

THE INFLUENCE OF LEADERSHIP STYLE AND COMPENSATION ON TURNOVER INTENTION MEDIATED BY WORK MOTIVATION

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ABSTRACT

This study aims to determine how much influence leadership and compensation styles have on turnover intention through work motivation at PT Ocommerce Capital Indonesia. The number of respondents in this study were 73 respondents. The data used is a type of quantitative data obtained from filling out questionnaires by all respondents using the census method. The analytical method used in this research is through the Structural Equation Model (SEM) approach using the SmartPLS program. The results of this study indicate that there is a significant influence of leadership style and compensation on work motivation as an intervening variable.

Keywords: *Leadership Style, Compensation, Work Motivation, Turnover Intention*

1. INTRODUCTION

In this era of globalization, human resources are very important for companies to achieve the company's vision, mission and goals, because almost all of the company's operational activities are carried out by them, so that in carrying out their work it is hoped that all top management must pay attention to the welfare of their workers. . Top management is expected to be able to provide impactful support for their employees, and top management must also conduct feedback, coaching, 1-on-1 sessions to support any ongoing work in achieving company targets. Input from top management is very useful for every employee to improve while they are carrying out the work that is being given, and they are reminded again about what the company's goals are.

The welfare of these employees includes compensation and benefits that they must receive after their obligations have been completed. The way top management provides compensation and benefits can be done by looking at the performance of employees through individual KPIs in achieving the targets given in each division. The compensation and benefits that the company provides are expected so that each of its employees can continue to develop themselves in contributing to where they work.

Turnover Intention can occur and is influenced by several factors, including leadership style, compensation and benefits, work environment, work motivation, and lack of facilities such as training provided to employees. Turnover Intention refers to a person's opinion whether the person will stay or work at the company or they will leave the company where they are currently working.

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Table 1. PT.Ocommerce Capital Indonesia Employee Turnover Data for 2019 – March 2022

Years	Department								JQUAN TITY
	BRA ND MKT	BUS. DEV	FIN & ACCT	GU DA NG	HR	IT	MARK ET PLACE	SALE S	
2019	-	-	-	-	-	-	-	2	2
2020	-	-	-	-	-	-	-	4	4
2021	3	3	1	3	1	1	4	4	20
Maret 2022	-	1	-	1	1	1	-	1	5

Source: HR PT. Ocommerce Capital Indonesia, March 2022

Table 1 shows an increase in the number of employees who resigned from 2020 to March 2022. After the researchers conducted interviews with the HR Manager while conducting the research, the leadership style applied by the management of PT. Ocommerce Capital Indonesia does not provide opportunities for employees to express opinions or ideas and leaders are less active in involving their employees in making decisions. Compensation given in the form of salary is also felt to be less in accordance with the workload carried out by employees, and vice versa employees also feel dissatisfied with the salary given. Because of this, the work motivation of employees has greatly decreased, as evidenced by the increase in turnover from year to year.

2.LITERATURE REVIEW**2.1.Leadership Style**

According to Purnomo and Wijayanti (2013) in Suriyanto and Hoki (2019), leadership style comes from several theories, namely:

- Talent theory (traits), a theory that looks for character or personality, social, physical or intellectual that distinguishes leaders from non-leaders. Talent (traits) is defined as a predictable tendency, which directs individual behavior to act in a consistent and distinctive way.
- Behavioral Theory, a theory which suggests that specific behaviors distinguish leaders from non-leaders. Most leadership behavior is described by subordinates as an initial structure and consideration, that is, considering the feelings and well-being of subordinates.
- Situational Theory, situational style associated with tasks and relationships. What is meant by situational style is associated with tasks and relationships, namely that a manager or leader will use a particular style depending on what tasks or relationships stand out.

According to Thoha (2013) in Widayati and Haryanti (2019) argues that, leaders use a leadership style that depends on the situation, namely:

- Directive Leadership Style. This leadership style is the same as the autocratic leadership model. The leader gives specific advice to the group and establishes ground rules. Subordinates do not have the opportunity to participate or express opinions.
- Supportive Leadership Style. There is a good relationship between the leader and the group and shows sensitivity to the needs of members. Leaders are friendly, approachable, and have genuine human concern for their subordinates.
- Participatory Leadership Style. The leader makes decisions based on consultation with the group, and shares information with the group, but the decision making still lies with the leader.

