



THE EFFECT OF LEADERSHIP STYLE AND MOTIVATION ON TURNOVER AT HOKA-HOKA BENTO BRANCH BSD SQUARE TANGERANG

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Abstract

The background of this research is that, in the current era of globalization, every organization must carry out the dynamics of change. Therefore, every organization is required to be able to compete. One strategy is to have excellent and competitive human resources. Human resources are a company's most valuable, unique, purest, and unpredictable asset. Human resources are also a central factor in the management of an organization. They are the driving force of the organization in achieving and realizing the goals and objectives set. Therefore, organizational productivity is primarily determined by the productivity of the human resources concerned. Talented human resources with good performance can support business success. Incompetent human resources and poor performance are competitive problems that can put the company at a loss. The aims of this research are 1. Does leadership style affect turnover at Hoka Hoka Bento BSD Square Tangerang Branch? 2. Does motivation affect turnover at Hoka Hoka Bento BSD Square Tangerang Branch? 3. Do leadership style and motivation affect turnover at Hoka Hoka Bento Branch BSD Square Tangerang? The method that the researcher will use is a quantitative method with a descriptive and causal associative approach. This study's population and sample were determined of 33 employees or all Hoka Hoka Bento, BSD Square Tangerang Branch employees. The result of this research is that leadership style and motivation affect turnover where the practice of leadership and motivation styles among the organization's internal employees can increase turnover

Keywords: Leadership Style, Motivation , Turn Over

INTRODUCTION

In the current era of globalization, every organization require to carry out the dynamics of change. Therefore, every organization is required to be able to compete. One strategy is to have excellent and competitive human resources. Human resources are a company's most valuable, unique, purest, and unpredictable asset. In achieving its goals, an organization needs human resources as a system manager. Human resources are also a central factor in the management of an organization. They are the driving force of the organization in achieving and realizing the goals and objectives set. Therefore, organizational productivity primarily is determined by the productivity of the human resources concerned. Talented human resources with good performance can support business success. Incompetent human resources and poor performance are competitive problems that can put the company at a loss.

The phenomenon of organizational development today encounters problems in terms of employee turnover (turnover). The turnover problem in Indonesia has not been resolved and is still a dangerous thing for every company. Various forms of employee behaviour cause phenomena that occur either directly or indirectly. One form of employee behaviour is turnover, which leads to the employee's decision to change jobs. Turnover is characterized by various things related to employee behaviour, starting to be lazy at work, increasing courage to violate work rules, opposing or protesting superiors, and seriousness about completing all employee responsibilities that are different from usual.

Turnover is the cessation of an employee from his place of work voluntarily, Zeffane (2014: 24-25). The percentage of employee turnover at Hoka Hoka Bento Branch BSD Square Tangerang was calculating using the LTO (labour turnover) formula. Based on the LTO calculation obtained in the employee turnover rate formula for Hoka Hoka Bento BSD Square Tangerang Branch, the employee turnover data for Hoka Hoka Bento BSD Square Tangerang Branch can be seen in the table on the following page:

Table 1
Employee Turnover Data for Hoka Hoka Bento BSD Square Tangerang Branch in 2017-2019

Years	Number of Initial Employees Year	Number of Employees Login	Number of Outgoing Employees	Number of Final Employees Year	Percentage Turnover
2017	35	6	9	38	24%
2018	38	6	8	36	21%
2019	36	5	8	33	23%

Source: Hoka Hoka Bento BSD Branch

Based on table 1, it can see that the highest turnover rate occurred in 2017 with a percentage of 24%. In 2018, it decreased to 21%, and in 2019 it increased again to 23%. The phenomenon of the problems that occurred at Hoka Hoka Bento Branch BSD Square Tangerang related to the turnover rate Employees at Hoka Hoka Bento Branch BSD Square Tangerang had thoughts of leaving the company, a desire to look for other job vacancies, and a desire to leave Hoka Hoka Bento to work at other companies that they thought would be better than the Hoka Hoka Bento BSD Square Tangerang branch.

Based on the background of the problems described above, the authors are interested in conducting research titled "The Influence of Leadership Style and Motivation on Turnover at Hoka Hoka Bento Branch BSD Square Tangerang".

METHOD

The statistical method used in this study is Structural Equation Modeling (SEM) and uses software assistance, namely Partial Least Square (PLS) or SmartPLS. Data analysis and structural equation modelling using SmartPLS software. The steps are as follows: Validity Test: Convergent, Discriminant Validity, Conversion of path diagrams to a system of equations, Contract Reliability Test, Hypothesis Testing (Path Coefficients), Inner Model Basic Equation Model and Outer Model Basic Equation Model. Model evaluation: F-Square, R-Square, Predictive Relevance (Q2), GoF Index. The researcher will use a quantitative method with a descriptive and causal associative approach because of the variables that will study concerning them. According to Sugiyono (2018: 35), the illustrative process is a descriptive research method conducted to determine the existence of independent variables, either

only on one or more variables (stand-alone variables or independent variables), without comparing the variables themselves. This descriptive method aims to learn more about the nature of each variable by carefully observing specific aspects to obtain data that corresponds to the existing problem with the research objective, where the data is processed, analyzed, and further based on the theories studied to conclude the data. In this study, quantitative descriptive analysis is a method to determine leadership style, motivation, and turnover at Hoka Hoka Bento Branch BSD Square Tangerang. The population and sample of this study were selected as 33 employees, or all Hoka Hoka Bento Branch BSD Square Tangerang employees, because the population was below 100, following Arikunto's opinion, namely if the population was less than 100. Thus, using the entire population without drawing a research sample as an observation unit is called the census technique.

