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## What is The Servant Leadership That May Break The Turnover Intention Level of Employee?

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### ABSTRACT

Today the changing business environment that is very fast demands the role of human resources in competitive advantage. It also means that the organization must be able to improve the work that is achieved now to get better work in the future. This study aims to determine the effect of Servant Leadership, Emotional Intelligence and Internal Conflict on Turnover Intention at PT Best Fortune Indonesia. Data collection techniques in the form of questionnaires using a Likert scale. This research was conducted on 30 respondents using a quantitative descriptive approach and hypothesis testing. For this reason, the data analysis method used is statistical analysis in the form of multiple linear regression tests. The results of this study indicate that partially and simultaneously, Servant Leadership, Emotional Intelligence, and Internal Conflict variables affect Turnover Intention at PT Best Fortune Indonesia. Therefore the test results of this study state that there is a simultaneous influence between the variables Servant Leadership, Emotional Intelligence, and Internal Conflict variables affect Turnover Intention.

**Keywords:** Servant Leadership; Emotional Intelligence; Internal Conflict; Turnover Intention.

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### INTRODUCTION

Related to human resources in order to become a source of competitive advantage is through increasing human capital to be able to recognize and adapt to an ever-changing environment. Today the changing business environment that is very fast demands the role of human resources in competitive advantage. It also means that the organization must be able to improve the work that is achieved now to get better work in the future. Therefore managing human resources includes, a) making the right decisions, and b) managing environmental changes must be studied properly in order to win the competition in the market (Soelton et al., 2020; Wilson, 2012). In general, a good company is a company that has a very low level of turnover intention for its employees. Turnover usually refers to an employee's estrangement towards his company,

otherwise turnover intention is defined as the conscious and planned willingness to leave his company (Soelton and Nugrahati, 2018; Ramli and Soelton, 2018; Jumadi et al., 2018; Purnama, 2013). (Suzabar, 2020; Demerouti et al., 2015;

Rachmayani and Suyono, 2016; Qureshi et al, 2013). If turnover intention increases in the company, it will be an obstacle in achieving the company's goals. There needs to be attention from the leadership, because a high turnover rate will certainly have a negative impact on the company which will create instability and uncertainty about the condition of human resources. Turnover intention can increase if employees find work conditions that are not what they expected. Servant Leadership is a leadership that comes from a sincere feeling in the heart to serve and can build trust in its employees, a leader has an orientation to be able to serve his employees, help employees to grow professionally and personally by ignoring their personal needs and interests to serve others. This was identified to reduce high turnover intention. A leader should act as a steward, act with integrity and enthusiasm, build trust, encourage people, and help them grow. A leader who is trusted and shapes the fate of others by showing the way. (Jumadi et al., 2018; Nurhayati et al, 2017; Soelton et al, 2020; Mugiono et al, 2020; Nanda et al, 2020; Dharma, 2014).

An employee's emotional intelligence is one of the determinants of turnover intention, because emotional intelligence is able to control all his egos and desires and is able to understand other people or coworkers so that a dynamic working group atmosphere is created. Good emotional intelligence will make someone able to make firm and correct decisions even in a depressed state. Goleman (2015), shows some evidence that reveals that intellectual intelligence contributes approximately 20% to the factors that determine success in life, and another 80% is filled with other forces, including emotional intelligence which includes the ability to motivate yourself and endure frustration, control impulses and not exaggerate pleasures, regulate moods and maintain the burden of stress so as not to paralyze the ability to think, empathize and pray.

