

The Effect of Transformational Leadership And Organizational Support On Turnover Intention Mediated With Organizational Commitment At Prima In Hotel Malioboro

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ABSTRACT

This study aims to determine the effect of transformational leadership and organizational support on turnover intention mediated by organizational commitment at Prima In Hotel Malioboro Yogyakarta. This type of research is quantitative. The population in this study were 60 employees of Prima In Hotel Malioboro Yogyakarta using the sampling technique used in this study using saturated sampling technique. Data quality test analysis using classical assumption tests, normality tests, multicollinearity tests, and heteroscedasticity tests. Multiple linear regression analysis test. Hypothesis testing using f test, t test, coefficient of determination (R^2) test, and sobel test. Based on the results of the research test, it shows that transformational leadership has a negative and insignificant effect on turnover intention, organizational support has a negative and insignificant effect on turnover intention, transformational leadership and organizational support have a negative and insignificant effect on turnover intention. Organizational commitment has a positive and significant effect on turnover intention.

Keywords: Transformational Leadership, Organizational Support, Organizational Commitment, Turnover Intention

INTRODUCTION

The Special Region of Yogyakarta (DIY) is one of the tourist destinations that is in great demand by tourists from various regions in Indonesia and abroad. Therefore, the Special Region of Yogyakarta (DIY) has great business opportunities for investors in the tourism sector, one of which is in the hospitality industry. The development of the hospitality industry at this time requires companies to pay attention to the quality of their human resources so that they can face various challenges for the sustainability of the company.

Poor human resource management will cause dissatisfaction from workers and will also have an impact on workers' desire to leave work (turnover intention). Turnover intention is an attitude tendency to the extent to which employees have the opportunity to leave their company or voluntarily quit their jobs (Arifani & Kusmaryani, 2022). According to (Pakpahan & Sihombing, 2024) Turnover Intention is the process by which employees leave their jobs. Turnover Intention can have a negative impact on the company, namely: workforce instability and an uncooperative work environment, this is caused by the existence of vacant positions due to the resignation of employees who are looking for new jobs.

Many factors can affect Turnover Intention, one of which is transformational leadership. According to (Pakpahan & Sihombing, 2024) Transformational leadership is one that inspires followers to go beyond their own activities for the good of the organization, allowing the organization to have a greater and extraordinary impact on its leadership style. In addition to transformational leadership, organizational support can also affect turnover intention. With organizational support, it can provide innovation in operational activities and can help colleagues in completing tasks. Organizational support is also an employee's perception of the extent to which the organization values their contribution and cares about their welfare (Syahril et al., 2022).

Employees who feel fully supported by the organization will develop a sense of commitment, which will affect their turnover intention. Companies need skilled employees with high commitment to survive in the competitive business world. High engagement is based on employees' willingness to work hard for the company, a strong belief to work hard for the company, a strong belief and acceptance of the company's goals and values, and employees' own desire to support (Suseno & Sugiyanto, 2015).

High turnover intention can result in a lack of instability to the existing workforce conditions, as well as high HR management costs. Based on observations and interviews with HRD and one of the employees in the hospitality industry Prima In Malioboro Hotel Yogyakarta, there is an intention to move employees due to various problems, namely the application of inappropriate leadership styles and low organizational support for employees. The application of transformational leadership is still not well implemented and employees have not completed their duties. In addition, the low organizational support in the hospitality industry there is a lack of justice in doing a job so that it can cause a sense of displeasure with other departments. In the hospitality industry, using a contract system for 3 months for daily workers and 6 months for staff. However, there are several employees who have decided to leave or move from the hospitality industry due to work pressure and lack of attention from the company. Managers have not been able to build good relationships with their employees and do little to motivate them. In addition, managers rarely address employee complaints about work and rarely intervene directly to provide guidance to employees.

Based on research (Tololiu et al., 2022) the results show that transformational leadership has a negative effect on turnover intention, organizational commitment has a negative effect on turnover intention. Whereas in research (Yani & Putri, 2017) transformational leadership has a positive and significant effect on turnover intention and organizational commitment has a negative influence in intervening transformational leadership on turnover intention. Then the research revealed by (Rinaldi & Ramli, 2023), transformational leadership with turnover intention has a negative effect, this is defined that the better the leader applies a transformational leadership style to his subordinates or employees, the more it reduces the level of turnover intention. And research

(Khairina, 2022), there is an effect of 12.5% of perceived organizational support on turnover intention, which means that perceived organizational support is one of the main factors that directly affects turnover intention.