According to Pambudi and Tecoalu (2019) argue that transformational leaders will help their subordinates develop and prepare them to become the next leaders by paying attention to what their subordinates need, empowering them and aligning the goals of each individual with the goals of the leader and organizational goals.

2.2. Compensation

Increased compensation will greatly affect company performance, thus impacting employee motivation. Without compensation, employee needs cannot be met. The compensation provided not only satisfies physical needs but is also a recognition and a sense of achievement. The purpose of compensation itself can be regarded as one of the motivations or incentives provided by the company to increase employee work productivity. According to Hasibuan 2002 in Pioh and Tawas 2016, the objectives of providing compensation include cooperation bonds, job satisfaction, effective procurement, motivation, employee stability, discipline, labor union influence, and government influence.

According to Bangun (2012) in Widayati and Haryanti (2019) states that, compensation is all the rewards received by employees for the work of these employees in the organization. Measurement of compensation is determined by the price or value of work and the compensation system implemented by the organization as a whole. The higher the value of work to the organization as a whole, the higher the compensation received. Compensation has an important role in retaining competent employees (Tj et al., 2021).

2.3. Work Motivation

According to Sultan (2021) states that motivation is a factor that influences employees in completing each job, this is because motivation is an encouragement to an employee in completing the work for which he is responsible, someone who has high motivation will of course always complete his work to the maximum extent possible.

Motivation contained in a person's character usually consists of various aspects, including:

1. Have high responsibility.
2. Have a work program based on realistic plans and goals and strive to realize them.
3. Have the ability to make decisions and dare to take the risks faced.
4. Do meaningful work and deliver satisfactory results.
5. Have the desire to become a prominent person who masters a particular field.

Motivation is a driving factor for an individual in carrying out certain activities, where there are three motivational systems including individual characteristics, job characteristics, and organizational characteristics (Tecoalu et al., 2022).

2.4. Turnover Intention

The concept of turnover intention according to Ngo-Henha (2017), says that "turnover intention is ambiguous. It reflects the attitude that an employee has towards the organization. One will concur with attitudes that are very complex and therefore several fundamental components must be considered in order to understand them. Intentions are a statement about a specific behavior of interest. The terms turnover intention, turnover intention, intention to leave and intention to quit, are used synonymously in the literature to describe the likelihood that an employee will quit his or her job in the near future."

Turnover in the organization is a process where employees will leave their jobs in the organization or the organization will replace their position. Turnover intention is when an employee of an organization plans to leave his position or the organization wants to eliminate the employee's position. Employee turnover is a problem faced by many companies in developing countries, because a high turnover rate will add to the company's burden in the hiring process for new employees. Turnover Intention is something that always happens in organizational life and many of them cause problems. To a certain extent the turnover of employees brings a good influence. The increase in employee turnover was mainly due to the displeasure of employees working for the company. Employee turnover can also occur because the number of workers needed is far less than the number of requests, where the higher rate of employee turnover is due to

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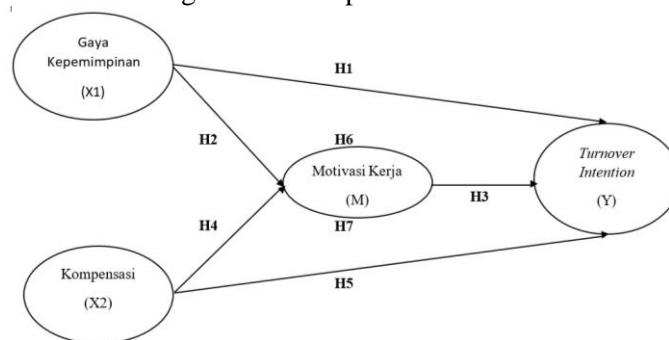
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the emergence of new companies that are constantly growing and needing many employees.

