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Effect of Job Crafting on Turnover Intention: Moderated by Transformational Leadership

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ABSTRACT

Employee turnover intention is a challenge for organizations so as not to hinder the process of achieving goals. Employees who experience turnover intention can be caused by internal and external factors. Efforts to prevent the emergence of turnover intention are carried out through job crafting as a proactive strategy. The purpose of this study was to determine whether transformational leadership moderates the effect of job crafting on turnover intention. Subjects were 167 employees in both private and government companies. The research instruments used were Turnover Intention Scale (TIS-14), Job Crafting Questionnaire (JCQ), and Multifactor Leadership Questionnaire (MLQ-Form 5x). The results showed that transformational leadership didn't moderate the effect of job crafting on turnover intention.

Keywords: *Turnover Intention, Job Crafting, Transformational Leadership*

The organization is responsible for achieving the well-being of all members. An important aspect of the goal is the ability and accuracy in managing human resources in it. Employees are human resources that are considered the most valuable assets for an organization (Chiat & Panatik, 2019). Increased potential, agility, and quality of employees are needed to achieve organizational goals. Good human resource management can prevent the emergence of turnover intentions (Aburumman et al., 2020; Nie et al., 2018; Paul & Hung, 2018).

Turnover intention is the intentional desire of employees to leave work that is being done in the organization (Tett & & Meyer, 1993). Employees with the intention of moving tend to find work in other organizations. Turnover intention also refers to the proportion of employees who leave the organization before the end date of the employment contract or in the near future (Lim et al., 2017). Turnover intention is a valid predecessor and proxy of actual turnover (Yukongdi & Shrestha, 2020). The increased employee turnover rate is a critical issue in the field of human resources.

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by Artikel 3

Research Paper

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Employee turnover intention is a challenge for organizations so as not to hinder the process of achieving goals. Employees who experience turnover intention can be caused by internal and external factors. Efforts to prevent the emergence of turnover intention are carried out through job crafting as a proactive strategy. The purpose of this study was to determine whether transformational leadership moderates the effect of job crafting on turnover intention. Subjects were 167 employees in both private and government companies. The research instruments used were Turnover Intention Scale (TIS-14), Job Crafting Questionnaire (JCQ), and Multifactor Leadership Questionnaire (MLQ-Form 5x). The results showed that transformational leadership didn't moderate the effect of job crafting on turnover intention.

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Human resources with extraordinary potential needed in the world of work today are Generation Y or Millennial Generation. The development of communication technology allows individuals in this generation to be interconnected and have a global perspective. The 2017 National Socio-Economic Survey noted that 33.75% of Indonesia's population are millennials or generations born between 1981-2000 (Deloitte, 2019). Employees who belong to the millennial generation, show ambitious traits and high expectations on promotions and salary increases (Ng et al., 2010). But they are considered unruly workers and easily get out and move quickly.

Recently, research found that individuals in the millennial generation are the youngest generation group reported as one of the generations with a high percentage of turnover intentions(Ivanovic & Ivancevic, 2018). Differently, McCarthy et al., (2020) in their study, reported that turnover intentions facing the federal workforce showed greater opportunities for employees in the 40-49 and 50-59 age groups were 44% and 57% higher respectively compared to the <40 age group. In line with the findings of Chen et al., (2021) which found differences in turnover intention scores between the middle-aged age group (31-50) had the highest scores while young people (<30) were relatively low.

Cohen et al., (2016) found that turnover intentions have a direct effect on actual turnover and both are different concepts. The negative impact of turnover intention is counterproductive work behavior, where employees who intend to leave the organization are usually psychologically and emotionally less motivated and do not instill thoughts and effort in their work (Xiong & Wen, 2020). In turn turnover intentions lead to actual turnover which can lead to organizational losses due to the large expenditure on the cost of recruiting and training new employees.