RESEARCH METHODS

This research was conducted at Prima In Hotel Malioboro Yogyakarta with a total of 60 employees located on Jl. Gandekan Lor No.47, Pringgokusuman, Gedong Tengen, Yogyakarta City, Yogyakarta Special Region 55272. In this study, a sample of 60 respondents was obtained with nonprobability sampling data using saturated or census sampling techniques so that all populations were used as samples (Sugiyono, 2018). To collect data and maintain data quality, accidental sampling or respondents who filled out the questionnaire was carried out. Researchers use a Likert scale presentation with answer scoring ranging from score 1 (strongly disagree) - 5 (strongly agree). The available data is then obtained by quantitative methods using SPSS 26 software.

RESULTS AND DISCUSSION

Instrument Test

Table 1. Instrument Test Result

X1	r- hitung	X2	r- hitung	Z	r- hitung	Y	r-hitung
X1.1	0,684	X2.1	0,707	Z1	0,450	Z1	0,347
X1.2	0,664	X2.2	0,767	Z2	0,593	Z2	0,467
X1.3	0,763	X2.3	0,751	Z3	0,539	Z3	0,605
X1.4	0,546	X2.4	0,692	Z4	0,267	Z4	0,358
X1.5	0,672	X2.5	0,660	Z5	0,569	Z5	0,363
X1.6	0,620	X2.6	0,783	Z6	0,448	Z6	0,473
X1.7	0,613	X2.7	0,735	Z7	0,804	Z7	0,387
				Z8	0,677	Z8	0,335
Cronbach's Alpha Std	0,873		0,910		0,823		0,735

(Source: Primary data analysed , 2024)

X1= Transformasional Leadership, X2= Organizational Support, Z= Organizational Commitment, Y= Turnover Intention

Based on table 1, the validity and reliability test results show that all items for each variable (Transformational Leadership, Organizational Support, Organizational Commitment, and Turnover Intention) have a corrected item-total correlation value greater than r-table 0.2542, which indicates that each item in the questionnaire is valid. In addition, the Cronbach's Alpha value for each variable is greater than 0.60, which indicates that the instrument used in this study is reliable. The Cronbach's Alpha value for Transformational Leadership is 0.873, Organizational Support is 0.910, Organizational Commitment is 0.823, and Turnover Intention is 0.735.

Classical Assumption Test

Table 2. Classical Assumption Test Results 1

Ind.	Dep.	Multi.		Glej. Test	Kol-Smir Test
		Tol.	VIF	Sig.	Asymp.Sig.
X1	Z	0,737	1,357	0.503	0,200
X2		0,737	1,357	0.086	

(Source: Primary data analysed , 2024)

Table 3. Classical Assumption Test Results 2

Ind.	Dep.	Multi.		Glej. Test	Kol-Smir Test
		Tol.	VIF	Sig.	Asymp.Sig.
X1	Y	0.654	1.528	0.321	0,200
X2		0.682	1.466	0.503	
Z		0.704	1.42	0.086	

(Source: Primary data analysed , 2024)

X1= Transformasional Leadership, X2= Organiztional Support, Z= Organizational Commitment, Y= Turnover Intention

From the classical assumption test results in table 2 and table 3 above, it can be concluded that there is no multicollinearity in the regression model equation, because the tolerance value is more than 0.10 and VIF is below 10. Meanwhile, the regression model equation does not experience heteroscedasticity (Glejser test, p more than 0.05), and normality is fulfilled with normal distribution (Kolmogorov-Smirnov). Thus, the regression model equation also does not experience heteroscedasticity (Glejser test, p more than 0.05) and normality is also fulfilled with normal distribution (Kolmogorov-Smirnov test, asympt.sig. more than 0.05).