2.5. Conceptual Framework

This research was conducted to determine the influence of leadership style and compensation on turnover intention with work motivation as a mediation. Leadership Style as independent variable 1 (X1), Compensation as independent variable 2 (X2), Work motivation as mediation (M) and Turnover Intention as dependent variable (Y). The selection of work motivation variable as a mediating variable is because the author has conducted an interview with HR PT Ocommerce Capital Indonesia, with work motivation from within the employee, it will be able to influence superiors in determining the leadership style to be used for each individual as well as KPI results Good management will also determine the amount of compensation received so that the level of turnover intention will decrease.

Figure 1. Conceptual Framework



In this study, turnover intention is influenced by several factors, namely: leadership style, compensation and work motivation. The hypothesis set in this study, based on the background of the problem, the formulation of the problem and the conceptual framework that has been described, include:

- H1: Leadership style has an effect on turnover intention
- H2: Leadership style influences work motivation.
- H3: Work motivation has an effect on turnover intention.
- H4: Compensation has an effect on work motivation.
- H5: Compensation has an effect on turnover intention.
- H6: Work motivation mediates the effect of leadership style on turnover intention.
- H7: Work motivation mediates the effect of compensation on turnover intention.

3. RESEARCH METHOD

According to Sugiyono (2012), population is a generalized area consisting of objects or subjects that have certain qualities and characteristics that are applied by researchers to study and then draw conclusions. Based on these qualities and characteristics, the population can be understood as a group of individuals or objects of observation that have at least one characteristic in common. The population to be taken in this study is all employees of PT. Ocommerce Capital Indonesia, totaling 73 respondents. Respondents in this study were all employees of PT Ocommerce Capital Indonesia, totaling 73 people. Respondent data collection was carried out by distributing questionnaires to all employees at PT Ocommerce Capital Indonesia.

In this study, the source of data in this study is primary data. The data collection technique that will be applied is the questionnaire method. This questionnaire is expected to be able to provide an overview of the influence of leadership style and compensation on turnover intention which is mediated by work motivation. In the questionnaire there are 4 variable components with a

total of 28 questions.

Data analysis used in this study uses the Partial Least Square (PLS) approach. PLS is a component- or variant-based Structural Equation Modeling (SEM) model. According to Ghozali (2014) PLS is a powerful analytical method because it is not based on many assumptions. PLS analysis goes through two measurements called the outer model (measurement model) and the inner model (structural model).

4.RESULT AND DISCUSSION

4.1.Description of Respondent Characteristics

Data collection was carried out in this study by distributing questionnaires to employees of PT. Ocommerce Capital Indonesia. Respondents in this study were employees of PT. Ocommerce Capital Indonesia has 73 employees. Based on the demographics of the respondents, it is known that the majority of respondents are dominated by men, and have a majority age range of 25 to 35 years. The majority of respondents have work backgrounds in sales, IT, and brand marketing and have an average of one year of work experience.

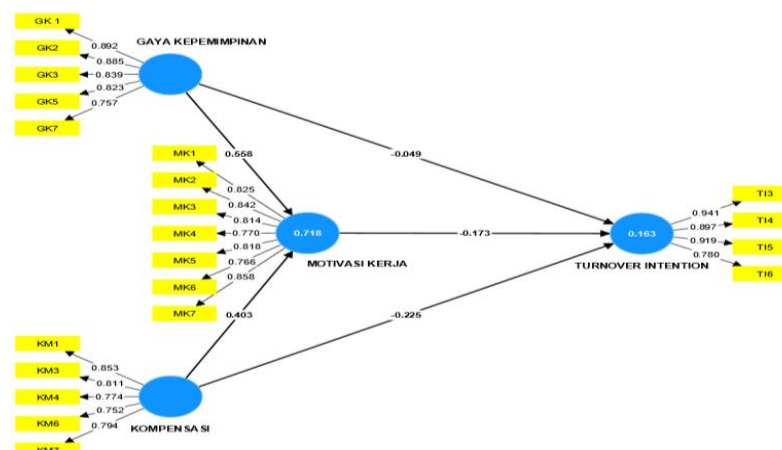
4.2.Data Analysis – Outer Model

The outer model is a measurement model used to measure the validity and reliability of the model. Through the algorithm process, the measurement model parameters (convergent validity, discriminant validity, composite reliability and conbranch's alpha) are obtained, also including the value of R2 as a predictive model parameter.

