The Effect of Transformational Leadership and Work Discipline Against The Employee Performance With Turnover Intention as The Intervening Variable

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Abstract

This study is to analyze the effect of transformational leadership, work discipline against the employee performance with turnover intention as the intervening variabel. The object of this research is the employees of PT. Prima Utama. This research was conducted on 270 respondents by using a quantitative descriptive approach. The determination of the sample size is using the Slovin formula so that the sample used is 161 respondents. Methods of data collection using survey methods, with the research instrument is using a questionnaire. The research method in this research is using Structural Equation Model (SEM). This study has stated that transformational leadership has a negative and significant effect on turnover intention. Work discipline has a negative and significant effect on turnover intention. Turnover intention has a negative and significant effect on employee performance. Transformational leadership has a positive and significant effect on employee performance and work discipline has a positive and significant effect on employee performance.

INTRODUCTION

Employee performance has become one of the roles of a leader in an organization or company. This is because leadership can achieve the organization's goal, motivate the behavior towards achieving the organization's goal. A business organization can be successful, exist, and survive if they have the capacity to be competitive or have higher competitiveness so that they are able to compete both in the domestic and global sectors. Because the company can be a place to accommodate the people and the objects that are trying to achieve the same goal together.

Leadership is one of the most important factors in an organization, the effectiveness of an organization often depends largely on the leadership of the organization. Various studies have also proven that leadership plays an important role in the development of leaders in an organization. The character of a person who becomes the leader as stated by Covey and followed by Nurhadi shows that 90 percent of all the leadership failures are because of characters. Leadership is one of the factors that

relate to the activities and processes of directing and delegating others to achieve a certain goal.

In addition to the transformational leadership, it is also necessary to have disciplined leadership and organizational commitment to raise the awareness of the importance of work discipline and the commitment towards the subordinates or employees of the organization or company so that employees could abandon a working culture that is not desired by the company such as carelessness, late attendance and failing to comply with the standard operating procedures. PT. MidPlaza Prima is a company that has been active in the property, hospitality, information technology, and agribusiness sectors since the 1980s. The company is located in Sudirman area, Central Jakarta. The MidPlaza office building has a strategic location in a prestigious office area in the center of Jakarta. The building is only 1.8 kilometers from the Hotel Indonesia Roundabout in Jl. M.H. Thamrin. Regarding the leadership style, there are some employees who have a lack of direction and discipline which causes employees barely understand what their job to be done is and also some employees still do not understand the work discipline in the company, there are still many employees who do not obey and run the company's SOPs (standard operating procedures) properly.

Table 1.

PT Midplaza Prima Employee Absenteeism

Number of Employees	Month	Late	Average Delay
270 Employees	January	6 Employees	8 Minute
270 Employees	February	8 Employees	10 Minute
270 Employees	March	10 Employees	6 Minute
270 Employees	April	16 Employees	15 Minute
270 Employees	May	15 Employees	5 Minute
270 Employees	June	9 Employees	8 Minute
270 Employees	July	11 Employees	10 Minute
270 Employees	August	7 Employees	7 Minute
270 Employees	September	18 Employees	14 Minute
270 Employees	October	22 Employees	23 Minute
270 Employees	November	4 Employees	5 Minute
270 Employees	December	12 Employees	4 Minute

Source: PT Midplaza Prima (2020)

The company's delay in setting working hours at 08:30. Employees are required to come to work before 08:30. The attendance data of PT. MidPlaza Prima in the last 1 year experienced an increase, in October which indicated up to 22 employees that are late to work, then in November which indicated that up to 4 employees, and in December which indicated that up to 12 employees came late. This also shows that there are still many employees who have less than the standard performance at the

company PT. Mid Plaza Prima which is caused by the rise of laziness/tardiness levels of the employees in PT. Mid Plaza Prima..

The lack of a leadership model that improves the employee performance with emotion based on leadership and working discipline makes the researchers interested to find out more about the influence of leadership applied to employee motivation and performance through transformational leadership and work discipline. In this case, the researchers concluded that the transformational leadership style of work discipline and organizational commitment is the right solution to increase the achievement of employees that work in the targets of the company environment. In order to find out what are the factors that influence transformational leadership, the researcher tried to conduct research by conducting a survey by distributing questionnaires to 20 employees of PT. Mid Plaza Prima.