Table 4. Linier Regression Test 1

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.891	4.161		3.338	.002
	X1	.077	.162	.074	.477	.635
	X2	.093	.146	.097	.638	.526
	Z	.222	.149	.225	1.494	.141

a. Dependent Variable: Y

(Source: Primary data analysed , 2024)

X1= Transformasional Leadership, X2= Organiztional Support, Z= Organizational Commitment

Based on table 4 above, the significance value of the transformational leadership and organizational support variables is more than 0.05, which means that these two variables do not have a significant influence on turnover intention. Does not have a significant influence on turnover

intention. Therefore, the linear regression equation formula in this study is $Y = 13.891 + 0.077 + 0.093 + 0.222 + e$

Table 5. Linier Regression Test 2

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.534	3.374		3.419	.001
	X1	.364	.136	.347	2.680	.010
	X2	.267	.125	.277	2.142	.036

a. Dependent Variable: Z

(Source: Primary data analysed , 2024)

X1= Transformasional Leadership, X2= Organiztional Support, Y= Turnover Intention

Based on table 5 above, the significance value of the transformational leadership and organizational support variables is below 0.05, which means that both variables have a significant influence on organizational commitment. Therefore, the linear regression equation formula in this study is $Y = 11.534 + 0.364 + 0.267 + e$

Hypothesis Testing

T Test

Table 6. T Test 1

Model		Unstandardized Coefficients		Standardize d Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.891	4.161		3.338	.002
	X1	.077	.162	.074	.477	.635
	X2	.093	.146	.097	.638	.526
	Z	.222	.149	.225	1.494	.141

a. Dependent Variable: Y

(Source: Primary data analysed , 2024)

Table 7. T Test 2

Model		Unstandardized Coefficients		Standardize d Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.534	3.374		3.419	.001
	X1	.364	.136	.347	2.680	.010
	X2	.267	.125	.277	2.142	.036

a. Dependent Variable: Z

(Source: Primary data analysed , 2024)

Based on tables 6 and 7, the results of the t test are as follows:

- a) Linear Regression Results of the Effect of Transformational Leadership on Turnover Intention. The t test is done by comparing the p value with a value of 0.05. The test was conducted using IBM SPSS in table 6 the transformational leadership variable has a t value of $0.477 > t_{table} 1.673$ with a significance of $0.635 > 0.05$, it can be concluded that Transformational Leadership is not proven to have a negative and significant effect on Turnover Intention.
- b) Linear Regression Results The effect of organizational support on turnover intention. The t test is done by comparing the p value with a value of 0.05. Testing is done using IBM SPSS in table 6 organizational support variables have a t count of $0.638 > t_{table} 1.673$ with a significance of $0.526 > 0.05$, it can be concluded that Organizational Support is not proven to have a negative and significant effect on Turnover Intention.
- c) Results of Linear Regression Analysis of the Effect of Transformational Leadership on Organizational Commitment. The t test is done by comparing the p value with a value of 0.05. The test was conducted using IBM SPSS in table 7, the transformational leadership variable has a t count of $2.680 > t_{table} 1.673$ with a significance of $0.010 < 0.05$, it can be concluded that transformational leadership is proven to have a positive and significant effect on organizational commitment.
- d) Linear Regression Results of the Effect of Organizational Support on Organizational Commitment. The t test is done by comparing the p value with a value of 0.05. Testing is done using IBM SPSS in table 7 organizational support variables have a t value of $2.142 > t_{table} 1.673$ with a significance of $0.036 < 0.05$, it can be concluded that organizational support is proven to have a positive and significant effect on organizational commitment.

F Test

Table 8. F Test 1

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	133.546	3	44.515	2.288	.088 ^b
	Residual	1089.387	56	19.453		
	Total	1222.933	59			
a. Dependent Variable: Y						
b. Predictors: (Constant), Z, X2, X1						

(Source: Primary data analysed , 2024)

Based on table 8, it can be seen that the probability value is $0.088 > 0.05$ and F count is $2.288 > 2.773$. So it can be concluded that the variables of transformational leadership and organizational support simultaneously have an influence on turnover intention.

