

**THE EFFECT OF WORK DEMANDS, WORKLOAD AND  
TRANSFORMATIONAL LEADERSHIP STYLE ON INTENTION TO STAY  
MEDIATED BY JOB SATISFACTION IN HR MANAGERS OF AUTOMOTIVE  
COMPANIES IN BEKASI REGENCY**



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**Abstract**

Based on the results of the study, Job Demand and Workload have a significant influence on Intention to Stay and Job Satisfaction, while Transformational Leadership does not show a significant influence. Job Satisfaction was also proven to mediate the relationship between Job Demand and Workload and Intention to Stay, but did not mediate the relationship between Transformational Leadership and Intention to Stay. These results show that job load and demands, as well as job satisfaction, play an important role in retaining employees, whereas transformational leadership does not exert a significant direct influence. This indicates the need to focus on workload management and job demands as well as increasing job satisfaction to retain employees.

**Keywords:** Job Demand, Workload, Job Satisfaction, Intention to Stay

## INTRODUCTION

The automotive industry in Bekasi Regency is currently being spurred to make a significant contribution to regional economic growth, the sector is also a mainstay and added value for Bekasi Regency which has considerable potential in the development of the industrial world (Supriyadi, 2022). The high growth of the automotive industry in Bekasi Regency has an impact on the availability of high jobs. The company's activities will not run well without employees who are productive and attached to the organization. Intention to stay or the desire of employees to continue working in the company today is an important phenomenon for organizations to pay attention to.

Based on the results of the author's observation of HR Managers in Bekasi Regency, many HR colleagues choose to consider moving companies and some steadily choose to move even though they are currently in a strategic position and work in a fairly large company. The phenomenon of workers who want to change jobs is inevitable. Intention to stay or the desire of employees to continue working in the company today is an important phenomenon for organizations to pay attention to (Hariani & Issalillah, 2022).

According to (Azhar et al., 2020) the effort to retain employees (intention to stay) is related to the intention to stay within the organization. A person will stay in an organization if there is a good relationship through human resource management. Another factor that affects is the workload, the workload that a person can accept can vary, but the heavier the workload that a person gets, it will cause low job satisfaction, this situation can also cause employees to want to leave their current job (Maulidah et al., 2022). The achievement of a performance target can be influenced by the tendency of leaders to meet the needs of employees which has an impact on the intention to stay and employee performance in the current and future periods. The role of a leader is the main key to the progress of an organization. The existence of a leader is needed to bring an organization to the goals that have been set. Transformational leadership style is a behavior and strategy, as a result of a combination of philosophy, skills, traits, and attitudes, which are often applied by a person (Senny et al., 2018).

According to Luthan in (Monica & Prasetyo, 2021), job satisfaction is an emotional expression that is positive or pleasant as a result of an assessment of a work experience. The

existing phenomenon is that the work they are doing is in accordance with their educational background, between superiors or work partners there is a good relationship and a family atmosphere and other factors that create job satisfaction, namely the allowances given are in accordance with the position, and are given every month. In line with the research conducted (Monica & Prasetyo, 2021) which stated the results that job satisfaction had a positive impact on intention to stay.

Following the background and formulation of the problem that has been stated above, the purpose of this study is to create and develop an empirical conceptual model of how work demands, workload, and transformational leadership style can affect the intention to stay with job satisfaction as a mediating variable

## **REVIEW OF LITERATURE**

### **Intention To Stay**

Intention to stay is the opposite of employee intention to stay whereas intention to stay according to Zeffane (2003) in (Dyastuti, 2020) is a person's desire to leave the organization/company. While the intention to stay is a commitment and willingness to continue working and staying in the organization where he or she belongs, this is influenced by personal characteristics, employee roles, company facilities, employee turnover opportunities, and the job itself (Surantoro & Solichin, 2020). Intention to stay can also be interpreted as an employee's decision or the attitude of an employee who feels uncomfortable if he leaves his job for too long because of his responsibility, high morale, always trying to complete his work and not wanting to leave the company, is a sign that the employee has a high work attachment (Kriswanta et al., 2021).

### **Job Requirements**

Job demands are stated as aspects of work, including physical, psychological, and sociological and the company requires physical, and mental efforts and everything related to psychological and physical costs (Lee et al., 2019). Job demands are considered to be part of work that includes physical, psychological, and sociological that requires effort to meet them (Mokhtar et al., 2019).

According to Maria et al., (2017), job demands are characterized as work struggles experienced by representatives related to work demands and balance in work and family. (Bakker et al., 2017) show that job demand is closely related to the psychological as well as physiological fields. According to Mäkikangas et al., (2021), job demands are job demands that organizations give to employees, job demands can often cause work stress and can result in significant effects on individual performance.

