The Influence of Leadership Style, Workload, and Career Development on Turnover Intention Outpower Employees at PT PLN (Persero) Marisa Customer Service Unit

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Abstract: Turnover Intentionis the intention or desire of employees to leave their jobs voluntarily to get a job elsewhere. Based on data from PT PLN (Persero) Marisa Customer Service Unit, the incidence of outsourcing employee turnover at PT PLN (Persero) Marisa Customer Service Unit in 2021 reached 16 (23%) employees out of a total of 71 outsourced employees, which is included in the category not good because it already exceeds 10% of the total number of outsourced employees. The purpose of this study was to analyze the effect of leadership style, workload and career development on turnover intention of outsourced employees at PT PLN (Persero) Marisa Customer Service Unit. The population in this study amounted to 60 employees, where the research technique used a census sampling technique, namely by examining all outsourced employees, based on a questionnaire that was distributed as many as 60 using online assistance (Google Form). As for those who answered as many as 60 employees. Data analysis included validity test, reliability test, normality test, multicollinearity test, heteroscedasticity test, multiple linear regression analysis, determinant coefficient test, F test, and t test. The results of the study show that simultaneously and partially, leadership style, workload, and career development have an effect on turnover intention. PT PLN (Persero) Marisa Customer Service Unit and the outsourcing provider company should continue to pay attention to factors regarding Leadership Style, Workload

Key words: Leadership Style, Workload, Career Development, Turnover Intention

INTRODUCTION

Background

Human resources are one of the important factors in a company to achieve its goals and objectives, because human resources are one of the determining factors for the success or failure of a company in achieving its goals. Therefore, companies must prioritize finding, recruiting, motivating, training and developing employees, as well as retaining quality employees. The high turnover rate in a company is a serious problem for many companies. Turnover intention is a process that arises from the desire to the decision to leave the company for several reasons. The level of desire for employee turnover is thought to occur due to not achieving employee expectations for the continuity of their work including things such as promotion opportunities, general working conditions and long-term career opportunities. The desire to leave employees has a negative impact on the company, a negative impact or loss on the company, namely the creation of unstable working conditions, decreased productivity, an unconducive work atmosphere and also has an impact on increasing human resource costs such as the company will lose employees. Therefore, companies must ensure that the level of employee turnover intention is low.

The influence of leadership style, workload and career development on turnover intention then becomes an interesting thing to study in outsourcing employees at PT PLN (Persero) Marisa Customer Service Unit. This is because based on observations made by the author in 2021 there is a high turnover of 23% which has exceeded 10% of the total number of employees, there is a shortage of employees so that other employees have to work overtime beyond working hours, an authoritarian leadership style, and a lack of structural position formation outsourced employees that impede career development.

Research purposes

1. To test and analyze the influence of Leadership Style, Workload and Career Development simultaneously on Employee Turnover Intention of PT PLN (Persero) Customer Service Unit Marisa

2. To test and analyze the influence of Leadership Style partially on Employee Turnover Intention of PT PLN (Persero) Marisa Customer Service Unit

3. To test and analyze the effect of workload partially on Employee Turnover Intention of PT PLN (Persero) Marisa Customer Service Unit

4. To test and analyze the effect of Employee Career Development partially on Employee Turnover Intention of PT PLN (Persero) Marisa Customer Service Unit

LITERATURE REVIEW

Mobley (Fauzidwan et al. 2018) states that turnover intention is the tendency or intention of employees to voluntarily leave work or move from one workplace to another according to their own choice. According to Bluedorn (Mufidah, 2016) turnover intention is an attitude tendency or the level at which an employee has the possibility to leave the organization or voluntarily resign from his job.

Leadership style is a behavior or strategy that is chosen and used by leaders in order to influence the thoughts, feelings, attitudes, and behavior of company members or their subordinates, as stated by Nawawi (Farida and Hartono, 2016).

