

# Turnover Intention of Factory Employees: A Case Study in Indonesia

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## Abstract

The main problem in this study was the high rate of employee turnover intention (TIn) in a paper company's domestic investment (PCDI), thought to have been caused by leadership style (Ls), organisational climate (OC) and job satisfaction (JS) being absent from the corporate environment. The method used in this study is linear regression analysis. The analysis phase tested validity and reliability, with a normality test, multiple linear regression analysis, t-test, F-test and the coefficient of determination with the help of SPSS 22 for Windows. The effect of independent variables was tested on the dependent variable. This method is also used to obtain this study's results. The data is valid and reliable, and it is proven so the relevant knowledge can be used to understand, solve and anticipate problems in an organisation. The F-test's results included information on the significant effect of the Ls, OC and JS on employees' TIn. Based on t-test results, it was found that a partial Ls and OC have a significant, positive effect on TIn. Meanwhile, the JS variable had a partially significant negative effect on the TIn of employees' paper company domestic investment (PCDI).

**Keywords:** Human Resource, Job Satisfaction, Organisational climate, Turn Intention

## 1. INTRODUCTION

Human resources (HR) are an essential organisational factor (Noe, Hollenbeck, Gerhart, & Wright, 2006). Generally, large companies view HR as an asset in building a business (Ray, Barney, & Muhanna, 2004). Developments in the business world will be realised if quality HR support them. However, sometimes, companies cannot distinguish between productive and non-productive employees. Consequently, many companies lack the business sense that considers employees investments that provide benefits (Charles Jr, Schmidheiny, & Watts, 2017). Generally, companies focus on achieving production targets and their desire to dominate their market, making their employees work like machines. Ironically, the unfavourable treatment, including a lack of attention to welfare, salaries, rest periods, and health and safety benefits, means employees are not considered investments that must be maintained to increase the targeted output.

Companies' high turnover intensity can also cause an organisation to be ineffective because the company loses employees with special specifications. Hence, it will incur additional time and costs (Marchand & Vandenberghe, 2016). Of course, this will affect the design of the budget (e.g. training costs etc.) to meet minimum competency standards, and a high employee turnover rate often indicates a fundamental problem in an organisation because it can cause high costs (Cho & Song, 2017). Therefore, high employee turnover is a measure often used to indicate a fundamental problem in an organisation because it can cause high costs. However, it is difficult to maintain employee turnover in a factory at zero, because of the Indonesian Manpower Act Number 13 Years of 2003. It refers to the Human Rights Law, which states everyone has the right to obtain a decent livelihood.

A company's Ls is often an important issue because it can affect a relational process between leaders and subordinates in raising morale and motivation among employees (Jamil & Doktoralina, 2016; Wright & Boswell, 2002). If the leader cannot lead, complex tasks cannot be executed well. Otherwise, a good Ls will generate morale and motivation for all employees. Therefore, the organisation needs an active leader who can influence subordinates' behaviour for organisational purposes.

Another factor in the industrial work world is organisational climate (OC), which is based on the level of security and conduciveness of the work climate, namely, the fulfilment of all job guarantees at the beginning of one's work at a company regarding good work ethic agreements to achieve company goals. This work ethic includes the characteristics of employee behaviour that require accuracy regarding one's position in the workplace. The right placement will provide increased satisfaction and improved performance. Conversely, if not managed properly, it will create job dissatisfaction, employee work motivation will decrease, and rights and obligations can be abused, resulting in the failure to achieve organisational goals. JS to describe employees' feelings is also vital (privately and in their work environment). Therefore, it is necessary to have correct facilities like certain workrooms and equipment. Limited work facilities and equipment are not sufficient, will make the work atmosphere not comfortable and will result in employees' job dissatisfaction.

This research was conducted at a paper company's domestic investment (PCDI) with a total of 571 employees (see Table 1) and a production capacity of  $\pm$  150,000 tonnes per year. The company recycles used paper as their primary raw material supplied from regions of Indonesia, especially around Jakarta, and additional raw materials in the form of pulp imported from Europe and Asia.