### **Workload**

Workload is a set or number of activities that must be completed by an organizational unit or position holder within a certain period (Utomo, 2018). The workload can be in the form of task or job demands, organization, and work environment (Manuaba, 2020). However, according to (Robbins & Judge, 2013) in (Fitriani et al., 2020) too high job demands make employees want to leave the environment, and this situation makes employees disloyal to the company resulting in high intention to stay. In line with the opinion (Wefald et al, 2018) said, workload is a demand for work that employees must complete in an organization, a high workload will increase employees' intention to leave the organization.

### **Transformational Leadership**

The transformational leadership style is expected to be able to integrate all subordinate members (Rezeki, 2022). Transformational leadership according to Burns (1985) in (Wahyuningtyas & Askafi, 2018) is a leadership style that is oriented towards motivating its followers to work higher, increasing members' self-awareness of the organization by using the appeal of values, morals, and idealism based on freedom, justice, humanity, and peace. Leadership has 4 dimensions, namely ideas, inspirational motivation, intellectual stimulation, and individual attention. Transformational leadership according to Rivai (2014) in (Lubis & Putri, 2020) is a type of leadership style that combines its followers with motivation to achieve the set goals by clarifying their duties and roles.

### **Job Satisfaction**

The definition of job satisfaction according to opinion (Fitriani et al., 2020) job satisfaction is an emotional attitude that is pleasant and loves one's job. This attitude is reflected in work morale, discipline, and work performance (Toha & Habibah, 2023). This satisfaction is enjoyed at work, outside of work, and a combination of at work and outside of

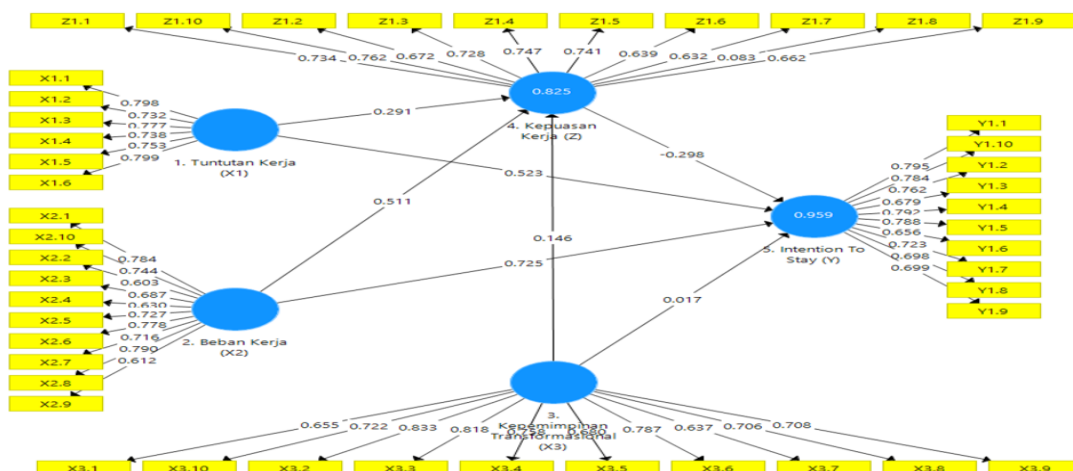
work. However, according to the opinion of Handoko (1997: 122) in (Sakul, 2018) which states that job satisfaction is an emotional state that pleases or displeases employees in looking at their work. So, job satisfaction is a person's general attitude towards their work in the form of a difference between the awards received and the awards that should be received according to their own calculations (Muchlas, 2018).

**RESEARCH METHOD**

This research was held in Bekasi Regency. The population in this study is all HR Managers of automotive companies in Bekasi Regency whose number is unknown so for sampling the Lemeshow formula was used and a sample of 97 respondents was obtained. The sampling method used is non-probability sampling. Meanwhile, the determination of the number of respondents (samples) uses the Incidental Sampling method, which is a sample determination technique based on chance, anyone who incidentally meets the researcher can be used as a sample, if it is considered that the person who happens to be met is suitable as a data source. The type of data in this study is distributed questionnaires and processed using the SmartPLS 3.0 application.

**RESULTS AND DISCUSSION**

The outer model design is used to connect independent variables to bound variables and mediate. The design of the outer path model can be described as follows:



**Figure 1**  
**Outer Model**

Source: Smart PLS 3.0 Primary Data, 2024

### Convergent Validity

Convergent validity, is the correlation between reflexive indicator values and latent variable values. Convergent validity is measured by the outer loading parameter. A reflective measure is given a high score if it correlates more than 0.70 with the construct it wants to measure. However, in the early stages of research, an outer loading value of 0.50 is considered sufficient (Wardani et al., 2022).