According to Hannani (2016) stated that workload is something that arises from the interaction between the demands of tasks, the work environment where used as co-workers, skills, behavior, and perceptions of workers. According to Harini (Budiasa, 2021), workload is a task that

must be carried out by employees within a certain period of time while making the most of their potential and talents.

According to Hasibuan (Akhmal et al, 2019) career development is a transfer that enlarges employee responsibilities to higher positions in an organization so that obligations, rights and status become greater. According to Dubrin (Erdiansyah, 2019) defining career development is a staffing activity that helps employees plan their future careers at the company so that the company and the employees concerned can develop themselves to the fullest.

Previous Research

Research by Solehah, S., Ratnasari, S. L (2019), The Influence of Leadership Style, Workload, Job Insecurity on Employee Turnover Intention at PT. Federal International Finance Cab Batam. The results showed that the variables of Leadership Style, Workload, and Job Insecurity simultaneously had a significant influence on the Turnover Intention variable.

Research by Ratnasari, S. L (2020), Effects of Leadership Style, Workload and Job Insecurity on Turnover Intention. The results of hypothesis testing show that workload has a significant effect on turnover intention. Job Insecurity has a significant effect on Turnover Intention, Workload and Job Insecurity has a significant effect on Turnover Intention.

Research by Sudnanti, NK, Wijayanti, N.W (2018), Effects of Career Development, Job Stress and Employee Empowerment on Turnover Intention at Kayumanis Nusa Dua Private Villa & Spa Bali. The results showed that career development has a negative effect on turnover intention, work stress has a positive effect on turnover intention, employee empowerment has a negative effect on turnover intention, and career development, work stress and employee empowerment have a significant effect on turnover intention.

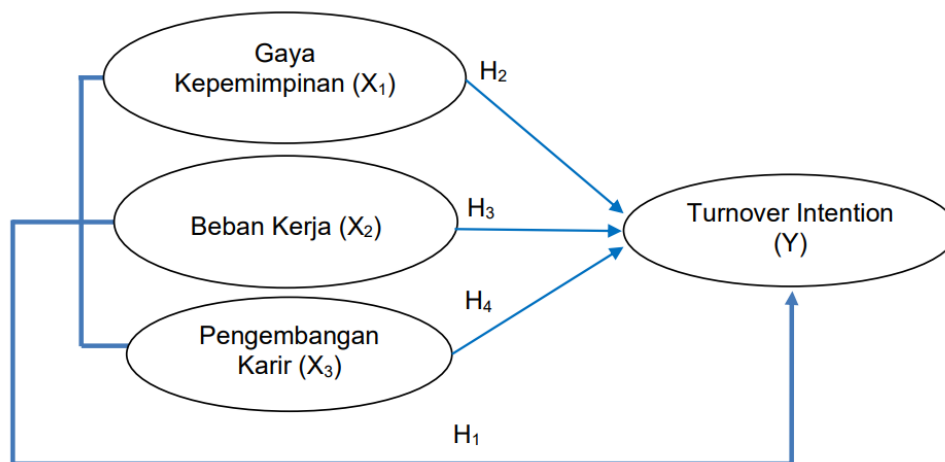**Research Model and Hypothesis**

Figure 1. Research Model

Based on the thinking process framework above, the hypothesis can be formulated as follows:

H1: Allegedly Leadership Style, Workload and Career Development simultaneously influence Turnover Intention

H2: It is suspected that the leadership style partially influences Turnover Intention

H3: It is suspected that workload partially affects Turnover Intention

H4: It is suspected that career development partially influences Turnover Intention

RESEARCH METHODS

This study uses quantitative research methods that are used to examine certain populations or samples, data collection uses research instruments, data analysis is quantitative or statistical, with the aim of testing the hypotheses that have been set. In other words, this research is an associative research that aims to determine the effect or relationship between two or more variables. This research can build a theory that can function to explain, predict and control a phenomenon.

