The Influence of Compensation, Leadership Style, and Work Environment on Turnover Intention Employees

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ABSTRACT: Compensation, leadership style, and work environment are very important for a company to level up turnover intention not high. This research aims to determine the influence of compensation, leadership style, and work environment on turnover intention employee at the Al Kausar Boarding School Sukabumi Foundation. The population in this study were all employees of the Al Kausar Boarding School Sukabumi Foundation, totaling 140 employees. A sample of 104 employees was taken using a probability sampling approach, with a simple random sampling technique. The analytical tool used is multiple linear regression analysis which has previously been tested for validity, reliability and classical assumption tests. The test results show that compensation, leadership style, and work environment have a simultaneous influence on turnover intention. Compensation, leadership style, and work environment have a partially negative and significant influence turnover intention. Increasing compensation, leadership styles and work environments will have an impact on decreasing levels turnover intention.

KEYWORDS: Compensation, leadership style, work environment, turnover intention.

I. INTRODUCTION

In this era of globalization, the development of science and technology is increasing rapidly, as well as the way of working and competition in each company is always experiencing increasingly rapid changes and developments. Companies need to manage Human Resources (HR) well so they can create high performance, because paying attention to high performance will help the company succeed in achieving its goals. One effort to achieve the company's desired target or goal is to minimize employee turnover by paying attention to all factors that cause employees' desire to move (turnover intention). Turnover intention is the employee's tendency or intention to stop working from his job voluntarily or move from one place of work to another according to his choice (Mobley, 2011). An employee's desire to leave the company is closely related to compensation, work environment, leadership style, job satisfaction, career opportunities, work relationships, rewards, and workload (Mathis & Jackson, 2009).

Compensation is all income in the form of money, direct or indirect goods received by employees as compensation for services provided to the company (Hasibuan, 2017). Leadership style is the behavioral patterns that a leader applies in working with other people as perceived by people (Kartono, 2016). The work environment is all the things around employees regarding the place to work that can influence how they carry out their work. (Sedarmayanti, 2017).

Al Kausar Boarding School Foundation is an educational institution that was built in 1997 with the concept of boarding school education (international) which combines the Ministry of Education and Culture curriculum and the instillation of Islamic values. The problem faced by the Al Kausar Boarding School Sukabumi Foundation is a change in level *turnover* every year. Level *turnover* Sukabumi Al Kausar Boarding School Foundation in 2021 amounted to 1.43%, in 2022 it amounted to -0.72%, and in 2023 it amounted to -3.28%, of course this can prove that there is a change in the numbers *turnover* which is very significant, which means an increase in employees leaving the company This is also supported by the results of the pre-survey that the author conducted regarding turnover intention by distributing questionnaires to 35 (thirty five) employees or 25% of the total 140 (one hundred and forty) employees of the Al Kausar Boarding School Sukabumi Foundation, as in Table 1.1 below:

Table 1. Pre-Survey ResultsTurnover Intention Al Kausar Boarding School Sukabumi Foundation

No	Question	Answer		Interpretation
		Yes	No	
1	Employees Having thoughts of quitting work?	18	17	51.43% of employees answered Yes, they had thoughts of quitting work, and 48.57% of employees answered their bosses Didn't have thoughts of quitting work.

2	Employees have the desire to leave the company?	22	13	62.86% of employees answered Yes and had the desire to leave the company, and 37.14% of employees answered that their superiors had no desire to leave the company.
3	Employees have the desire to look for work elsewhere?	28	7	80% of employees answered Yes and had the desire to look for work elsewhere, and 20% of employees answered that their superiors had no desire to look for work elsewhere.
Rate-rate		23	12	65.71% of the average employees who answered had thoughts of quitting, the desire to leave and look for work elsewhere, and 34.29% of the average employees who answered did not have thoughts of quitting, the desire to leaving, and wanting to look for work elsewhere.

