The effect of Laissez-Faire leadership and job dissatisfaction on turnover intention among teachers and educational staff at Private Islamic Junior High Schools in Tambang District

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ABSTRACT

Employee retention in private Islamic junior secondary schools was examined by focusing on two potential determinants of turnover intention: laissez-faire leadership and job dissatisfaction. The research took place at MTs Desa Kualu and MTs Muhajirin Kualu, both located in Tambang District. Rather than selecting only a portion of the workforce, the study involved every member of the population, comprising 32 teachers and educational staff, through a saturated sampling approach. The statistical findings indicated that laissez-faire leadership was positively and significantly associated with turnover intention, while job dissatisfaction also demonstrated a positive and significant effect on employees' intention to leaveFurthermore, the simultaneous analysis using the F-test demonstrated that both variables jointly exerted a positive and statistically significant effect on turnover intention.

Keywords: *Laissez-faire Leadership; Job Dissatisfaction; Turnover Intention*

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INTRODUCTION

In the education sector, the achievement of organizational goals and the effective implementation of policies are closely linked to the quality of human resource management. Achieving institutional objectives in an effective and sustainable manner requires personnel who possess adequate competencies, strong motivation to work, and sound managerial capabilities. These attributes collectively shape the quality of human resources and contribute to the overall success of an organization (Saidi, 2018). The quality of learning and the outcomes attained by educational institutions are closely linked to the contributions of teachers and other school personnel. For this reason, achieving educational objectives requires professionals who demonstrate strong dedication, maintain high standards of competence, and remain committed to the institutions in which they work (Utemov, 2019).

One of the main challenges often faced by educational organizations is the high level of turnover intention. Turnover intention refers to an individual's intention to voluntarily leave their job within a certain period of time, which is an early indicator of actual turnover. This phenomenon is influenced by various factors originating from individual, team, and organizational aspects (Albalawi et al., 2019). At Madrasah Tsanawiyah (MTs) Desa Kualu and MTs Muhajirin, the tendency of teachers and educational staff to change jobs is a significant problem because it has the potential to disrupt institutional stability and the quality of education.

Field observations and interview findings at the two madrasas indicate that employees' intentions to leave their jobs are associated with leadership practices and dissatisfaction at work. One leadership pattern identified is the laissez-faire approach, in which leaders grant subordinates considerable discretion and decision-making authority while maintaining limited direct participation in their activities. The effectiveness of this leadership approach depends on the characteristics of the team and the circumstances within the organization. When implemented without considering these conditions, it may lead to unclear responsibilities, weakened accountability, and reduced work performance. Such circumstances can contribute to employees' dissatisfaction with their jobs and increase their intention to resign (Lopez et al., 2025).

Beyond leadership practices, dissatisfaction with work also plays a substantial role in employees' decisions to leave an organization. This condition develops when the reality of the job falls short of employees' expectations, particularly regarding salary and benefits, career advancement, supervisory support, and relationships with colleagues (Yean et al., 2022). This condition can lead to decreased loyalty, work engagement, performance, and increased absenteeism (Can & Lanxi, 2023). In an educational environment, job dissatisfaction experienced by teachers and educational staff has the potential to reduce the effectiveness of learning and the quality of interaction with students.

Therefore, research on job dissatisfaction and its influence on turnover intention at MTs Desa Kualu and MTs Muhajirin is important to conduct. This research focuses on examining turnover intention among teachers and educational personnel employed at private Islamic junior secondary schools (Madrasah Tsanawiyah Swasta/MTSS) in Tambang District. The investigation is designed to establish whether laissez-faire leadership contributes to employees' intentions to leave their positions, identify the extent to which job dissatisfaction influences this intention, and assess the collective impact of these two factors on turnover intention within the institutions under study.

This study is expected to provide an empirical description of the working conditions of educators and the factors that influence job dissatisfaction. The findings of this study are expected to serve as a basis for madrasahs in formulating more responsive policies oriented toward improving the quality of the work environment, thereby supporting continuous improvement in the quality of education.

LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESES

Turnover Intention

The concept of turnover intention describes an employee's willingness or consideration to discontinue their employment voluntarily over a particular period (Albalawi et al., 2019). Unlike actual turnover, which occurs when an employee leaves their position, this concept reflects the preceding stage in which the possibility of resignation develops. Such considerations may be shaped by a combination of personal circumstances, interactions among colleagues, and the overall work environment established by the organization (Albalawi et al., 2019). Consistent with this view, Pratiwi and Riyono (2017) describe turnover intention as an employee's inclination to discontinue their current employment, which can function as an early signal of potential actual turnover due to the relationship between these two phenomena.

