



## Servant Leadership on Turnover Intention as a Job Embeddedness Mediating Variable

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### ABSTRACT

This study analyzes: (1) the influence of Servant Leadership on Turnover Intention in PDAM City Payakumbuh (2) the influence of Servant Leadership on Job Embeddedness in PDAM City Payakumbuh (3) the influence of Job Embeddedness on Turnover Intention in PDAM City Payakumbuh (4) The Influence of Servant Leadership on Turnover Intention Mediated by Job Embeddedness in PDAM City Payakumbuh. This research is a causal research. The sample of this study were 41 employees of the PDAM City Payakumbuh. The sampling technique was carried out using total sampling. Collecting data using a questionnaire with a Likert scale. The analysis technique used is the SmartPLS 4 software. The results of this study indicate that: (1) Servant leadership has a negatif and significant effect on the Turnover Intention among Payakumbuh City (2) Servant leadership has a significant positive effect on Turnover Intention among Payakumbuh City (3) Job Embeddedness has a negative and significant effect on Turnover Intention among Payakumbuh City PDAM employees (4) Servant leadership has a negative effect on Turnover Intention through Job Embeddedness as a mediating variable in Payakumbuh City PDAM employees

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### ABSTRAK

#### Kata Kunci:

Kepemimpinan Melayani,  
Niat Pergantian,  
Keterikatan Pekerjaan.

Penelitian ini menganalisis: (1) pengaruh Servant Leadership terhadap Turnover Intention di PDAM Kota Payakumbuh (2) pengaruh Servant Leadership terhadap Job Embeddedness di PDAM Kota Payakumbuh (3) pengaruh Job Embeddedness terhadap Turnover Intention di PDAM Kota Payakumbuh (4) Pengaruh Servant Leadership terhadap Turnover Intention yang Dimediasi Job Embeddedness di PDAM Kota Payakumbuh. Penelitian ini merupakan penelitian kausal. Sampel penelitian ini adalah pegawai PDAM Kota Payakumbuh berjumlah 41 orang. Teknik pengambilan sampel dilakukan dengan menggunakan total sampling. Pengumpulan data menggunakan kuesioner dengan skala likert. Teknik analisis menggunakan software SmartPLS 4. Hasil dalam penelitian ini menunjukkan bahwa: (1) Servant Leadership berpengaruh negatif dan signifikan terhadap Turnover Intention di Kota Payakumbuh (2) Servant Leadership berpengaruh positif signifikan terhadap Turnover Intention di Kota Payakumbuh (3) Job Embeddedness berpengaruh negatif dan berpengaruh signifikan terhadap Turnover Intention pada pegawai PDAM Kota Payakumbuh (4) Servant Leadership berpengaruh negatif terhadap Turnover Intention melalui Job Embeddedness sebagai variabel mediasi pada pegawai PDAM Kota Payakumbuh.

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## INTRODUCTION

An organization with all its requirements has many problems, which leads to various problems among employees. As the company develops, some employees may not be able to use all their skills to achieve the company's goals because they want to leave the company and go to another company. This causes the level of employee turnover in an organizational environment to occur frequently and the phenomenon of employees' desire to leave the organizational environment (turnover intention) is often encountered.

Turnover intention refers to an employee's desire to leave the company for various reasons, such as wanting to get a better job or position. Turnover intention may include resignation, leaving the organization, or death of an organization member. The decision to change jobs is usually one of the last decisions employees make when they realize that their working conditions do not meet their expectations. Turnover intentions not only remove talent from an organization, but also hinder the smooth running of the organization. (Hermawan, 2016).

When leaving a job, Individuals leave behind experience and knowledge at the same time. Therefore, upon termination of the employment relationship (resignation), the employer will be responsible for the costs of recruitment and introduction fees, training costs, damages incurred while getting accustomed to the workplace, and accident costs. (Sanderson, 2003)

Nafei, (2015) explains that the factors that influence the occurrence of job embeddedness in employees are the relationships that employees have built within the company, there are also the employee's suitability for the environment in which he works, and there are also sacrifices that the employee must make if he leaves the company. the. Job embeddedness in employees will influence the level of employee Turnover Intention.