Source: Primary data processed (2023)

In Table 1.1 above it can be seen that there is a problem turnover intention at the Al Kausar Boarding School Sukabumi Foundation, including: 18 employees who answered that they had thoughts of quitting work or 51.43%, 22 employees who answered that they had the desire to leave the company or 62.86%, and employees 28 people who answered had the desire to look for work elsewhere or 80%. This can have a bad impact on the foundation because it can cause financial losses because recruiting new employees is not an easy and cheap thing to do. The work process can take a long time and will definitely cost a lot of money, can reduce productivity figures, reduce the foundation's profit figures, and can have a negative impact on employee morale, therefore the Al Kausar Boarding School Sukabumi Foundation must pay attention to employee turnover data so that it does not impact bad for the company. This is because the compensation provided by the company is still lacking, one of which is the work facilities at the Al Kausar Boarding School Foundation, namely that there are work facilities that are slightly damaged and heavily damaged so that many facilities are still lacking with an average shortage of work facilities of 15.08%, p. it can hinder employee productivity.

The aspect of leadership style that influences is the attitude of company leaders who are still less than democratic, making employees less comfortable and difficult to develop themselves. Based on the results of the pre-survey, there are leadership style problems at the Al Kausar Boarding School Sukabumi Foundation, including: employees who answer that their superiors are unable to set an example 21 people or 60% have good habits, 23 employees who answered that superiors do not have the ability to control emotions or 65.71%, and 24 employees who answered that superiors do not have the ability to make decisions or 68.57% have good habits. .

Aspects of the work environment are work environments that are less conducive, both physical work environments and non-physical work environments. Based on the pre-survey results, there are factors that cause the physical work environment to be poor. Employees tend to choose no more from the questions given that employees feel that the light arrangement in the workplace does not make working comfortable, the air temperature in the workplace does not make working comfortable, the color arrangement in the workplace does not make working calm, and the time for entering and leaving work is not according to schedule, employees do not have a good working relationship with their superiors and employees do not have a working relationship between employees that can create enthusiasm for work.

II. METHOD

This research uses descriptive and verification methods with a quantitative approach. The population in this study were all employees of the Al Kausar Boarding School Sukabumi Foundation, totaling 140 employees with a sample of 104 employees using a probability sampling approach technique, and a simple random sampling technique using the Slovin formula, error margin of 5%.

The variables in this research consist of two types, namely the independent variable which consists of compensation, leadership style, and work environment, the dependent variable, namely turnover intention. compensation is measured through salary, incentives, benefits, and facilities. Leadership style is measured through traits, habits, temperament, character and personality. The work environment is measured through lighting, air temperature, cleanliness, use of color, safety, working hours, relationships with superiors, and relationships with coworkers. Turnover intention measured based on thoughts of quitting, desire to leave, and desire to find another job. All statements contained in the questionnaire were measured using an ordinal scale with five points ranging from 1 for strongly disagree to 5 for strongly agree.

This research uses primary data obtained directly through observation, interviews and questionnaires given to respondents, as well as secondary data obtained from archival data from the Al Kausar Boarding School Sukabumi Foundation. The data analysis tool used in this research uses multiple linear regression analysis with the help of Statistical Package For Social Sciences (SPSS) version 24. Before testing the relationship between variables, a validity test, reliability test and classical assumption test are carried out.

Validity test results of indicator items on the compensation variable (X_1) using correlationspearman rank shows that the 10 instruments were declared valid because the correlation value was in accordance with the determined value, namely r_{count} greater or equal to r_{table}then it is declared valid.

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The results of the validity test of the indicator items on the first leadership style variable (X_2) using correlationspearman rank shows that 1 instrument is declared valid because the correlation value is in accordance with the determined value, namely r_{count} greater or equal to r_{table}then it is declared invalid, and the 14 instruments are declared valid because the correlation value corresponds to the determined value, namely r_{count} greater or equal to r_{table}then it is declared valid. Then a second validity test was carried out by changing the equivalent words and the results of the validity test of indicator items on the second leadership style variable (X_2) using correlationspearman rank shows that the 15 instruments were declared valid because the correlation value was in accordance with the determined value, namely r_{count} greater or equal to r_{table}then it is declared valid.