Conflict is a clash between two parties who are meeting and crossing the road at an event point, which results in a collision. In a company many things that trigger conflict occur such as individual or group perceptions that each group feels different and this debate causes a conflict in ideas or interests, so this difference causes the desire or goals of other parties or groups to conflict. Conflicts can also occur as a result of misunderstanding or different opinions when on a job. If no one mediates, the conflict will become a big problem and have a bad impact on the company. There is no conflict without cause and effect, what seems possible is not the conflict itself, but only the symptoms can be seen clearly. For example, silence or not mutually greet each other for one reason, do not come to work even intend to get out of the workplace. (Jumadi et al, 2018; Soelton and Atnani, 2018; Suzabar et al, 2020; Sihotang, 2004; Beloor et al., 2017; Soelton and Nugrahati, 2018; Panji, 2010) Conflict is an attitude of mutual self-defense at least between two groups, which have different goals and views, in an effort to achieve one goal so that they are in a position of opposition, not cooperation. In every company, of course everyone has their own burden in completing work, both internal and external problems, a small example that occurs within the company is the pressure exerted by superiors on subordinates so as to make employees feel disturbed by the pressure given to disrupt the employee's performance .

According to Robbins and Judge (2014), Turnover or turnover of workers is a tangible manifestation of turnover intention that can be a serious problem for companies or organizations, especially if the workforce is skilled, capable, skilled and experienced or workers who occupy vital positions in the company, so that it can disrupt effectiveness of the company.

(Soelton & Hokroh, 2020; Soelton et al, 2019; Irvianti and Verina, 2015). Turnover Intention has a negative impact on the organization because it creates instability to the condition of the workforce, decreased employee productivity, a work atmosphere that is not conducive and also has an impact on increasing the cost of human resources. The desire to change jobs is different in developed countries with Indonesia, in developed countries, employees want to change jobs because of the large number of job offers offered outside the company where they work, while in Indonesia there are very few job offers outside the company, but still many employees want to switch jobs. (Dharma, 2013: 1). Turnover is a classic problem that is always faced by entrepreneurs. As with replacements that continue to run, both replacement (replacement) due to aging and resignation. If the change is caused by age, the company can anticipate it by preparing cadres to replace the employee's position. But if the employee turnover is caused by resignation, it will be difficult for the company because it is related to the implementation of work programs that have been set by the company (Fawzy, 2012: 3).

The high level of employee turnover in companies can be seen from how much desire to move an employee of an organization or company (Putra, 2012: 72). Turnover intention on employees can have a negative impact on the organization especially if it leads to the decision of employees leaving the organization (Manurung and Ratnawati, 2012: 145) therefore it is necessary to know the factors that can affect turnover intention so that the tendency for turnover can be emphasized. The following is PT. Best Fortune Indonesia 2016 - 2017 period. Turnover employees are always the main problem faced by the organization regardless of location, size, nature of business and business strategy (profit or non profit oriented). A study exploring turnover intention among private sector employees conducted by Yin-Fah et al (2010) cites employee turnover as a serious problem, especially in the field of human resource management. (Alkatya et al., 2020; Ali, 2009) also believes that organizational expenses will increase if high employee turnover is not resolved.

## **LITERATURE REVIEW**

### **2.1. Servant Leadership**

The leader who serves is a leader with followers who are helped to develop in reputation, ability or in a number of ways to contribute to building them into more useful and happier people. Service leadership is a leadership that comes from a sincere feeling that arises from the heart that wishes to serve, that is to be the first party to serve. Neuschel (2008). Spears (2004), a leadership style that tries to simultaneously increase the growth of personnel and professionalism of employees, while at the same time this leadership increases the quality and care of many organizations through a combination of teamwork and society, trying to involve others in return decisions, and are very based on ethical behavior and caring. The approach to leadership and service is called servant leadership.

