

THE EFFECT OF LEADERSHIP STYLE AND COMPENSATION ON TEACHER TURNOVER INTENTION THROUGH JOB SATISFACTION AS AN INTERVENING VARIABLE AT NOTRE DAME GRAND WISATA EDUCATION FOUNDATION, BEKASI

ABSTRACT

This study aims to determine and analyze the influence of Leadership Style, and Compensation on Turnover Intention through Job Satisfaction both partially and simultaneously. This type of research is quantitative research using hypothesis testing and data is analyzed using multiple regression tests, this analysis is carried out using the SPSS statistical program version 27 for windows. The number of samples is 32 respondents with saturated sample techniques. The research instrument test uses validity and reliability tests, while hypothesis testing uses partial tests (t-test), simultaneous tests (f-test), coefficient of determination tests (R^2 test) and path analysis. Job satisfaction as an intermediary variable is unable to strengthen the influence of Leadership Style and Compensation on Turnover Intention which is indicated by the value of direct influence being stronger than the value of indirect influence. In this study, Leadership Style is the variable that has the greatest influence on Turnover Intention.

Keywords: Leadership Style, Compensation, Job Satisfaction, and Turnover Intention

1. BACKGROUND OF THE PROBLEM

Company performance is an important function of an organization in an effort to achieve the company's targets or goals. In achieving its goals, the company requires Human Resources (HR) as a system manager. Competent human resources with good performance can support the success of the company. Conversely, incompetent human resources with poor performance are problems that can harm the company and hinder the company in achieving targets or goals. Having superior HR with good performance is certainly the dream of every company, but besides that there are factors that can interfere with the company's performance in achieving its goals, namely the intensity of workers leaving the company (Turnover intention).

Turnover is the entry and exit of workers in a company within a certain period of time. (Ridlo 2017). According to Hartono (Dharma, 2013) Turnover intention is characterized by various things concerning employee behavior which are divided into five behaviors, namely; (1) Increased absenteeism, (2) Starting to be lazy about working, (3) Increased violations of work regulations, (4) Increased protests against superiors, (5) Positive behavior that is very different from usual.

High turnover intention is a challenge for companies, even for some companies many experience frustration because from the recruitment process, the company has selected and obtained the best employees but in the end it was in vain because the recruited employees decided to leave and look for work in other companies. As a result of the high frequency of turnover will cause various potential losses for the company, ranging from the cost of recruiting new employees, training costs and the level of work that must be sacrificed.

The factors that are suspected of triggering employee turnover in an organization or company are indicated to be caused by various problems, but the 3 factors that will be discussed in this study are the application of leadership style, compensation, and teacher job satisfaction.

The turnover data for the last 3 years at Notre Dame Grand Wisata School still shows a high figure, in percentage terms reaching 2.36% in 2022, when viewed in terms of salary, the average teacher receives a basic salary of IDR 2,317,584 for the bachelor's category, and receives pedagogical allowances and facilities such as government health insurance and employment. The effects of the rapid turnover of human resources are in terms of the habituation and adaptation of new teachers.

2. THEORETICAL BASIS

2.1 Leadership style

According to Rivai and Mulyadi (Fadly et al., 2021), leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader. Then according to Hasibuan (Depitra & Soegoto, 2018), leadership style is a way for leaders to influence their subordinates, so that they are willing to cooperate and work productively to achieve organizational goals. Several studies on leadership style and turnover intention show negative and significant results.

2.2 Compensation

According to Hasibuan (Pradana et al., 2021) Compensation is all forms of income, whether in the form of money, direct goods, or indirect goods received or obtained by employees as a reward for services provided to the company. Meanwhile, according to Ariandi (Amari, 2023), compensation is all the rewards received by employees for their hard work in the organization. Several studies on compensation and turnover intention show positive and significant results.

2.3 Job satisfaction

Job satisfaction is a feeling of satisfaction or sense of achievement that an employee gets from his work. According to Hasibuan (Lolong, Asrul, and Sadli 2023), job satisfaction is an emotional attitude that is pleasant and loves one's job. This attitude is reflected by work morale, discipline, and work performance. A similar view according to Handoko (Asep Dadan Suhendar, 2021), job satisfaction is a pleasant or unpleasant emotional state for employees in viewing their work. Job satisfaction reflects a person's feelings towards their work. Several studies on job satisfaction and turnover intention show negative and significant results.

2.4 Turnover intention

Turnover intention is the resignation or cessation of employees from a company and moving to another company, it can also be interpreted as the frequency of employee turnover that is too fast in a short period of time. According to Nelwan (Laswitarni & Swaputra, 2017) Turnover intention is the desire of an employee to move from one organization to another. Meanwhile, according to Harninda (Gandika, 2015), Turnover intention is basically the same as the desire of employees to move from one workplace to another. This opinion shows that turnover intention is the desire to move, not yet at the realization stage, namely moving from one workplace to another.

3. RESEARCH METHODOLOGY

This research is a quantitative research, using primary data from a questionnaire with a Likert scale. The questionnaire testing uses validity and reliability tests to ensure the data used is valid and reliable. The data is processed using the SPSS 27 for Windows program. The place of this research was conducted at the Notre Dame Education Foundation, Grand Wisata branch, located at Jl. West terrace avenue Blok ND.001 Grand Wisata, Lambangsari village, Tambun Selatan district, Bekasi regency. The sample in this study was all Notre Dame Grand Wisata School Teachers with a total of 32 people.