**Table 1**  
**Outer Loading**

Variable	Indicator	Outer Loading	Validity
1. Job Demands (X1)	X1.1	0,798	Valid
	X1.2	0,732	Valid
	X1.3	0,777	Valid
	X1.4	0,738	Valid
	X1.5	0,753	Valid
	X1.6	0,799	Valid
2. Workload (x2)	X2.1	0,784	Valid
	X2.2	0,603	Valid
	X2.3	0,687	Valid
	X2.4	0,630	Valid
	X2.5	0,727	Valid
	X2.6	0,778	Valid
	X2.7	0,716	Valid
	X2.8	0,790	Valid
	X2.9	0,612	Valid
	X2.10	0,744	Valid
3. Transformational Leadership (X3)	X3.1	0,655	Valid
	X3.2	0,833	Valid
	X3.3	0,818	Valid
	X3.4	0,758	Valid
	X3.5	0,680	Valid
	X3.6	0,787	Valid
	X3.7	0,637	Valid
	X3.8	0,706	Valid
	X3.9	0,708	Valid
	X3.10	0,722	Valid
4. Job Satisfaction (Z)	Z1.1	0,734	Valid
	Z1.2	0,672	Valid
	Z1.3	0,728	Valid

	Z1.4	0,747	Valid
	Z1.5	0,741	Valid
	Z1.6	0,639	Valid
	Z1.7	0,632	Valid
	Z1.8	0,683	Valid
	Z1.9	0,662	Valid
	Z1.10	0,762	Valid
	Y1.1	0,795	Valid
	Y1.2	0,762	Valid
	Y1.3	0,679	Valid
	Y1.4	0,792	Valid
5. Intention To Stay (Y)	Y1.5	0,788	Valid
	Y1.6	0,656	Valid
	Y1.7	0,723	Valid
	Y1.8	0,698	Valid
	Y1.9	0,699	Valid
	Y1.10	0,784	Valid

Source: Smart PLS 3.0 primary data, 2024

The results of SmartPLS data processing in Table 1 above show that most of the variable indicators of job demand, workload, job satisfaction, and intention to stay in this study have an outer loading value of more than 0.50 for all valid indicators to meet convergent validity.

### Discriminant validity

Measurement of discriminant validity using cross-loading score and mean sampling variance (AVE) score. The results of this sample mean-variance (AVE) test show that the AVE value produced by each variable used is greater than 0.5, so it meets the conditions and limits of 0.5 to ensure that AVE is achieved.

**Table 2**  
**Average Variance Extracted (AVE)**

Variable	Average Variance Extracted (AVE)
1. Job Demands (X1)	<b>0,588</b>
2. Workload (X2)	<b>0,504</b>

3. Transformational Leadership (X3)	<b>0,537</b>
4. Job Satisfaction (Z)	<b>0,546</b>

Source: Primary Data Processed, 2024

Based on Table 2 above, the AVE value in the research variables has reached a value above 0.5, which shows that the discriminant value contained in these variables has justifiable validity. Therefore, the research can proceed to the next stage.

### Hypothesis

The results of hypothesis testing of this study are presented in the following table:

**Table 3**  
**Hypothesis Path Coefficients**

	Original Sample (O)	Sample (M)	Mean	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Demand (X1) -> Job Satisfaction (Z)	0,291	0,297		0,129	2,253	<b>0,025</b>
Job Demand (X1) -> Intention to Stay (Y)	0,523	0,532		0,085	6,146	<b>0,000</b>
Workload (X2) -> Job Satisfaction (Z)	0,511	0,510		0,145	3,521	<b>0,000</b>
Workload (X2) -> Intention to Stay (Y)	0,725	0,720		0,100	7,234	<b>0,000</b>
Transformational Leadership (Z) -> Job Satisfaction (Z)	0,146	0,144		0,087	1,666	<b>0,096</b>
Transformational Leadership (Z) -> Intention to Stay (Y)	0,017	0,016		0,026	0,629	<b>0,529</b>
Job Satisfaction (Z) -> Intention to Stay (Y)	-0,298	-0,299		0,044	6,778	<b>0,000</b>

Source: Primary Data Processed, 2024

### **Job Demand (X1) on Intention to Stay (Y)**

The Effect of Job Demand on Intention To Stay resulted in an original sample value of 6,146 with a Statistical T value of (6,146>1.66) and a P-value of 0.000 or less than the  $\alpha$  value (0.000 < 0.05). Then it is declared significant or it can be declared that Ho1 is rejected and Ha1 is accepted.