Laissez-Faire Leadership

Within an organization, the consequences of laissez-faire leadership depend on how the transfer of responsibility and the limited involvement of leaders affect employees' work. Lopez et al. (2025) explain that this approach can produce both favorable and unfavorable outcomes, despite being associated with a reduced leadership role. This leadership pattern is also marked by minimal direct assistance, limited supervisory intervention, and a lack of clear guidance for subordinates, who are expected to carry out their duties independently. Saputra et al. (2025) describe laissez-faire leadership as an approach in which leaders tend to avoid active participation in decision-making and entrust employees with substantial authority to manage their responsibilities. When such autonomy is not accompanied by adequate direction and support, the effectiveness of leadership may be compromised (Lopez et al., 2025).

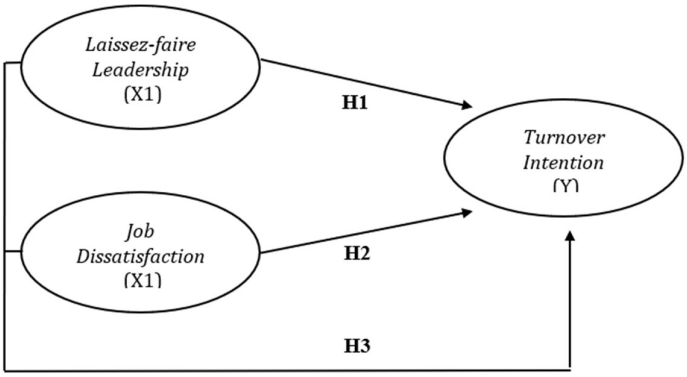
Job Dissatisfaction

The extent to which employees feel comfortable and fulfilled in their professional roles depends on how they perceive the experiences and outcomes associated with their work. Yean et al. (2022) explain that job satisfaction reflects an emotional condition shaped by an individual's judgment of their employment. Job Positive evaluations tend to develop when workplace experiences correspond to employees' needs and expectations (Saputra et al., 2025). Similarly, Albalawi et al. (2019) emphasize that favorable feelings toward a job arise from employees' perceptions of the rewards, appreciation, and benefits they obtain. However, when workplace realities do not align with personal aspirations or expected employment conditions, employees may develop unfavorable attitudes toward their jobs, leading to dissatisfaction (Saputra et al., 2025).

Research Framework

Figure 1 illustrates the conceptual model developed for this study, showing the proposed associations among the research variables. The model was constructed by integrating established theoretical perspectives with evidence from previous investigations to explain how the variables may relate to one another. This representation provides a

structured overview of the relationships being examined and serves as a foundation for formulating the research hypotheses.



Source : Constructed for this study, 2025

Figure 1
Research Framework

METHOD

A quantitative research design was adopted to examine the variables through measurable data and statistical procedures. This approach is grounded in positivism and involves collecting information from a defined population or sample using research instruments, followed by statistical analysis to evaluate the proposed hypotheses (Ahmaddien & Syarkani, 2019). The conceptual structure of the study was established by integrating relevant theoretical perspectives with empirical evidence from earlier investigations, thereby providing a logical basis for explaining the connections among the variables (Sugiyono, 2025). In gathering the required information, the researchers combined a literature review with field-based techniques, including interviews, direct observations, and questionnaire distribution.

The investigation covered 32 individuals comprising teachers and educational staff from MTs Desa Kualu and MTs Muhajirin. Since the entire population was included in the research, the sampling technique applied was saturated sampling, resulting in a total of 32 respondents (Ahmaddien & Syarkani, 2019).The study employed descriptive and verification methods within a quantitative framework, with questionnaires serving as the primary instrument for obtaining data. Subsequent analysis involved testing the research instruments and applying multiple regression analysis. The proposed relationships were then evaluated through partial hypothesis testing using the t-test, simultaneous testing using the F-test, and the coefficient of determination (R^2) to assess the explanatory contribution of the independent variables (Ahmaddien & Syarkani, 2019).

