

Techno Resources, Transformational Leadership, Job Satisfaction And Turnover Intention

*Techno Resources
and Employees
Productivity*

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ABSTRACT

Techno Resources are essential to increase productivity and efficiency in organizations. However, the application of technology in the workplace often causes difficulties, which can affect Job Satisfaction and encourage employees to Turnover Intention. The purpose of this study is to investigate how Techno Resources, Transformational Leadership, Job Satisfaction, and Turnover Intention in an organization interact with each other. This study shows that Transformational Leadership is a factor that can affect how satisfied employees are with their jobs when Techno Resources affect how satisfied they are with their jobs. The results of this study are expected to provide insight for organizations on the best way to use Techno Resources and Transformational Leadership methods to increase employee productivity and retention. This study uses quantitative research using the Structural Equation Model Partial Least Square (SEM-PLS) method. Questionnaires were distributed to 150 respondents from private companies in the Tangerang area. The results of this study are expected to provide insight for organizations on the best way to use employee productivity and retention.

Keywords: *techno resources, transformational leadership, job satisfaction, turnover intention.*

INTRODUCTION

Techno Resources are a crucial factor that influences the success of a company (Arifah et al., 2024; Nurcahyani et al., 2023; Roggeveen & Sethuraman, 2020). Techno Resources play a role in the main strategy to create an innovative and competitive work environment (Pambudi, 2022). Without the ability to meet growing needs and compete more innovatively, companies will find it difficult to adapt to technological advances in an era of increasingly fierce global competition (Chandra et al., 2019; Firdausiyah et al., 2024; Takaya et al., 2019).

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Analysis of Techno Resources shows that technology can help employees complete tasks faster and more efficiently, which ultimately increases Job Satisfaction with work (R. H. Saputra et al., 2024; Shin et al., 2024b; Sinurat et al., 2024). In addition, the better employee performance in achieving goals, the higher the productivity achieved Techno Resources plays a role in accelerating the decision-making process, improving communication and collaboration in the workplace, and optimizing the overall workflow (Calış Duman & Akdemir, 2021; Supiati et al., 2021; Utama et al., 2020).

Development of Transformational Leadership is an important factor in improving organizational performance (Ghazmahadi et al., 2020; Miaty et al., 2024; Prajogo & Tahang, 2023). Transformational Leadership tends to provide clear direction, inspiration, and support to employees, which has an impact on increasing Job Satisfaction (Marlius & Melaguci, 2024; R. A. Pratama et al., 2023a). This study focuses on the relationship between Techno Resources and Transformational Leadership, so that it can help companies reduce the level of Turnover Intention (Imran et al., 2020; Mariam et al., 2023; Wati et al., 2024).

The implementation of Transformational Leadership is not only oriented towards achieving organizational goals, but also focuses on developing employee potential, this is done through providing motivation, inspiration, and support in dealing with change (Bukusi, 2023; Mariam et al., 2020; Nurdiansyah et al., 2020). In a supportive work environment like this, employees tend to be more motivated and productive, which ultimately increases Job Satisfaction (Awaludin et al., 2024; Rumaidlany et al., 2022; Takaya et al., 2020).

The main difference in this study compared to previous studies lies in the addition of Transformational Leadership variables to the research model that has been applied by (Laga et al., 2024; M. P. Pratama et al., 2023; R. A. Pratama et al., 2023b). This study also takes different respondent criteria from previous studies, namely by setting the criteria for respondents who work for private employees, employees who have worked for at least 3 years, and are domiciled in Tangerang.

This study aims to overcome the limitations of previous studies by studying how techno resources impact the results of attitudes and behaviors of private employees. With that, this study is also important, aiming to test whether Techno Resources, Transformational Leadership, Turnover Intention, through Job Satisfaction have a significant impact on private employees in Tangerang.

LITERATURE REVIEW

Techno Resources

Providing a work environment supported by advanced technology can drive the growth of Techno Resources (Guenzi & Nijssen, 2021). This technology includes many elements, such as devices used to assist in daily operations and strategic decision-making (Meidiyanty et al., 2023; Reypens et al., 2021; Sukarno et al., 2020). Techno Resources are used to increase company productivity and efficiency by automating the recruitment, training, and performance management processes of employees (Shin *et al.*, 2024;). Techno Resources have more transparent rules (Khasanah et al., 2021; Raj & Preetha, 2024; Thamanda et al., 2024).

Transformational Leadership

One of the successful approaches for organizations is Transformational Leadership. (Amalia et al., 2024; Leuhery et al., 2024; Mulyadi et al., 2020). Transformational Leadership has the ability to transform employees to achieve company goals (Ardhana et al., 2024; Handayani et al., 2023; K. Kurniawati et al., 2024). When a Transformational Leadership behaves in a charismatic manner, it can give confidence to his subordinates to come forward and make changes with more confidence (Aisyah et al., 2022; Diatmono et al., 2020; Ramli et al., 2020). This includes encouraging employees to actively participate when facing Transformational Leadership (Fachridian et al., 2024; Mariam et al., 2022; Rojak et

a1., 2024). Employees can do their jobs better and achieve optimal results with the help of Transformational Leadership (Kalim et al., 2024; Widiyati et al., 2022; Yunus et al., 2023).