4. RESEARCH RESULT

Table 1. Test of variable validity

No	Test	Results	Cut-off	Information
1.	Validity			All indicators are valid
	Leadership style	0.773	0.361	Valid
	Compensation	0.668	0.361	Valid
	Job satisfaction	0.592	0.361	Valid
	Turnover intention	0.757	0.361	Valid
2.	Reliability			All indicators are reliable
	Leadership style	0.902	0.6	Reliable
	Compensation	0.821	0.6	Reliable
	Job satisfaction	0.731	0.6	Reliable
	Turnover intention	0.888	0.6	Reliable

Table 2. Reliability test of variables

No	Test	Results	Information	
1.	Normality	The dots spread in the same direction and around the diagonal line	Distributed normality	
		Tolerance > 0.10		
		VIF < 10.00		
2.	Multicollinearity	0.455 0.461 0.382	2,196 2,168 2,616	There is no multicollinearity in this variable
3.	Heteroscedasticity	The data points are spread above and below or around the number 0 and do not form a pattern	There is no indication of heteroscedasticity	

Table 3. Multiple Regression Results

No	Test	Description/Variables	Significance	Information
1.	Coefficient of Determination (R-Square) structure 1	R ² Adjusted R ²	0.786 0.591	
2.	Coefficient of Determination (R-Square) structure 2	R ² Adjusted R ²	0.889 0.769	
3.	Path analysis Structure 1	(Constant) Leadership style Compensation	12,410*** 0.296*** 0.325***	Significant Significant Significant
4.	Path analysis Structure 2	(Constant) Leadership style Compensation Job satisfaction	53,976*** -0.532*** -0.362*** -0.260***	Significant Significant Significant Significant

5. DISCUSSION

5.1 Path analysis 1

Path Analysis Model 1 tests the impact of the influence of Leadership Style on Turnover Intention through Job Satisfaction, Leadership Style (X1) has a significant positive influence on Job Satisfaction (M) of Notre Dame Grand Wisata School Teachers as indicated by the calculated t value of 2.950 which is greater than the t table of

2.045 and a significant value of 0.006 which is smaller than the probability of 0.05. The regression coefficient of Leadership Style (X1) on Job Satisfaction (M) is 0.296, this figure means that if Leadership Style (X1) increases by one unit, then its impact can increase Job Satisfaction (M) by 0.296 units. A significant positive influence can be interpreted that if the Leadership Style is good, it can increase the job satisfaction of Notre Dame Grand Wisata School Teachers.

Leadership Style (X1) has a significant negative effect on Turnover intention (Y) of Notre Dame Grand Wisata School Teachers as indicated by the calculated t value of -4.016 which is greater than the t table of 2.045 and a significant value of 0.000 which is smaller than the probability of 0.05. The regression coefficient of the Leadership Style variable (X1) on Turnover intention (Y) is -0.532, this figure is negative meaning that Leadership Style has an opposite effect on Turnover intention, if Leadership Style (X1) increases by one unit, then the impact can reduce the Turnover intention (Y) figure by -0.532 units. A significant negative effect can be interpreted that if the Leadership Style applied is good, it can reduce the Turnover intention figure of Teachers at Notre Dame Grand Wisata School. Conversely, if the Leadership Style applied is bad, then the Turnover intention figure of teachers at Notre Dame School will increase.

The indirect effect of Leadership Style (X1) on Turnover intention (Y) through job satisfaction (M) is -0.076. While the direct effect given by the Leadership Style variable (X1) on Turnover intention (Y) is -0.532. This means that the function of the Job Satisfaction variable as an intervening variable in this study is not effective.

5.2 Path analysis 2

Path Analysis Model 2 tests the impact of Compensation on Turnover Intention through Job Satisfaction, Compensation (X2) has a significant positive effect on job satisfaction (M) of Notre Dame Grand Wisata School Teachers as indicated by the calculated t value of 2.870 which is greater than the t table of 2.045 and a significant value of 0.008 which is smaller than the probability of 0.05. The regression coefficient of the Compensation variable (X2) on Job Satisfaction (M) is 0.325, this figure means that if Compensation (X2) increases by one unit, then its impact can increase job satisfaction (M) by 0.325 units. A significant positive effect can be interpreted that if the Compensation given by the company is good, it can increase the job satisfaction of Notre Dame Grand Wisata School Teachers.

Compensation (X2) has a significant negative effect on Turnover intention (Y) of Notre Dame Grand Wisata School Teachers as indicated by the calculated t value of -2.438 which is greater than the t table of 2.045 and a significant value of 0.021 which is smaller than the probability of 0.05. The regression coefficient of the Compensation variable (X2) on Turnover intention (Y) is -0.362, this figure is negative meaning that Compensation has the opposite effect on Turnover intention, if Compensation (X2) increases by one unit, then the impact can reduce the Turnover intention (Y) figure by -0.362 units. A significant negative effect can be interpreted that if the Compensation given by the company is good, it can reduce the Turnover intention figure of Teachers at Notre Dame Grand Wisata School. Conversely, if the Compensation given by the company is bad, then the Turnover intention figure of teachers at Notre Dame School will increase.

The indirect effect of Compensation (X2) on Turnover intention (Y) through job satisfaction (M) is -0.084. While the direct effect given by the compensation variable (X2) on Turnover intention (Y) is -0.362. This means that the function of the Job Satisfaction variable as an intervening variable in this study is not effective.

6. CONCLUSION

Based on the analysis above, it can be concluded that in the path analysis of model 1, leadership style has a positive and significant effect on teacher job satisfaction, while leadership style has a negative and significant effect on turnover intention. In the path analysis of model 2, compensation has a positive and significant effect on teacher job satisfaction, while compensation has a negative and significant effect on turnover intention. The function of the Job Satisfaction variable as an intervening variable in this study is not effective.

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