Research conducted by Marisatul (2015) stated that transformational leadership has a positive and significant effect on employee performance. Supporting this research, the research conducted by Sabdo et al (2016) stated that transformational leadership has a positive and significant effect on employee performance. Contrary, the research conducted by Ceacilia (2019) stated that transformational leadership has a negative and significant effect on turnover intention.

The research conducted by Mutia (2017) stated that work discipline has a positive and significant effect on employee performance. Supporting this, the research conducted by Stela (2015) stated that work discipline has a positive and significant effect on employee performance. While research conducted by Mirza, et al (2016) stated that turnover intention has a negative and significant effect on performance.

Based on the argument , the researcher is trying to write the research with the title "The Effect Of Transformational Leadership And Work Discipline Against The Employee Performance With Turnover Intention As The Intervening Variabel". Based on the background above, the problem can be formulated as follows: a) does Transformational Leadership Affect Turnover Intention of Employees of PT. Mid Plaza Prima?; b) does Work Discipline Affect Turnover Intention of Employees of PT. Mid Plaza Prima; c) does Turnover Intention Affect Employee Performance at PT. Mid Plaza Prima?; d) does Transformational Leadership Affect Employee Performance at PT. Mid Plaza Prima ?; and e) does Work Discipline Affect Employee Performance at PT. Mid Plaza Prima?

Based on the problems that have been stated previously, the objectives of this study are as follows: a) to find out and analyze the Influence of Transformational Leadership on Turnover Intention of Employees at PT. Mid Plaza Prima; b) to find out and analyze the effect of Work Discipline on Turnover Intention of Employees at PT. Mid Plaza Prima; c) to find out and analyze the effect of Turnover Intention on Employee Performance at PT. Mid Plaza Prima; d) to find out and analyze the Influence of Transformational Leadership on Employee Performance at PT. Mid Plaza Prima; and e) to find out and analyze the effect of work discipline on employee performance at PT. Mid Plaza Prima.

Human Resources Management

According to Mangkunegara (2013) human resource management is the planning, organizing, directing, and supervising in activities of procurement, development, compensation, integration, maintenance, and release of human resources in order to achieve various individual, organizational, and community goals. Gerry Dessler (2014) stated that human resource management is the process of acquiring, training, appraising, and compensating employees, paying attention to their working relationships, health and safety, and fairness issues.

Employee Performance

According to Bangun (2014), performance is the result of work achieved by a person based on job requirements. A job has certain requirements to be carried out in achieving goals which are also known as job standards. According to Luthans (2014) in the behavioral management approach, performance is the quantity or quality of something produced or services provided by someone who does work. According to Mangkunegara (2016) employee performance is the result of work in regards to quality and quantity achieved by an employee after carrying out his duties in accordance with the responsibilities given to him.

Turnover Intention

According to Abdillah (2012), turnover intention is a condition where workers have conscious intentions or tendencies to look for another job in a different organization as an alternative and turnover is the driving force for the departure of workers from their place of work. Meanwhile, according to Green et al., (2013), the desire of employees to leave the company is largely determined based on emotional attitudes. On the other hand, according to Simamora (2015) turnover intention is a movement across the membership limits of an organization.

Transformational Leadership

According to Robbins and Judge (2017), transformational leaders inspire followers to go beyond their self-interest for the good of the organization and can have a tremendous effect on their followers. Meanwhile, according to Hartanto (2009), transformational leadership is defined as a way to influence others so that they are willing to bring out their best virtues and capabilities in the process of creating values and goals.

Work Discipline

Work discipline according to Hasibuan (2004) suggests that "discipline is a person's awareness and willingness to obey all company regulations and applicable social norms'". Meanwhile, (Adomi and Eruvwe, 2004) suggest that work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms.