Job Satisfaction

Job Satisfaction is having each person's work personality, without any regulation (Bachtiar et al., 2023; Megawaty et al., 2024; Prawira Indra, 2020). Because it is influenced by each person's values and preferences, the level of Job Satisfaction varies between individuals, the higher the level of Job Satisfaction felt (Khair et al., 2024; Mariam et al., 2021; Sutriani et al., 2024). Factors such as the quality of relationships, with superiors, and coworkers, the level of Job Satisfaction at work, and the prospects for professional growth are some of the factors that can influence Job Satisfaction (Astana & Adnyana, 2024; Rizky et al., 2023; Situmorang et al., 2023; Steven et al., 2023). Job Satisfaction provides a sense of satisfaction with work defined as a measure of how far the difference is between what is expected, from, the job, and what the company provides (Harahap & Ramli, 2023; Khair et al., 2024). Job Satisfaction is used to describe how employees feel pleasant or unpleasant things at work (Ayuni & Iswara, 2024; Febriani et al., 2023; Salma & Ramli, 2023).

Turnover Intention

If an employee has a desire for Turnover Intention there are many reasons why this happens, one of which is the desire to get a better position (E. Kurniawati & Ramli, 2024; Purnama et al., 2022). The company must provide costs when Turnover Intention increases, whether it is done by the company or voluntarily (Gunawan & Ramli, 2023; Waskito et al., 2022). The level of Turnover Intention can be detrimental or beneficial to a very large organization (Mariam & Ramli, 2020; Nurcahyani et al., 2023; Sumardin, 2023). In addition, this Turnover Intention occurs when employees leave the company and are replaced by others (Latifa & Rojuaniah, 2022; Novianti & Ramli, 2023; Ramli, 2020b). If employee behavior is not driven by Turnover Intention, employees will not leave the company unless there are things that motivate them to leave (Masita, 2021). Failure to meet certain work standards, lower quality of work, higher errors, lack of accuracy, and less creativity in problem solving are the main concerns of Turnover Intention (Mayasari, 2023).

Relationship of Techno Resources to Job Satisfaction

Techno Resources provided by a company to help employees become more productive and reduce work-related stress (Panuntun & Kurniawan, 2024). Adequate Techno Resources can increase Job Satisfaction because it makes work easier and more efficient (A. D. Saputra et al., 2021). High Job Satisfaction occurs when employees feel supported in increasing Techno Resources, which ultimately increases productivity (Eki & Ramli, 2024; Mukhtar et al., 2024; Ramli, 2020a). When employees feel supported by technology, they tend to experience high levels of Job Satisfaction (Mariam & Ramli, 2021; Nur & Anuar, 2020).

When employees have access to Techno Resources that make it easier and increase flexibility in working, they tend to feel more satisfied with their work (Fauzi Nugraha et al., 2022; Mariam & Ramli, 2021; Ramli, 2019b). Techno Resources can help employees communicate and work together better, creating a better work environment to increase Job Satisfaction (Maulana *et al.*, 2024). H1: Techno Resources have a positive effect on Job Satisfaction

Relationship between Transformational Leadership and Job Satisfaction

In Transformational Leadership, employees are motivated through a shared vision and attention to individual development (Khoirotunnisa & Pujianto, 2023). Transformational Leadership can build strong relationships with subordinates, provide recognition and support. This is very important to increase Job Satisfaction because employees feel appreciated and supported by Transformational Leadership (Sinaga & Siregar, 2023).

Employees who feel support from Transformational Leadership tend to have

positive feelings about their work, which leads to increased Job Satisfaction (Muhammad Thoriq Fadhlurrohman & Zia Wardhany, 2024).

In addition, Transformational Leadership creates a work environment that allows for self-development, which will have a positive impact (Fatmawati & Khodijah, 2024). Employees who work with Transformational Leadership have many opportunities to develop skills and take on more tasks, which results in a sense of empowerment and happiness in the workplace (Jane & Setiawan, 2022). By providing clear direction and an inspiring vision, Transformational Leadership can help reduce stress in the workplace and foster a stronger sense of purpose among employees, which in turn increases Job Satisfaction levels (Jessica & Setiawan, 2022).