Payakumbuh City PDAM employee turnover rate in the last 5 years, namely from 2018 to 2022. The turnover rate that occurs at the Payakumbuh City PDAM Office is relatively high. Based on the statement (Fitria & Linda, 2019) when a company's annual sales reach 10% per year, the company's sales category is classified as high sales. In this case, the categories of employees who leave are employees who resign and have cases. This is an indication of a turnover intention problem at the Payakumbuh City PDAM Office. From this it can be seen that turnover intention towards the organization has not been optimally overcome. This is thought to be due to the turnover intention indicator, namely plant to quit, where employees at PDAM Payakumbuh city plan to leave the organization. Based on initial observations, the author conducted interviews with several employees at PDAM Payakumbuh City and of the several employees interviewed, the employees planned to leave the organization.

Employee turnover can have an impact on the company if it actually leads to the employee's decision to leave the organization (turnover). This is because the desire to leave the organization comes from the individual employee and not from the organization or company. According to Manurung et al in Dwingtyas (2015), the negative effects of employee turnover on a company include potential increased company costs, performance problems, communication and social pattern problems, lower morale, harsh management strategies, and lost strategic opportunity costs.

So it can be concluded that research on job embeddedness and turnover intention remains interesting because in previous research, the research still had different results. From the research problems that the author has described above, author is interested in raising the research title about "The Influence of Servant Leadership on Turnover Intention with Job Embeddedness as a Mediating Variable in Payakumbuh City PDAM Employees".

## LITERATURE REVIEW

### *Turnover intention*

According to Robbins and Judge (2015), turnover intention is the tendency or propensity of an employee to have the opportunity to leave the company voluntarily or involuntarily because the current job is unattractive and there are other alternatives.

Meanwhile, in previous research, Rahman (2013) used the following indicators of intention to leave:

1) Intention to leave work (Intent to leave)

This reflects people who are leaving the workplace. Even if the employee finds a better job, sooner or later this situation will end with the employee's decision to stay or quit.

2) Intention to look for another job (Intent to search)

If an employee frequently thinks about quitting his or her job, he or she may try to look for work outside the company, which is probably better than looking for work in another organization.

3) Plan to quit (Plan to quit)

Starting with employee dissatisfaction with their job, reflecting people who are thinking about quitting their job or wanting to stay in the work environment, employees start thinking about quitting their current job, and as a result, the workplace High or low intensity of absences in the lead.

### **Servant Leadership**

According to Spears LC (2010), servant leadership is a leader who prioritizes service, starting from a person's natural desire to serve. Additionally, this choice brings with it a conscious desire and encouragement to lead others.

Additionally, Awee et al. (2014) define servant leadership as being a servant leader who puts the needs, interests, and interests of others before his or her own.

Several indicators of servant leadership put forward by Barbuto and Wheeler, D.W. (2006), including the following:

1) Action (Altruistic Calling)

Describes a leader's strong desire to make a positive difference in the lives of others, to put the interests of others before his own, and to work hard to meet the needs of his subordinates.

2) Empathy (Emotional Healing)

Describes a leader's efforts and ability to improve the morale and recovery of subordinates after trauma or suffering.

3) Wise (Wisdom)

Refers to a leader who easily senses the signs of his surroundings in order to understand the situation and understand the impact of the situation.

4) Looking for solutions (Persuasive Mapping)

Describes skilled are leaders in mapping problems, conceptualizing the highest probability of occurrence, and motivating someone to do something when they articulate opportunities.

5) Grow (Organizational stewardship)

Describes the extent to which leaders prepare the organization to contribute positively to its environment as a community through community service, community development programs, and the promotion of higher education.