Hypothesis Development

A hypothesis is a temporary answer to the problem posed. A hypothesis is a tentative statement in the form of a guess about what we are observing in an attempt to understand it. It is a temporary truth that must be tested. Therefore, a hypothesis serves as a way to test the truth. For the purposes of this study, the researchers proposed the following hypothesis:

H1: Leadership has a negative and significant effect on turnover intention

H2: Work discipline has a negative and significant effect on turnover intention

H3: Turnover intention has a negative and significant effect on employee performance

H4: Transformational leadership has a positive and significant effect on employee performance

H5: Work discipline has a positive and significant effect on employee performance

The research framework in this study is as follows:
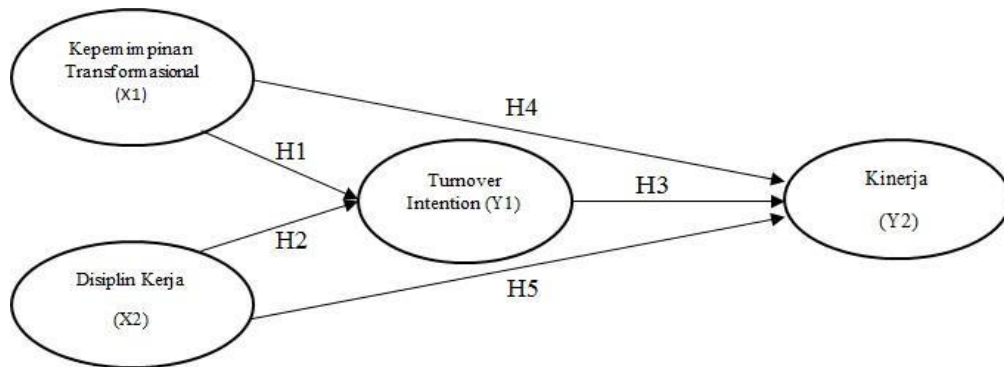
Figure 1. Conceptual Framework

METHODS

Research Design

The research design used by the author in this study is causal research. Causal research is a causal relationship where the independent variable affects the dependent variable, Sugiyono, (2013). This study is a study to determine the effect of three variables, namely the influence of transformational leadership and work discipline on turnover intention and employee performance. In this case, the research aims to determine the effect of transformational leadership and work discipline against the employee performance with turnover intention as the intervening variable.

Population and Sample

In research, populations and samples are used frequently. The population is the entire object under the study, whether in the form of people, objects, events, values, or things that happen. While the sample is a part of the population that is being investigated. It can also be said that the sample is a miniature of the population (miniature population). Sugiyono (2014) suggested the notion of population, namely: Population is a generalization area consisting of objects/subjects that have certain qualities and

characteristics that are applied by researchers to be studied and then drawn conclusions. In this study, the population is employees of PT. Midplaza Prima totaling 270 employees.

The sampling method used is Probability Sampling, which means that each element of the population has the same possibility to be selected through systematic calculations. Determination of the number of samples can be done by means of statistical calculations, namely by using the Slovin formula. Based on the results of these calculations, the sample obtained is 161 employees.

Data Analysis Method

Descriptive Analysis. Aims to describe the demographic characteristics of the respondents, which include age, gender, education level, length of service, including the frequency value, and the percentage of each factor.

Variable Description. Describes the respondents' responses to the statement instruments related to indicators and research variables, including the average value of the answers to each indicator. In this study, respondents' answers were categorized into five categories using a Likert scale. Each scale has a rating level from very low to very high in the form of respondent's answer choices.

Instrument Test. Research uses a survey method with a questionnaire instrument needed to test instruments, in the form of validity and reliability tests, which are useful to find out whether the questionnaires that will be used in the study are all valid and reliable. First, validity test is used to show the extent of which level of accuracy of the measuring instrument is related to the symptoms to be measured. Validity shows the extent to which a measurement tool measures what it wants to measure. Second, reliability is an index that shows the extent to which a measuring instrument can be trusted or relied upon. In other words, reliability shows the consistency of a measuring instrument in measuring the same symptoms.