RESULTS AND DISCUSSION

Research Instrument Testing (Validity Test and Reliability Test)

Questionnaire validity was assessed to establish whether each statement item was appropriate for measuring the variables under investigation. In this procedure, the correlation coefficient obtained from the calculation r-calculated) was compared with the critical value in the r- table to determine the suitability of each instrument item (Ahmaddien & Syarkani, 2019). An item was considered valid when r-calculated exceeded r-table, whereas a value equal to or below the table threshold indicated that the item did not meet the validity criterion (Ahmaddien & Syarkani, 2019).). The critical r-table value was determined using the degrees-of-freedom formula N-2. Based on the

stated sample calculation, the reference value was reported as 0.349. The resulting r - calculated values are presented follows:

Table 1
Reliability Test Results

No	Variable	Statement	r Value	r Table	Description
1	Turnover Intention (Y)	P1	0,461	0,349	Valid
		P2	0,532	0,349	Valid
		P3	0,487	0,349	Valid
2	Laissez-faire Leadership (X1)	P1	0,655	0,349	Valid
		P2	0,654	0,349	Valid
		P3	0,581	0,349	Valid
		P4	0,581	0,349	Valid
3	Job Dissatisfaction (X2)	P1	0,531	0,349	Valid
		P2	0,716	0,349	Valid
		P3	0,556	0,349	Valid
		P4	0,648	0,349	Valid
		P5	0,636	0,349	Valid

Source: Data Analyzed, 2025

The comparison results in Table 1 demonstrate that the correlation coefficient obtained for every questionnaire item is higher than the required threshold of 0.349. These results provide evidence that the statements fulfill the validity requirements for measuring the variables examined in this research. Consequently, none of the items needs to be excluded on the basis of the validity assessment, and the entire set of statements is appropriate for use in the research instrument

The next stage involved examining whether the instrument produced consistent measurements through reliability testing. This assessment was applied exclusively to questionnaire items that had satisfied the validity criteria. Referring to Ahmaddien and Syarkani (2019), Cronbach's Alpha was used as the reliability indicator, with a coefficient greater than 0.60 establishing that the instrument met the specified standard. (Ahmaddien & Syarkani, 2019). The reliability test results are shown as follows:

Table 2
Reliability Test Results

No	Variable	Cronbach` Alpha	Standart Alpha	Description
1	Turnover Intention (Y)	0,621	0,60	Reliable
2	Laissez-faire Leadership (X1)	0,803	0,60	Reliable
3	Job Dissatisfaction (X2)	0,822	0,60	Reliable

Source: Data Analyzed, 2025

The instrument testing results demonstrate that the measurement tools used in this investigation are sufficiently dependable for further statistical examination. As shown in Table 2, the Cronbach's Alpha coefficient for each variable surpasses the required value of 0.60, indicating an acceptable level of internal consistency among the

measurement items. Consequently, all variables fulfill the specified reliability standards and may be retained for subsequent analytical procedures.

Multiple Regression Analysis

To determine the extent to which the independent variables explain variations in employees' turnover intention, a multiple linear regression analysis was performed using SPSS version 27. The model incorporated turnover intention as the dependent variable (Y), with laissez-faire leadership (X1) and job dissatisfaction (X2) designated as the independent variables. The analytical procedure followed the methodology outlined by Ahmaddien and Syarkani (2019), and the corresponding statistical results are summarized in Table 3.

Table 3
Multiple Linear Regression Analysis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	*(Constant)*	2.573	1.095		2.351	.026
	(X1)	.416	.063	.725	6.638	<.001
	(X2)	.154	.055	.307	2.810	.009

Source: Data Analyzed, 2025

The regression equation is constructed using the coefficient values presented in Table 3 :

$$\mathbf{Y = \alpha + \beta 1X1 + \beta 2X2 + \varepsilon}$$

Turnover Intention = 2,573 + 0,416 + 0,154 + ε

The regression equation is constructed using the coefficient values presented in Table 3 :

1. The regression model has a constant (α) of 2.573, which represents the predicted value of turnover intention when laissez-faire leadership (X1) and job dissatisfaction (X2) are both equal to zero. Under these conditions, turnover intention (Y) is estimated at 2.573.
2. A coefficient of 0.416 is obtained for laissez-faire leadership (β1X1). This means that turnover intention (Y) is predicted to rise by 0.416 for every one-unit increase in laissez-faire leadership (X1), provided that job dissatisfaction remains unchanged.
3. Job dissatisfaction (β2X2) has a regression coefficient of 0.154. Accordingly, a one-unit increase in job dissatisfaction (X2) is associated with a 0.154 increase in turnover intention (Y), assuming that laissez-faire leadership remains constant.
4. The residual component (e) accounts for unmeasured influences on turnover intention (Y) that fall outside the variables included in the regression model and is treated as a random variable with a probability distribution.

he positive regression coefficients suggest that increases in either laissez-faire leadership or job dissatisfaction are associated with higher predicted turnover intention, assuming the other variable remains constant.

Simultaneous Test (F Test)

To evaluate whether laissez-faire leadership and job dissatisfaction jointly contribute to turnover intention, a simultaneous hypothesis test was performed using the F-test (Ahmaddien & Syarkani, 2019). The analysis was conducted with SPSS version 27, and its output is presented below. The analysis determines whether the two independent variables jointly explain changes in the dependent variable within the research model.