### **Workload (X2) On Intention to Stay (Y)**

The effect of workload on intention to stay resulted in an original sample value of 0,222 with a statistical T value of 7,234 (>1.66) and a P-value of 0.000 or less than the  $\alpha$  value (0.000 < 0.05). Then it is declared significant or it can be declared that Ho2 is rejected and Ha2 is accepted.

### **Transformational Leadership (X3) on Intention to Stay (Y)**

The effect of transformational leadership on intention to stay resulted in an original sample value of 0,017 with a statistical T value of 0,629 (< 1.66) and a P-value of 0.529 or more than the  $\alpha$  value (0.017 < 0.05). Then it is declared not significant or it can be declared that Ho3 is accepted and Ha3 is rejected.

### **Job Demand (X1) On Job Satisfaction (Z)**

The effect of Job Demand on Job Satisfaction resulted in an original sample value of 0,291 with a statistical T value of 2,253 (> 1.66) and a P value of 0.002 or less than the  $\alpha$  value (0.025 < 0.05). Then it is declared significant or it can be declared that Ho2 is rejected and Ha2 is accepted.

### **Workload (X2) On Job Satisfaction (Z)**

The effect of Workload on Job Satisfaction resulted in an original sample value of 0,511 with a statistical T value of 3,521 (> 1.66) and a P-value of 0.000 or less than the  $\alpha$  value (0.017 < 0.05). Then it is declared significant or it can be declared that Ho4 is rejected and Ha4 is accepted.

### **Transformational Leadership (X3) On Job Satisfaction (Z)**

The effect of Transformational Leadership on Job Satisfaction resulted in an original sample value of 0,146 with a statistical T value of 1,666 (> 1.66) and a P-value of 0.096 or less than the  $\alpha$  value (0.096>0.05). Then it is declared not significant or it can be declared that Ho4 is accepted and Ha4 is rejected.

**Job Satisfaction (Z) -> Intention to Stay (Y)**

The effect of Job Satisfaction on intention to stay resulted in an original sample value of -0,298 with a statistical T value of 6,778 ( $> 1.66$ ) and a P-value of 0.000 or more than the  $\alpha$  value ( $0.000 < 0.05$ ). Then it is declared significant or it can be declared that Ho5 is rejected and Ha5 is accepted.

To test the Hypothesis between Job Demand Variables on Job Satisfaction-mediated intention to stay and workload on job satisfaction-mediated intention to stay, and transformational leadership on job satisfaction-mediated intention to stay a bootstrapping test was carried out with the following results:

**Table 3**  
**Hypothesis path coefficients**

<b>Variable</b>	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ((O/STDEV))</b>	<b>P Values</b>
Job Demand (X1) -> Job Satisfaction (Z) -> Intention to Stay (Y)	-0,087	-0,088	0,039	2,229	<b>0,026</b>
Workload (X2) -> Job Satisfaction (Z) -> Intention to Stay (Y)	-0,152	-0,154	0,052	2,917	<b>0,004</b>
Transformational Leadership (Z) -> Job Satisfaction (Z) -> Intention to Stay (Y)	-0,043	-0,043	0,027	1,589	<b>0,113</b>

Source: Smart PLS 3.0 primary data, 2024

### **Job Demand Variable on Intention to Stay Mediated by Job Satisfaction**

Job Satisfaction mediated to Job Demand on Intention to Stay produces a value of 0,026 or less than 0,05 the Statistical T value ( $2,229 > 1.66$ ). So, the conclusion is that  $H_0$  is rejected and  $H_a$  is accepted.

### **Workload Variable on Intention to Stay Mediated by Job Satisfaction**

Workload towards Job Satisfaction-mediated by Intention to Stay produces a value of 0,004 or less than 0,05 the Statistical T value ( $2,917 < 1.66$ ). So, the conclusion is that  $H_0$  is rejected and  $H_a$  is accepted.

### **Transformational Leadership Variable on Intention to Stay Mediated by Job Satisfaction**

Transformational Leadership toward Job Satisfaction on Intention to Stay produces a value of 0,113 or more than 0,05 the Statistical T value ( $1,589 < 1.66$ ). So, the conclusion is that  $H_0$  is accepted and  $H_a$  is rejected.

## **CONCLUSION**

Based on the results of the study, job demand and workload have a significant influence on intention to stay and job satisfaction, while transformational leadership does not show a significant influence. Job Satisfaction was also proven to mediate the relationship between Job Demand and Workload and Intention to Stay, but did not mediate the relationship between Transformational Leadership and Intention to Stay. These results show that job load and demands, as well as job satisfaction, play an important role in retaining employees, whereas transformational leadership does not exert a significant direct influence. This indicates the need to focus on workload management and job demands as well as increasing job satisfaction to retain employees.

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