



## The Influence of Transformational Leadership, Organizational Citizenship Behaviour, and Job Satisfaction to Turnover Intention

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### Keywords

Job satisfaction  
Turnover intention  
Organizational citizenship behavior  
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### Abstract.

The purpose of this research is to examining the effect of transformational leadership on OCB, job satisfaction and turnover intention; examining the effect of OCB and job satisfaction on turnover intention; and examining the effect of OCB on turnover intention; and examining the effect of job satisfaction on turnover intention. Data was collected using the survey with questionnaires and data analysis was done employing the WarpPLS. The information analysis method used is Generalized Structure Component Analysis (GSCA) analysis and is tested by using WarpPLS. The results of this study indicate that the higher transformational leadership will lead the lower the turnover intention will be even though it is not significant; the higher OCB significantly will lead the lower the turnover intention; and the higher job satisfaction significantly will lead the lower the turnover intention.

## 1. Introduction

Human resources are an important aspect of organizational success in business competition because its a large extent a guarantee of efficiency. Organizations must always invest massive amounts of money in managing a person's energy sources, from hiring, selecting, recruiting, to retirement. Human resource procedures also ensure the quality of the organization; one of the behaviors when leaving the organization because of one or more alibis. Cycles in an organization are often intertwined and can take the form of resignations, dismissals, or deaths of members of the organization.

The drive for volatility can be created by low organizational civic attitude (OCB), an expression of behavior in relation to action that describes the feelings or states of the person who takes action or makes decisions to end the action [12]. Employees are people who have alibis to leave an organization or move to a different organization or industry - the reasons for each employee are different. However, the research findings regarding the desire to leave were consistent - intent related to leadership, intelligence, employee

attitudes (bonus positions), employee dissatisfaction, and experiences related to pressure from the working mind.

Staff turnover is also supported by proven transformational leadership, which is closely associated with lower staff turnover, higher productivity, and greater employee satisfaction [27]. Negative communication between managers and employees has some adverse consequences for employees, such as decreased productivity and increased staff turnover [18], [15]. Staff turnover takes 2 forms: (1) change that cannot be prevented, includes illness, family problems and retirement, and (2) change that can be prevented, includes employee dissatisfaction and leadership [30].

The success of a leader in an organization or industry is not a guarantee of success in leading another organization or industry; it depends on the style used [16], [10]. Breakthrough energy is the process by which pioneers and supporters help each other rise to a higher level and increase motivation. According to Burns, the transformational approach has led to significant changes in the lives of citizens and organizations [3]. It replaces assumptions and values and reflects the hopes and aspirations of employees. Unlike the transactional approach, this approach is based not on generally accepted rules, but on the character of the leader, his character and skills that allow him to change by example, as well as on the formulation of the vision and purpose of the influence of the environment. Transformational leaders are idealized in the sense that they are moral role models in working for the good of the team, organization, and / or community. Transactional leaders usually do not try to change the culture in the organization, but work in the existing culture; on the contrary, transformational leaders try to change the organizational culture [11].

Transformational leadership delivers levels of effort and performance to followers that exceed what could be achieved if the leader only practiced a transactional approach. Transformational leadership is more effective and better applied in areas than transactional leadership [5], [9]. Transformational leadership is a leadership process that inspires followers to abandon people's interests for the sake of association. This leadership style can have enormous consequences for its followers; he tests the follower's self-development needs by helping them see old problems in new ways, taking on the follower's description of the problem, and references and inspiring followers to work towards common goals in organizations [28]. The transformation process can be seen in the behavior of leaders, for example in ideal influence, intellectual stimulation and attention to people [28]. The leadership model that is considered appropriate for increasing OCB among employees is transformational leadership. When transformational leadership is applied, OCB quickly emerges [19]. With transformative leadership in an organization or industry, followers feel confident, respected, dependent, and respected for the pioneers, and are encouraged to achieve more than what came naturally to them. A person who is self-worth and knows how to deal with stress, negative emotions and frustration will find it easier to connect with colleagues and superiors. Not to mention the impact of innovative authority style on employee behavior, disruptive initiative style is the defining variable that creates a mentality of representation, acceptance, and behavior in which pioneer confidence, inspiration and work performance grows, as well as willingness to reduce various collisions that are often occur in one association. [26].