**Table 1.** Company Employee Turnover Data for 2013–2015

Year	2013	2014	2015
Active employees	563	597	571
Pension	14	24	28
End contract/termination	33	52	56
Resignation	37	46	54

Source: Department of Human Resources Department of PCDI (2015)

The number of employees who resign in Table 1 is as many as 37 people, which continues to increase to 54 people each year. These figures indicate high Turnover Intention in a company. Therefore, to deal with high employee Turnover Intention, the object of this research is to discern the influence of the Leadership Style, Organisational Climate and Job Satisfaction on the PCDI. Some of the problems formulated relate to the OC, Ls and JS, which affects turnover intention. Second, this work attempts to resolve if the three variables simultaneously affect turnover intention.

## 2. CONCEPTUAL FRAMEWORK OF THIS STUDY

### 2.1 Leadership Style Theory

There are three types of Leadership Style (LS) namely, authoritarian, democratic and independent (House & Mitchell, 1975; Sumidjo, 2010; Thoha, 2007). Ls is related to a company's effectiveness and efficiency, considered a predictor in identifying employee turnover behaviour that can influence subordinates' performance, even in adapting to administrative management (Rekarti & Doktoralina, 2017; Robbins & Judge, 2012; Culpepper, 2011). Therefore, the general Ls concerns the demography, psychology and competence of a leader. Some workers assume that the type of leader who meets these criteria can provide motivation and accuracy in supplying target work information (Lowe & Gardner, 2000). The immediate impression of change is also indispensable to a leader's image, so he or she can analyse the strengths and weaknesses of maximising existing human resources to work optimally (Northouse, 2018). Therefore, the research hypothesis follows.  $H_1$ : Leadership style influences employees' turnover intention.

### 2.2 Organisational climate

Organisational climate (OC) in the perception of an organisation's members (individually or in groups) concerns what is regularly happening in an organisation's internal environment. This relationship affects the attitude and behaviour of an organisation and its members' performance, which then determines the performance of the organisation itself (Sharma & Gupta, 2012). Therefore, OC is related to self-esteem rather than organisational members, especially when the focus is functionalisation and corporate culture. The OC dimension is structural, conceptual, interactive and cultural (H. R. Alavi & Jahandari, 2005; M. Alavi & Leidner, 2001).

Holloway (2012) states the six dimensions of OC are: first, flexibility and conformity; second, responsibility; third, standards; fourth, a reward; fifth, clarity; and sixth, team commitment. Therefore, the research hypothesis is  $H_2$ : Organisational climate affects employee turnover intention.

### 2.3 Job satisfaction (JS)

Ahmad and Oranye (2010) stated that job satisfaction consists of the work situation, the cooperation of leaders and fellow leaders, and fellow employees. In addition, JS reflects a pleasant and positive emotional experience at one's work (Oliver, 2014). The situational approach to JS is a job's characteristics, and the characteristics of a better job make higher JS (Cohrs, Abele, & Dette, 2006:363).

The dimensions of JS are perceived by individuals whose emphasis is individuals as members of a society which includes age, health conditions, abilities and education, and other dimensions of satisfaction, which are employees' general attitude, namely career development opportunities, relationships with other employees, work placements and organisational structure (Robbins & Judge, 2012:25; Debra & Quick, 2003; Luthans, Norman, & Hughes, 2006).

Hence, JS, which includes reactions or cognitive and affective attitudes gave emotional state is derived from a person's job assessment or work experience (Mathis & Jackson, 2011). JS has five dimensions, namely: First, difficult work, every job requires a specific skill so that it is difficult whether or not a job and one's feeling that their expertise is needed in doing the work, will increase or reduce job satisfaction. Second, in *supervision*, a good supervisor respects the work of his or her subordinates, and the supervisor can be considered more like a father or mother than a boss. Third, the coworker factor is related to the social interactions of an employee with his or her supervisor and with other employees, whether they perform the same or different type of work. Fourth, the promotion factor relates to the presence or absence of opportunities for career advancement. Fifth is pay/salary (Ghaffari, Shah, Burgoyne, Nazri, & Aziz, 2017; Yildirim, Gulmez, & Yildirim, 2016). Therefore, the next research hypothesis is  $H_3$ : Job satisfaction affects employee turnover.