## Job Embeddedness

Fitriyani (2013) revealed that job embeddedness explains that individuals are immersed in their environment and connected to many networks within the organization, making it difficult for them to leave and become part of the organization.

Several indicators of Job Embeddedness proposed by Mitchell et al (2015) include the following:

### 1) Fit (Suitable)

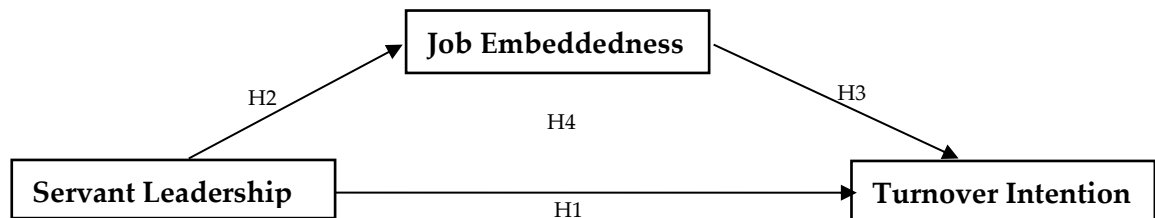
Fit is defined as an employee who already has a sense of suitability or compatibility with the organization and its environment. So if an employee feels suitable for his job, it is hoped that the employee will feel comfortable. If an employee has found himself compatible with his environment, then this can encourage the employee to develop better in his organization. When an employee feels comfortable with the company or the surrounding environment, this can create a greater sense of attachment to the organization in terms of professionalism and personal.

### 2) Links (Relationships)

Good relationships between employees or superiors when in the work environment will create a high sense of comfort. An employee's social life is closely related to links. Link can be interpreted as the social life formed by employees both in the work environment and in the environment where they live. An employee has a good relationship with their surroundings both at work and where they live, this influences their level of job embeddedness to increase.

### 3) Sacrifice (Sacrifice)

Sacrifice can be interpreted as what an employee must sacrifice if they want to leave their job. If they leave their jobs, they will suffer more losses, such as leaving an interesting job and all the facilities provided by the company. So with this, employees will give up their intention to leave their jobs.



Picture 1. Conceptual Framework

## Hypothesis

In this study, there are variables Turnover Intention as dependent variables, Servant leadership as independent variable and Job Embeddedness as mediating variables. By the conceptual framework and empirical studies above, the researchers proposed several research hypotheses as follows:

- H1 : The influence Servant Leadership has a negative and significant effect on Turnover Intention in PDAM Payakumbuh City
- H2 : The influence Servant Leadership has a positive and significant effect on Job Embeddedness in PDAM Payakumbuh City
- H3 : Job Embeddedness has a positive and significant effect on Turnover Intention in PDAM Payakumbuh City
- H4 : Job Embeddedness mediates the relationship between Servant Leadership and Turnover Intention in PDAM Payakumbuh City

## **METHOD**

The type of research used is descriptive causal research. Causal descriptive research is research that shows the direction of the causal relationship between independent variables and dependent variables. The purpose of this study using causality research is to find out how much an independent variable can influence the dependent variable. Using this research method, the researchers wanted to know and test the extent to which servant leadership influences turnover intention using job embeddedness as a mediating variable in PDAM Employee City Payakumbuh. According to Sugiyono (2010) Population sampling technique is a technique used for sampling where the number of samples is equal to the population. The reason for taking the total sample is because the population is less than 100. Thus, the number of research samples at PDAM employee City Payakumbuh is 41 samples (respondents). Information disclosure in this study using surveys with likert scale, when tested using PLS (Partial Least Square) testing strategy.

## **RESULT AND DISCUSSION**

### **Descriptive Analysis**

This research uses the Smart PLS 4.0 analysis tool. PLS (Partial Least Square) which is a technique for predicting models with many factors with the aim of knowing the construct relationship, the relationship between latent variables and to confirm the theory.