This exploration is worth a try because of some alibis. The originality of the research were the object of the research is hospital services, especially private ones. This study

also show about the comparison of the results of previous studies shows that there are significant and minor influences, as well as negative and positive influences.

## **2. Literature Review**

### **Transformational Leadership (X1)**

One theory that emphasizes change and change the most comprehensive leadership related to leadership theory transformational and transactional [5]. This theory was first put forward by Burn who identifies two types of political leadership, namely transformational leadership and transactional leadership. Also stated that transformational and transactional leadership styles can be selected assertive and emphasizes conflicting leadership styles.

Transformational and transactional leadership is very important and necessary for every organization [5]. In addition, he developed the concepts of transformational and transactional leadership based on Maslow's view of the hierarchy of human needs. This can be realized through the idea that employees have lower needs, such as physiological needs, and that safety can only be achieved through the practice of a transactional leadership style, while higher needs such as self-esteem and self-realization can be met. only. satisfied. carried out through the practice of transformational leadership style.

### **Organizational Citizenship Behavior (OCB) (Y1)**

The definition of the Organizational Citizenship Behavior that will be used in this study is the definition put forward, namely:

“Discretionary individual behavior, not directly or explicitly acknowledged by formal reward system, and in aggregate promote efficient and effective functioning organization”.

Organizational Citizenship Behavior (OCB) is the behavior of an individual character, not directly or explicitly done because of the reward system formal, and in total can increase efficiency and function organization [25]. Based on this definition, it can be interpreted that Citizenship of the Organization Behavior is random, indirect or individual behavior explicit by systems that report formal imbalances, and in the aggregate can increase the effectiveness and function of the organization. From that definition it is necessary further look at the three main criteria that build the concept of Organizational Citizenship Behavior, namely voluntary, not directly or explicitly by the system. Presents an imbalance that is formal, and in agreement that enhances effectiveness and organizational functions.

### **Turnover Intention (Y2)**

The turnover model was predicting things similar to one's desire to leave the organization, namely evaluation regarding someone currently with regard to dissatisfaction can someone's desire to leave and find another job. The desire variable changes the relationship significantly with and can be used to predict actual turnover rates such as shown previous studies that used the desire variable move and turnover levels at once, thus, the organization can study results that correspond to actual turnover rates known.

### **Job Satisfaction (Y3)**

Job satisfaction is what employees like or dislike about their job. This is followed by the degree of satisfaction of the courier, the feelings or behavior of the person or employee in relation to their work, and this is related to the work area, type of work,

compensation, connections between colleagues, social ties at work, and so on. Thus, we can say that job satisfaction is the satisfaction of part of their desires and needs through work or work activity.

The study model is presented as follows:

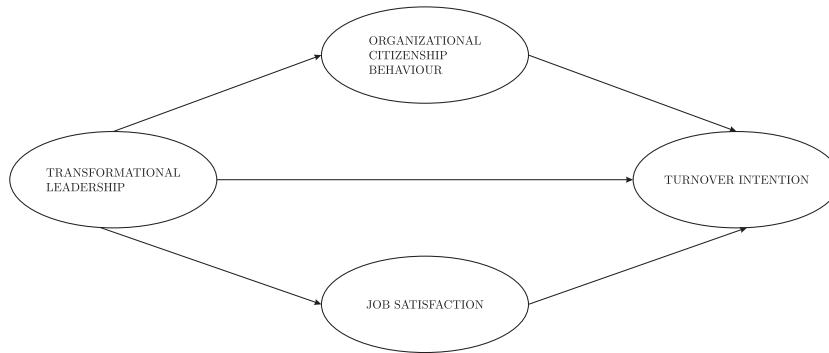


Figure 1: Conceptual Framework.