## 2.4 Turnover intention

The empirical literature relates a great deal to the concept of intention and actual turnover (Bertelli, 2006; S.-Y. Lee & Whitford, 2007; T. W. Lee & Mowday, 1987). Turnover intention (TIn) is an employee's desire to leave the organisation. This reference for evaluation concerns dissatisfaction that can trigger a person's desire to look for other jobs (Demirtas & Akdogan, 2015). Employees who are dissatisfied with work or other factors related to work will reduce their commitment to an organisation or company. Their dissatisfaction is generally always associated with performance deterioration issues, which include delays in work, high employee turnover and high absenteeism or presenteeism (Aydogdu & Asikgil, 2011; Demirtas & Akdogan, 2015; Egan, Yang, & Bartlett, 2004).

Other factors can affect the occurrence of TIn, like age, length of work, level of education, intelligence and attachment to a company. Accordingly, companies classify costs due to turnover into two categories, namely: (a) separation costs (including severance pay, costs associated with interviews, outplacement costs and court costs, especially for involuntary turnover) and (b) replacement costs (known costs of hire, including costs for the screening and assessment of candidates, time spent by managers to interview candidates, travel and relocation costs, and orientation and training costs) (Cohen, Blake, & Goodman, 2016; Yousef, 2017).

By paying attention to these organisational predictors, it is possible to evaluate individuals continuously from the beginning of their work agreement with the organisation (Culpepper, 2011; Peltokorpi, Allen, & Froese, 2015; Spreitzer, 1995). Therefore, the research hypothesis states: H<sub>4</sub>: Leadership style, organisational climate and job satisfaction together affect employee turnover.

## 2.5 Concept of this study

Based on the theoretical foundations stated above, the conceptual framework used in this study can be presented in Figure 2 below:

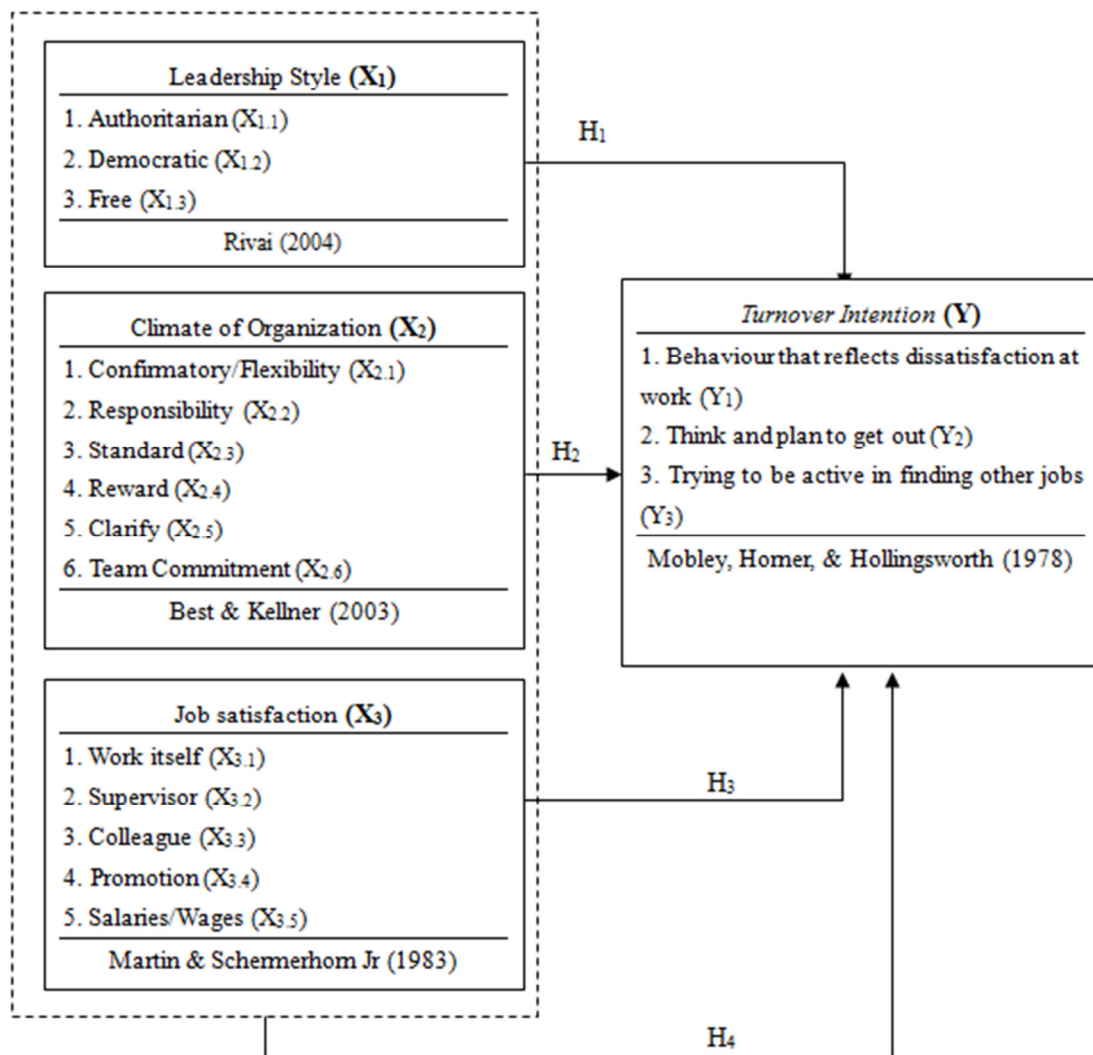


Figure 1. Conceptual Study

### 3. METHODOLOGY

This study uses explanatory quantitative explanatory research, which aims to describe the relationship of a variable with other variables to test a hypothesis. The purpose of this method explains the relationship between the variables of the style of Leadership Style (LS), Organizational Climate (OC) and Job Satisfaction (JS) on Turnover Intention (TIn) through hypothesis testing. The object of this research is a paper factory in Jakarta City, Indonesia. The sample used in this study employs non-probability sampling techniques. Company employees, who were the research subjects, constituted a sample size of 151 people from a population of 571 people.

Data collection techniques used questionnaires and documentation. Researchers also recorded data about company profiles, organisational structures, and employee data. The Likert Scale was used as a measurement. Testing proceeded using the SPSS program (Statistical Product and Service Solution), Version 22.0 for Windows.

### 4. RESULTS AND DISCUSSION

#### 4.1 Research instrument test

The instrument test has two stages, namely the analysis of validity and reliability. In this study, the number of respondents was as many as 151 ( $N = 151$ ), with a significance level of 6% obtained with an  $r$ -value = 0.148, while the  $r$ -value was obtained from the calculation shown in the following table.

**Table 2.** Test of Validity and Reliability

No	Variable	Validity	Reliability
1	Leadership Style	11 items valid	0.700
2	Climate of Organisation	15 items valid	0.669
3	Job Satisfaction	15 items valid	0.721
4	Turnover Intention	10 items valid	0.804

Source: Processed data

Based on Table 2 above, all the statement items are valid, because the  $r$  count is greater than the  $r$ -table, where the  $r$ -table value for  $df$  151 is 0.148. This means that this instrument can be used, and the data is then processed. Reliability testing relates to instrument consistency. The most common way to measure reliability is to use alpha coefficients or Cronbach's alpha. From the results of the data obtained, the Alpha  $X_1$  coefficient is 0.700, the Alpha  $X_2$  coefficient is 0.669, the Alpha  $X_3$  coefficient is 0.721, and the Alpha  $Y$  coefficient is 0.804. The Cronbach's alpha value for all variables is greater than 0.6, as the minimum Cronbach's alpha value was set, so it can be concluded that the instrument used is reliable.