RESULTS AND DISCUSSION

In data processing using linear regression, several stages are performed to find the relationship between independent and dependent variables, through the relationship of *Leadership Style*, *Motivation*, *Turn Over*. Convergent Validity

Table 2
AVE dan communality

	AVE	Communality
K	0,6939	0,6939
M	0,6302	0,6302
TO	0,5066	0,5066

Sumber: Pengolahan data dengan PLS, 2014

The convergent validity of the measurement model using reflective indicators is assessed based on the loading factor of the indicators that measure the construct. In this study, there are four constructs with some indicators between 4 and 8 on a scale of 1 to 5. Based on the test results of the measurement model shown in Figure 4.1 and Table 4.3, this is explained as follows:

1. The leadership style construct was measured using K1-K6. All indicators have loading factors above 0.7, AVE 0.5 and communalities > 0.5.
2. The organizational motivation construct was measured using M1-M4. All indicators have loading factors above 0.7, AVE 0.5 and communalities > 0.5.
3. The Turn Over construct was measured using TO1-TO3. All indicators have loading factors above 0.7, AVE 0.5 and communalities > 0.5.

Based on the results of the loading factor above, it can be concluded that the construct has good convergent validity.

Discriminate Validity

Discriminant validity testing is carried out to prove whether the indicator in a construct will have the largest loading factor in the construct it forms than the loading factor with other constructs. It can be seen cross loading in table 4.4 below:

Table 3
Cross Loading

	K	M	TO
K1	0,6743	0,3902	0,3472
K 2	0,7978	0,3793	0,4051
K 3	0,6894	0,3404	0,3891
K 4	0,7798	0,3216	0,4501
K 5	0,6658	0,3561	0,4062
K 6	0,6926	0,3701	0,3573
M1	0,3432	0,7342	0,4309
M 2	0,3238	0,6570	0,4103
M 3	0,3901	0,7292	0,4004
M 4	0,3801	0,6842	0,3907
TO1	0,3694	0,3309	0,4860
TO 2	0,3077	0,3408	0,4721
TO 3	0,3197	0,3122	0,4182

Based on table 3 above, the cross-loading value also shows good discriminate validity because the correlation value of the indicator to the construct is higher than the correlation value of the indicator with other constructs. As an illustration, the loading factor for K1 (a question indicator for leadership style) is 0.6743, which is higher than the loading factor for other constructs, namely K (0.3902), M (0.3167) and TO (0.3472).

Composite Reliability dan Cronbach's Alpha

In addition to constructing validity tests, create reliability tests also carried as measured by composite reliability and Cronbach's alpha from the block.

The indicators that measure constructs. The following are the results of testing composite reliability and Cronbach's alpha from Smart PLS:

Table 4

Composite Reliability dan Cronbach's Alpha

Construct	Composite Reliability	Cronbach Alpha
K	0,9188	0,9675
M	0,8363	0,7071
TO	0,8769	0,8354

Source: Data processing with PLS, 2014

The regression results can see in the table below: A construct is declared reliable if it has a composite reliability value above 0.70 and Cronbach's alpha above 0.60. From the results of the SmartPLS output above, all constructs have a combined reliability value above 0.70 and Cronbach's alpha above 0.60. So it can conclude that the construction has good reliability.

Table 5

Path Coefficients (Mean, STDEV, t-Value)

	original sample estimate	mean of subsamples	Standard deviation	T- Statistic
K -> TO	0.289	0.324	0.106	2.729
M-> TO	0.430	0.419	0.117	3.754

Source: Data processing with PLS, 2014

To assess the significance of the prediction model in structural model testing, it can be seen from the t-statistic value between the independent variables to the dependent variable in the Path Coefficient table at the Smart PLS output below: 4.1.3 Hypothesis Testing

1. Testing Hypothesis H1

From table 4.6 above, it can be seen that the original sample estimate K value is 0.289 with a significance below 5% as indicated by the t-statistical value of 2.726 which is greater than the t-table value of 1.962. The positive original sample estimate value indicates that the leadership style has a positive effect on Turn Over. Based on the results of the regression, it can be concluded that the first hypothesis is accepted.

2. Testing the H2 Hypothesis

The second test is to see whether motivation had a positive effect on turnover (TO). The test results can see in Table 4.6 above. The TO obtains the original sample estimate value of 0.4305 with a t-statistic value of 3.754 > 1.962, which means that motivation positively affects Turn Over with a significance level above 5% (significant). Based on the test results, it can conclude that hypothesis 2 is accepted.

3. Testing Hypothesis H3

The third hypothesis test is to see the effect of leadership style (K), and motivation (M) on org Turn Over (TO). Based on the test results, the original sample estimate value is 0.354 with a t-statistic value of $2.351 > 1.962$ t-table, which means that both variables have a positive effect of 23.51% on turnover—citizenship behaviour with a significance below 5% (significant). The results of the hypothesis regression can conclude that the third hypothesis (H3) is accepted.

CONCLUSION

This study provides empirical evidence regarding the influence of leadership style (leadership style) and motivation (motivation) on Turn Over (TO).

The results showed that:

1. Leadership style affects turnover. An effective leadership style can increase or encourage an employee/subordinate to have a more significant turnover.
2. Motivation affects turnover. Where an employee/subordinate who has reason towards the organization will feel happy to be part of the organization, have trust and good feelings towards the organization, and have the desire to stay in the organization, and intend to do what is best for the organization so that it will not lead to turnover.

Leadership Style and Motivation affect Turn Over where the practice style of leadership and motivation in the employee's internal organization can increase the more excellent Turn-Over.

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