### H1: Transformational leadership positively significant affecting OCB

The theory defined is [24], Burns (1978), [31], [28], and [19]. Previous research defined as [2] on the impact of transactional styles and transformational leadership on OCB, association commitment, turnover intentions, job satisfaction, and employee achievement. The results show that the authorities who have the right to have positive relationships with job fulfillment, employment, and OCB display a truly factual bond with the goal of change. Likewise, value-based authorities that have appropriate positive ties to job fulfillment, hierarchical duties, employment of workers, and OCB display very large negative ties to the goal of succession. Relapse also shows that breakthroughs and administrative styles significantly influence job fulfillment, task hierarchies, employee implementation and OCB and educator turnover expectations.

The results showed that transformational leadership positively significant affecting OCB as it improves employee performance; Transformational leadership significantly affecting employee productivity through OCB. This is in line with [7].

### H2: Transformational leadership negatively significant affecting turnover intention

Theories [32] and [30] have been determined. Previous research has identified [20] the relationship between leadership and turnover. Transformational leadership negatively associated with high turnover, this second variable is irrelevant.

### H3: OCB negatively significant affecting Turnover Intention

The theory defined by [24] and Fisbein (1967). The bonds of OCB, spiritual intelligence, and turnover intentions. Spiritual intelligence positively significant affecting OCB. Not only that, spiritual intelligence negatively significant affecting turnover intention. Likewise, OCB significantly affecting turnover intention (Rashvand and Bahrevar, 2013).

The results of research, breakthroughs, administration, organization, organization, and fulfillment of duties, authoritative responsibility, application of workers, and OCB

show a very large negative bond factually with the aim of change. In terms of discipline, value administration also has very large positive ties with job fulfillment, authoritative duties, representative application, and OCB displays a meaningful factual negative bond with turnover expectations. Relapse also shows that the innovative and conditional style initiative significantly influences job fulfillment, responsibility, employment and the goal of changing educators [2].

#### H4: Transformational Leadership positively significant affecting Job Satisfaction

The impact of transformational and transactional leadership styles on OCB, job satisfaction, organizational commitment, changing the mindset, and employee performance [2]. The results showed that transformational leadership positively significant affecting job satisfaction, employee performance, organizational commitment and civic attitudes towards the organization, showing statistically significant negative behavior.

#### H5: Job Satisfaction negatively significant affecting Turnover Intention

The information analysis revealed that job satisfaction negatively significant affecting desire to quit (Dwilly, 2015). This is a significant negative among the research variables.

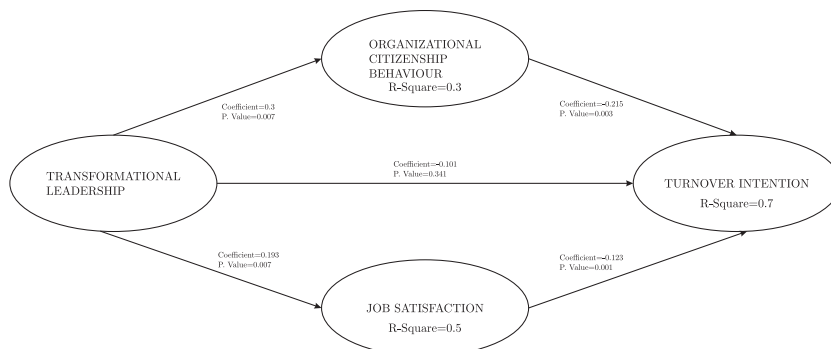


Figure 2: Research Results.

### 3. Research Method

This study was conducted in several private hospitals in Manado City. The respondent is a nurse, with 522 nurses always located in several private Manado hospitals as a population. The size of the illustration is based on Slovin's formula (1960) in [30], so the number of illustrations received =  $226.46 \sim 227$  nurses.