Data collection technique

The types of data used in this research are primary data and secondary data. According to (Sugiyono, 2019: 194) primary data is a data source that directly provides data to data collectors. According to (Sugiyono, 2012: 141) is a source of data obtained by reading, studying and understanding through other media sourced from literature, books, and documents.

The definition of population according to (Sugiyono, 2019: 126) population is a generalization area consisting of: objects or subjects that have certain quantities and characteristics determined by researchers to study and then draw conclusions. The total population of this study was 60 outsourcing employees where the research technique used a census sampling technique, namely by examining all outsourcing employees at PT PLN (Persero) Marisa Customer Service Unit. The data collection method used in this study was based on a questionnaire (questionnaire) via Google form with a duration of 1 (one) week. While the data analysis technique to test the hypothesis is multiple linear regression analysis.

RESULTS AND DISCUSSION
Validity test

According to (Sugiyono, 2019), the validity test is used to measure the legitimacy or validity of a questionnaire. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that is measured by the questionnaire. If the significance of the correlation results is less than 0.05 (5%) then declared valid and otherwise declared invalid.

Table 1. Research instrument validity test results

Variable	Indicator	Sig	r count	r table	Information
Leadership Style (X1)	X1.1	0.000	0.774	0.361	Valid
	X1.2	0.000	0.614	0.361	Valid
	X1.3	0.000	0.653	0.361	Valid
	X1.4	0.000	0.700	0.361	Valid
	X1.5	0.000	0.900	0.361	Valid
	X1.6	0.00	0.821	0.361	Valid

		0			
	X1.7	0.000	0.699	0.361	Valid
	X1.8	0.000	0.811	0.361	Valid
Workload (X2)	X2.1	0.002	0.550	0.361	Valid
	X2.2	0.000	0.665	0.361	Valid
	X2.3	0.001	0.596	0.361	Valid
	X2.4	0.002	0.553	0.361	Valid
	X2.5	0.000	0.713	0.361	Valid
	X2.6	0.000	0.721	0.361	Valid
Career Development (X3)	X3.1	0.000	0.794	0.361	Valid
	X3.2	0.000	0.690	0.361	Valid
	X3.3	0.000	0.845	0.361	Valid
	X3.4	0.000	0.846	0.361	Valid
Turnover Intention (Y)	Y1	0.002	0.552	0.361	Valid
	Y2	0.001	0.576	0.361	Valid
	Y3	0.000	0.793	0.361	Valid
	Y4	0.000	0.699	0.361	Valid
	Y5	0.000	0.783	0.361	Valid
	Y6	0.000	0.639	0.361	Valid

Source: primary data (processed by SPSS 25), 2023

From the results of the validity test in the table above, it can be seen that all items are valid because they have a significance value below 0.05 and the calculated r value is greater than the r table value. Therefore it can be concluded that the results of testing the validity of all statements are valid.

Reliability Test

Reliability Test is to measure whether a research questionnaire to be used is reliable or not. The questionnaire is said to be reliable if the answers from the respondents to the statements given are consistent. A variable can be said to be reliable when the Cronbach's Alpha value is > 0.60 (Ghozali, 2018).

Table 2. Instrument Reliability Test Research Results

Variable	*Cronbach's Alpha*	*Role of Thumb*	Information
Leadership Style (X1)	0.882	0.6	Reliable
Workload (X2)	0.694	0.6	Reliable
Career Development (X3)	0.806	0.6	Reliable
Turnover Intention (Y)	0.765	0.6	Reliable

Source: primary data (processed by SPSS 25), 2023

From the results of the reliability test in the table above, it can be seen that all variables have a Cronbach Alpha value above 0.6. It can be concluded that all variables can be said to be reliable.