### **2.2. Emotional Intelligence**

Goleman (2015), said that emotional intelligence is the ability to motivate oneself and survive frustration, control impulses, and not exaggerate pleasure, regulate moods, and keep the burden of stress from crippling the ability to think, empathize and pray. Cooper and Sawaf (2002), in Masaong and Tilomi (2011), simply stated that emotional intelligence is interpreted as the use of emotional intelligence. Emotional intelligence is defined as the ability to feel, understand, and effectively apply emotional sensitivity as a source of energy, information, connections, and human influence. According to Weisinger (2009), emotional intelligence is defined as an instrument for solving problems with coworkers, making deals with fussy customers, criticizing

superiors, completing tasks to completion, and in various other challenges that can damage success. Emotional intelligence is defined as the ability to "listen" emotional whispers, and make it as an important source of information to understand yourself and others in order to achieve a goal. Agustina (2010). According to Robbins and Judge (2009) emotional intelligence (Emotional intelligence-EI) is a person's ability to detect and manage emotional clues and information. and making it the most important source of information for understanding ourselves and others to achieve a goal.

### **2.3. Internal Conflict**

Panji (2010) Conflict is an attitude of mutual self-defense at least between two groups, which have different goals and views, in an effort to achieve one goal so that they are in a position of opposition, not cooperation. While. According to Robbins and Judge (2016) there is a view of conflict, namely the traditional view of conflict and the interactionist view of conflict. The traditional view of conflict is the belief that all conflicts are dangerous and must be avoided, while the interactionist view of conflict is not only a positive coercion in a team but also necessary for a team to work more effectively. The interactionist view does not state that all conflicts are good,

### **2.4. Turnover Intention**

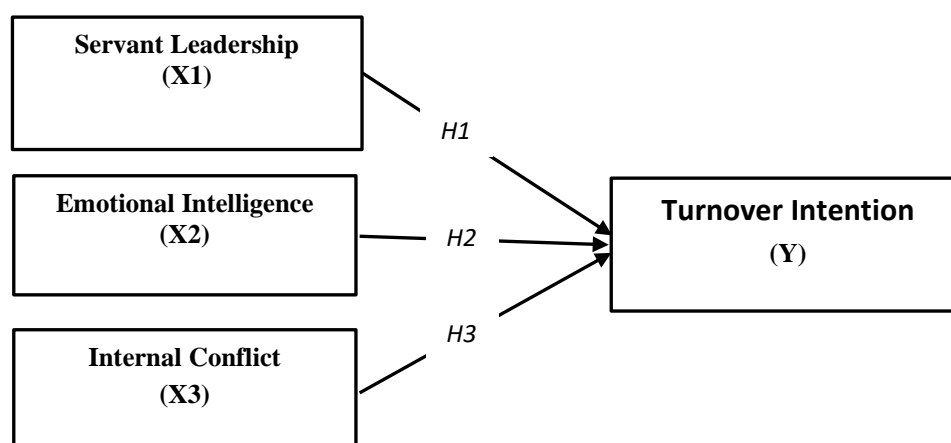
Desire (intention) is the intention that arises in individuals to do something. Meanwhile, turnover is the cessation of an employee from a place of work voluntarily or moving from work to another place of work. According to Muliani (2016), the desire to move (turnover intention) is an initial signal of employee turnover in the organization that will have an impact on the more potential costs incurred both the training costs that have been invested in employees and other costs. Turnover intention is a condition where workers have intentions or tendencies that are done consciously to look for another job as an alternative in different organizations and turnover is the movement of workers out of their place of work (Abdillah, 2012). While, according to Siregar (2006), turnover intention is the tendency or intention of employees to stop working voluntarily according to their choice. Rivai (2009), said that turnover is the desire of employees to stop working from the company voluntarily or move from one place to another according to their own choice. Meanwhile, according to Mathis and Jackson (2006), turnover is the process by which employees leave the organization and must be replaced. said that turnover is the desire of employees to stop working from the company voluntarily or move from one place to another at their own choice.

According to Mathis and Jackson (2006), there are 6 types of turnover, namely: involuntary turnover, voluntary turnover, functional turnover, dysfunctional turnover, uncontrollable turnover and controllable turnover. However, turnover is easier when viewed from the negative side. Companies are always looking for ways to reduce employee turnover rates, especially dysfunctional turnover which raises various potential costs such as training costs and recruitment costs. Even though in certain cases work turnover mainly consists of low-performing employees, too high a level of employee transfer results in costs borne by the organization far higher than the opportunity to obtain improved performance from new employees.