By building a supportive relationship among team members, Transformational Leadership further enhances Job Satisfaction (Aswad *et al.*, 2023). Because employees feel that they are working in a positive and productive work environment, Transformational Leadership encourages open communication, collaboration, and mutual respect. Previous research shows that Transformational Leadership has a positive impact on Job Satisfaction (Sylvyani & Ramli, 2023). H2: Transformational Leadership has a positive effect on Job Satisfaction

Relationship between Job Satisfaction and Turnover Intention

Employees who are satisfied with their jobs tend to be more loyal to their jobs and leave less often (Mayasari, 2023). How satisfied with the job can affect the amount of Turnover Intention (Rahmawati & Ramli, 2024; Rinaldi & Ramli, 2023; Wijayanto & Dewi, 2022). Because the level of Job Satisfaction is high, employees become more satisfied and more emotionally attached as a result, they have less interest in moving to another company (Bukusi, 2023; Indriani & Ramli, 2024; Samuel & Ramli, 2024). If employees feel that the work environment is not supportive or does not meet expectations, they tend to have Turnover Intention (Fauzi Nugraha *et al.*, 2022). This occurs when employees believe that the company does not meet their professional or personal needs (Eristya *et al.*, 2024; Mulya & Ramli, 2023; Sylvia & Ramli, 2023).

Therefore, companies must concentrate on things that can make employees happier at work, such as a supportive work environment, recognition from superiors, and opportunities for development (Sukmawati & Prasetyo, 2024). When companies are able to maintain employee Job Satisfaction at a high level, Turnover Intention will decrease, which means that companies can retain the best talents longer (Masita, 2021; Novarian & Ramli, 2020; Sari & Ramli, 2023). Previous researchers stated that there is a significant influence between employee Job Satisfaction and employee Turnover Intention (Hariani & Issalillah, 2022). H3: Job Satisfaction has a negative effect on Turnover Intention

Relationship between Techno Resources and Turnover Intention

Techno resources include technological devices that play an important role in supporting organizational operations (Prajogo & Tahang, 2023). However, ineffective use of technology can have an impact on Turnover Intention (Sylvyani & Ramli, 2023). This is supported by research showing that when an organization has a low level of technology, employees feel unsupported by the work tools needed to succeed (Dewi & Ramli, 2023; Mariam & Ramli, 2023; Shin *et al.*, 2024b). Can be one of the reasons why they leave the company (Mu'min, 2023). This happens when Techno Resources produce more work or more to compensate for it (Kustiawan, 2023). H4: Techno Resources have a negative effect on Turnover Intention.

Relationship between Transformational Leadership and Turnover Intention

Transformational Leadership has been implemented in several international organizations and emphasizes a good relationship between leaders and respect, and risk (Awaludin *et al.*, 2024). If employees feel unable to meet the high demands or expectations of Transformational Leadership, this can lead to stress and dissatisfaction, which ultimately increases Turnover Intention (Mariam & Ramli,

2022; Raj & Preetha, 2024; Ramli & Mariam, 2020). As a result, they are more likely to look for opportunities elsewhere where personal needs are more prioritized (Tololiu *et al.*, 2022).

That Transformational Leadership can encourage Inspiration and motivation of employees to pursue higher careers outside the organization (Sofiyanto *et al.*, 2024) Often, employees gain new skills and greater self-confidence (Kadir & Ramli, 2024; Maharani & Ramli, 2024; Studi, 2024). However, when they feel they have grown beyond their current position, they are more motivated to look for more difficult jobs in other companies, which results in more desire for Turnover Intention (Masita, 2021). H5: Transformational Leadership has a positive effect on Turnover Intention

The mediating role of Job Satisfaction

Job Satisfaction plays an important role in bridging the relationship between Techno Resources and Turnover Intention (Oktaviany *et al.*, 2023). Employees tend to be more satisfied with their jobs when Techno Resources help them perform their tasks well (Mega Wandani & Sinto Sunaryo, 2022). Previous studies have shown that adequate Techno Resources not only increase productivity but also create a more comfortable work environment for employees (Astana & Adnyana, 2024). Technology that supports smooth collaboration and communication between teams can strengthen the relationship between employees and management, which in turn can result in higher levels of Job Satisfaction (Arbol & Ramli, 2024; Hadiyanti & Ramli, 2024; Mayasari, 2023). When employees are satisfied, they will be more engaged with the organization and have lower intentions to leave their jobs (Raj & Preetha, 2024).

Job satisfaction plays a mediating role in reducing the negative impact of Techno Resources on Turnover Intention. This means that although poor Techno Resources can increase Turnover Intention, the impact can be minimized if the organization succeeds in increasing employee job satisfaction through other means, such as offering competitive compensation or career development programs (Ramli, 2019a; Suryani, 2022). Thus, Job Satisfaction acts as a barrier or damper that reduces employees' desire to leave even though they may experience difficulties related to the technology used (Tahir *et al.*, 2023). H6: Job Satisfaction mediates the relationship between Techno Resources and Turnover Intention.

The mediating role of Job Satisfaction

Job Satisfaction mediates the relationship between Transformational Leadership and Turnover Intention (Awaludin *et al.*, 2024). Transformational Leadership can increase Job Satisfaction through inspiring vision, emotional support, and employee development (Oktaviany *et al.*, 2023). Employees led by Transformational Leadership often feel motivated, recognized, and supported in development that can increase Job Satisfaction. When employees feel satisfied with their jobs, the intention to leave the organization tends to decrease (Yudishtira Rusandi & Yanto, 2023).