The collection of information was carried out using questionnaires and experimental surveys. The information analysis method used is Generalized Structural Component Analysis (GSCA), which is tested using WarpPLS with two approaches [29].

### 4. Results and Discussion

#### 4.1. Research findings

Before the hypothesis is tested, we need to test the suitability of the model. The analysis in Figure 2 shows that the R-square has an overlap of 77%. This means that 77% of the actual data explained well by the model, and the remaining not well implemented

by the factors in the models. An R-squared of 75% of the model is very suitable for hypothesis testing.

#### **4.2. The effect of transformational leadership on OCB**

Hypothesis 1 (H1) is accepted, which reports that disruptive administration has critical constructive results on OCB. A large positive connection can be the result of the behavior or orders that the pioneer gives to the nurse at each meeting, which remains the same. Teamwork becomes stronger and attempts are made to move the organization or hospital forward. It also went well because the majority of the respondents (46%) had a bachelor's degree, so they could follow all the directions given by the management. They often help colleagues because the leader is always under stress. This confirms the responses to the questionnaire, where 77%, or 3.9 points on average, agree that leaders always provide useful training and advice. Through these efforts, management is increasing the OCB of nurses. This also corresponds to the reflection of the transformational leadership variable (X1), which has a score of 4.1, which means that this variable is included in the main type.

This study confirms that transformational leadership positively significantly affects OCB. In contrast, the results of this study do not support studies [22] and [21] unless transformational leadership significantly affects OCB. An alibi put forward [21] states that the essence of transformational leadership is a skill that brings employees together to achieve better performance [23].

#### **4.3. The effect of transformational leadership on turnover intention**

Hypothesis 2 (H2) is rejected, which states that avant-garde authority has a marked negative impact on fluidity goals. The implications of this investigation indicate that if major administrative breakthroughs continue, the turnover target will remain low, although this does not really require scrutiny. These results support Pranai's theory [27] that transformational leadership has been tested very strongly for low turnover, high productivity, and greater employee satisfaction. Negative relationships between managers and employees have several adverse consequences for employees, such as decreased productivity, increased absenteeism, and employee turnover [18]. [30] reported that change took 2 forms: (1) change that could not be prevented, and (2) change that could be prevented, including employee and management dissatisfaction.

Transformational initiatives affecting substitution goals and according to the respondents, the intention to change staff is quite high in the young age group (aged 24-28) and fewer than three individual respondents who work in the hospital. They are not mentally developed and often ignore rational thinking [8]. Nurses who have worked for less than three years are classified as newcomers to the field [13]. The results showed that the nurses in this study still had the intention of changing staff, but this was not significant. Various alternative alibis have emerged, such as looking for a partner, looking for a job closer to where they live, with a higher income, or wanting to become a government employee - most married nurses reported alibis.

The impact of administrative achievement on wellness goals will be significant. There was a negative association between transformational leadership and changeover intentions [20]. This study showed that transformational leadership does not fully guarantee employees.

#### 4.4. The effect of OCB on turnover intention

The third hypothesis (H3) is accepted. This is show that the higher the OCB, the lower the expected employee turnover. The results of this study confirm [24] that OCB affects job satisfaction when satisfied employees show low absenteeism and turnover. In a meta-analysis [26] explained that helping each other increases moral cohesion and a sense of responsibility for the team, which leads to higher productivity and less turnover in the organization. This shows that OCB negatively affects the turnover intent.

The negative impact of OCB on staff turnover intentions shows that nurses behave well in helping colleagues get the job done, for example by being willing to volunteer to help new colleagues who have difficulty serving patients, helping colleagues with a lot of work, and supporting colleagues. who do not go to work. being sick. They are happy with this because they feel like they are part of the team and it helps to reduce the intention of staff turnover. Over 200 respondents strongly agreed with the volunteering initiative to help colleagues get the job done; others agreed and some preferred to answer the questionnaire in a neutral manner.