#### 4.2 Determination coefficient

The following R-square calculations were obtained from the data processed with the SPSS program.

**Table 3.** Coefficient of Determination ( $R^2$ ) – Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.863 <sup>a</sup>	.744	.739	2.908

Source: Data processed by SPSS

Thus was the coefficient of determination obtained. At 74.4%, it indicates the style of Ls ( $X_1$ ). Together, organisational climate ( $X_2$ ) and JS ( $X_3$ ) provide an influence of 74.4% of TIn ( $Y$ ). The remaining 25.6% is influenced by other factors not observed in this study.

Simultaneous test (F-test). Based on the output in Table 4 above, the value of Sig. 0.000 displays the alpha significance level of 0.05; two-tailed, it must be significant. The F test compares F table values with an F count. The calculated F value is 142,487; the F Table is 3.102 (see Table F). Thus, the result of the F count ( $142,487 > F$  table (2,670)) is that  $H_0$  is rejected, and  $H_4$  is accepted. Taken together, it can be concluded that Ls, OC and JS influence the TIn of employees at the paper factory.

**Table 4.** F Test Coefficient (Simultaneous) ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	3,614,662	3	1,204,887	142,487	,000 <sup>b</sup>
Residual	1,243,047	147	8,456		
Total	4,857,709	150			

Source: Data processed by SPSS

#### Partial test (t-test)

##### Hypothesis 1: Leadership style (Ls) influences turnover intention (TIn).

Based on the output in Table 5, the Sig. column, for the Ls variable, the significance value is 0.000. Because the value is below 0.05, it can be said to be significant. The test using t-test is the value of the t-table at alpha 0.05 (two-tailed)  $df = n-3 = 151-3 = 148$  is 1,976. The value of t counts in the table above is as big as the t-test = 9.151. Hence, if the t count  $>$  t-table, then  $H_1$  is accepted, and  $H_0$  is rejected, indicating the Ls significantly affects TIn. This means that the Ls variable ( $X_1$ ) contributes to TIn ( $Y$ ). A positive t value indicates that the Ls

(X<sub>1</sub>) has a direct relationship with TIn (Y).

**Table 5.** Partial Hypothesis Testing (t-test) Coefficients

Model	Unstandardised Coefficients		Standardised Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	2.295	2.147		1.069	.287
Leadership Style	1.295	.142	1.248	9.151	.000
Climate of Organisation	.382	.133	.436	2.874	.005
Job satisfaction	-.692	.185	-.828	-3.747	.000

Source: Data processed by SPSS

**Hypothesis 2: Organisational climate influences turnover intention.** Based on the output in Table 5, the organisational variable is 0.005, which means it is significant. Testing uses the t-test that considers the value of the t-table at alpha 0.05 (two-tailed)  $df = n-3 = 151-3 = 148$  is 1.976. Meanwhile, the t-count value in the table above is a t-test = 2.874, which means if the t-count > the t-table, then H<sub>2</sub> is accepted, and H<sub>0</sub> is rejected, indicating OC has a significant effect on TIn. This means that the variable OC (X<sub>2</sub>) makes a contribution to TIn (Y). A positive t value indicates that OC (X<sub>2</sub>) has a unidirectional relationship with TIn (Y).

**Hypothesis 3: Job satisfaction affects turnover intention.** Based on the output in Table 5, the satisfaction variable has a significance value of 0.000. Because the value is below 0.05, it can be said to be significant. The test using a t-test is the value of the t-table at alpha 0.05 (two-tailed)  $df = n-3 = 151-3 = 148$  is 1,976. Meanwhile, the value of t counts in the table above are as big as  $t = -3.747$ , which means that, if the t count < t-table, then H<sub>0</sub> is accepted and H<sub>3</sub> is rejected, thus indicating JS has a significant negative effect on Tin. A positive t-value indicates that OC (X<sub>2</sub>) has a unidirectional relationship with TIn (Y), indicating the JS variable (X<sub>3</sub>) contributes to TIn (Y). A negative t value indicates that JS (X<sub>3</sub>) has an opposite direction from TIn (Y).