Multiple Linear Regression Test Results
The results of multiple linear regression analysis are shown in table 3 below:

Table 3. Multiple Linear Regression Test Results

Variable	The coefficient ß	Standard Error
constant	22,502	4,473
Leadership Style	-0.187	0.079
Workload	0.279	0.117
Career development	-0.482	0.140

Source: primary data (processed by SPSS 25), 2023

Regression Equation: $Y = 22.502 - 0.187X1 + 0.279X2 - 0.482X3 + e$
1. The constant value obtained is 22.502, which means that the variables of leadership style, workload, career development if equal to 0 then the value of turnover intention is 22.502.
2. The value of the Regression Coefficient of the Leadership Style Variable is negative of -0.187, which means that if there is a decrease of 1 unit of the Leadership Style Variable, it will cause an increase in turnover intention of 0.187.
3. The Regression Coefficient of the Workload Variable is positive at 0.279, which means that if there is an increase of 1 unit of the Workload Variable, it will cause an increase in turnover intention of 0.279.

4. The regression coefficient value of the Career Development Variable is negative of -0.482, which means that if there is a decrease of 1 unit of the Career Development Variable, it will cause an increase in turnover intention of 0.482.

Hypothesis test

Table 4. Hypothesis Testing Results

Variable	t count	Sig	Information
Leadership Style	-2,357	0.022	Significant
Workload	2,383	0.021	Significant
Career development	-3,443	0.001	Significant
F count	16,722	R	0.687
F sig	0.000	*Adj R Square*	0.444

Source: primary data (processed by SPSS 25), 2023

1. Simultaneous hypothesis testing (F test)

This test aims to determine the extent to which the independent or independent variable (X) used in this study is able to explain the dependent or dependent variable (Y). As for the testing criteria for a significance value of less than 0.05, it is concluded that the independent variables have a significant effect simultaneously (together) on the dependent variable.

Analysis of Variance (ANOVA)

ANOVAa

Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	152,309	3	50,770	16,722	.000b
	residual	170,025	56	3,036		
	Total	322,333	59			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2

Source: primary data (processed by SPSS 25), 2022

The magnitude of the probability or significance number in the ANOVA calculation is used to test the feasibility of the regression model, provided that the probability as a reference is below 0.05. Furthermore, in the table above, the ANOVA test produces an F number of 16,722 with a significance level (probability number) of 0.000. Because the probability number is <0.05, this regression model is feasible to use in predicting the dependent variable in this study, namely Turnover Intention. So it can be concluded that the variables of leadership style (X1), workload (X2), career development (X3) have a significant effect simultaneously (together) on the variable turnover intention (Y).

2. Partial Hypothesis Test (t Test)

This test aims to determine the effect of the independent variable partially or individually in explaining the variation of the dependent variable.

In the Leadership Style Variable, the calculated t value obtained is -2.357 with a sig value of 0.022. The results of the sig analysis of 0.022 are smaller than 0.05, so it can be concluded that the variable length of service has a significant negative effect on turnover intention. (H0 rejected and Ha accepted)

In the Workload Variable, the calculated t value obtained is 2.383 with a sig value of 0.021. The results of the sig analysis of 0.021 are smaller than 0.05, so it can be concluded that partially the workload variable has a significant positive effect on turnover intention. (H0 rejected and Ha accepted)

In the Career Development Variable, the calculated t value obtained is -3.443 with a sig value of 0.001. The results of the sig analysis of 0.001 are smaller than 0.05, so it can be concluded that partially the career development variable has a significant negative effect on turnover intention (H0 is rejected and Ha is accepted).

3. Determinant Coefficient (Adjusted R2)

The coefficient of determination (Adjusted R2) is used to determine the magnitude of the variation of the dependent variable which can be explained by the variation of the independent variables, the rest which cannot be explained are part of the variation of other variables that are not included in the model. The Adjusted R2 value is between 0 and 1. If the Adjusted R2 value is close to 1, it means that the independent variable is able to provide almost all the information needed to predict the dependent variable and vice versa if the Adjusted R2 value is close to 0 it means that the ability of the independent variable to predict the dependent variable is very limited. From the research results, the Adjusted R square value is 0.444 (44%) while the remaining 56% is explained by other factors.