Based on the results of calculating the frequency distribution for the Turnover Intention variable using 3 indicators with 9 questions giving a cumulative mean result of 2.24 with a score and respondent success rate (TCR) of 45 % is in quite weak category. This shows that the Turnover Intention rate of at PDAM City Payakumbuh is quite low and still needs improvement.

Furthermore, the results of calculating the frequency distribution for the Servant Leadership variable using 5 dimensions with 15 questions yielded a cumulative mean of 2.8 with respondents' scores and success rates (TCR) is 57% in the fairly weak category. This shows that the Servant Leadership level of at PDAM City Payakumbuh is quite low and needs to be further improved by at PDAM City Payakumbuh.

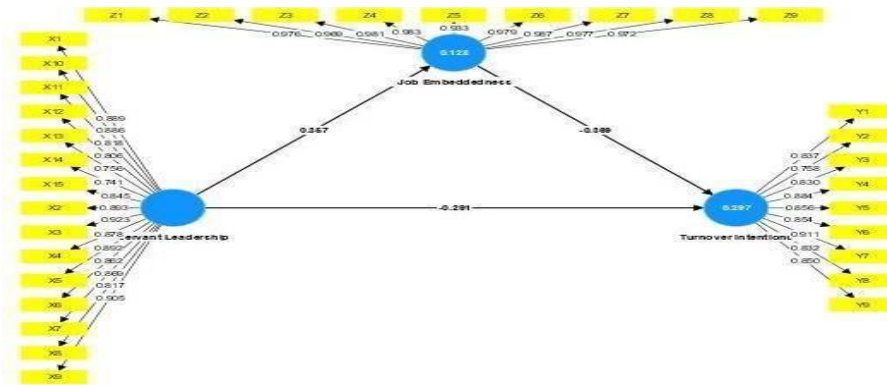
And finally, from the results of calculating the frequency distribution of Job Embeddedness variable using 3 indexes with 9 question items, the average cumulative result is 2.2 with the score and success rate of the respondents. (TCR) is 43 % quite weak category. This shows that the Job Embeddedness of is quite low but needs to be improved again by PDAM City Payakumbuh.

### **Inferential Analysis**

#### **Test the Measurement Model (Outer Model)**

Instrument tests are used to see the validity and reliability of a model. In the instrument test, the validity test and reliability test. Validity Test each indicator were measured outer loading, ave and cross loading.

1. Validity Test



Picture. 2 Outer Loading

Based on the final results of outer loading, the indicators for each variable produce high validity values with loading factor values above 0.7. So that the cross loading value also shows good discrimination validity. Another method that can be used to see construct validity is to look at the Average Variance Extracted (AVE) value, if the Average Variance Extracted value is greater than 0.5. The construct can be considered valid if the Average Variance Extracted value has a value greater than 0.5

Table 1. Average Variance Extracted

	(AVE)
Servant Leadership	0.729
Turnover Intention	0.717
Job Embeddedness	0.947

Source: Processed primary data(2023)

As seen from the table above, it can be seen that all variables have an average value above 0.5. As a result, all these variables have a high discriminant validity value.

2. Reliability Test

Tabel 3. Reliability Test

Variables	Cronbach's Alpha	Composite Reliability
Servant Leadership	0.973	0.986
Job Embeddedness	0.993	0.994
Turnover Intention	0.951	0.965

Based on the table above, it can be seen that the value of composite reliability and Cronbach's alpha for each variable is greater than 0.7. Referring to the rule of thumb, the composite reliability and Cronbach's alpha values, each of which has a value greater than 0.7 (> 0.7), means that all variables in the study are declared reliable (Hair et al., 2018).

## Hypothesis Testing

### Structural Model Test (Inner Model)

**Table 4. R-Square**

	<b>R-square</b>
<b>Job Embeddedness (Z)</b>	<b>0.128</b>
<b>Turnover Intention (Y)</b>	<b>0.297</b>

Table 4 shows that the R-squared value of the turnover intention variable obtained is 0.297, this result indicates that 29.7% of the turnover intention variable can be influenced by the servant's leadership and job embeddedness variables. The value of the "Job Embeddedness" variable was determined to be 0.128, but the results showed that 12.8% of the "Job Embeddedness" variable could be influenced by the "Servant Leadership" variable.