Table 4
F Test Result

ANOVA[a]

Model		Sum of Squares	df	Beta	F	Sig.
1	Regression	2.573	2	19.942	27.758	<.001[b]
	Residual	.416	29	.718		
	Total	.154	31			

Source: Data Analyzed, 2025

Evidence from the F-test confirms the overall significance of the regression model. The computed F value (27.758) is higher than the tabulated value (3.316) for degrees of freedom (2; 30), with a significance level below 0.001 compared with the 0.05 criterion. Accordingly, Ha is supported, indicating that laissez-faire leadership and job dissatisfaction exert a statistically significant simultaneous influence on turnover intention.

Partial Test (T Test)

Individual hypothesis testing was performed to assess the statistical contribution of each independent variable to turnover intention through a partial t-test (Ahmaddien & Syarkani, 2019). The basis for determining the significance of each variable was the value listed in the significance column of the Coefficients table. The criteria applied to interpret the test outcomes are outlined below:

1. A statistically significant partial relationship between an independent variable and the dependent variable is established when the calculated significance value is below 0.05.
2. If the significance value obtained from the t-test exceeds 0.05, the independent variable is considered to have no statistically significant partial effect on the dependent variable.

Table summarizes the partial regression test results obtained using SPSS version 27.

Table 5
T Test Result

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	*(Constant)*	2.573	1.095		2.351	.026
	(X1)	.416	.063	.725	6.638	<.001
	(X2)	.154	.055	.307	2.810	.009

Source: Data Analyzed, 2025

The T table is located in column 0.025;29 on the T table, which is T table of 2.045. Based on the T table, it can be stated that:

1. Laissez-faire leadership demonstrates a statistically significant positive association with turnover intention, as indicated by a t-value of 6.638, exceeding the critical value of 2.045, and a significance level below 0.001, which is lower than 0.05. Therefore, Ha is supported.
2. Job dissatisfaction also exhibits a positive and statistically significant effect on turnover intention. The calculated t-value of 2.810 surpasses the critical value of 2.045, while the significance value of 0.009 falls below 0.05. Thus, Ha is accepted.

Coefficient of Determination Test (R^2)

The explanatory capacity of the regression model was evaluated using the coefficient of determination, which indicates how much variation in the dependent variable can be accounted for by the independent variables, either individually or collectively (Mintarti & Mutmainah, 2024). The findings obtained from this assessment are presented:

Table 6
Coeffiecient of Determinasi Test Result

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std Error of the estimate
1	.810[a]	.657	.633	.848

Source: Data Analyzed, 2025

A total of 63.3% of the variation in turnover intention can be attributed to laissez-faire leadership and job dissatisfaction, as indicated by the Adjusted R Square value of 0.633 in Table 6. The remaining 36.7% reflects the contribution of other variables excluded from the analysis.

The Effect of Laissez-faire Leadership on Turnover Intention

Employees may become more inclined to consider leaving an organization when leadership provides insufficient direction and involvement. The results of this research demonstrate that laissez-faire leadership is positively and significantly associated with turnover intention, meaning that stronger implementation of this leadership style corresponds to a greater intention among employees to leave. Under this approach, leaders tend to minimize supervision and transfer authority and responsibility to their subordinates without providing adequate guidance, coaching, or support. As a

consequence, employees may experience uncertainty about their roles and the scope of their duties, which can interfere with work effectiveness and create discomfort in performing their responsibilities. These conditions may subsequently strengthen employees' intentions to leave the organization (Lopez et al., 2025).

Evidence supporting this relationship was also reported by Cabarcos et al. (2021), who found that laissez-faire leadership had a positive and significant effect on employees' turnover intention. The lack of direction and structural support from leaders can cause job uncertainty, psychological pressure, and reduce employees' affective commitment to the organization. Employees' experiences indicate that limited managerial direction and inadequate support can create difficulties in fulfilling their responsibilities effectively. This condition can be examined through Leader–Member Exchange Theory (LMX), which highlights the role of leader–subordinate relationships in influencing employee attitudes. Zheng and Li (2024) explain that laissez-faire leadership may contribute to weaker workplace relationships, lower job satisfaction, and greater turnover intention. Accordingly, insufficient leadership involvement may reduce employees' connection with the organization and strengthen their intention to resign.