In general, there are two factors that affect the emergence of employee turnover intentions, namely internal and external. Internal factors come from within such as individual demographics. Emiroğlu et al., (2015) in his research found that demographic factors include age, gender, marital status and education level. In addition, work experience is employees who work less than 15 years and have not been promoted for a long time (Ajayi & Olatunji, 2017). Big five personalities were also found to be a set of negatively predicting turnover intentions (Ariyabuddhiphongs & Marican, 2015). In line with Jeswani & Dave, (2012) found from the five dimensions of personality, extraversion and agreeableness have a significant effect and have an inverse relationship to turnover intention.

Turnover intentions were also found to be affected by burnout (Elci et al., 2018) and workloads (Liu & Lo, 2018). Both studies report that high burnout and workload can create an employee's intention to leave the organization. Furthermore, turnover intentions can also be influenced by work satisfaction (Huang et al., 2017; Zeffane & Bani Melhem, 2017), and work engagement (Gupta & Shaheen, 2017). Employees who are satisfied with their work can then suppress the intention to leave the organization.

While external factors come from outside such as organizational justice. Research conducted by Mengstie, (2020) and Addai et al., (2018) reports that individuals who feel higher organizational fairness, feel that their efforts are valued and therefore do not need to quit the organization. Employees with high organizational support were also found to be more attached and tended to have low turnover intentions (Akgunduz & Sanli, 2017; Fazio, 2017). Workplace violence was also identified as an external factor that creates employee turnover

intention (Li et al., 2019; Salman et al., 2016). Employees who experience violence tend to feel a decrease in morale and increased intention to leave.

Memon et al., (2017) research confirms the importance of salary satisfaction as the key to reducing employee turnover voluntarily. In line with this, De Gieter et al., (2012) found that the more satisfied employees were with the level of salary given, the less likely they were to leave the organization. In addition, turnover intentions can also be affected by low rewards to get the best results from employees. That is, employees with good performance but not financially rewarded, can stimulate the intention to leave.

Salaries and rewards have an important role in employee empowerment. Kim & Fernandez, (2017) in the results of research found that employee empowerment has a direct negative effect on turnover intentions. Empowerment in the workplace has a positive impact in reducing turnover intentions that can bind employees more strongly to the company (Ju & Li, 2019). Employees need to develop a positive attitude at work. In turn this attitude gives good meaning in work. One of the means to improve the meaning of employee work is job crafting (Zhang & Li, 2020).

Job crafting is defined as the employee's process of personal initiative, adjusting the work environment to improve the meaningfulness of their work activities (Vermooten et al., 2019). In addition, job crafting is also a means for employees to improve the conformity between their needs and abilities related to work resources and lower the level of job demands that hinder the achievement of goals (Zhang & Li, 2020). In general, employees who do job crafting perform well because they can use skills and resources to proactively structure work (Dominguez et al., 2019). Job crafting represents the motivation of employees to change a form, social context and meaning of work to fit their own feelings about what a job is (Sesen & Ertan, 2020).

Job crafting has been identified as a strategy in proactive behavior (Niessen et al., 2016; Zeijen et al., 2018) and this has an impact on their performance. Proactive employees in the workplace can be role models for less proactive employees (Tims et al., 2014). Such behavior can be improved where this increase is related to job satisfaction which in turn affects lower exit intentions (Alsaraireh et al., 2014; Bonenberger et al., 2014; Jabeen et al., 2018). Proactive behavior plays a role in the well-being of employees, namely employees with a tendency to do job crafting, have the initiative to align job characteristics with references, skills and abilities of themselves.

(Zhang & Li, 2020) found that there is a significant negative relationship between job crafting and turnover intention. Employees who do job crafting can develop collaborative relationships during work and change their perception of job tasks. As employees initiate changes in work then a sense of self-alignment and work develops which in turn has a lower intention to quit the organization. Kılıç et al., (2020) revealed that cognitive crafting affects employee turnover intentions.

Rudolph et al., (2017) differently revealed that there was no significant relationship between overall job crafting and turnover intentions. In line with Karatepe & Eslamlou, (2017) found that job crafting did not have a significant effect on turnover intentions. This suggests there are inconsistencies in the relationship between job crafting and turnover intentions possibly influenced by moderation variables. Research by Shin et al., (2020) that found significant indirect effects between job crafting and turnover intention, reported the presence of

research limitations that prompted future research to investigate the moderation of organizational factors.