The results showed that the nurses had a high OKB rate with an average score of 4.33 and an intention to change staff of 1.87. Descriptive evidence shows that they work so well together that their desire to leave is even less.

These results support previous research [2] that OCB negatively significant affecting turnover intent - the higher OCB, the lower turnover intent will be. This is not support the thories [1] and [4].

#### 4.5. The effect of transformational leadership on job satisfaction

Hypothesis 4 (H4) is accepted where transformational leadership positively significant affecting job satisfaction where a path coefficient of 0.193 is obtained with a critical ratio (CR) of 3.12\* which is greater than 1.96. The consequences of this investigation demonstrate that the higher the groundbreaking administration, the higher the job satisfaction. This supports the theory of [17] which states that transformational leadership style is one of the determinants of job satisfaction. Groundbreaking initiative style is a deciding variable that impacts the mentalities, observations and conduct of representatives where there is expanded trust in pioneers, inspiration, work fulfillment and can decrease various clashes that regularly happen in an association.

#### 4.6. The effect of job satisfaction on turnover intention

Hypothesis 5 (H5) is rejected, where job satisfaction has no significant negative effect on turnover intention where a path coefficient of -0.123 is obtained with a critical ratio (CR) of 1.91 which is smaller than 1.96. This is told that the higher the job satisfaction, the lower turnover intention, although not significant.

This is supported the theory of Velez (1993) which states that job satisfaction is a key factor in increasing employee productivity and reducing employee absenteeism and turnover intention. Likewise, with the theory of Spector et al. (2007) who say that the relationship between job satisfaction and turnover intention between nurses is well supported in the literature. Based on research, turnover intention has a positive or negative relationship with job satisfaction. Job satisfaction is also negatively associated with employee turnover intention, but the correlation is stronger than that found in absenteeism.

#### 4.7. Research limitations

This study has a limitation of being conducted in only four (4) private hospitals in Manado types B and C, so the results cannot be generalized to public hospitals or other private hospitals of different types. Type B hospitals have more complete equipment than Type C hospitals.

#### 5. Conclusions

Based on the results, the application of administrative breakthroughs has led to notable constructive results with regard to hierarchical civic behavior, which means that the better transformative leadership, the higher the civic behavior of the nursing organizations working there. Innovative leadership has a very large negative impact on turnover goals, implying that the higher the innovative level of administration, the lower the expected nurse turnover. Thus, the results confirm the theory [32] and [30] and confirm the previous studies carried out by [20]. OCB negatively significant affecting staff turnover intent, which means that the better OCB nurses, the lower the turnover intent. Thus, the results confirm the theory [24] and previous studies [2]. Disruptive initiatives bring very good results in getting the job done. A side effect of this study is that the higher the credibility of the avant-garde, the higher the job satisfaction. Sixth, job satisfaction does not have a significant negative impact on the intention to change staff. This study show that the higher the job satisfaction, the lower the intention for staff turnover, albeit not significantly.

To minimize the intent to change nurses, hospital management and management can do the following. Leadership and management of hospitals are encouraged to attend leadership training to improve leadership skills. To minimize the intention of nurses in private hospitals need to ordinance limiting the number of new private hospitals.

The implications of this research contribution include two things, namely theoretical and practical conclusions. The theoretical conclusion is associated with the development of the theory of organizational behavior associated with the intention to change personnel. The contribution of developing an integrative model has the following theoretical implications: (1) This study provides a theoretical model for the impact of transformational leadership and spiritual intelligence on civic behavior in an organization, job stress, job satisfaction, and changeover intentions. (2) The results of this study prove that transformational leadership and spiritual intelligence play an important role in reducing intention to fluidity, directly or indirectly. Transformational leadership in the organization can reduce the turnover. The practical implications of this study can be explained as follows: The results of this study can be used to know the importance of analyzing the impact of transformational leadership and spiritual intelligence that is in harmony with the organization's civic behavior, work stress and work. satisfaction. in an effort to minimize employee turnover. intention in four private hospitals in Manado city.

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