Validity test results of indicator items on the first work environment variable (X_3) using correlationspearman rank shows that 1 instrument is declared valid because the correlation value is in accordance with the determined value, namely r_{count} greater or equal to r_{table}then it is declared invalid, and the 15 instruments are declared valid because the correlation value corresponds to the determined value, namely r_{count} greater or equal to r_{table}then it is declared valid. Then a second validity test was carried out by changing the equivalent words and the results of the validity test of indicator items on the second work environment variable (X_3) using correlationspearman rank shows that the 16 instruments were declared valid because the correlation value was in accordance with the determined value, namely r_{count} greater or equal to r_{table}then it is declared valid.

Results of validity test of indicator items on variables turnover intention (Y) using correlationspearman rank shows that the 6 instruments are declared valid because the correlation value is in accordance with the determined value, namely r_{count} greater or equal to r_{table}then it is declared valid.

Recapitulation results of reliability tests for compensation variables (0.643), leadership style (0.757), work environment (0.744), and turnover intention (0.871) shows that the reliability value obtained is greater than the critical 0.6 for each variable, meaning that the measuring instrument used is reliable so it can be concluded that the measuring instrument used to measure compensation variables, leadership style, work environment, and turnover intention has provided consistent results.

Classic assumption test

1. **Normality test**
   Based on the results of the one-sample Kolmogorov-Smirnov test, it shows that the research has a normal distribution with a significance value of 0.200, meaning the significance value is greater than 0.05. Normality testing was carried out using a histogram graph and using a normal P-Plot.

2. **Multicollinearity Test**
   Based on the SPSS 24 test, it can be seen that the VIF value of compensation is $1.007 < 5$ and the tolerance value is $0.993 > 0.05$, the VIF value of leadership style is $1.314 < 5$ and the tolerance value is $0.761 > 0.05$, and the work environment VIF value is $1.322 < 5$ and The tolerance value is $0.756 > 0.05$ so it can be concluded that in the regression model of the compensation variables, leadership style and work environment there are no symptoms of multicollinearity.

3. **Heteroscedasticity Test**
   The results of the heteroscedasticity test on the scatterplot graph show that the points are spread randomly and are spread both above and below the number 0 on the Y axis. This means that there is no heteroscedasticity in the regression model so the regression model is suitable for use.

III. RESULTS
Employee Characteristics

Table 2. Recapitulation of Employee Characteristics

No	Characteristics	Employee	Percentage (%)
1	Gender	Man	63
2	Age	40-50 Years	32
3	Education	SMA/SMK	38
4	Length of work	5-10 Years	43
5	Income	2-3 Million	36

Source: Processed primary blood (2023)

Employee Response

Based on the results of distributing employee response questionnaires regarding the compensation variable (X_1), obtained an average score of 3.93 and is included in the high category. This shows that compensation in the company is high. The highest average value for the allowance indicator is 4.16 in the high category. This means that employees receive health insurance and a pension program from the company, employees also receive other benefits besides health insurance and pension programs. The lowest average value for the facility is 3.33. This means that the facilities and infrastructure provided by the company make it easier for employees to work, but there are still some facilities and infrastructure that are still 15.08% lacking. Efforts that companies should make are to pay more attention to the completeness of existing facilities and infrastructure in the company to make it easier

for employees to do their work. Work facilities are supporting facilities for company activities in physical form, and are used in the company's normal activities, have a relatively permanent period of use and provide future benefits. Work facilities are very important for companies because they can support employee work activities (Asnawi, 2019).