4.3.Convergent Validity

Convergent validity refers to the degree of correspondence between the attributes of the measurement results of the measuring instrument and the theoretical concepts that explain the existence of the attributes of these variables. The individual reflective measure is said to be high if the measured variable has a correlation of more than 0.7. But for early-stage research a measurement scale of 0.5 to 0.6 is considered sufficient. Based on the results of the analysis there are 7 indicators removed from the research instrument. The seven indicators were declared invalid because the loading factor value was <0.7 , namely indicators 4, 6, 9, 12, 22, 23 and 28 from the variable leadership style to turnover intention.

Figure 2. Factor Loading



Convergent validity can also be determined based on the Average Variance Extracted (AVE) value. The expected AVE value is above 0.5. In this study, the four variables met the convergent validity requirements because they had a value of more than 0.5. The following is the AVE value of each variable.

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Table 2. AVE

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
GAYA KEPEMIMPINAN	0.896	0.907	0.923	0.707
KOMPENSASI	0.857	0.866	0.897	0.636
MOTIVASI KERJA	0.915	0.919	0.932	0.662
TURNOVER INTENTION	0.907	0.928	0.936	0.785

From the table above it can be seen that the average extract variant has a value of > 0.5, so it is considered valid.

4.4.Discriminant Validity

Discriminant validity is intended to ensure that each indicator of a construct variable is different from other construct variables. A model has good discriminant validity if it has the squared AVE value of each construct variable (the AVE squared diagonally) is greater than the correlation between the construct and the other constructs (the AVE squared value below the diagonal). Discriminant validity testing is done by performing the Fornell-Larcker test shown below.

Table 3. Squared Value of AVE

	GAYA KEPEMIMPINAN	KOMPENSASI	MOTIVASI KERJA	TURNOVER INTENTION
GAYA KEPEMIMPINAN	0.841			
KOMPENSASI	0.541	0.797		
MOTIVASI KERJA	0.776	0.705	0.814	
TURNOVER INTENTION	-0.306	-0.374	-0.370	0.886

4.5.Cronbach's Alpha and Composite Reliability

Reliability testing is carried out to test the accuracy and precision of a measuring instrument in a measurement procedure. This means the extent to which the results of a measurement can be trusted. A measurement result can be trusted if in several measurements carried out on the same group of subjects, relatively the same measurement results are obtained. Reliability was tested through Cronbach's Alpha and composite reliability. A variable is said to be reliable if the value of Cronbach's Alpha and composite reliability > 0.7.

Table 4. Reliability Test Results

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
GAYA KEPEMIMPINAN	0.896	0.907	0.923	0.707
KOMPENSASI	0.857	0.866	0.897	0.636
MOTIVASI KERJA	0.915	0.919	0.932	0.662
TURNOVER INTENTION	0.907	0.928	0.936	0.785

From the table above it can be seen that the composite reliability and Cronbach's Alpha values are all > 0.7. Thus it can be said that all variables are reliable.

4.6.Inner Model Analysis

The inner model is a structural model that predicts the quality relationship between latent variables. Measurements were made using R Square & Q Square.