A speculative evaluation is performed to select and eliminate immediate shocks, abnormal shocks, and all belt shock factors. This type is complemented by electronic bootstrapping using the SmartPLS 4.0 program to understand the relationship between the Freler coefficient and the influence of reliability variables

**Table 5. Results of Inner Model Analysis**

	Original sample	Sample mean	Standard deviation (STDEV)	T-Statistics	P values
Job Embeddedness -> Turnover Intention	-0,369	-0,364	0,105	3,527	0,000
Servant Leadership -> Job Embeddedness	0,357	-0,365	0,147	3,422	0,0015
Servant Leadership -> Turnover Intention	-0,291	-0,316	0,145	2,004	0,045

Source: Processed primary data(2023)

- Servant Leadership variable affects Turnover Intention, with a t-count worth of  $3,527 > 1.96$  and a way coefficient of  $-0,369$
- Servant Leadership variable affects Job Embeddedness, with a t-count worth of  $3,422 > 1.96$  and a way coefficient of  $-0,357$ .
- Job Embeddedness affects Turnover Intention, with a t-count worth of  $3,527 > 1.96$  and a way coefficient of  $-0,369$

**Table 6. Calculation of Indirect Variable Coefficient**

	Original sample	Sample mean	Standard deviation (STDEV)	T-Statistics	P values
Servant Leadership -> Job Embeddedness -> Turnover Intention	-0,132	0,132	0,067	1,974	0,048

Processed primary data(2023)

Based from on the results of calculating the coefficient of the mediating variable, the t-statistic of the mediating effect between Servant Leadership and Turnover Intention on Job Embeddedness is 1.974 with the original sample being -0.132. This suggests that servant leadership has a significant and negative impact on turnover intentions driven by job embeddedness. It was concluded that if at PDAM City Payakumbuh perceived high levels of Servant Leadership, it would significantly reduce Turnover Intention with Job Embeddedness is mediating. This also means that when Servant Leadership is increases, resilience increases, so Turnover Intention decreases.

## CONCLUSION

Based on the analysis and discussion in the previous section, the following conclusions can be drawn:

1. There is a negative and significant influence between Servant Leadership on Turnover Intention in PDAM Payakumbuh City. These results indicate that Servant Leadership in Payakumbuh City PDAM employees influences the Turnover Intention of employees in the company.
2. There is a positive and significant influence between Servant Leadership on Job Embeddedness in Payakumbuh City PDAM employees. These results mean that PDAM Payakumbuh City employees feel that their Servant Leadership influences Job Embeddedness in employees at the company.
3. There is a negative and significant influence between Job Embeddedness and Turnover Intention among PDAM Payakumbuh City employees. This means that PDAM Payakumbuh City employees feel that their Job Embeddedness is able to influence Turnover Intention.
4. There is an indirect (mediation) effect which is significant and negative between the relationship between Servant Leadership and Turnover Intention and Job Embeddedness as a mediating variable for PDAM Payakumbuh City employees

## Suggestion

1. Based on the lowest Servant leadership indicator, namely Altruistic Calling (acting), it is recommended that Servant leadership, especially on the Altruistic Calling indicator, increase leaders to meet employee needs when carrying out work in the office. Servant leadership often involves the leader as a leader who serves his employees. Therefore, leaders need to emphasize empathy and the company's vision, as well as serve employees regarding what needs employees need when carrying out office work towards achieving common goals.
2. Based on research results, Job Embeddedness has a negative influence on Turnover Intention. Based on the lowest Job Embeddedness indicator, namely Fit, it is recommended that PDAM Payakumbuh city improve the work culture implemented so that employees feel happy.



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