The negative influence of job crafting on turnover intentions may tend to be stronger when external social resources can be supportive. It is possible that the negative effects of job crafting on turnover intentions are more pronounced when employees feel the presence of leaders who can facilitate and encourage them to achieve organizational goals. In line with this, the leadership style that can inspire followers and predict emotional attachment is transformational leadership (Den Hartog et al., 1997). Transformational leaders develop employee creativity to increase positive attitudes in work in order to create prosperity in the organization. So in this study proposed transformational leadership as a moderation variable. Transformational leadership is one of the leadership styles that refers to the ability to expand, improve and change the tendency of the self-interest of organizational members to blend with group goals. Transformational leadership skills tend to be flexible, and suitable to prevent bad possibilities that occur when organizations undergo continuous change (Davis et al., 2021). In turn, transformational leadership is predicted to be able to moderate the influence of job crafting on turnover intentions. In other words, employees with high job crafting and when leaders show high transformational leadership, then employee turnover intentions become low.

Several studies have identified transformational leadership as a moderator variable on the relationship between psychological empowerment and job satisfaction (Malik & Farooqi, 2013), leader's humor and employess work outcomes (Goswami et al., 2016), deviant workplace behavior and job performance (Howladar et al., 2018), work well-being. and employee creativity (Miao & Cao, 2019) as well as the influence of time pressure on work-life balance (Syrek et al., 2013). Transformational leadership can consider employees' personal needs and situations, support them and develop their skills, strengthen employees' beliefs and abilities to create positive things, and suppress negative effects in the workplace. Based on the above exposure, it can be seen that transformational leadership can be considered an external social resource that can determine the influence of job crafting on turnover intentions. The formulation of the problem of this study is whether transformational leadership moderates the influence of job crafting on turnover intention. The purpose of this first study is to find out the effect of job crafting on turnover intentions. Second, to test transformational leadership as a moderator on the influence of job crafting on turnover intentions. The theoretical benefit of this research is to inform and become a reference in the field of Industrial and Organizational Psychology as well as the practical benefits of this research as a study that will provide a reference for organizations to empower employees more effectively.

Theory Perspectives
According to job demands-resources (JD-R) (Bakker & Demerouti, 2007) theory, all job characteristics can be classified into two categories: job demands and job resources. This theory postulates that two sets of working conditions namely job demands and job resources each trigger different processes. Job demands tend to produce tension reactions which in turn can lead to increased turnover intentions. On the other hand, job resources tend to drive the achievement of goals that in 7 turn can lead to a positive work attitude and reduce turnover intentions (Bakker & Demerouti, 2007).

Job demands are the physical, psychological, social and organizational character of a job. Although not always negative, they can turn into work stressors, when the demands require

high effort (Bakker et al., 2003). While job resources are the physical, psychological, social and organizational character of a company that plays a role in achieving work goals, reducing job demands and stimulating learning. In addition, job resources serve to spur personal development. In turn, in the JD-R model, a characteristic of work can evoke two psychological processes capable of predicting turnover intentions among various job groups (Sharma & Dhar, 2016).

In the organizational environment of this study, through the perspective of the JD-R model it can be concluded that the motivational process begins with work resources that have motivational potential and leads to high work engagement and low turnover intention rates (Zhang & Li, 2020). In line with this, Bakker & Demerouti, (2014) found a good approach to explain employee engagement. In turn, this will have an impact on turnover intentions. According to the bottom-up redesign approach, employees do job crafting to improve their work design. Job crafting represents employee behavior that has recently been recognized as something that organizations can stimulate to improve employees' working conditions by encouraging them to do it themselves. Employees with job crafting means initiating changes in the level of job demands and job resources to make their own work more meaningful, interesting and fulfilling (Demerouti, 2014).