Figure 3. Path Coefficient

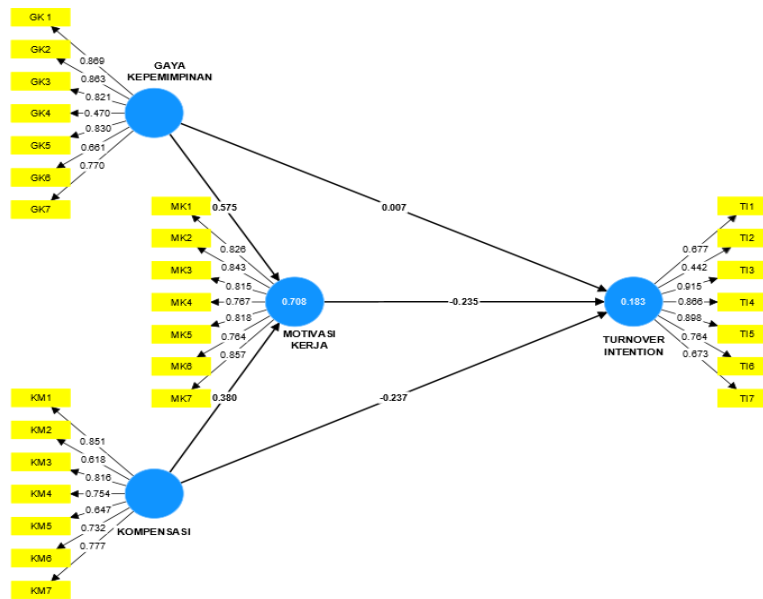


Table 5. Path Coefficient

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O /STDEV)	P values
GAYA KEPEMIMPINAN -> MOTIVASI KERJA	0.558	0.571	0.083	6.702	0.000
GAYA KEPEMIMPINAN -> TURNOVER INTENTION	-0.049	-0.071	0.177	0.279	0.780
KOMPENSASI -> MOTIVASI KERJA	0.403	0.391	0.102	3.973	0.000
KOMPENSASI -> TURNOVER INTENTION	-0.225	-0.214	0.248	0.911	0.363
MOTIVASI KERJA -> TURNOVER INTENTION	-0.173	-0.178	0.227	0.761	0.447

From the table above, it can be seen that not all path coefficient values are positive, some are negative. The greatest path coefficient value is found in the influence of leadership style on work motivation, amounting to 0.558. The greater the path coefficient value of the independent variable on the dependent variable, the greater the influence of the independent variable on the dependent variable.

4.7.R-Square

The measure used in evaluating the structural model is the coefficient of determination (R²). This coefficient is a measure of the predictive power of the model and is calculated as the square of the correlation between the actual and predicted values of the specific endogenous construct. R² values range from 0 to 1, with a higher level indicating a higher degree of prediction accuracy. The R² value is categorized as strong if it is more than 0.67, moderate if it is more than 0.3 but lower than 0.67, and weak if it is more than 0.19 but lower than 0.33.

Table 6. R-Square

	R-square	R-square adjusted
MOTIVASI KERJA	0.718	0.710
TURNOVER INTENTION	0.163	0.127

The R² value of motivation is 0.718 indicating a strong predictive level which illustrates that variations in work motivation can be explained by the support of the work environment of 71.8%. Meanwhile the R² turnover intention value of 0.163 shows a low prediction which states that the variation in the turnover intention variable can be explained by 16.3% by the desire to resign, and the intention to move to a new job or place.

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4.8.Q-Square

The goodness of fit assessment is known from the Q-Square value. The Q-Square value means the same value as R-Square in the regression analysis where the higher the Q-Square value, the better the model can be said. The following is the calculation of the Q-Square value:

$$\begin{aligned} \text{Q-Square} &: 1 - [(1-R^2_1) \times (1-R^2_2)] \\ &: 1 - [(1-0,718) \times (1-0,163)] \\ &: 1 - (0,282 \times 0,837) \\ &: 1 - 0,236034 \\ &: 0,763966 \end{aligned}$$

Based on the calculation results above, the Q-Square value obtained is 0.763966. Thus this study shows a diversity of research of 76.39%. While the remaining 23.61% is explained by other factors outside of this study. With the results obtained, it can be said that this research model has a good goodness of fit.

4.9.Hypothesis Test

Based on the results of data processing that has been done, it can be used to calculate the hypothesis in this study. Hypothesis testing in this study was carried out by looking at the T-Statistic and P-Values. The research hypothesis can be accepted if the P-Values are less than <0.05.

