2006), (Doan & Ali, 2021).
3. Work Environment: (Ismail et al., 2022), (Mukhtar et al., 2017), (Djamaluddin, S., Rahmawati, D., & Ali, 2017), (Chong & Ali, 2022), (Chong & Ali, 2021).
4. Coworkers: (BAstAri, A., & Ali, 2020), (Mukhtar et al., 2016), (Lathiifa & Ali, 2013), (R. Putra & Ali, 2022), (Sari & Ali, 2022), (Kasman & Ali, 2022), (Paijan & Ali, 2017).
5. Allowance: (Larasetiati & Ali, 2019), (Fahmi & Ali, 2022), (Hernikasari et al., 2022), (Ali et al., 2016), (Wahono & Ali, 2021), (Iryani et al., 2021), (Hasyim & Ali, 2022), (Kholisoh & Ali, 2020), (Fauzi & Ali, 2021), (Ali et al., 2022), (Silitonga et al., 2017).

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the literature review and discussion above, the researchers determined the following conclusions:

1. Leadership Style is affected on Turnover Intention.
2. Leadership Style is affected on Job Satisfaction.
3. Turnover Intention is affected on Job Satisfaction.

Recommendation

Based on the conclusions above, it is expected that every company leader must be able to apply leadership indicators, including: Ability to communicate, be responsible, be able to control emotions and be able to motivate their subordinates, so that job satisfaction can be achieved.

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