While other top-down approaches can be explained on the influence of a leader. According to the top-down approach, to create employee work engagement is the existence of transformational style leadership and empowerment. Leaders who are able to inspire their followers can influence the work characteristics of employees and in such a way have an indirect impact on the attitudes, performance and psychological health of employees (Bakker, 2017). In line with this, Schaufeli, (2015) found stronger leadership related to job resources where leaders are able to increase employee job resources and suppress job demands. Therefore, this study assumes that the presence of employee job crafting can reduce turnover intentions and transformational leadership can weaken the influence. The higher the job crafting of employees with transformational leadership that supports the turnover intention will decrease.

Overall, leadership will be critical to employee well-being and performance. Based on the JD-R theory, in increasing job resources through job crafting, leaders with transformational styles can contribute to this which in turn can suppress employee turnover intentions. Therefore, the first hypothesis of this study is that job crafting can negatively affect turnover intentions. Transformational leadership as a moderator can buffer emotional fatigue (Green et al., 2014), create positive emotions (Goswami et al., 2016) and strengthen employee creativity and well-being (Miao & Cao, 2019). These findings suggest that transformational leadership is an external organizational factor that can determine the influence between two variables. Based on this explanation, researchers assume that job crafting has an influence on turnover intention and that influence is moderated by transformational leadership.

METHODOLOGY
Research Design
The approach used in this study is quantitative with non-experimental methods. Quantitative research describes the relationships between variables, making statements of purpose, research questions, hypotheses that are specific, narrow, measurable and observable (John W. Creswell, 2012). While the type of research used is correlational. It aims to find out the influence of job crafting on turnover intention moderated by transformational leadership.

Sample

The subjects in this study amounted to 167 people who were still actively working, with details, namely employees with male genders amounting to 59 employees (35.3%) and employees with female genders amounting to 108 employees (64.7%) with an age range of 20-29 years and 30-54 years, respectively 96.4% and 36.4%. The sample was taken through online google form. The technique of taking subjects using convenience sampling is one of the techniques where the selection of subjects is based on the desire and volunteerism of the subject to fill out questionnaires or answer research questions (Saunders et al., 2009).

Instruments

Three measures were used in this study,

- **Job Crafting Questionnaire:** The job crafting scale used in this study is the Job Crafting Questionnaire (JCQ) developed by Slemp & Vella-brodrick, (2013) with 15 items. JCQ consists of three-factor structures namely Task Crafting, Cognitive Crafting, and Relational Crafting. The test results on the job crafting scale contained 11 valid items and 4 invalid items (failed). The reliability of Cronbach's negligence on this scale is =0.825 and the item validity index is 0.413-0.688. Example item: "I changed the scope or type of task I do at work". The scale used is a Likert scale consisting of Very Appropriate (SS), Appropriate (S), Not Appropriate (TS), and Very Disagree (STS).
- **Turnover Intention Scale:** The turnover intention scale used in this study is the Turnover Intention Scale developed by Jacobs & Roodt, (2008) with 14 items. TIS consists of three aspects, namely personal, organizational, and job characteristics, with 9 favorable items and 5 unfavorable items. The results of the trial on the turnover intention scale contained 8 valid items and 5 invalid items (failed). The reliability of Cronbach's negligence on this scale is =0.847 and the item validity index is 0.357-0.669. Example item: "I am considering leaving my current job". The scale used is a seven-point response scale, namely (1) "never" – low intensity to (7) "always" – high intensity.
- **Multifactor Leadership Questionnaire:** Multifactor Leadership Questionnaire (MLQ) scale (Form 10) by Avolio's and Bass (1990) adapted by Hemsworth et al., (2013) There are 5 subscales, namely Idealized Influence (Attributes) (IIA), Idealized Influenze (Behaviour) (IIB), Inspirational Motivation (IM), Intellectual Stimulation (IS), and Individualized Consideration (IC). Each subscale has 4 items so the total is 20 items with Cronbach's reliability =0.954 and item validity index 0.498-813. Example item: "My leader puts group interests above personal interests". The scale used is a Likert scale which ranges from (1) "not at all" to (5) "often, if not always".