Partial Least Square (PLS) Analysis. The analytical method used in this research is Component or Variance Based Structural Equation Model where the data processing uses the Partial Least Square (Smart-PLS) version 3.2.8 PLS program. PLS (Partial Least Square) is an alternative model of covariance based SEM. PLS can be used to confirm theory, besides that it can be used to explain whether or not there is a relationship between latent variables: 1) Measurement Evaluation (Convergent Validity, Discriminant Validity, Cronbach's Alpha, and Composite Reliability); 2) Structural Model (R-square Score, Goodness of Fit Model, and Path Coefficient.

RESULTS AND DISCUSSION

Evaluation Measurement Model

Convergent validity Test Results. Testing the Convergent Validity of the model with reflexive indicators is assessed based on the correlation between the item score or component score with the construct score calculated by PLS. Individual indicators are considered valid if they have a correlation value above 0.70. However, in scale development research, a loading factor of 0.60 to 0.70 is still

acceptable. By looking at the output results of the correlation between indicators and their constructs as shown in the table and structural figure below.

Table 2.
Convergent Validity Results

Variable	Indicator	Outer Loading	Description
Employee Performance (Y1)	KK1	0.723	Valid
	KK2	0.678	Valid
	KK3	0.681	Valid
	KK4	0.788	Valid
	KK5	0.799	Valid
	KK6	0.753	Valid
	KK7	0.692	Valid
	KK8	0.587	Valid
Turnover Intention (Y2)	TI1	0.673	Valid
	TI2	0.772	Valid
	TI3	0.623	Valid
	TI4	0.668	Valid
	TI5	0.829	Valid
	TI6	0.793	Valid
Transformational Leadership (X1)	KT1	0.822	Valid
	KT2	0.779	Valid
	KT3	0.778	Valid
	KT4	0.747	Valid
	KT5	0.737	Valid
	KT6	0.785	Valid
	KT7	0.824	Valid
	KT8	0.877	Valid
	KT9	0.779	Valid
	KT10	0.480	Not Valid
	KT11	0.670	Valid
	KT12	0.474	Not Valid
Work Discipline (X2)	DK1	0.737	Valid
	DK2	0.800	Valid
	DK3	0.710	Valid
	DK4	0.830	Valid
	DK5	0.762	Valid
	DK6	0.745	Valid
	DK7	0.876	Valid
	DK8	0.750	Valid