Employee responses regarding the leadership style variable (X_2), obtained an average score of 3.04 and was included in the quite good category. This shows that the leadership style in the company is quite good. The boss has good enough confidence, the boss has perseverance in working, the boss has good endurance when problems occur in the company, and the boss has the courage to make decisions, but the boss is not yet able to control his emotions and does not have the composure to solve problems. The highest average score for the character indicator was 3.09 in the quite good category, and the lowest average score for the temperament indicator was 2.98 in the quite good category. Efforts that should be made are for superiors to pay more attention to their emotions in every situation so that superiors are able to control their emotions and must be calmer in resolving problems being faced by the company. A leader must have the ability to control emotions or temperament so that employees feel comfortable and do not have thoughts of leaving their place of work (Kartono, 2016).

Employee responses regarding work environment variables (X_3), obtained an average score of 3.30 and was included in the quite good category. This shows that the work environment in the company is quite good, employees feel that lighting and lighting makes them comfortable at work, the air temperature makes it safe, the work environment is clean, the use of colors that are pleasing to the eye, the work building meets safety standards, and work relationships are good. There is quite a good relationship between employees and their superiors or co-workers, and the time they leave work and go to work is in accordance with the schedule, but there are still some employees who sometimes come to work late. The highest average value for the lighting indicator is 3.40 in the quite good category, and the lowest average value for the working hours indicator is 3.24 in the quite good category. Efforts that should be made are that companies should pay more attention to work hours and work arrivals, so that employees can be disciplined in working. Working hours are very important because they can influence turnover intention, Proportional working hours are working hours that can provide employees with sufficient rest time so that when employees return to work they are fresh and fit (Sedarmayanti, 2017).

Employee responses regarding variables turnover intention (Y), obtained an average score of 3.18 and is included in the quite high category. This shows that turnover intention in the company is quite high. Employees have a high desire to leave, lack of compensation, leadership style, and the work environment provided by the company can make employees have thoughts of leaving work and employees have the desire to look for work elsewhere, employees will stay and work at the company. However, there are some employees who have the desire to leave and look for another job. The highest average value for the desire to leave indicator was 3.20 in the quite high category, and the lowest average value for the desire to look for another job indicator was 3.16 in the quite high category. Efforts that should be made are that superiors should pay more attention to their employees, especially regarding satisfaction with working in the company so that employees are comfortable working and do not have thoughts of quitting work, leaving the company, and looking for work in another company. Individuals thinking about leaving work or remaining in the work environment begin with job dissatisfaction which results in high or low levels of intensity in coming to work (Mobley, 2011).

Table 3. Results of Multiple Linear Regression Analysis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	55.170	4.706		11.724	.000		
	Kompensasi_X1	-.270	.092	-.216	-2.944	.004	.993	1.007
	GayaKepemimpinan_X2	-.153	.066	-.193	-2.304	.023	.761	1.314
	LingkunganKerja_X3	-.392	.064	-.515	-6.126	.000	.756	1.322

a. Dependent Variable: TurnoverIntention_Y

Source: Primary data processed (2023)

Based on Table 3, a regression is obtained with the following estimation model:

Y = 55.170 - 0.270X1 - 0.153X2 - 0.392X3 + ε

The regression coefficient is a number that shows the magnitude of the influence of each independent variable on the dependent variable. The magnitude of the influence of each of these variables can be explained as follows:

1. The constant value is positive at 55.170, which means that if Compensation (X_1), Leadership Style (X_2), and Work Environment (X_3) does not change then Turnover Intention (Y) at the Al Kausar Boarding School Sukabumi Foundation is positive.