Procedure

This research procedure begins by translating the Turnover Intention Scale, Job Crafting Questionnaire and Multifactor Leadership Questionnaire measuring instruments into Indonesian. Furthermore, researchers spread the measuring instrument to 5 people to find out the feasibility of the measuring instrument that has been translated. After the process of checking and evaluating measuring instruments, researchers spread the scale through google forms to family members and friends who have relatives working as private or government employees. The process of spreading the scale until the data is collected is approximately for two to three months. Furthermore, the researcher re-examines the data that has been collected and then the data analysis is carried out.

Data Analysis

In this study, the free variable is job crafting and the bound variable is turnover intention and moderator variable, namely transformational leadership. Analysis of research data using Moderated Regression Analysis (MRA) testing on the SPSS program (v.25). It aims to find out the effect of job crafting on turnover intention moderated by transformational leadership variables.

RESULTS

Table No. 1 Relationship between Research Variables

| Variables	SD	M	1	2	3
Turnover Intention	1.36	3.50	1		
Job Crafting	0.39	3.06	-0.22**	1	
Transformational Leadership	0.77	4.13	-0.45**	0.28**	1

Note: $**\rho < 0.01$

Based on the results of descriptive analysis that has been done obtained the results of average values and standard deviation (SD) on each research variable. In the job crafting variable obtained an SD value = 0.36 with M = 3.06, meaning that the average subject has a high job crafting ability. Likewise, the transformational leadership variable obtained SD = 0.77 with M = 4.13 which means that the average subject also has a leader with a transformational leadership style. However, the turnover intention variable indicates that the subject has a low turnover intention rate with values SD = 1.36 and M = 3.50.

Based on table 1. The results of the intercorrelated test between variables illustrate that job crafting and turnover intention have a significant relationship (r = -0.22, $\rho < 0.05$). Furthermore, the transformational leadership variable is significantly negatively related to turnover intention (r = -0.45, $\rho < 0.01$). Then the job crafting variable is significantly positively related to transformational leadership (r = 0.28, $\rho < 0.01$).

Table No. 2 Data Analysis Results

Variables	β	ρ
Job Crafting→Turnover Intention	-0.779	0.003
Job Crafting*Transformational Leadership→Turnover Intention	-0.043	0.889

The data analysis on table no. 2 showed that there was an effect of job crafting on turnover intentions of 5.1% and was indicated by the values of β= -0.779 and ρ = 0.003. That is, the higher the job crafting score, the lower the probability of the subject having a turnover intention, so it can be concluded that the first hypothesis is accepted.
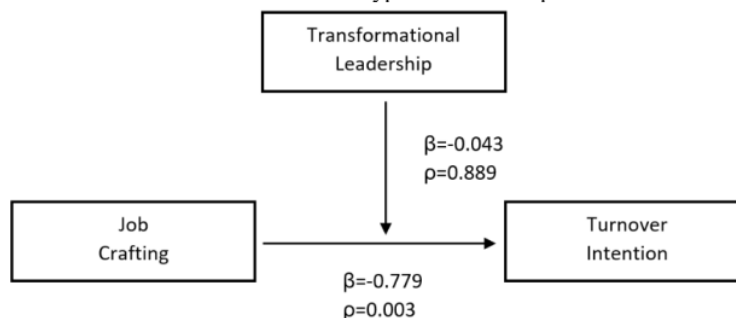
*Figure 1. Result of X*M→Y*

Based on moderation analysis that has been done shows that transformational leadership does not moderate the influence of job crafting on turnover intentions (fig. 1). This is indicated by the values β= -0.043 and ρ = 0.889 so that hypothesis 2 is rejected.

DISCUSSION

This study was conducted to examine the effect of job crafting on turnover intention moderated by transformational leadership. The results of the first study showed that job crafting had a negative effect on turnover intentions. That is, the higher the job crafting in employees, the lower the likelihood that they have the intention to leave the organization. These results support previous research by Nassani, (2021) which found that job crafting significantly suppressed turnover intentions among private employees in Saudi Arabia. Job crafting allows employees to turn unwanted situations into desirable situations by redesigning their work in a way that is considered to improve performance and productivity. In addition, Debus et al., (2020) found that job crafting can moderate the relationship between overqualification and turnover intention. The study revealed that the relationship between overqualification and turnover intention is positive when job crafting is low and negative when job crafting is high. In short, job crafting is a useful proactive strategy where highly qualified employees can handle their work situation better. When highly qualified individuals engage in job crafting, it can help them create jobs that better suit their needs and expectations. In other words, job crafting is also a way for overqualified individuals to be better able to deal with their mismatch situations.