Table 7. Path Coefficient

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O /STDEV)	P values
GAYA KEPEMIMPINAN -> MOTIVASI KERJA	0.558	0.571	0.083	6.702	0.000
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KOMPENSASI -> TURNOVER INTENTION	-0.225	-0.214	0.248	0.911	0.363
MOTIVASI KERJA -> TURNOVER INTENTION	-0.173	-0.178	0.227	0.761	0.447

Hypothesis 1: The Effect of Leadership Style on Turnover Intention

Leadership style at work does not have a significant effect on turnover intention, thus hypothesis 1 is rejected. The T-Statistic value of 0.279 is less than the T-Table value of 1.96 and the P-Values of 0.780 is greater than 0.05.

Hypothesis 2: The Effect of Leadership Style on Work Motivation

Leadership style at work has a significant influence on work motivation, thus hypothesis 2 is accepted. The T-Statistic value of 6.702 is greater than the T-table value of 1.96 and the P-Values of 0.000 is less than 0.05.

Hypothesis 3: Effect of Work Motivation on Turnover Intention

Work motivation has no significant effect on turnover intention, thus hypothesis 3 is rejected. The T-Statistic value of 0.761 is smaller than the T-Table value of 1.96 and the P-Values of 0.447 is greater than 0.05.

Hypothesis 4: Effect of Compensation on Work Motivation

Compensation at work has a significant effect on work motivation, thus hypothesis 4 can be accepted. The T-Statistic value of 3.973 is greater than the T-Table of 1.96 and the P-Values of 0.000 is less than 0.05.

Hypothesis 5: Effect of Compensation on Turnover Intention

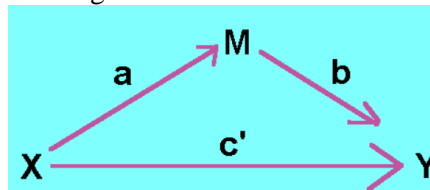
Compensation has no significant effect on turnover intention, hypothesis 5 is rejected. The T-Statistic value of 0.911 is greater than the T-Table of 1.96 and the P-Values of 0.363 is greater than 0.05.

Hypotheses 6 and 7: Mediation Effect of Work Motivation

To examine the role of work motivation as a mediating variable for the effect of leadership

style on turnover intention and the role of work motivation as a mediating variable for the effect of compensation on turnover intention. Kenny (2018) explains the causal step mediation effect through the diagram below.

Figure 4. Mediation Model



Thus full mediation (full mediation - complete mediation) will occur when the X variable is unable to significantly influence the Y variable without going through the M variable. Meanwhile, partial mediation occurs when the X variable is able to significantly influence the Y variable without going through the M variable (the mediator).

Mediation Effect Test

Table 8. Mediating Effect of Leadership Style, Motivation and Turnover Intention

Effect	Coefficient	P-Value	Result
Leadership Style -> Turnover Intention	0,049	,780	Not Significant
Leadership Style -> Motivation	0,558	,000	Significant
Motivation -> Turnover Intention	0,173	,447	Not Significant

From the table above it can be seen that leadership style is not able to influence turnover intention (not significant) if not through the mediation of work motivation. Meanwhile, work motivation cannot affect turnover intention (not significant). Thus the work motivation variable cannot mediate the effect of leadership style on turnover intention.

Table 9. Effect of Compensation Mediation, Motivation and Turnover Intention

Effect	Coefficient	P-Value	Result
Compensation -> Turnover Intention	0,225	,363	Not Significant
Compensation -> Motivation	0,403	,000	Significant
Motivation -> Turnover Intention	0,173	,447	Not Significant

From the table above it can be seen that compensation is not able to influence turnover intention (not significant) if not through the mediation of work motivation. Meanwhile, work motivation cannot affect turnover intention (not significant). Thus the work motivation variable cannot mediate the effect of compensation on turnover intention.

Discussion

Based on the results of the statistical research that has been done, it can be seen partially that all the independent variables have an effect on the dependent variable.

1. The Influence of Leadership Style on Turnover Intention

The results of testing hypothesis 1 through the calculation results obtained a coefficient value

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of -0.049 and a P-Values of 0.780, in this study H_a was rejected and H_o was accepted. Thus the results of statistical testing show that leadership style has no significant effect on turnover intention. These results differ from previous research by Sultan (2021), stating that leadership style has a significant effect on turnover intention. The better the leadership style in an organization, the lower the intention of employees to resign from their current job.