However, if transformational leadership is not followed by consistent efforts to improve Job Satisfaction, the positive effect of Transformational Leadership on Turnover Intention can be reduced (Bernarto *et al.*, 2020). if a Transformational Leadership only focuses on organizational goals but fails to pay adequate attention to individual welfare, which ultimately reduces Job Satisfaction (Heren & Kui, 2023). In situations like this, low Job Satisfaction can increase the effect of Transformational Leadership on Turnover Intention (Rinaldi & Ramli, 2023). In addition, Turnover Intention as a mediator shows that although workers may feel more motivated to achieve more, high Job Satisfaction will prevent them from leaving the organization. (Gadzali *et al.*, 2024). H7: Job Satisfaction mediates the relationship between Transformational Leadership and Turnover Intention.

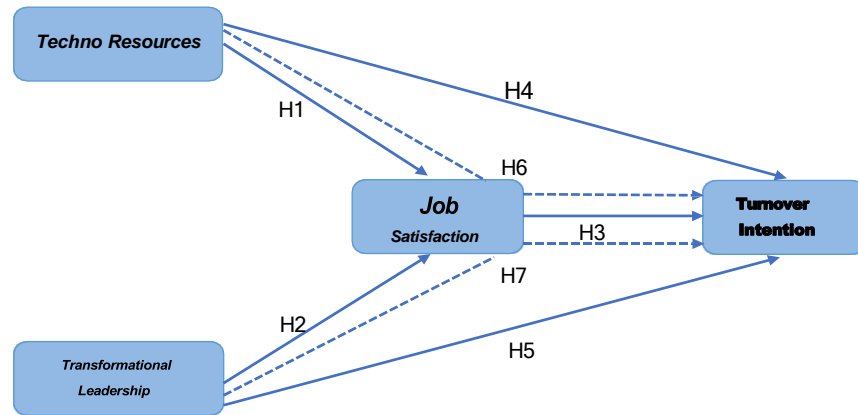


Figure 1. Research Model

METHOD

This study uses a causal associative approach with the aim of analyzing the influence between the independent variables Techno Resources and Transformational Leadership on the dependent variable Turnover Intention through the mediating variable Job Satisfaction. with the aim of knowing the cause and effect. Data for this study were collected through a survey method using Google Forms to distribute questionnaires online.

The method used in this study is a quantitative method. Data collection for this study was collected through a survey method using Google Forms to distribute questionnaires online and filled out by respondents. Measurements using 5 Likert scales. The range of answers includes: Strongly Disagree (STS), Disagree (TS), Undecided (R), Agree (S), Strongly Agree (SS). The variables measured include, the Techno-Resources Variable (Shin et al., 2024a). is measured through 3 dimensions, namely, the Coworker support dimension is measured using 5 statements obtained from (Widodo, 2020). the IT dept. support dimension is measured using 5 statements obtained from (Vandela Fransiska, et al., 2021). the supervisor support dimension is measured using 7 statements obtained from (Pokhrel, 2024). The Job Satisfaction variable is measured using 5 statements obtained from (Setyaningrum & Cahyono, 2021). Turnover Intention is measured using 5 statements obtained from (Ni Luh Eva Riantini et al., 2021). Transformational Leadership variable is measured using 3 statements obtained from (Khoirotunnisa & Pujianto, 2023) so that the total number of questionnaires is 30.

The population in this study were (1) private employees, (2) domiciled in Tangerang, (3) Length of work has been working for 3 years. This study uses a purposive sampling method. Therefore, the sample criteria are respondents, employees in private companies who have worked for at least 3 years in the company (Shin et al., 2024) and domiciled in Tangerang. This study requires a research sample size of five to ten times the number of questionnaire statements (Shin et al., 2024) from the number of questionnaire statements, so it requires 150 respondents (30 x 5). This study is a quantitative study using the Structural Equation Model Partial Least Square (SEM-PLS) data analysis method with data processing using SmartPLS to test each indicator is valid and reliable. There is an Average Variance Extranced (AVE) indicating that all constructs are > 0.5, this indicates that they meet the requirements of convergent validity and reliability. From the results of the Cronbach's Alpha and Rho_A values > 0.6, it has met the Reliability requirements. From the results of the Composite Reliability value > 0.7, it shows that all construct indicators are reliable or meet the reliability test. It can also be seen that the composite reliability value is much higher for all constructs compared to the Cronbach's Alpha value. Meanwhile, the Inner Model uses 2 parameters, namely: R Square (R²), hypothesis testing based on the level of significance p value (0.005)

meaning that it is stated as significant if the p value is less than 0.05 and the t value is greater than 1.96.

RESULTS AND DISCUSSION

The respondents of this study were private employees located in Tangerang. The results of the questionnaire distributed to 150 respondents were categorized based on gender, age, employee status, previous position, last education, and work location. The age of respondents was from 18 to 20.4%, the age of respondents from 21 to 25 was 48.2%, and the age of respondents from 26 to 30 was 31.9%. According to the classification of the distributed questionnaire, 64.4% of people were male, and 35.6% were female. Based on educational status, the majority of respondents had a Bachelor's degree, as much as 61.8%, D3, 32.5%, and Master's degree, each 5.8%. Most respondents were private employees, 61.3%, civil servants, and entrepreneurs. In terms of marital status, 70.7% of respondents were unmarried, and 29.3% were married.