Source: PLS Output, 2021

Figure 2.PLS Algorithm Results (Modified)
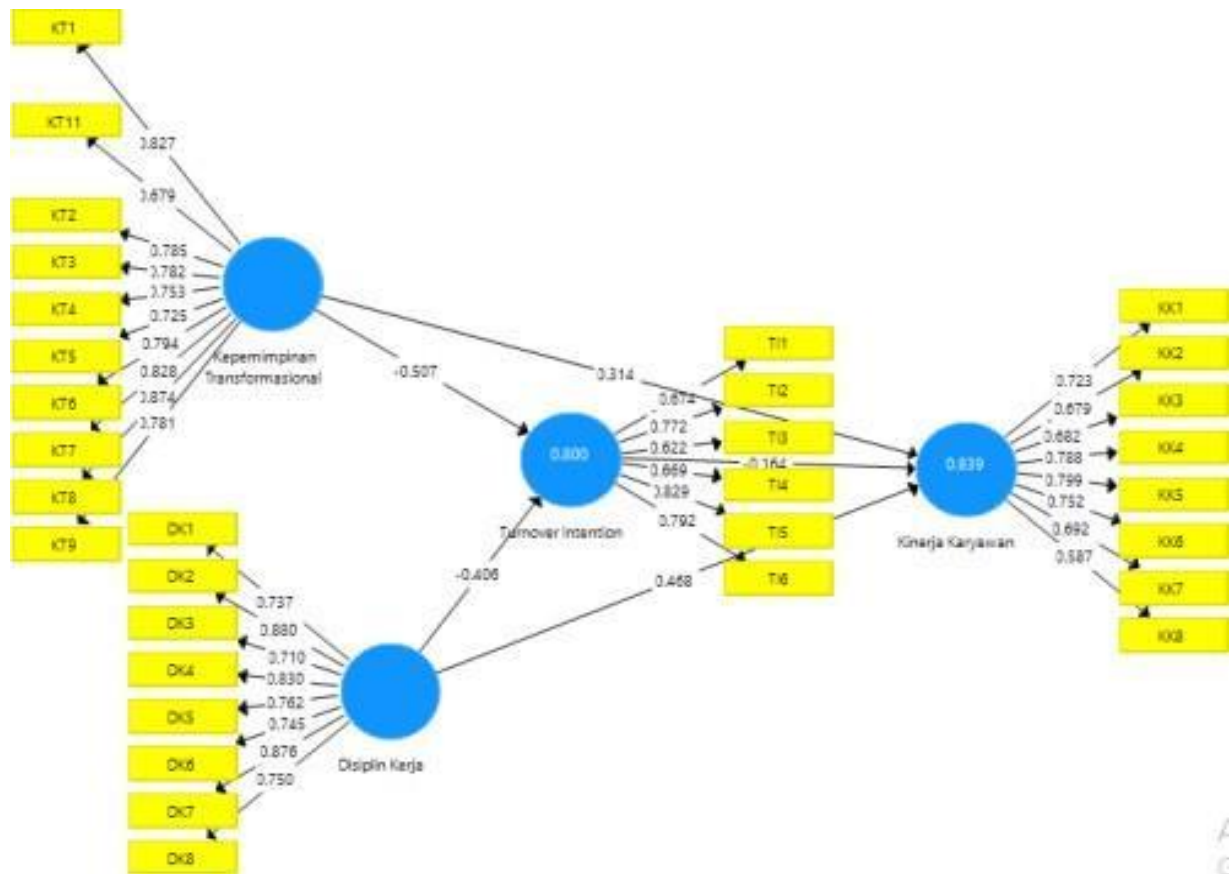
Source: PLS output, 2021

That all indicators have met convergent validity because they have a loading factor value above 0.50. Discriminant Validity Test Results. Discriminant validity testing is carried out to ensure that each concept of each latent variable is different from other variables. The indicator is declared valid if it has the highest loading factor for the intended construct compared to the loading factor in other contracts. Thus, contracts will predict indicators in their block better than indicators in other blocks. The results of the Discriminant Validity test are obtained as follows.

Table 3.

Discriminant Validity-Test Results (Cross loadings)

Indicator	Employee Performance	Turnover Intention	Transformational Leadership	Work Discipline
KK1	**0.723**	-0.605	0.668	0.699
KK2	**0.679**	-0.566	0.531	0.267
KK3	**0.682**	-0.589	0.595	0.591
KK4	**0.788**	-0.662	0.687	0.682
KK5	**0.799**	-0.686	0.697	0.271
KK6	**0.752**	-0.639	0.652	0.682
KK7	**0.692**	-0.579	0.500	0.587
KK8	**0.587**	-0.155	0.387	0.538
TI1	-0.582	**0.674**	-0.361	-0.601
TI2	-0.652	**0.772**	-0.679	-0.645
TI3	-0.538	**0.623**	-0.508	-0.535
TI4	-0.561	**0.669**	-0.506	-0.589
TI5	-0.685	**0.829**	-0.739	-0.710
TI6	-0.683	**0.792**	-0.673	-0.622
KT1	0.287	-0.609	**0.822**	0.733
KT2	0.587	-0.607	**0.789**	0.651
KT3	0.667	-0.682	**0.782**	0.618
KT4	0.663	-0.558	**0.753**	0.618
KT5	0.687	-0.694	**0.725**	0.620
KT6	0.534	-0.673	**0.794**	0.535
KT7	0.707	-0.691	**0.828**	0.722
KT8	0.777	-0.775	**0.874**	0.803
KT9	0.708	-0.683	**0.781**	0.696
KT11	0.498	-0.579	**0.670**	0.337
DK1	0.701	-0.630	0.732	**0.737**
DK2	0.699	-0.753	0.711	**0.800**
DK3	0.587	-0.637	0.577	**0.710**
DK4	0.753	-0.753	0.665	**0.830**
DK5	0.620	-0.667	0.625	**0.762**
DK6	0.653	-0.661	0.650	**0.745**
DK7	0.784	-0.734	0.821	**0.876**
DK8	0.657	-0.657	0.685	**0.750**