**The matrix of interdependent dimension correlation**

**Table 6.** Matrix of Interdependent Dimension Correlation

Variable	Dimensions	Turnover Intention (Y)		
		(Y <sub>1</sub> )	(Y <sub>2</sub> )	(Y <sub>3</sub> )
Leadership Style (X <sub>1</sub> )	Authoritarian (X <sub>1.1</sub> )	.968**	.662**	.939**
	Democratic (X <sub>1.2</sub> )	.235**	.512**	.190*
	Free (X <sub>1.3</sub> )	.745**	.422**	.786**
Climate of Organisation (X <sub>2</sub> )	Flexibility/Conformity (X <sub>2.1</sub> )	.874**	.400**	.770**
	Responsibility (X <sub>2.2</sub> )	.662**	.946**	.637**
	Standards (X <sub>2.3</sub> )	.245**	.415**	.199*
	Reward (X <sub>2.4</sub> )	.127	.130	.152
	Clarity (X <sub>2.5</sub> )	.818**	.449**	.746**
	The Commitment of a Team (X <sub>2.6</sub> )	.213**	.452**	.167*
Job Satisfaction (X <sub>3</sub> )	Work Itself (X <sub>3.1</sub> )	.948**	.528**	.864**
	Supervisor (X <sub>3.2</sub> )	.235**	.512**	.190*
	Coworkers (X <sub>3.3</sub> )	.939**	.637**	.958**
	Promotion (X <sub>3.4</sub> )	.213**	.452**	.167*
	Salary/Pay (X <sub>3.5</sub> )	.245**	.415**	.199*

Source: Data processed by SPSS

Based on the results of the correlation test between dimensions in Table 6, it can be seen that:

1. The correlation between the dimensions of the Ls (X<sub>1</sub>) and TIn (Y) variables range from very weak to very strong. The authoritarian dimension has a significant relationship with the three dimensions of employee turnover, that is reflecting dissatisfaction in work (Y<sub>1</sub>), thinking and planning to leave the company (Y<sub>2</sub>) and trying to actively seek employment (Y<sub>3</sub>), with a correlation coefficient value between 0.60 to 1.000. These results indicate that the authoritarian dimension has a strong relationship with the dimensions of thinking and planning to leave the company (Y<sub>2</sub>) and a very strong relationship with the dimensions of behaviour that reflect dissatisfaction at work (Y<sub>1</sub>) and trying to actively find work (Y<sub>3</sub>) on the variables regarding employee TIn.
2. The correlation between the dimensions of the organisational climate variable (X<sub>2</sub>) with TIn (Y) is in a very weak range to very strong, which can be explained as follows: Dimensions of flexibility/conformity (X<sub>2.1</sub>) have a significant relationship with the three dimensions of employee TIn, namely towards the behavioural dimension that reflects dissatisfaction at work (Y<sub>1</sub>), thinking and planning to leave the company (Y<sub>2</sub>) and actively trying to seek work (Y<sub>3</sub>), with a correlation coefficient value between 0.40 to 1.000. These results indicate that the dimension of flexibility/conformity (X<sub>2.1</sub>) has a very strong relationship with the dimensions of behaviour that reflect dissatisfaction at work (Y<sub>1</sub>) and a strong relationship by trying to actively find work