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2. Compensation regression coefficient (X_1) = -0.270, which means it has a negative effect, so that every time there is an increase in the compensation policy (X_1), then it will be followed by a decrease Turnover Intention (Y), and vice versa if there is a decrease in the Compensation policy (X_1), then it will be followed by an increase Turnover Intention (Y) assuming the Leadership Style variable (X_2) and Work Environment (X_3) still.
3. Leadership Style regression coefficient (X_2) = -0.153, which means it has a negative effect, so that every time there is an increase in the Leadership Style aspect (X_2), then it will be followed by a decrease Turnover Intention (Y), and vice versa if there is a decline in the Leadership Style aspect (X_2), then it will be followed by an increase Turnover Intention (Y) assuming the Compensation variable (X_1) and Work Environment (X_3) still.
4. Work Environment regression coefficient (X_3) = -0.392, which means it has a negative effect, so that every time there is an increase in the Work Environment aspect (X_3), then it will be followed by a decrease Turnover Intention (Y), and vice versa if there is a decline in the Work Environment aspect (X_3), then it will be followed by an increase Turnover Intention (Y) assuming the Compensation variable (X_1) and Leadership Style (X_2) still.

Based on the regression equation, it can be seen that, Compensation (X_1), Leadership Style (X_2), and Work Environment (X_3) has a negative effect on turnover Intention (Y). So if one of these three aspects does not work well, it will increase the employee's desire to leave the company.

Table 4. Results of Multiple Correlation Calculation and Determination Coefficient (R^2)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.682^a	.466	.449	2.516

a. Predictors: (Constant), LingkunganKerja_X3, Kompensasi_X1, GayaKepemimpinan_X2

b. Dependent Variable: TurnoverIntention_Y

Source: Primary data processed (2023)

Based on Table 4, it can be seen that the R value is 0.682 which shows the correlation or relationship of the independent variables consisting of Compensation (X_1), Leadership Style (X_2), and Work Environment (X_3) with the dependent variable Turnover Intention (Y) has a correlation that falls into the category**strong**(0.60-0.799). The magnitude of the contribution of compensation variables, leadership style and work environment to turnover intention shown by R square of 0.466 or 46.6%. This shows that the contribution percentage influences the Compensation, Leadership Style and Work Environment variables on turnover Intention Employees at the Al Kausar Boarding School Sukabumi Foundation amounted to 46.6% while the remaining 53.4% was explained by other variables such asjob satisfaction, career opportunities, work relationships, appreciation, and workload (Mathis & Jackson, 2009), which was not included in this research model.

F Test Results

The F test is carried out by comparing the significance of the f value$_{count}$ > f$_{table}$ then the model formulated is correct. By looking at the Ftable value: df1= k (independent variable) = 3. df2= (n-k-1)= (104-3-1) = 100, then in the F table the probability of 0.05 is obtained, the Ftable value is 2.69553.

To test the statistical hypothesis, the F test statistic obtained through the analysis of variance (anova) table is used as follows:

Table 5. Results of Simultaneous Regression Coefficient Testing

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	551.424	3	183.808	29.033	.000^b
	Residual	633.105	100	6.331		
	Total	1184.529	103			

a. Dependent Variable: TurnoverIntention_Y

b. Predictors: (Constant), LingkunganKerja_X3, Kompensasi_X1, GayaKepemimpinan_X2

Source: Primary data processed (2023)

Based on the test results on the values above, it can be seen in the F value$_{count}$ in Table 4.33 it is known that it is 30.832 and the F value$_{table}$is 2.70 up to the F value$_{count}$ > F$_{table}$ or 29.033 > 2.70, and the significance level is 0.000 < 0.05 then Ho is rejected and

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Ha is accepted, it can be concluded that the Compensation variable (X_1), Leadership Style (X_2), and Work Environment (X_3) simultaneously has a positive and significant effect on turnover Intention (AND).

t Test Results

The t-test is carried out by comparing t_{count} and t_{table}. If t_{count} greater or equal to t_{table} ($t_{count} < t_{table}$) then shows that the independent variable or independent variable has a partial effect on the dependent variable or dependent variable. By looking at the t value$_{table}$: df= (n-k-1)= (104-3-1)= 100 then look at the t probability table $a = 0.05 = 5\%$ nilai t_{table} obtained is 1.983972. The results of the t test are as follows:

Table 6. Results of Regression Coefficients and Significant Tests

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	55.170	4.706		11.724	.000		
	Kompensasi_X1	-.270	.092	-.216	-2.944	.004	.993	1.007
	GayaKepemimpinan_X2	-.153	.066	-.193	-2.304	.023	.761	1.314
	LingkunganKerja_X3	-.392	.064	-.515	-6.126	.000	.756	1.322

a. Dependent Variable: TurnoverIntention_Y

Source: Primary data processed (2023)

Based on Table 4.34 above, it can be seen that the results of the t test are as follows:

1. Compensation obtains the value $t1_{count}$ of -2.944 and t value$_{table}$ of -1.983 means $t1_{count} < t_{table}$ (-2.944 < -1.983). So Ho is rejected and Ha is accepted, meaning that compensation has a negative and significant effect on turnover Intention. This is appropriate and in line with research conducted by (Salehah et al., 2022), (Putri & Islamuddin, 2022), and (Yolanda & Kamita, 2021) which states that partially compensation has a negative and significant effect on turnover Intention.

2. Leadership Style gets a t1 value$_{count}$ of -2.304 and the t value$_{table}$ of -1.983 means $t1_{count} < t_{table}$ (-2.304 < -1.983). So Ho is rejected and Ha is accepted, meaning that Leadership Style has a negative and significant effect on turnover Intention. This is appropriate and in line with research conducted by (Widayati & Haryanti, 2019), (David & Solichin, 2021), and (Hapsari et al., 2020) which states that partially Leadership Style has a negative and significant effect on turnover Intention.

3. Work Environment obtains a t1 value$_{count}$ of -6.126 and t value$_{table}$ of -1.983 means $t1_{count} < t_{table}$ (-6.126 < -1.983). So Ho is rejected and Ha is accepted, meaning that the work environment has a negative and significant effect on turnover Intention. This is appropriate and in line with research conducted by (Taufik et al., 2021), (Wulansari et al., 2023), and (Putri & Islamuddin, 2022) which states that partially the work environment has a negative and significant effect on turnover Intention.

IV. CONCLUSION

Based on the results of the research and hypothesis testing that has been carried out, the following conclusions can be drawn:

1. Test simultaneously (together) compensation, leadership style, and work environment simultaneously influence turnover intention.
2. Compensation has a negative and significant effect on turnover intention.
3. Leadership style has a negative and significant effect on turnover intention.
4. The work environment has a negative and significant effect on turnover intention.

V. RECOMMENDATION

Based on the research results and conclusions obtained, the author proposes the following suggestions:

1. Even though compensation is included in the high category, there are still some facilities and infrastructure that are still lacking. Efforts that companies should make are to pay more attention to the completeness of existing facilities and infrastructure in the company to make it easier for employees to do their work.
2. For Leadership Style, although it is in the quite good category, the boss is not yet able to control his emotions and does not have the composure to solve problems. Efforts that should be made are for superiors to pay more attention to their emotions in every situation so that superiors are able to control their emotions and must be calmer in resolving problems being faced by the company.
3. Regarding the work environment, although it is in the quite good category, there are still some employees who sometimes come to work late. Efforts that should be made are that companies should pay more attention to work hours and work arrivals, so that employees can be disciplined in working.

4. For Turnover Intention employees are in the fairly high category, this should be a concern for the company because employees will remain and work at the company, but there are some employees who have the desire to leave and look for another job. Efforts that should be made are that superiors should pay more attention to their employees, especially regarding satisfaction with working in the company so that employees are comfortable working and do not have thoughts of quitting work, leaving the company, and looking for work in another company.

5. For further research, other variables that can influence this can be added turnover intention, including job satisfaction, career opportunities, work relationships, rewards, workload, and other factors that can influence turnover intention.

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