The Effect of Job Dissatisfaction on Turnover Intention

Growing dissatisfaction with work can encourage employees to consider opportunities outside their current organization. The statistical results confirm a positive and significant relationship between job dissatisfaction and turnover intention, indicating that employees' likelihood of planning to leave increases as their dissatisfaction intensifies. Several workplace-related issues may contribute to this situation, including excessive demands, strained relationships among colleagues, limited clarity regarding career advancement, perceived inequities in compensation and rewards, and working environments that fail to provide adequate support (Pratiwi & Riyono, 2017).

The results of the study show that one of the dominant forms of job dissatisfaction felt by employees is related to unclear career development, particularly the absence of clear rules and standards regarding job promotions. This condition causes confusion, reduces work motivation, and weakens employee attachment to the organization. In addition, the lack of support from coworkers in completing tasks also contributes to job dissatisfaction. The results of the descriptive analysis show that job dissatisfaction is reflected in a decline in performance quality, an increase in complaints about work, a weakening of emotional ties to the organization, low work engagement, and a decline in employee enthusiasm. When work does not meet the expectations and needs of employees, this condition gradually reduces loyalty and commitment, thereby encouraging an increase in turnover intentions.

Hamad and Dixon (2019) similarly found that dissatisfaction with work significantly increases employees' intention to resign. This outcome aligns with Herzberg's Two-Factor Theory and Equity Theory, which explain how workplace conditions and perceptions of fairness influence employee attitudes. Dissatisfaction may intensify when working environments are inadequate or compensation and treatment are perceived as unequal. Therefore, organizations need to strengthen workplace conditions, ensure fair reward systems, encourage transparent communication, and promote positive interpersonal relationships to reduce employees' desire to leave and maintain workforce stability.

The Simultaneous Effect of Laissez-faire Leadership and Job Dissatisfaction on Turnover Intention

The simultaneous F-test results indicate that laissez-faire leadership and job dissatisfaction have a positive and statistically significant effect on turnover intention. The combined influence of these variables demonstrates their collective contribution to employees' decisions to consider leaving an organization, as their effects may complement and reinforce one another. Limited supervisory involvement, inadequate direction, and insufficient managerial assistance associated with laissez-faire leadership can create uncertainty regarding job expectations and responsibilities. Such circumstances may generate workplace discomfort and increase employees' willingness to seek alternative employment. In addition, job dissatisfaction can affect employees' psychological well-being through concerns involving inequitable compensation, excessive workloads, restricted career advancement, and strained relationships with colleagues. Over time, these unfavorable experiences may weaken employees' motivation and organizational commitment.

Consistent with these findings, Lopez et al. (2025) reported that laissez-faire leadership and job dissatisfaction jointly influence turnover intention. To address this issue, educational institutions should strengthen leadership involvement, consider implementing more participative or transformational leadership approaches, and make continuous improvements to job satisfaction. These measures are expected to foster a more stable working environment while strengthening educators' motivation and commitment to their institutions.

CONCLUSION AND SUGGESTION

The analysis revealed that laissez-faire leadership and job dissatisfaction have significant positive effects on the turnover intention of teachers and educational personnel at private Islamic junior high schools (Madrasah Tsanawiyah) in Tambang District. Specifically, employees tend to exhibit stronger intentions to leave when leadership involvement becomes increasingly limited and dissatisfaction with their jobs rises.Within the school environment, excessive reliance on laissez-faire leadership may be unsuitable because the principal holds essential managerial, entrepreneurial, and supervisory responsibilities. These duties involve making strategic decisions, allocating institutional resources, encouraging innovation, and facilitating teacher development. The principal also exercises operational authority over budgeting, employee performance evaluations, and external partnerships. Therefore, delegating responsibilities should be balanced with appropriate supervision, clear instructions, and sufficient guidance to ensure that school operations remain effective and employees receive the support they need. Therefore, strengthening leadership competencies, particularly in the areas of communication, feedback, supervision, and role clarity, is important to improve work effectiveness, build positive working relationships, and encourage the application of more transformational leadership.

Preventing employees from developing a stronger intention to resign requires organizations to identify and address the underlying sources of workplace dissatisfaction before they result in actual departures. Relevant measures include reassessing workload distribution, providing clearer information about career advancement, and establishing effective two-way communication between management and staff. By addressing these aspects, institutions can foster a more positive workplace atmosphere that encourages greater motivation, strengthens employees' sense of belonging, and supports long-term organizational loyalty.

Further investigations should consider expanding the research population by including additional institutions and increasing the number of participants, thereby improving the potential applicability of the findings to broader groups. Examining other relevant variables, such as organizational commitment, workplace conditions, and transformational leadership, may also provide deeper insight into the factors associated with employees' decisions to remain in or leave an organization.

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