- (Y<sub>3</sub>), with the relationship that is a visible dimension of thinking and planning to leave the company (Y<sub>2</sub>) on employee TIn variables. The responsibility dimension (X<sub>2,2</sub>) has a significant relationship with the three-dimensional employee TIn, that is towards the behavioural dimension that reflects dissatisfaction at work (Y<sub>1</sub>), thinking and planning to leave a company (Y<sub>2</sub>) and trying to actively seek work (Y<sub>3</sub>), with a correlation coefficient value between 0.60 to 1.000. These results indicate that the responsibility dimension (X<sub>2,2</sub>) has a strong relationship with the dimensions of behaviour that reflect dissatisfaction at work (Y<sub>1</sub>) and the dimensions of trying to actively find work (Y<sub>3</sub>), while a very strong relationship concerns the dimension of thinking and planning to leave the company (Y<sub>2</sub>) on the employee TIn variable.
3. The correlation between the dimensions of variable JS (X<sub>3</sub>) with the TIn (Y) ranges from very weak to very strong. The explanation is as follows: The dimensions of work itself (X<sub>3,1</sub>) have a significant relationship with the three-dimensional employee TIn, that is towards the behavioural dimension that reflects dissatisfaction at work (Y<sub>1</sub>), thinking and planning to leave the company (Y<sub>2</sub>) and dimensions of actively trying to look for work (Y<sub>3</sub>), with a correlation coefficient value between 0.40 to 1.000. These results indicate that the dimension of work itself (X<sub>3,1</sub>) has a very strong relationship with the dimensions of behaviour that reflects dissatisfaction at work (Y<sub>1</sub>) and the dimensions of trying to actively find work (Y<sub>3</sub>), while the relationship that is a visible dimension of thinking and planning to exit the company (Y<sub>2</sub>) on employee TIn variables. The co-workers' dimension (X<sub>3,3</sub>) has a significant relationship with the three-dimensional employee TIn, that is towards the behavioural dimension that reflects dissatisfaction at work (Y<sub>1</sub>), thinking and planning to leave the company (Y<sub>2</sub>) and dimensions of trying to actively seek work (Y<sub>3</sub>), with a correlation coefficient value between 0.60 to 1,000. These results indicate that the dimensions of coworkers (X<sub>3,3</sub>) have a very strong relationship with the dimensions of behaviour that reflect dissatisfaction at work (Y<sub>1</sub>) and the dimensions of actively trying to find work (Y<sub>3</sub>), while a strong relationship is seen in the dimensions of thinking and planning to leave a company (Y<sub>2</sub>) on employees' TIn variable.

### Discussion

This study's purpose is to analyse the influence of Ls, OC and JS on TIn, with a case study regarding paper manufacturing employees in Jakarta. Based on data processing using multiple linear regression analyses, it was found that the Ls, OC and JS affected 74.4% of employee TIn, while 25.6% was influenced by other variables not explained in this study. The three hypotheses proposed, namely H<sub>1</sub>, H<sub>2</sub> and H<sub>3</sub>, have been theoretically proven. Moreover, the interpretation of relationships between variables according to the results of processed research data are described in the following discussion:

#### Analysis of the influence of style of Leadership style (Ls) on Turnover Intention (TIn)

The first hypothesis of this study is that the Ls has a positive, significant and strong influence on TIn. It can be seen in the test results using the t test that the value of the t-table at alpha 0.05 (two-tailed) df = n-3 = 151-3 = 148 is 1,976. Meanwhile, the value of t counts in the table above is as big as t-test = 9.151, meaning if the t-count > t-table, H<sub>1</sub> is accepted, and H<sub>0</sub> is rejected. The result of a correlation analysis between variables shows the value of the Pearson correlation = 0.848; hence, the Ls applied by the leader or management of the company is still inappropriate, namely, applying an authoritarian Ls style so it triggers an increase in employee TIn.

The findings of this study are in accordance with the results of previous studies conducted by Dewi and Subudi (2015), Marianne Tromp and Jan Blomme (2014) and Zeb, Saeed, Ullah, and Rabi (2015) that state the Ls has a significant, positive effect on TIn. This means that the better a leader carries out his or her Ls role, with high organisational commitment, the more effective an organisation will be in conducting its mission. An effective leader must be responsive to change, able to analyse the strengths and weaknesses of human resources to maximise organisational performance and solve problems appropriately.

#### Analysis of organisational climate effects on turnover intention

The second hypothesis of this study is that the OC has a positive, significant and strong influence on TIn. The test results reveal that the t test is the value of the t-table at alpha = 0.05 (two-tailed) df = n-3 = 151-3 = 148 is 1,976. Meanwhile, the t count value for the above t is equal to the t-test = 2.874, meaning that if the t-count > t-table, H<sub>a</sub> is accepted, and H<sub>0</sub> is rejected, and the result of correlation analysis between variables that show the value of the Pearson correlation = 0.749.