Job crafting is concerned with changing certain aspects of the job. The main characteristic of job crafting is that employees change their duties or other job characteristics on their own initiative. In addition, job crafting is associated with proactive work behavior. Changes made by employees through job crafting, aimed at increasing their motivation in work. So job crafting can be a useful strategy in improving the mental health and happiness of employees in the workplace (Slemp & Vella-brodrick, 2013). As a result, in line with the findings of this study that through job crafting, employees can align their work and reduce the intention to leave the organization.

The results of the second study showed that transformational leadership did not moderate the influence of job crafting on turnover intention with a value of ρ = 0.889. Employees with high job crafting can suppress their turnover intentions even if leaders show both high and low transformational leadership styles. In line with Song et al., (2020) research which found that transformational leadership does not moderate the relationship of promotive voice and self-efficacy. The positive effects of promotive voice on employee self-efficacy do not increase when transformational leadership rates are high.

Transformational leaders play an important role in the initiation of proactive behavior among employees (Wang et al., 2017). Proactive behavior of employees is carried out through job crafting, resulting in low intention to leave the organization (Zhang & Li, 2020). The way employees view leaders has implications for how they solve challenges during the workday (Afsar et al., 2019). While the results of this study report that employees who are actively engaged in job crafting still have low intentions to quit the organization, even though they are led in both high and low transformational styles.

More specifically, this study provides an understanding of the process that job crafting negatively and significantly affects turnover intentions but is not susceptible to external influences, namely transformational leadership. The results of this study are in line with

previous research that found that transformational leadership challenges employees to leverage their knowledge of safety to help others and motivate them to create a safer work environment (Jiang & Probst, 2016). However, the results found that transformational leadership did not strengthen the relationship between safety knowledge and safety participation.

Other studies have also reported that the ability to be innovative and lead by example is another aspect of transformational leadership but does not result in greater effectiveness in an authentic/ethical leader (Copeland et al., 2016). Zhou et al., (2021) examined nurses in Jiangsu Province, finding that there was no moderating effect for transformational leadership in the relationship between organizational commitment and turnover intention. When new nurses are recruited through transformational leadership practices in their respective hospitals, the influence of transformational leadership on how organizational commitment affects turnover intentions remains minimal.

Overall, the study supports the opinion that through job crafting, employees proactively change job demands and resources that can lower employee turnover intentions (Tummers & Bakker, 2021). However, the results of this study also support several previous studies reporting that transformational leadership failed to moderate the influence of both variables (Copeland et al., 2016; Jiang & Probst, 2016; Zhou et al., 2021). According to Yukl, (1999), each transformational behavior includes various components that make the definition ambiguous, thus triggering overlap in several aspects of transformational leadership. This may result in transformational leadership not being able to moderate the influence of job crafting on turnover intentions.

The findings in this study suggest that it may be important to adjust leadership variables in the study subject group. The way each employee perceives the behavior of their leader will be very personal so that the perception determines whether or not the effect of transformational leadership on the influence between job crafting and turnover intention. Limitations in this study are the criteria of the subject that is too broad and the presence of ambiguity in the research instrument.

CONCLUSION AND IMPLICATION

Based on the explanation above, it can be concluded that transformational leadership cannot moderate the influence of job crafting on turnover intentions. Employees with high job crafting skills still have low turnover intentions, both at high and low transformational leadership. In other words, transformational leadership cannot weaken the influence of job crafting on turnover intentions.

The implications of this research are important for human resource management in an organization to empower employees to be able to align themselves with work and increase potential in themselves through job crafting. The effort aims to suppress employee turnover intentions by giving positive meaning to their work. For further research, it is expected to determine the criteria of the subject more appropriately and use other instruments that are considered more appropriate to measure transformational leadership variables.

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