Source: PLS Output, 2021

That each indicator has the largest loading factor when connected to other endogenous constructs. This shows that based on Discriminant Validity that has been tested all indicators are valid. Discriminant Validity Test Results (Fornell Larcker). Another method to see discriminant validity is to look at the value of the square root of average variance extracted (AVE) of each construct with a correlation between the construct and other constructs in the model, so it can be said to have a good discriminant validity value.

Table 4.

Discriminant validity - Fornell larcker

	Employee Performance	*Turnover Intention*	*Transformational Leadership*	*Work Discipline*
Employee Performance	0.849			
Turnover Intention	-0.417	0.785		
Transformational Leadership	0.600	-0.672	0.730	
Work Discipline	0.689	0.6800	0.570	0.716

Source: PLS Output, 2021

Average Variance Extracted Test Results. Average variance extracted that has a value above 0.50 means it is valid.

Table 5.

Average Variance Extracted Test Results (AVE)

Variable	**Average Variance Extracted (AVE)**	**Description**
Employee Performance	0.512	Valid
Turnover Intention	0.533	Valid
Transformational Leadership	0.615	Valid
Work Discipline	0.622	Valid

Source: PLS Output, 2021

From Table 5 it can be concluded that the square root of the average variance extracted already has a value above 0.500 which means it is valid.

Composite Reliability Test Results. Composite reliability testing aims to test the reliability of the instrument in a research model.

Table 6.

Composite Reliablility Test Results

Variable	**Composite Reliability**	**Description**
Employee Performance	0.893	Reliable
Turnover Intention	0.872	Reliable
Transformational Leadership	0.941	Reliable
Work Discipline	0.929	Reliable

Source: PLS Output, 2021

Based on Table 6 that the composite reliability test results have a value of ≥ 0.7, it means that the construct has good reliability or the questionnaire used as a tool in this study is reliable or consistent.

Cronbach's Alpha Test Results. Based on Table 7, the results of the Cronbach's alpha test show a satisfactory value, because all latent variables have a Cronbach's alpha value of ≥ 0.70. This means that all latent variables are said to be reliable.

Table 7.

Cronbach's Alpha Test Results

Variable	Cronbach's Alpha	Description
Employee Performance	0.862	Reliable
Turnover Intention	0.822	Reliable
Transformational Leadership	0.930	Reliable
Work Discipline	0.912	Reliable

Source: PLS Output, 2021

Evaluation Structural Model

Inner model testing is the development of concept and theory-based models in order to analyze the relationship between exogenous and endogenous variables that have been described in a conceptual framework. The steps for testing the structural model are as follows.

Nilai R-square Test Results. Seeing the R-square value which is the goodness of fit test of the model.

Table 8.

R square Variable Endogen Value

Variabel Endogen	R square
Employee Performance (Y1)	0.839
Turnover Intention (Y2)	0.800

Source: PLS Output, 2021

The structural model indicates that the model on employee performance and turnover intention can be said to be strong because it has a value above 0.67. The influence of exogenous latent variables on transformational leadership and work discipline R-square values of 0.839 and 0.800 which can be interpreted that the variability studied is 83, 9.% and 80.0% while 16.1% is explained by other variables outside the research.

Goodness of Fit Model Test Results. Tests on the Goodness of Fit structural model on the inner model uses the predictive-relevance value (Q2). Q-square value greater than 0 (zero) indicates that the model has predictive relevance. The R-square value of each endogenous variable in this study can be seen in the following calculations. The predictive relevance value is obtained by the formula.

Table 9.

