
INFLUENCE OF LEADERSHIP STYLE, STANDARD OPERATING PROCEDURES (SOP), JOB MOTIVATION, AND JOB SATISFACTION ON THE INTENTION TO LEAVE OF EMPLOYEES AT PT. BINTAN BERSATU APPAREL



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Abstract

Turnover intention is a problem that many companies still face, especially in labor-intensive industries such as the garment industry. High employee turnover can disrupt operational stability and increase human resource management costs. This research examines how leadership style, standard operating procedures (SOPs), job motivation, and job satisfaction affect employees' turnover intention. A quantitative method was employed, with data gathered through questionnaires distributed to sewing department workers in a garment manufacturing firm. Data analysis was carried out using Structural Equation Modeling based on Partial Least Squares (SEM-PLS). The results show that employee psychological factors play a more dominant role in shaping turnover intention than organizational structural factors. Job motivation is the most decisive factor in reducing employees' intention to leave, followed by job satisfaction and leadership style, which act as supporting factors. Meanwhile, SOPs do not play a dominant role in influencing turnover intention because they function more as a mechanism for regulating operational work. These findings indicate that efforts to control turnover intention in labor-intensive industries need to be directed at improving employee motivation and the overall quality of their work experience.

Keywords: Turnover Intention, Job Motivation, Job Satisfaction, Leadership Style, Standard Operating Procedures

INTRODUCTION

Turnover intention is a problem that is still widely faced by organizations, especially in labor-intensive industries that have routine work characteristics, strict production targets, and relatively high work pressure. A strong tendency among employees to consider leaving the organization signals an early misalignment between their expectations and the working conditions they experience. Elevated turnover rates may adversely affect organizations by raising recruitment and training expenses, reducing overall productivity, and undermining operational continuity (Angga Abdulah & Badrianto, 2023).

The phenomenon of turnover intention is becoming increasingly relevant in labor-intensive industries that are characterized by routine work, strict production targets, and high dependence on operational labor. In this context, employee turnover not only affects work efficiency but also has the potential to reduce the quality of production. Several empirical studies show that high turnover intention rates are often an indicator of weak management of employee psychological and organizational aspects (Herawati & Romandhini, 2021; Mangumbahang et al., 2023).

Internal company data shows that the number of employees at PT Bintan Bersatu Apparel increased from around 1,000 in 2021 to around 2,000 in 2024. However, this increase in the workforce was not accompanied by a decrease in the turnover rate. The number of employees who resigned actually increased from 120 in 2021 to 310 in 2024. In percentage terms, the employee turnover rate shows an upward trend from around 12% in 2021 to around 15.5% in 2024, indicating serious problems with employee retention.

In addition to turnover, employee attendance data also shows conditions that are not in line with company targets. The annual absenteeism rate is still above the target set by management, which is 0.5%, with actual absenteeism ranging from 0.61% to 1.50% in recent years. This high absenteeism rate reflects low employee commitment to their work and can be an early indicator of increased turnover intention. Employees who are frequently absent tend to have lower job motivation and job satisfaction, making them more likely to consider leaving the company.

Several studies have shown that employee psychological factors play a significant role in shaping turnover intentions. Job satisfaction is one factor often associated with employees' intention to leave an organization. Employees who are dissatisfied with their jobs tend to have a greater desire to look for other jobs (Rostandi & Senen, 2021). In addition, job motivation is also an important determinant in reducing turnover intention. Low levels of job motivation can increase employees' tendency to leave the organization, as shown in various service and manufacturing organizational contexts (Setianto et al., 2022).

On the other hand, organizational factors such as leadership style were also examined in relation to turnover intention. Several studies found that leadership style influences turnover intention, whereby leadership that fails to meet the needs and expectations of employees can encourage the emergence of intentions to leave (Angga Abdulah & Badrianto, 2023). However, other findings show that the influence of leadership style on turnover intention is not always strong and tends to vary depending on the job context and industry characteristics. Research by Dewi and Agustina (2021) and Mangumbahang et al. (2023) shows that job satisfaction has a negative and significant effect on turnover intention, where dissatisfied employees tend to have a greater purpose to leave the organization. These

findings confirm that employees' subjective work experiences are an important determinant in their decision to stay or leave the company.

In addition to leadership, standard operating procedures (SOPs) are formal organizational instruments that aim to regulate workflows and ensure consistency in task execution. Although SOPs play an important role in supporting work effectiveness, several studies show that SOPs are more oriented towards compliance and operational performance than towards the psychological aspects of employees directly. Therefore, the influence of SOPs on turnover intention is often not as strong as psychological factors such as motivation and job satisfaction (Setianto et al., 2022).