## **3. Conceptual framework**

The model shown in Fig. 2 is made based on the review of the literature for this paper.

**Fig. 1. Conceptual framework**



Regarding the previous, the following hypotheses are proposed:

H1: Servant leadership has a negative and significant effect on turnover intention

H2: Emotional intelligence has positive and significant effect on turnover intention.

H3: Internal conflict has a positive and significant effect on turnover intention.

## **METHODOLOGY**

This research was conducted at PT. Best Fortune Indonesia which is engaged in the procurement of goods having its address at Jl. Terusan Hybrid Blok GOS B2 Kelapa Gading - North Jakarta 14140. The research variable is an attribute or nature or value of people, objects or activities that have certain variations determined by researchers to be studied and then conclusions drawn Sugiyono (2013). The variables in this study consisted of the independent variable (X) and the dependent variable (Y). The research design used by the authors in this study uses causal research. This study is a study to determine the effect of three independent variables, namely, servant leadership, emotional intelligence and internal conflict on one dependent variable, namely turnover intention. In this case, the research aims to find out servant leadership. The population in this study were all employees of PT Best Fortune Indonesia, amounting to 30 people.

## RESULTS AND DISCUSSION

### 5.1. Results

#### Multicollinearity Test Results

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	7,480	2,597		2,881	, 008		
Servant Leadership	-, 086	, 112	- 143	-, 765	, 451	, 247	4,053
Emotional Intelligence	, 496	, 107	, 830	4,633	, 000	, 268	3,736
Internal Conflict	, 513	, 248	, 252	2,066	, 049	, 575	1,739

Source: SPSS Processing Results 23

Based on Table 4.15 the results of multicollinearity test data processing using SPSS 23 shows that the three independent variables show the tolerance value for the Servant Leadership variable of 0.247, the Emotional Intelligence variable of 0.268, and while the Internal Conflict variable is 0.575 or less than 0.10, the variables there is no multokolinearity, and the VIF value for the Servant Leadership variable is 4.053, the Emotional Intelligence variable is 3.736, and the Internal Conflict variable is 1.739 out of 10. So it can be concluded that there is no multicollinearity between variables in the regression model.

#### Multiple Linear Regression Analysis Test Results

Multiple linear regression analysis is used

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7,480	2,597		2,881	, 008
Servant Leadership	-, 086	, 112	- 143	-, 765	, 451
Emotional Intelligence	, 496	, 107	, 830	4,633	, 000
Internal Conflict	, 513	, 248	, 252	2,066	, 049

a. Dependent Variable: Turnover

Source: SPSS Processing Results 23

Based on the table can be obtained the formulation of multiple linear regression equations for independent variables (transformational leadership, communication, and workload) on the dependent variable (employee performance) as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

$$Y = 7,480 - 0,086X_1 + 0,496 X_2 + 0,513 X_3 + e$$

Where:

Y = Turnover Intention

a = Constant

X<sub>1</sub> = Servant Leadership

X<sub>2</sub> = Emotional Intelligence

X<sub>3</sub> = Internal Conflict

e = error

From this equation can be concluded as follows:

1. The constant of 0.807 is the intersection of the regression line with the Y axis which shows the performance of the employees of PT. Best Fortune Indonesia when the independent variables are servant leadership (X<sub>1</sub>), emotional intelligence (X<sub>2</sub>) and internal conflict (X<sub>3</sub>) equal to zero (0).
2. The servant leadership variable (X<sub>1</sub>) has a negative regression coefficient, meaning that if the variable namely servant leadership (X<sub>1</sub>) decreases by the unit, the turnover of PT. Best Fortune Indonesia will experience a decrease in the value of the regression coefficient of - 0.086 assuming the other independent variables are fixed.
3. The variable of emotional intelligence (X<sub>2</sub>) has a positive regression coefficient, meaning that if the emotional intelligence variable (X<sub>2</sub>) increases by the unit, the turnover of PT Best Fortune Indonesia will increase by the regression coefficient value of 0.496 assuming the other independent variables remain.
4. The internal conflict variable (X<sub>3</sub>) has a positive regression coefficient, meaning that if the internal conflict variable (X<sub>3</sub>) increases by the unit, the turnover of PT. Best Fortune Indonesia will experience an increase in the value of the regression coefficient of 0.513 assuming the other independent variables are fixed.

## Hypothesis Test Results

### Determination Coefficient Test Results (R<sup>2</sup>)

#### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,881 <sup>a</sup>	,777	,751	1,586

a. Predictors: (Constant), Internal Conflict, Emotional Intelligence, Servant Leadership

b. Dependent Variable: Turnover

Source: SPSS Processing Results 23

Based on the table, it is known that the coefficient of determination (adjusted R<sup>2</sup>) of 0.751, which means 75.1% turnover intention can be explained by the variables of servant leadership, emotional intelligence, and internal conflict. While 24.9% explained by other variables not included in this research model.

## Model Accuracy Test Results

ANOVA<sup>a</sup>

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	227,782	3	75,927	30,177	000b
Residual	65,418	26	2,516		
Total	293,200	29			

a. Dependent Variable: Turnover

b. Predictors: (Constant), Internal Conflict, Emotional Intelligence, Servant Leadership

Source: SPSS Processing Results 23

Based on the table, it can be seen that the f value is  $30,177 > 2,975$  or the f count is greater than the f table value and the significance value is 0,000 or less than 0.05 then  $H_0$  is rejected and  $H_a$  is accepted, it can be stated that servant leadership, emotional intelligence, and internal conflicts together significantly influence turnover.

## Test Results of Partial Significance (t Test)

Partial or individual tests are used to determine whether an independent variable has a significant effect on the dependent variable. Decision making can be done by looking at the probability / significance, namely:

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	7,480	2,597		2,881	,008
Servant Leadership	-,086	,112	-,143	-,765	,451
Emotional Intelligence	,496	,107	,830	4,633	,000
Internal Conflict	,513	,248	,252	2,066	,049

a. Dependent Variable: Turnover

Source: SPSS Processing Results 23

## Hypothesis Test of the Effect of Servant Leadership on Turnover Intention

Based on the table, it can be seen that the t value in servant leadership ( $X_1$ ) is -0.765 smaller than t table value of 2.048 and the significant value of the variable 0.451 or greater than 0.05 so that  $H_0$  is accepted and  $H_a$  is rejected, it can be stated servant leadership variable partially negative effect on turnover intention.

## Hypothesis Test The Effect of Emotional Intelligence on Turnover Intention

Based on the table it can be seen the calculated t value on the emotional intelligence variable ( $X_2$ ) is 4.633 greater than the value of t table 2.048 and the significant value of the emotional intelligence variable is 0,000 or smaller than 0.05 so that  $H_0$  is rejected and  $H_a$  is accepted, then the intelligence variable can be stated emotional partially positive and significant effect on turnover intention.

## Hypothesis Testing of Internal Conflict Against Turnover Intention.

Based on the table, it can be seen that the t value in the internal conflict variable ( $X_3$ ) is 2.066, greater than the value of t table 2.048 and the significant value of the internal conflict variable



is 0.049 or smaller than 0.05 so that  $H_0$  is rejected and  $H_a$  is accepted, then the conflict variable can be declared Internal partially positive and significant effect on turnover intention.