Q-Square Results

	SSO	SSE	Q^2 (=1-SSE/SSO)
Employee Performance	1288.000	749.000	0.418
Turnover Intention	966.000	561.103	0.419
Transformational Leadership	1610.000	1610.000	
Work Discipline	1288.000	1288.000	

Source: PLS Output, 2021

The results of the above calculation show the blindfolding value of 0.418 and 0.419, which is greater than 0 (zero). Q-square value greater than 0 (zero) indicates that the model has predictive relevance.

Path Coefficient Estimation. The estimated value for the path relationship in the structural model must be significant. The significance value of this hypothesis can be obtained by the boostrapping procedure. Looking at the significance of the hypothesis by looking at the parameter coefficient values and the T-statistical significance value in the algorithm bootstrapping report. To find out whether it is significant or not, it can be seen from the T-table at alpha 0.05 (5%) = 1.96, then the T-table is compared with the T-count (T-statistics).

Figure 3.Boosttrapping Test Results
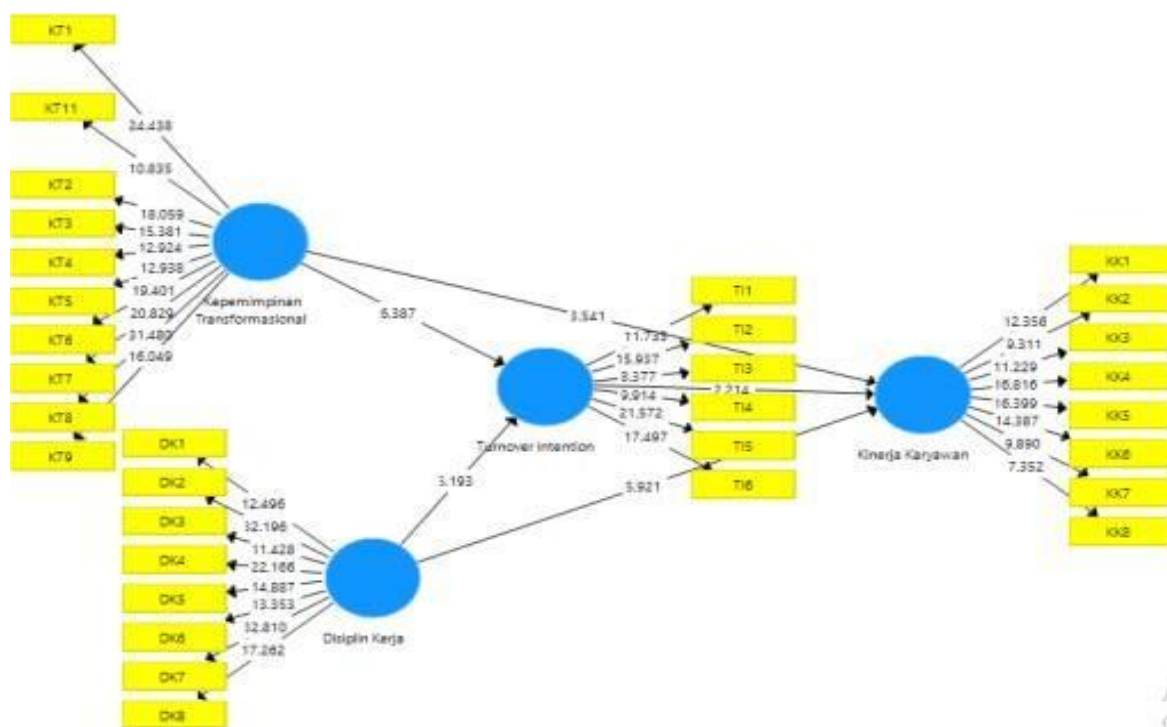
Source: PLS Output, 2021

Table 10.