The variation in previous research findings suggests that turnover intention represents a multifaceted phenomenon shaped by both psychological and organizational dimensions. Inconsistent evidence regarding the magnitude and direction of the effects of leadership style, SOPs, job motivation, and job satisfaction highlights the need for studies that examine these variables within an integrated empirical framework, particularly in labor-intensive industry settings. Such an approach is expected to offer a more holistic understanding of the key factors driving employee turnover intention.

REVIEW OF LITERATURE

Turnover Intention

A high level of employees' intention to leave the organization serves as an early signal of a misalignment between employees' expectations and the working conditions they experience. Elevated turnover rates may adversely affect organizations by increasing recruitment and training expenses, reducing productivity, and undermining operational stability. Turnover intention is seen as an early indicator of actual turnover and is often used to assess the stability and effectiveness of human resource management in an organization (Derrick, 2022; Mangumbahang et al., 2023). High turnover intention reflects employees' negative evaluation of the continuity of their working relationship with the organization.

Leadership Style

Leadership style refers to the patterns of behavior, attitudes, and approaches that leaders use to influence, direct, and control the behavior of subordinates to achieve organizational goals. Leadership style determines how decisions are made, how communication is built, and how leaders respond to employee needs (Nawawi, 2021). Several studies have shown that leadership styles that are not well-suited to employee characteristics and job roles can increase turnover intention, although the strength of this influence may vary depending on the organizational context. (Adeline, 2022; Herawati & Romandhini, 2021).

Standard Operating Procedures (SOP)

Standard Operating Procedures (SOPs) are defined as a set of written and systematic rules used by organizations to regulate workflows, responsibilities, and task implementation standards to ensure operational consistency and efficiency. SOPs serve as formal guidelines for work implementation and control of organizational activities (Rumengan et al., 2023). In the context of human resources, SOPs are more often associated with compliance and operational performance than with the psychological aspects of employees, so their influence on turnover intention tends to be indirect.

Job Motivation

Job motivation is an internal and external drive that influences employees' willingness, intensity, and persistence in performing their jobs and maintaining their involvement in the organization. Job motivation reflects the extent to which employees' needs and expectations can be met through their work (Saklit, 2017). Research by Suhakim and Badrianto (2021) shows that low job motivation has the potential to increase turnover intention, especially in jobs with high work demands and strong target pressures.

Job Satisfaction

Job satisfaction is defined as an emotional state that reflects an employee's feelings of pleasure or displeasure with their job as a whole. Job satisfaction arises as a result of an employee's evaluation of various aspects of their job, such as their duties, work environment, and compensation (Puspa Dewi & Dian Putri Agustina, 2021). Various empirical studies show that job satisfaction has a negative effect on turnover intention, where dissatisfied employees tend to have a greater intention to leave the organization (Mangumbahang et al., 2023).

RESEARCH METHOD

This research adopts a quantitative explanatory design to examine the effects of leadership style, standard operating procedures (SOPs), job motivation, and job satisfaction on employee turnover intention. The study population comprised 350 sewing department employees at PT Bintan Bersatu Apparel. Due to time limitations and efficiency considerations, the sample size was determined using the Slovin formula, resulting in 78 respondents who were considered representative of the population. The research instruments were developed based on established indicators for each variable and were tested for validity and reliability. Data were analyzed using Partial Least Squares–based Structural Equation Modeling (SEM-PLS) with SmartPLS software. The outer model was assessed through convergent validity and construct reliability using outer loadings, average variance extracted (AVE), and composite reliability, while the inner model was evaluated by examining path coefficients and R-square values to determine the relationships among latent variables.

RESULTS AND DISCUSSION

This section outlines the empirical results derived from the analysis of the proposed research model concerning employee turnover intention. The findings are presented to illustrate the respective contributions of leadership style, standard operating procedures (SOPs), work motivation, and job satisfaction in influencing turnover intention within the garment industry. The analysis began with an evaluation of the measurement model to confirm construct validity and reliability, followed by an assessment of the structural model to test the relationships among latent variables. Path coefficient analysis was employed to determine both the strength and direction of each independent variable's effect on turnover intention. These results provide a foundational understanding of the factors driving employees' intentions to leave the organization and serve as a basis for further discussion and managerial implications in subsequent sections.