Table 9. F Test 2

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	369.314	2	184.657	11.983	.000 ^b
	Residual	878.336	57	15.409		
	Total	1247.650	59			
a. Dependent Variable: Z						
b. Predictors: (Constant), X2, X1						

(Source: Primary data analysed , 2024)

Based on table 9, it can be seen that the probability value is $0.000 < 0.05$ and F count is $11.983 > 2.773$. So it can be concluded that the variables of transformational leadership and organizational support simultaneously have an influence on organizational commitment.

Determination Test (R2)

Table 10. Determination Test (R2) 1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.330 ^a	.109	.061	4.411
a. Predictors: (Constant), Z, X2, X1				
b. Dependent Variable: Y				

(Source: Primary data analysed , 2024)

Based on table 10, the R Square value on independent transformational leadership, organizational support and organizational commitment is 0.109 or 10.9%. Based on this data, it can be concluded that the independent variable affects the dependent variable by 10.9%, then the rest ($100\% - 10.9\% = 89.1\%$) is influenced by other variables not examined in this study.

Table 11. Determination Test (R2) 2

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.544 ^a	.296	.271	3.925
a. Predictors: (Constant), X2, X1				
b. Dependent Variable: Z				

(Source: Primary data analysed , 2024)

Based on table 11, the R Square value on independent transformational leadership and organizational support is 0.296 or 29.1%. Based on this data, it can be concluded that the independent variable affects the dependent variable by 29.1%, then the rest ($100\% - 29.1\% = 70.9\%$) is influenced by other variables not examined in this study.

Sobel Test

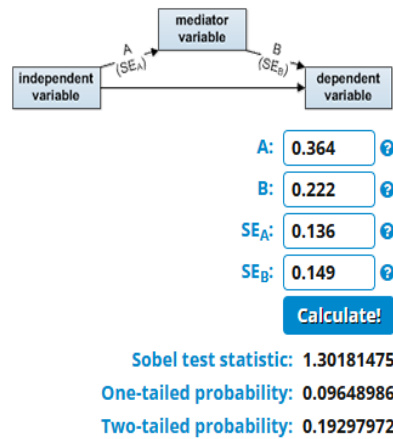


Figure 1. Sobel Test 1

Based on Figure 1 above, the results of the sobel calculator show a Y value of 1.3018 < 1.673, with a significance level of 0.05. So it is proven that the transformational leadership variable has a negative effect on turnover intention through the organizational commitment variable as a mediating variable.

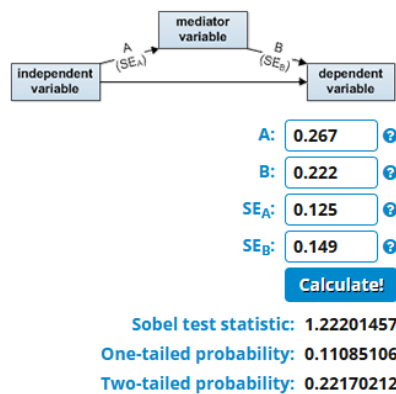


Figure 2. Sobel Test 2

Based on Figure 2 above, the results of the sobel calculator show a Y value of 0.4528 < 1.673, with a significance level of 0.05. So it is proven that the organizational support variable does not have a positive effect on turnover intention through the organizational commitment variable as a mediating variable.

CONCLUSION

Based on the results of research obtained on the effect of Transformational Leadership and Organizational Support on Turnover Intention which is mediated by Organizational Commitment. Case study at Prima In Hotel Malioboro Yogyakarta, it can be concluded that:

- 1) Transformational leadership has a positive and insignificant effect on turnover intention at Prima In Hotel Malioboro Yogyakarta.
- 2) Organizational support has a positive and insignificant effect on turnover intention at Prima In Hotel Malioboro Yogyakarta.
- 3) Transformational leadership and organizational support simultaneously affect turnover intention at Prima In Hotel Malioboro Yogyakarta.
- 4) Transformational leadership has a positive and significant effect on organizational commitment at Prima In Hotel Malioboro Yogyakarta.
- 5) Organizational support has a positive and significant effect on organizational commitment at Prima In Hotel Malioboro Yogyakarta.
- 6) Transformational leadership and organizational support simultaneously affect organizational commitment at Prima In Hotel Malioboro Yogyakarta.
- 7) Organizational commitment variables are not able to mediate transformational leadership and organizational support on turnover.

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