Table 1. Validity and Reliability Test

Variables	Indicator	Outer Loading Factors	Cronbach's Alpha	rho-A	Composite Reliability	AVE	
<i>CoWorker Support</i>	CWS	0.843	0.740	0.743	0.852	0.658	
	<i>IT. Support Dept.</i>	ID					0.798
	<i>Supervisor Support</i>	SS					0.792
<i>Job Satisfaction</i>	JS1	0.810	0.898	0.909	0.925	0.711	
	JS2	0.814					
	JS3	0.812					
	JS4	0.891					
	JS5	0.884					
<i>Turnover Intention</i>	TI1	0.841	0.882	0.907	0.926	0.807	
	TI2	0.712					
	TI3	0.767					
	TI4	0.762					
	TI5	0.821					
<i>Transformational Leadership</i>	TL1	0.895	0.825	0.854	0.887	0.612	

(Karimah & Aslamiyah, 2024) stated that convergent validity is reviewed from the outer loadings value with the required value of > 0.7. Based on the table above, it shows that there are indicators that are declared valid, namely the Techno Resources (TR) variable has 3 valid indicators, the Job Satisfaction (JS) variable has 5 valid indicators, in addition, Turnover Intention (TI) has 5 valid indicators, and Transformational Leadership (TL) has 3 valid indicators. In addition, reliability is assessed through the composition consistency value (CR) and the average difference extracted (AVE), with the required values of CR = 0.7 and AVE = 0.5.

The results of the study indicate that the variables Techno Resources (CR=0.852; AVE=0.658), Job Satisfaction (CR=0.925; AVE=0.711), Turnover Intention (CR=0.926; AVE=0.807), and Transformational Leadership (CR=0.887; AVE=0.612). Therefore, each variable used in this study can be considered valid and can be used based on the research findings.

Table 2 R Square Test Results

Variables	R Square	R Square Adjusted
Job Satisfaction	0.234	0.223
Turnover Intention	0.565	0.556

The results of the structural model test, also known as the inner model, on the coefficient of determination (R2) are shown in the following table. There are three assessment criteria: a value of 0 to 1 divided by 0.75; 0.5 and 0.25 which state a strong, moderate, and weak model on the variable. Based on the results of this study, the effect of job satisfaction on turnover intention is 0.234 or 23.4% while the remaining 76.6% is influenced by other variables.

Tabel 3 Hypothesis Testing of Research Model

Hypothesis	Original Sample (O)	Standard Deviation (STDEV)	T Statistics	P Values	Conclusion
H1 : Job Satisfaction ->Turnover Intention	-0.267	0.056	4,774	0,000	Hypothesis Accepted
H2 : Techno- Resources -> Job Satisfaction	0.300	0.078	3,866	0,000	Hypothesis Accepted
H3 : Techno-Resources-> Turnover Intention	-0.384	0.079	4,869	0,000	Hypothesis Accepted
H4 : Transformational Leadership -> Job Satisfaction	0.275	0.087	3,155	0.002	Hypothesis Accepted
H5 : Transformational Leadership -> Turnover Intention	-0.312	0.042	7,346	0,000	Hypothesis Accepted

H1 = shows that Job Satisfaction has an effect on Turnover Intention. In the test results in the table above, the T value can be seen as 4.774 with a p-value of 0.000, and the original sample result is -0.267, meaning that hypothesis 1 is accepted.

H2 = shows that Techno Resources has an effect on Job Satisfaction. In the test results in the table above, the T value can be seen as 3.866 with a p-value of 0.000, and the original sample result is 0.300, meaning that hypothesis 2 is accepted.

H3 = shows that Techno Resources has an effect on Turnover Intention. In the test results in the table above, the T value can be seen as 4.869 with a p-value of 0.000, and the original sample result is -0.384, meaning that hypothesis 3 is accepted.

H4 = shows that Transformational Leadership has an effect on Job Satisfaction. In the test results in the table above, the T value can be seen as 3.155 with a p-value of 0.002, and the original sample result is 0.275, meaning that hypothesis 4 is accepted.

H5 = shows that Transformational Leadership has an effect on Turnover Intention. In the test results in the table above, the T value can be seen as 7.346 with a p-value of 0.000, and the original sample result is -0.312, meaning that hypothesis 5 is accepted.

Tabel 4 Indirect Influence

Mean, STDEV, T values, p values

Hypotesis	Original Sample (O)	Standard Deviation (STDEV)	T Statistics	P Values	Conclusion
H6 : Techno- Resources -> Turnover Intention	-0.08	-0.025	3,169	0.002	Accepted
H7:Transformational Leadership -> Turnover Intention	-0.073	-0.026	2,834	0.005	Accepted

H6 = shows that Techno Resources has an effect on Turnover Intention. In the test results in the table above, the T value can be seen as 3.169 with a p-value of 0.002, and the original sample result is -0.080, meaning that hypothesis 6 is accepted.