Hypothesis Test Results

Variable	Original Sample	Sample Mean	Standar Deviation	T. Statistic	P Values	Significant
Transformational Leadership → Turnover Intention	-0.507	-0.509	0.079	6.387	0.000	Negative Significant
Work Discipline → Turnover Intention	-0.406	-0.406	0.078	5.193	0.000	Negative Significant
Turnover Intention → Employee Performance	-0.164	-0.158	0.074	2.214	0.027	Negative Significant
Transformational Leadership → Employee Performance	0.314	0.318	0.089	3.541	0.000	Positive Significant
Work Discipline → Employee Performance	0.468	0.471	0.079	5.921	0.000	Positive Significant

Source: PLS Output, 2021

Hypothesis Test Results

Based on the hypothesis test in this study, the T-Statistic result was 6.387, which means it is significant because it has a value above 1.96 (T-table), the original sample value is -0.507, which means it has a negative direction because it has a (-) sign and a p-value of 0.000 means that the hypothesis is accepted because it has a value <0.05. So the first hypothesis is accepted, transformational leadership has a negative and significant effect on turnover intention.

Based on the hypothesis test in this study, the results of the T-Statistic of 5.193 means that it is significant because it has a value above 1.96 (T-table), the original sample value of -0.406 means that it has a negative direction because it has a sign (-) and a p-value of 0.000 means that the hypothesis is accepted because it has a value <0.05. So the first hypothesis is accepted, work discipline has a negative and significant effect on turnover intention.

Based on the hypothesis test in this study, the results of the T-Statistic of 2.214 means that it is significant because it has a value above 1.96 (T-table), the original sample value of -0.164 means that it has a negative direction because it has a (-) sign and a p-value of 0.027 means that the hypothesis is accepted because it has a value <0.05. So the first hypothesis is accepted, turnover intention has a negative and significant effect on employee performance.

Based on the hypothesis test in this study, the T-Statistic results of 3,541 means that it is significant because it has a value above 1.96 (T-table), the original sample value of 0.314 means it has a positive direction because there is no sign (-) and a p-value of 0.000 means that the hypothesis is accepted because it has a value <0.05. So the first hypothesis is accepted, transformational leadership has a positive and significant effect on employee performance.

Based on the hypothesis test in this study, the results of the T-Statistic of 5.921 means that it is significant because it has a value above 1.96 (T-table), the original sample value of 0.468 means that it has a positive direction because it does not have a (-) sign and a p-value of 0.000 means that the hypothesis is accepted because it has a value <0.05. So the first hypothesis is accepted, work discipline has a negative and significant effect on employee performance.

CONCLUSION

Based on the formulation of the problem as well as data analysis and discussion presented in the previous chapter, several conclusions can be drawn as follows: 1) Transformational leadership has a negative and significant effect on turnover intention. This shows that transformational leadership plays a very important role in turnover intention, meaning that the higher the transformational leadership, the lower the level of turnover intention; 2) Work discipline has a negative and significant effect on turnover intention. This shows that work discipline plays a very important role in turnover intention, meaning that the higher the work discipline of employees, the lower the level of turnover intention; 3) Turnover intention has a negative and significant effect on employee performance. This shows that turnover intention plays a very important role in employee performance, meaning that the lower the turnover intention, the higher the employee's performance; 4) Transformational leadership has a positive and significant effect on employee performance. This shows that transformational leadership plays a very important role in employee performance, meaning that the higher the transformational leadership, the higher the employee's performance; and 5) Work discipline has a positive and significant effect on employee performance. This shows that work discipline plays a very important role in employee performance, meaning that the higher the work discipline, the higher the employee's performance.

Based on the results of research, discussion, and conclusions, researchers can provide suggestions or input to companies and subsequent researchers, including: 1) Based on the highest mean value on the transformational leadership variable with the statement "My leader helps develop the various abilities that I have" then what can be suggested is that leaders should share knowledge with their subordinates, by sharing work experience and knowledge they have at work. So that subordinates can know more about the job; 2) Based on the highest mean value on the work discipline variable with the statement "All co-workers respect each other among fellow employees" then what can be used as a suggestion is that the company should provide guidelines on good work behavior to co-workers, so that employees will respect fellow employees; and 3) Based on the highest mean on the performance

variable, with the statement "I am able to work in accordance with the work standards that have been determined by the company" then what can be suggested is that the company should provide rules on standard knowledge at work so that it can produce quality performance;.

Suggestions for further research to focus on other variables that affect turnover intention and performance such as job satisfaction, organizational culture, company environment and other research that has been done by experts and previous researchers.

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