Discussion

1. The Effect of Leadership Style on Turnover Intention

The results of this research analysis indicate that leadership style has a significant effect on turnover intention. This can illustrate that the leadership style is not good and does not match employee expectations, the higher the employee turnover intention. My research is supported by the research of Maaitah, A. M (2018) which also found that there is an influence between leadership style and turnover intention. Leadership Style is proven to have a significant effect on Turnover Intention of Outsourced Employees at PT PLN (Persero) Marisa Customer Service Unit.

2. Effect of Workload on Turnover Intention

The results of the analysis of this study indicate that workload has a significant effect on turnover intention. This can illustrate that the higher the workload, the higher the turnover intention. My research is supported by research by Syauqi, A., Abdurrahman, D., Frendika, R (2020) in the context of the Influence of Workload and Work Environment on Turnover Intention at PT Putra Mustika Prima Bandung, stating that workload has a significant effect on turnover intention. Workload is proven to have a significant effect on Turnover Intention of Outsourced Employees at PT PLN (Persero) Marisa Customer Service Unit.

3. The Effect of Career Development on Turnover Intention

The results of this research analysis indicate that career development has a significant effect on turnover intention. This can illustrate that the lack of Career Development can increase turnover intention. My research is supported by Research Dyastuti, IS, Sarsono (2020) in the

context of Career Development Against Turnover Intentions in Millennial Generation Employees stating that career development has a significant effect on turnover intention. Career Development is proven to have a significant effect on Turnover Intention of Outsourced Employees at PT PLN (Persero) Marisa Customer Service Unit.

Conclusion

Conclusion in this study:

1. Simultaneously Leadership Style, Workload, and Career Development have a significant effect on Turnover Intention of Outsourced Employees at PT PLN (Persero) Marisa Customer Service Unit.

2. Partially Leadership Style has a negative and significant effect on Turnover Intention of Outsourced Employees at PT PLN (Persero) Marisa Customer Service Unit.

3. Partially Workload has a positive and significant effect on Turnover Intention of Outsourced Employees at PT PLN (Persero) Marisa Customer Service Unit.

4. Partially Career Development has a negative and significant effect on Turnover Intention of Outsourced Employees at PT PLN (Persero) Marisa Customer Service Unit.

Suggestion

1. PT PLN (Persero) Marisa Customer Service Unit and the outsourcing provider company should continue to minimize problems regarding the possibility of employees leaving the company, the willingness of employees to find other jobs and employees' thoughts of changing jobs by paying attention to factors regarding Leadership Style, Workload, and Career Development in order to reduce Turnover Intention for Outsourced employees at PT PLN (Persero) Marisa Customer Service Unit, so that employees have a desire from within themselves to stay at the company because of their obligations as employees.

2. On the Leadership Style Variable on turnover intention, suggestions that can be given to superiors/leaders at PT PLN (Persero) Marisa's Customer Service Unit are to get closer to their employees, to be more open-minded so that criticism and suggestions received by employees can be conveyed more. Furthermore, a leader can choose a leadership style that is close and mingling with all subordinates, has good and harmonious communication, is open, accepts suggestions and opinions from subordinates.

3. On the Workload Variable on turnover intention, the advice that can be given is that companies reduce working hours in accordance with the provisions in force in the Indonesian Ministry of Manpower (Depnaker). Furthermore, the company needs to add to the shortage of workforce needed, and the company in providing assignments or workload is expected to be in accordance with the capacity of workers, and can provide bonuses or overtime pay when there are employees who work overtime. Furthermore, adding training to employees, so that employees do not feel monotonous in their work.

4. On the Career Development Variable on turnover intention, suggestions that can be given, based on the research results that have the most influence on turnover intention, namely career development so companies should improve and pay more attention to opportunity programs in employee career development and organizational needs, as well as companies providing job promotion opportunities the same for employees who have the skills, abilities and achievements at work so that in the future this activity can have an impact on turnover intention.

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