H7 = shows that Transformational Leadership has an effect on Turnover Intention. In the test results in the table above, the T value can be seen as 2.834 with a p-value of 0.005, and the original sample result is -0.073, meaning that hypothesis 7 is accepted.

The first hypothesis, Job Satisfaction has an impact on Turnover Intention. This

hypothesis is accepted with a T value with a p-value of , and the original sample size. which means that the higher the level of employee Job Satisfaction, the lower the likelihood of them having Turnover Intention. This finding strengthens the theory that Job Satisfaction at work is a key factor in retaining employees, where employees who are satisfied with their jobs tend to be more loyal to the organization and have a lower desire to seek employment opportunities elsewhere. Therefore, companies need to pay attention to factors that influence job satisfaction, such as the work environment, work- life balance, fair compensation, and opportunities for development, in order to reduce the level of Turnover Intention and increase employee retention in the long term.

The second hypothesis, Techno Resources has an impact on Job Satisfaction. This hypothesis is accepted with a T value with a p-value, and the original sample size. This can happen because good Techno Resources can reduce workload, increase productivity, and provide easier access to information and tools needed in daily work. Therefore, companies need to continue to develop and update the available Techno Resources, ensure that the system used is user-friendly, and provide the necessary training for employees so that they can utilize technology optimally. Thus, improvements in the technological aspect can be an effective strategy to increase Job Satisfaction and create a more conducive and innovative work environment.

The third hypothesis Techno Resources has an impact on Turnover Intention. This hypothesis is accepted with a T value with a p-value, and the original sample size. Adequate Techno Resources in the work environment can play an important role in increasing work comfort and efficiency, so that it can reduce stress and frustration levels which are often the main causes of the desire for Turnover Intention. With good technological infrastructure, a more efficient work system, and technological support that makes employee tasks easier, they will feel more helped in completing their work, increasing productivity, and feeling more satisfied with their workplace.

The fourth hypothesis Transformational Leadership has an impact on Job Satisfaction. This hypothesis is accepted with a T value with a p-value, and a sample size. Transformational Leadership, is able to inspire, motivate, and encourage employee growth and development, contributing to creating a more positive work environment. Transformational Leadership not only acts as a superior, but also as a mentor and role model who is able to provide a clear vision, build good working relationships, and encourage innovation and creativity in the team. With strong support from leaders, employees will feel more appreciated, have a higher sense of attachment to the organization, and feel more motivated in carrying out their duties.

The fifth hypothesis Transformational Leadership has an impact on Turnover Intention. This hypothesis is accepted with a T value with a p-value, and the sample size Transformational Leadership can play an important role in suppressing the level of employee Turnover Intention. Transformational Leadership that focuses on long-term vision, employee empowerment, and the creation of an inspiring and supportive work environment can increase employee emotional attachment to the organization so that it can increase higher loyalty.

The sixth hypothesis Techno Resources has an impact on Turnover Intention. This hypothesis is accepted with a T value with a p-value of , and a sample size of -0.080, the availability of adequate Techno Resources in the work environment can play a role in suppressing the level of employee Turnover Intention. Good technological infrastructure can increase work efficiency, reduce excessive workload, and help employees complete tasks more easily and quickly. With the support of technology, employees tend to feel more comfortable and satisfied in their work, so they have a lower desire to look for job opportunities elsewhere.

The seventh hypothesis Transformational Leadership has an impact on Turnover Intention. This hypothesis is accepted with a T value of 2.834 with a p-

value, and the results of the original sample, Leaders who are able to inspire, motivate, and support employee growth and well-being will create a more positive and conducive work environment. With Transformational leadership that has a clear vision, is able to provide guidance, and builds good relationships with employees, they will feel more appreciated and motivated to stay in the company. Therefore, companies need to encourage Transformational Leadership by providing leadership training, building a positive work culture, and creating closer relationships between leaders and employees.

CONCLUSION

Studies have shown that there is a positive correlation between Techno Resources and Job Satisfaction. Providing adequate Techno Resources by the company can help employees become more productive and reduce work-related stress, thereby increasing Job Satisfaction. In addition, studies have shown that employees who feel supported in terms of Techno Resources tend to be more satisfied with their jobs, which in turn results in higher levels of productivity. It was found that companies offer technology support, which plays a major role in increasing employee Job Satisfaction. In addition, access to Techno Resources increases flexibility and ease of work, thus employees feel more satisfied with their jobs.

LIMITATIONS AND SUGGESTIONS

The study was conducted in a limited period of time, In addition, the number of people who participated in filling out the study was very limited, which was only 150 respondents, this may not be representative enough to represent the population as a whole. As a result, the generalization of the results of the study that the number of people participating was not large enough. The variables studied in this study are the relationship between Techno Resources, Transformational Leadership, Job Satisfaction, and Turnover Intention. However, there are other variables that may have an effect but were not studied in this study.