Table 1.
Outer Loading (Summary)

Construct	Indicator Codes	Loading Range
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Leadership Style	X1.1, X1.4–X1.6, X1.8–X1.9	0.727 – 0.878
Standard Operating Procedures (SOP)	X2.2–X2.6	0.714 – 0.870
Job motivation	X3.1–X3.10	0.570 – 0.861
Job satisfaction	X4.4–X4.10	0.589 – 0.857
Turnover Intention	Y1, Y3–Y9	0.457 – 0.892

Source: Research Results, 2025

Based on the results of the outer model evaluation presented in Table 1, all indicators in each construct show outer loading values that are within an acceptable range. In the Leadership Style construct, the outer loading values range from 0.727 to 0.878, indicating that the indicators used are able to represent the leadership construct well. The Standard Operating Procedures (SOP) construct shows a range of outer loading values between 0.714 and 0.870, which indicates that the SOP indicators have sufficient consistency in measuring this construct.

Furthermore, the Job motivation construct has outer loading values ranging from 0.570 to 0.861. Although there are several indicators with relatively lower outer loading values compared to other indicators, the overall value is still above the recommended minimum limit, so these indicators can still be retained. The Job Satisfaction construct shows an outer loading value range of 0.589 to 0.857, reflecting that the job satisfaction indicators have been able to adequately describe the construct.

For the turnover intention construct, the outer loading values range from 0.457 to 0.892. Indicators with higher loading values demonstrate a stronger contribution in representing the construct, while those with lower values remain acceptable within the context of exploratory and predictive research using SEM-PLS. Overall, the outer model evaluation indicates that the measurement indicators satisfy the convergent validity requirements and are appropriate for subsequent analysis in the structural model.

Table 2.
Reliability and Convergent Validity

Construct	Cronbach's Alpha	Composite Reliability (ρc)	Average Variance Extracted (AVE)
Leadership Style	0.878	0.903	0.608
Standard Operating Procedures (SOP)	0.864	0.895	0.552
Job motivation	0.920	0.933	0.585
Job satisfaction	0.874	0.909	0.667
Turnover Intention	0.897	0.920	0.602

Source: Research Results, 2025

Referring to the reliability and convergent validity results summarized in Table 2, all constructs included in this study demonstrate satisfactory reliability performance. Each construct records a Cronbach’s Alpha value exceeding the recommended cut-off of 0.70, which confirms that the indicators consistently measure their respective latent variables. Furthermore, the Composite Reliability (ρ_c) values for all constructs are also above 0.70, indicating strong overall measurement reliability in accordance with SEM-PLS standards.

The assessment of convergent validity reveals that the Average Variance Extracted (AVE) values for all constructs surpass the minimum criterion of 0.50. This finding suggests that more than half of the variance in the observed indicators is adequately captured by their corresponding constructs. Therefore, both reliability and convergent validity requirements are fulfilled, supporting the adequacy of the measurement instruments and confirming their suitability for subsequent structural (inner model) analysis.

Table 3.
HTMT Criterion

Construct	Leadership Style	Job satisfaction	Job motivation	SOP	Turnover Intention
Leadership Style	—				
Standard Operating Procedures (SOP)	0.175	—			
Job motivation	0.195	0.543	—		
Job satisfaction	0.147	0.787	0.404	—	
Turnover Intention	0.263	0.686	0.880	0.589	—

Source: Research Results, 2025

The discriminant validity evaluation using the Heterotrait–Monotrait Ratio (HTMT), as reported in Table 3, demonstrates that all inter-construct HTMT values remain below the recommended cut-off value of 0.90. This result indicates that each construct included in the research framework is conceptually distinct and empirically separable from the others.

The strongest HTMT value was observed between job motivation and turnover intention; however, this value still fell within the acceptable range. This suggests a close association between the two constructs while confirming that they represent different underlying concepts. Consequently, the findings affirm that the measurement model satisfies discriminant validity requirements and is appropriate for continued evaluation within the structural (inner) model analysis.

Table 4.
Path Coefficients

Relationship	Path Coefficient (β)
Leadership Style -> Turnover Intention	-0.150
Job satisfaction -> Turnover Intention	-0.227
Job motivation -> Turnover Intention	-0.671
SOP -> Turnover Intention	0.077

Source: Research Results, 2025

Based on the results of the structural model analysis presented in Table 4, job motivation has the strongest negative effect on turnover intention with a path coefficient value of -0.671 . This finding shows that an increase in employee job motivation is significantly related to a decrease in the intention to leave the company. These results indicate that internal psychological factors of employees are the main determinants in explaining turnover intention in the garment industry.

Furthermore, job satisfaction also shows a negative effect on turnover intention with a path coefficient value of -0.227 . Although the effect is not as strong as job motivation, this finding confirms that the level of employee satisfaction with their work still plays a role in suppressing the intention to leave. Satisfied employees tend to have a lower tendency to change jobs than dissatisfied employees.

In the leadership style variable, the path coefficient shows a relatively weak negative effect on turnover intention (-0.150). This result indicates that the role of leadership in reducing employee turnover intention is limited. In the context of the garment industry, which has operational and standardized work, leadership style tends to function as a controller of work activities so that its direct influence on employees' decisions to stay is less dominant.