2. The Influence of Leadership Style on Work Motivation.

The results of testing hypothesis 2 through the calculation results obtained a coefficient value of 0.558 and a P-value of 0.000, in this study H_a was accepted and H_o was rejected. Thus the results of statistical testing show that leadership style has a positive and significant effect on work motivation. These results are supported by previous research by Wowor et al. 2019, states that leadership style has a positive and significant effect on work motivation. Every leader is required to be able to adapt his leadership style to the situation in the organization so that employees continue to have good work motivation.

3. Effect of Work Motivation on Turnover Intention.

The results of hypothesis testing 3 through the calculation results obtained a coefficient value of -0.173 and a P-value of 0.447, in this study H_a was rejected and H_o was accepted. Thus the results of statistical testing show that work motivation has no significant effect on turnover intention. This is different from previous research by Hidayati and Saputra (2018), stating that work motivation has a positive and significant effect on turnover intention. By increasing or decreasing the work motivation given to employees, it does not affect their intention to resign.

4. Effect of Compensation on Work Motivation.

The results of hypothesis testing 4 through the calculation results obtained a coefficient value of -0.403 and a P-value of 0.000, in this study H_a was accepted and H_o was rejected. Thus the results of statistical testing show that compensation has a significant effect on work motivation. This is supported by Sultan's previous research (2021), stating that compensation has a positive and significant effect on work motivation. Every employee who works in an organization will definitely expect compensation that can meet their needs. The better the compensation given, the better their motivation to work.

5. Effect of Compensation on Turnover Intention.

The results of hypothesis testing 5 through the calculation results obtained a coefficient value of -0.225 and a P-value of 0.363, in this study H_a was rejected and H_o was accepted. Thus the results of statistical testing show that compensation has no significant effect on turnover intention. This is different from Sandy's research (2019), which states that compensation has a positive and insignificant effect on turnover intention. All employees certainly want to get compensation according to what they expect based on the work that has been done.

6. Work Motivation Affects Leadership Style on Turnover Intention.

The results of hypothesis 6 test show that leadership style has no significant effect on turnover intention, while work motivation has no effect on turnover intention. So work motivation is not able to mediate the effect of leadership style on turnover intention.

7. Work Motivation Affects Compensation Against Turnover Intention.

The results of hypothesis 7 test show that compensation has no significant effect on turnover intention, while work motivation has no effect on turnover intention. So work motivation is not able to mediate compensation for turnover intention.

5.CONCLUSION AND RECOMMENDATION

5.1.CONCLUSION

Based on the processing of data analysis and testing of all the variables tested in this study (leadership style, compensation, motivation and turnover intention) of PT Ocommerce Capital Indonesia employees, the following conclusions are drawn:

1. Leadership style has no effect on turnover intention at PT Ocommerce Capital Indonesia. It

can be concluded that the leadership style applied to employees has no effect on turnover intention.

2. Leadership style influences work motivation at PT Ocommerce Capital Indonesia. It can be concluded that the leadership style applied to employees influences work motivation.
3. Work motivation has no effect on turnover intention at PT Ocommerce Capital Indonesia. It can be concluded that the work motivation applied to employees has no effect on turnover intention.
4. Compensation affects work motivation at PT Ocommerce Capital Indonesia. It can be concluded that the compensation applied to employees influences work motivation.
5. Compensation has no effect on turnover intention at PT Ocommerce Capital Indonesia. It can be concluded that the compensation applied to employees has no effect on turnover intention.
6. Work motivation has no effect as an intervening variable between leadership style and turnover intention at PT Ocommerce Capital Indonesia.
7. Work motivation has no effect as an intervening variable between compensation and turnover intention at PT Ocommerce Capital Indonesia.

5.2.Recommendation

For further research, the authors hope to be able to add other variables such as organizational commitment, job satisfaction, employee performance, job stressors and other variables that can reduce the level of employee turnover intention. For further research, it is expected to increase the number of participants in filling out the questionnaire or the number of respondents to be taken in a company and look for companies from other sectors to complement previous research.

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