## **Discussion**

### **1. Effect of Servant Leadership on Turnover Intention**

Based on the results of hypothesis testing, it can be seen that the  $t$  value in servant leadership ( $X_1$ ) is -0.765 smaller than the  $t$  table value of 2.048 and the significant value of the variable 0.451 or greater than 0.05 so that  $H_0$  is accepted and  $H_a$  is rejected, then it can be declared variable servant leadership partially has a negative effect on turnover intention in PT. Best Fortune Indonesia. The results of this hypothesis are in line with previous research conducted by (Nurhayati et al, 2017; Soelton et al, 2020; Mugiono et al, 2020; Nanda et al, 2020; Nitisemito, 2000; Gunawan, 2016; Kevin, 2017).

### **2. Effect of Emotional Intelligence on Turnover Intention**

Based on the results of hypothesis testing it can be seen that the calculated  $t$  value on the emotional intelligence variable ( $X_2$ ) is 4.633 greater than the value of  $t$  table 2.048 and the significant value of the emotional intelligence variable 0.000 or smaller than 0.05 so that  $H_0$  is rejected and  $H_a$  is accepted, it can be stated variable emotional intelligence partially positive and significant effect on turnover intention at PT. Best Fortune Indonesia. The results of this hypothesis are in line with previous research conducted by (Suzabar et al, 2020; Soelton et al, 2020; Saratian et al, 2019; Jasmine et al, 2017; Chen, Ayoun, and Eyoun, 2018; Saputro, 2016) Emotional Intelligence with Turnover Intentions on Employees. Turnover intention is a phenomenon that can not be avoided in a corporate environment. This phenomenon can provide both positive and negative issues for the company and the employees themselves, which of course can cause harm to the company.

### **3. Effect of Internal Conflict on Turnover Intention** emotional intelligence

Based on the results of hypothesis testing, it can be seen that the  $t$  value of the internal conflict variable ( $X_3$ ) is 2.066, greater than the value of  $t$  table 2.048 and the significant value of the internal conflict variable is 0.049 or smaller than 0.05 so that  $H_0$  is rejected and  $H_a$  is accepted, it can be stated internal conflict variables partially positive and significant effect on turnover at PT. Best Fortune Indonesia. The results of this hypothesis are in line with previous research conducted by (Nurhayati et al, 2017; Soelton et al, 2020; Mugiono et al, 2020; Nanda et al, 2020; Rahmawati, 2016; Sverke and Hellgren 2002; Saraswati, 2017).

## **CONCLUSIONS AND SUGGESTIONS**

### **6.1. Conclusion**

Based on the research that has been done, the following conclusions can be obtained:

1. Servant Leadership negative and significant effect on Employee Turnover Intention at PT Best Fortune Indonesia.
2. Emotional intelligence has a positive and significant effect on Employee Turnover Intention at PT Best Fortune Indonesia.
3. Internal conflict has a positive and significant effect on employee turnover intentions at PT Best Fortune Indonesia.

## **6.2. Suggestion For companies**

- a. Suggestion that can be taken into consideration is that it is expected that the company's leaders must be able to provide full support so that employees can work optimally.
- b. Therefore, a suggestion that can be taken into consideration is that it is expected that the company can provide psychological training so that if employees are experiencing a lot of problems do not interfere with their work, so that employees remain professional at work.
- c. Suggestions that can be taken into consideration are expected by the employer to always be able to provide clear information about the work to be carried out by an employee, so that employees can complete their work in accordance with company expectations. work that is suitable so that employees do not feel burdened by the amount of work the company is giving to employees.

## **For Future Researchers**

Suggestions for further research, which will conduct research in the same field and using this paper as a reference, it would need to be reviewed because it is possible there are statements that have not been appropriate. This research has limitations in conducting research, it is recommended for further researchers who want to examine related variables contained in this study, namely Servant Leadership, Emotional Intelligence, Internal Conflict, and Turnover Intention so that future research can develop other variables such as Transformation and Cultural Leadership The organization can thus as a reference for researching variables that have never been done or using other research objects and by adding the number of respondents in different research objects.

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