Meanwhile, standard operating procedures (SOPs) show a very weak positive influence on turnover intention with a path coefficient value of 0.077 . This finding indicates that SOPs are not a major factor influencing employees' intention to leave. SOPs play more of a role as a mechanism for regulating work and operational compliance, so their influence on the psychological aspects of employees is relatively limited.

Overall, the analysis results show that employee turnover intention is more influenced by psychological factors, particularly job motivation and job satisfaction, than by organizational structural factors such as leadership style and SOP. These findings suggest that efforts to control turnover intention in labor-intensive industries need to focus more on strengthening employee motivation and increasing job satisfaction.

Discussion

The results of data processing using SEM-PLS show that the variables of leadership style, standard operating procedures (SOP), job motivation, and job satisfaction have different contributions in explaining employee turnover intention. A recapitulation of the structural model results shows that job motivation has the strongest negative influence on turnover intention with a path coefficient value of -0.671 , followed by job satisfaction with a coefficient of -0.227 , and leadership style with a coefficient of -0.150 . Meanwhile, SOPs show a very weak influence with a path coefficient value of 0.077 . This pattern indicates that employee psychological factors play a more dominant role than organizational structural factors in shaping employees' intentions to leave the company.

The dominant influence of job motivation on turnover intention ($\beta = -0.671$) is strongly supported by various previous studies. A number of studies show that job motivation is a major determinant that influences employees' decisions to stay or leave an organization, especially in the manufacturing and labor-intensive industries (Angga Abdulah & Badrianto, 2023; Rustiawan, 2023; Saklit, 2017). High job motivation reflects strong internal drive, whether stemming from economic needs, job security, or recognition for performance, thereby reducing the intention to leave even when employees are in a highly demanding work environment. These findings are also consistent with research emphasizing the importance

of aligning individual values and goals with those of the organization in reducing turnover intention (Puspitasari & Kirana, 2022).

The effect of job satisfaction on turnover intention, as indicated by a coefficient of -0.227 , is also supported by many previous empirical findings. Research by Dewi and Agustina (2021), Kezia Adeline (2022), and Mangumbahang et al. (2023) shows that dissatisfaction with work, the work environment, and the rewards received can increase employees' tendency to look for other jobs. However, consistent with the results of this study, several studies also confirm that the effect of job satisfaction is often moderate in labor-intensive industries, because employees still consider economic factors and job security even though they feel dissatisfied. Thus, job satisfaction plays a supporting role, but is not the only determinant of turnover intention.

The effect of a relatively weak leadership style on turnover intention ($\beta = -0.150$) is also consistent with previous studies. Several studies show that in organizations with routine and standardized work, leadership functions more as a mechanism for coordination and operational supervision than as a factor that shapes employees' psychological attachment (Herawati & Romandhini, 2021; Nawawi, 2021). This finding reinforces the view that the influence of leadership on turnover intention is highly dependent on the work context, so that it is not always a dominant factor in labor-intensive industries such as garment manufacturing.

Meanwhile, the influence of SOPs on turnover intention, as indicated by a coefficient value of 0.077 , suggests that SOPs are not a major determinant of employee turnover. This finding is consistent with research stating that SOPs play a greater role in improving compliance and work efficiency than in shaping employee attitudes and intentions (Rumengan et al., 2023). As long as SOPs are applied consistently and do not cause excessive pressure, their existence tends to be viewed as part of the work routine, rather than as a factor influencing the decision to stay or leave.

CONCLUSION

This study shows that employee turnover intention in the garment industry is more influenced by psychological factors than organizational structural factors. Job motivation emerges as the most decisive factor in suppressing employees' intention to leave the company, followed by job satisfaction and leadership style, which play a supporting role. These findings confirm that employees' decisions to stay or leave an organization are largely determined by internal drives and subjective work experiences.

Job satisfaction and leadership style continue to contribute to reducing turnover intention, although their influence is not as strong as job motivation. Job satisfaction is related to employees' evaluation of their work as a whole, while leadership style is more effective in directing and coordinating work activities. On the other hand, standard operating procedures (SOPs) are not a major factor in shaping employees' intentions to leave the company, as their role is more focused on operational regulation and consistency than on the psychological aspects of employees.

Overall, the findings of this study indicate that human resource management strategies in labor-intensive industries need to be directed towards approaches that focus on increasing employee motivation and improving the quality of their work experience. Approaches that place too much emphasis on strengthening formal rules and work structures without paying

attention to psychological factors have the potential to be less effective in reducing employee turnover intention.

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