MANAGERIAL IMPLICATIONS

To further increase productivity and Job Satisfaction, companies must ensure that the right Techno Resources are available and accessible to employees. It is highly recommended for those in charge of organizational leadership to implement Transformational Leadership. Transformational Leadership involves employee recognition and support, focus on individual progress, and motivation through a shared vision. High Job Satisfaction increases significantly to a decrease in Turnover Intention. Management should pay attention to things like a supportive work environment, recognition for achievements, opportunities for career growth, and work-life balance. Companies can reduce the cost of retaining quality employees by creating a positive work environment. Management should regularly evaluate employee workload and stress levels, and provide necessary support, such as counseling, work flexibility, and employee welfare programs. This step will ensure that employees remain satisfied with their jobs and remain loyal to the company.

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OPERATIONAL DEFINITION OF VARIABLES

No.	Original Questionnaire	Translate	Operasionalisasi Variabel
A. Techno-Resources (Shin et al., 2024)			
Dimensi Coworkers support (Widodo, 2020)			
1.	<i>The Coworkers I work with are competent in doing their jobs.</i>	Rekan kerja yang bekerja bersama saya memiliki kompetensi dalam melaksanakan tugasnya	Rekan yang bekerja bersama saya sangat kompeten dalam menjalankan pekerjaan
2.	<i>My coworkers care about me</i>	Rekan kerja peduli terhadap saya.	Rekan kerja terlalu peduli dengan saya
3.	<i>My coworkers are very friendly when working with me.</i>	Rekan kerja sangat ramah ketika bekerja dengan saya.	Rekan kerja saya, sangat ramah ketika sedang bekerja bersama
4.	<i>My co-workers are very helpful in getting the job done.</i>	Rekan kerja saya memberikan banyak bantuan dalam menyelesaikan tugas.	Rekan kerja membantu saya ketika mengalami kesulitan
5.	<i>The co-workers I work with encourage each other to work together.</i>	Rekan kerja yang bekerja dengan saya saling mendorong untuk bekerja sama.	Rekan kerja saya saling mendorong untuk melakukan bekerja bersama
Dimensi IT dept. support (Vandela Fransiska, et al., 2021)			
1.	<i>Data processing becomes easier and faster with the Information Technology Department</i>	Pengolahan data menjadi lebih mudah dan cepat dengan Departemen Teknologi Informasi	Pengolahan data menjadi lebih mudah dan cepat dengan menggunakan Departemen Teknologi Informasi
2.	<i>The use of the Information Technology Department is very helpful in working</i>	Penggunaan Departemen Teknologi Informasi sangat membantu dalam bekerja	Penggunaan Departemen Teknologi Informasi sangat membantu ketika bekerja
3.	<i>Utilization of the Information Technology Department minimizes the occurrence of errors</i>	Pemanfaatan Departemen Teknologi Informasi meminimalisir terjadinya kesalahan	Pemanfaatan Departemen Teknologi Informasi dapat meminimalisir terjadinya kesalahan
4.	<i>The utilization of the Information Technology Department provides accurate information</i>	Pemanfaatan Departemen Teknologi Informasi memberikan informasi yang akurat	Pemanfaatan Departemen Teknologi Informasi dapat memberikan informasi yang lebih akurat
5.	<i>The use of the Information Technology Department makes it easier for employees to assist in completing tasks.</i>	Penggunaan Departemen Teknologi Informasi memudahkan pegawai untuk membantu dalam penyelesaian tugas.	Penggunaan Departemen Teknologi Informasi dapat memudahkan pegawai untuk membantu dalam menyelesaikan tugas
Dimensi Supervisor support (Pokhrel, 2024)			
1.	<i>When I said I was having a problem with a colleague, my Supervisor gave me input.</i>	Ketika saya menyampaikan sedang mempunyai masalah dengan rekan kerja, <i>Supervisor</i> memberikan masukan kepada saya.	Ketika saya menyampaikan bahwa sedang mempunyai masalah dengan rekan kerja, maka <i>Supervisor</i> langsung mendengarkan dan memberikan masukan kepada saya
2.	<i>When I encounter difficulties in my work, the Supervisor is willing to help.</i>	Saat saya menemukan kesulitan dalam pekerjaan saya, <i>Supervisor</i> bersedia membantu.	Ketika saya sedang mengalami kesulitan dalam pekerjaan, <i>Supervisor</i> bersedia untuk membantu
3.	<i>My Supervisor really cares about my well-being and health.</i>	<i>Supervisor</i> saya sangat peduli dengan kesejahteraan dan kesehatan saya	<i>Supervisor</i> sangat peduli dengan kesejahteraan dan kesehatan yang saya alami.
4.	<i>When deciding something, the supervisor is fair enough and appreciates every ability that his employees have.</i>	Saat memutuskan sesuatu hal, <i>Supervisor</i> sudah cukup adil dan menghargai setiap kemampuan yang dimiliki oleh karyawannya.	<i>Supervisor</i> bersikap adil dan menghargai kemampuan yang dimiliki oleh setiap karyawan
5.	<i>When I told the supervisor that there was something different about my work results, the Supervisor immediately held a joint evaluation meeting.</i>	Saat saya memberitahu kepada <i>Supervisor</i> ada yang berbeda dari hasil kerja saya, <i>Supervisor</i> segera melakukan rapat evaluasi bersama.	Saat saya memberi tahu kepada <i>Supervisor</i> bahwa ada hasil kerja yang berbeda <i>Supervisor</i> segera melakukan rapat evaluasi bersama
6.	<i>The Supervisor gives praise when I do a good job.</i>	<i>Supervisor</i> memberikan pujian ketika saya mengerjakan pekerjaan yang baik	<i>Supervisor</i> memberikan pujian kepada karyawan karena telah mengerjakan pekerjaan dengan hasil baik
7.	<i>I completed the work on time with the directions given by the Supervisor.</i>	Saya menyelesaikan pekerjaan tepat waktu dengan arahan yang diberikan oleh <i>Supervisor</i> .	Saya menyelesaikan pekerjaan tepat waktu dengan arahan yang telah diberikan oleh <i>Supervisor</i>
B. Job satisfaction (Setyaningrum & Cahyono, 2021)			