The findings of this study are in accordance with other studies (Mamewe, 2016; Brown & Leigh, 1996), which state that OC has a significant, positive effect on TIn. This finding states that OC is very important because organisations that can create an environment where employees feel friendly can achieve their full potential in attaining a key competitive advantage. Therefore, the OC can be seen as a key variable of organisational success.

#### Analysis of the effect of job satisfaction on turnover intention

The third hypothesis of this study is that JS has a negative, significant and strong influence on TIn, which can be seen in the test results using the t test. The value of the t-table at alpha 0.05 (two-tailed) df = n-3 = 151-3 = 148 is 1,976. Meanwhile, the value of t counts in the table above are as big as t = -3.747. This means that, if the t count < t-table, then H<sub>0</sub> is accepted and H<sub>a</sub> is rejected, and the result of the correlation analysis between

variables shows the value of the Pearson correlation = 0.773. The low JS of employees increases the employee's intention to leave the organisation where he or she works now and the possibility of individuals looking for work in other companies. This finding is in accordance with the research that has been carried out by Demirtas and Akdogan (2015), Sidharta and Margaretha (2011) and Widayati and Yunia (2016). The results of this study imply that JS has a significant negative influence on TIn, empirically concluding that job dissatisfaction has a direct impact on the formation of desire out of job.

#### **Analysis of the influence of Ls, OC and JS on turnover intention**

The fourth hypothesis of this study is that Ls, OC and JS have a positive, significant and strong influence on TIn. Based on the simultaneous regression test (F test) conducted by researchers using the help of SPSS analysis software Version 22.0 in Table 2, the effect of incentive variables, training variables and career development variables together (simultaneously) have a positive and significant effect on employees' work productivity. This is based on the results of a simultaneous regression test (F test), where the significance level of training variables =  $0.000 < 0.05$ . The results of this study are in accordance with research findings that OC and JS have a significant influence on TIn (Alonderiene & Majauskaite, 2016; Mamewe, 2016).

### **5. CONCLUSION AND SUGGESTIONS**

The Ls has a positive and significant effect on TIn. The influence of the Ls on positively marked TIn means that a more authoritarian Ls style will increase employee TIn. Conversely, if the autocratic Ls style is minimised, it will reduce employee TIn. OC has a positive and significant effect on TIn, demonstrating that, the better the environment of a company or organisation, the lower the employee TIn level, so the company needs to create conducive OC conditions.

JS has a significant negative effect on TIn. The effect of JS on negative TIn means that the decrease in JS will affect the increase in employee TIn and vice versa. Together, the styles of Ls, OC and JS influence TIn.

To reduce the level of TIn in a company, the Ls should be adjusted to the situation, condition, tolerance, monitoring and reach in the company environment, because this factor has essential influence. Managing OC is a factor that can guarantee that employees will not move, reducing labour TIn. Companies' management is advised to create conducive OC conditions, with efforts to create employee satisfaction. The decrease in behaviour that reflects dissatisfaction in work and thinking and planning to leave a company will be influenced by the quality of the company's management process, supported by a good, conducive OC that can have a good impact on employee work, such as reviewing infrastructure that can facilitate the employment of workers so they can do their jobs well and have loyalty and a spirit of service to the company. Companies must evaluate their policies to increase employee JS to reduce the intention to move that, in turn, can reduce the actual turnover rate. For example, a compensation policy, career development and promotion that are fairer, more transparent and based on competence and work performance for all employees are not based on likes and dislikes to increase JS. The company must emphasise its efforts regarding its internal policies to reduce turnover, which is currently quite high.

Future research needs to analyse and develop other factors that influence the increase in employee TIn. Based on the results of this study, there are still other variables that influence the increase in TIn that can be explored in companies such as compensation, career development and motivation that are not discussed and reviewed, because researchers limit the variables studied so they do not widen their focus.

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