1.	<i>I feel happy carrying out tasks at work</i>	Saya merasa senang melaksanakan tugas dalam pekerjaan	Saya merasa senang melaksanakan tugas dalam pekerjaan yang telah diberikan
2.	<i>I feel that the salary I receive is appropriate for the work I do.</i>	Saya merasa gaji yang diterima sesuai dengan pekerjaan	Saya merasa puas dengan gaji yang diterima sesuai dengan pekerjaan
3.	<i>I feel comfortable with my coworkers</i>	Saya merasa nyaman dengan rekan kerja	Saya merasa nyaman dengan rekan kerja di perusahaan ini
4.	<i>I feel happy with a boss who pays attention to his subordinates</i>	Saya merasa senang dengan atasan yang memperhatikan bawahannya	Saya merasa senang dengan atasan yang memperhatikan bawahannya
5.	<i>I feel the working environment is good and the facilities are adequate.</i>	Saya merasa lingkungan tempat bekerja baik dan fasilitas memadai	Saya merasa bahwa lingkungan tempat kerja baik dan fasilitas mendukung
C. Turnover intention (Ni Luh Eva Riantini <i>et al.</i> , 2021)			
1.	<i>I am thinking about leaving my current job because my workload is too heavy</i>	Saya berpikir untuk meninggalkan pekerjaan yang sekarang karena beban kerja saya terlalu berat	Saya berpikir untuk meninggalkan pekerjaan saat ini karena beban kerja terlalu berat.
2.	<i>I am thinking about leaving my current job because the compensation I receive is not appropriate</i>	Saya berpikir untuk meninggalkan pekerjaan yang sekarang karena kompensasi yang saya terima tidak sesuai	Saya ingin pindah ke pekerjaan lain karena kompensasi yang diterima tidak sesuai.
3.	<i>I am looking for information about new job vacancies at other companies.</i>	Saya mencari informasi mengenai lowongan pekerjaan baru di perusahaan lain.	Saya akan meninggalkan pekerjaan lama, jika saya mendapatkan pekerjaan baru dari perusahaan lain.
4.	<i>I contacted several relatives to ask new job vacancy for me.</i>	Saya menghubungi beberapa kerabat untuk menanyakan lowongan pekerjaan baru untuk saya.	Saya menghubungi beberapa kerabat mengenai ketersediaan lowongan pekerjaan di perusahaan lain..
5.	<i>I will leave the old company if I get a new job with a higher salary</i>	Saya akan meninggalkan perusahaan lama jika sudah mendapatkan pekerjaan baru dengan gaji yang lebih besar	Saya akan meninggalkan perusahaan lama jika sudah mendapatkan pekerjaan baru dengan gaji yang lebih besar
D. Transformational Leadership (Fikri, 2023)			
1.	<i>Subordinates trust leaders because leaders are considered to have views, values, and goals that they consider correct.</i>	Bawahan menaruh kepercayaan kepada pemimpin karena melihatnya memiliki visi, nilai, dan tujuan yang dianggap tepat.	Bawahan mempercayai pemimpin karena mempunyai pandangan, nilai dan tujuan yang jelas
2.	<i>Subordinates are encouraged to innovate in solving problems.</i>	Bawahan didorong untuk berinovasi dalam mencari solusi terhadap permasalahan	Bawahan didorong untuk melakukan inovasi dan menyelesaikan persoalan
3.	<i>Subordinates are encouraged to be creative to develop their abilities.</i>	Bawahan didorong untuk berkreasi dalam mengembangkan potensi dan keterampilannya.	Bawahan didorong untuk berkreasi untuk lebih mengembangkan kemampuan diri yang dipunya.