

The Influence of Empowering Leadership and Compensation System Mediated by Employee Intrinsic Motivation on Turnover Intention at PT IMIP Bahadopi Regency Central Sulawesi

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ABSTRACT

This study analyzes the effect of empowering leadership and compensation systems mediated by Employee Intrinsic Motivation on Turnover Intention at PT. Industrial Morowali Industry Park Bahadopi Regency, Central Sulawesi, while the research method used is quantitative correlation analysis using SMART PLS 3 with 166 employee samples as a result of removing outliers. The results of this study indicate that Empowering leadership, Compensation system, and Employee intrinsic motivation have a positive and significant effect on Turnover Intention, Empowering Leadership, Compensation system has a positive and significant effect on Employee intrinsic motivation then Empowering leadership, Compensation system has a positive and significant effect on Turnover intention mediated by Employee intrinsic motivation.

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1. INTRODUCTION

One of the important issues in a company's management is related to turnover or the decision to move (resign) from the old company to a new company and this has become a critical aspect that can affect the sustainability, productivity and even the reputation of a company. The desire to move or turnover intention is the awareness of a person to seek job information in other organisations by ignoring the rules shown by increasing absenteeism and the courage to file a protest against the boss who is aware of the thought of quitting work [1].

There are many factors involved in the desire to move employees, at least there are employee appraisals, attitudes and potential, co-workers, salary compensation, development and growth, supervisor interpersonal relationships and emotions and trust [2] but the focus of this research is the empowering leadership factor, the compensation system mediated by intrinsic motivation to make turnover decisions.

Some companies have uniqueness and advantages in that context companies that apply the concept of leadership in the corporate environment [3]. So based on the development of this industry, the idea of leadership is an important part that is considered by the company, the impact that is presented becomes very influential when leadership is implemented properly. Empowerment leadership is a leadership style in which the leader shares power by encouraging subordinates to express their ideas. It increases subordinates' autonomy and investment in their work and also involves subordinates in decision-making, information sharing, and teamwork [4].

In addition to a strong leadership style and empowerment in maintaining the effectiveness of company performance, providing benefits such as compensation to employees is also important so that employees have a sense of being appreciated by company management so that it has a positive impact on employee performance and company output. According to [5] explains that compensation is all income in the form of money, direct or indirect goods provided by the company as a sign of service for contributions to the

company. The amount of compensation provided by the company is determined by several factors [6], namely as follows: (a) Productivity (b) Ability to pay (c) Willingness to pay (d) Supply and demand for labour.

Motivation is defined as a drive or impetus from within humans that can cause, direct and organise behaviour, in organizational life including working life in business organisations, aspects of work motivation absolutely receive intense attention [7]. Intrinsic motivation is an encouragement from within individual employees in the form of awareness of the importance of the work being carried out, intrinsic motivation arises on its own without coercion from others [8]. The desire to move or turnover intention is the awareness of a person to seek job information in another organisation by ignoring the rules of discipline shown by increasing absenteeism and daring to file a protest against a superior who is aware of the thought of quitting work [1].

Based on the data obtained, the company to be studied in this research has a constant employee turnover rate and the turnover rate in 2019 reached 37%. Although it has decreased in 2018 with the smallest percentage of 2%, this displacement rate began to rise again in 2022 to 15%. It can be seen that there is a phenomenon at PT IMIP regarding the intention to move, this is supported by the statements of employees who have been interviewed that employees choose to leave because they are not satisfied enough with the company. The existing intention to move is mostly caused by compensation.

In several relevant studies, it shows that there are several variations in the results shown so that this phenomenon motivates the author to conduct further research to find the missing parts in previous studies so as to produce reference material that can be used as a reference for policy makers in solving this employee transfer problem.

As for some previous research, namely [9] This study was conducted with the aim of investigating differences in empowering leadership styles and leadership that takes over, with the mediation of intrinsic motivation. Data were used from 212 workers in Korea, and analysed using multiple hierarchical regression. The findings explained that empowering leadership positively influenced employees' responsibility taking, whereas directive leadership was negatively related to it. The results further show that intrinsically motivated employees show responsibility when to empowering leaders and not to directive leaders.

Furthermore, [10] this study aims to determine the effect of compensation, work motivation and organisational commitment on turnover intention. The object of this research is the employees of the company PT Unipower Food Indonesia with a business engaged in marketing/distributor located in the temple industrial area of Semarang and headquartered in Singapore. This research was conducted on 95 respondents. The sampling technique used in this study is purposive sampling. therefore, the analysis used is statistical analysis in the form of multiple linear regression tests. The results of this study indicate that partially, the variables of compensation, work motivation and organisational commitment have a significant negative effect on turnover intention. While simultaneously or simultaneously, the variables of compensation, work motivation and organisational commitment have a significant effect on turnover intention.

In another study [11] "The effect of compensation and work motivation on turnover intention (Study on employees of PT. TIKI Jalur Nugraha Ekakurur Pusat Malang)" This study aims to determine the effect of compensation and work motivation variables, partially and simultaneously on turnover intention. This type of research is explanatory research with a quantitative approach and is conducted by questionnaire method. Based on the results of this study it is known that there is a significant influence of compensation and work motivation on employee turnover intention at PT TIKI Jalur Nugraha Ekakurir Pusat Malang, and from this it can be seen that the two independent variables are the dominant influence on turnover intention is compensation because of the greater beta coefficient value. The advice given to the company is to strive to continue to improve compensation and work motivation of employees in order to continue to grow and be able to provide maximum service.

Research [12] shows that compensation has a positive effect on job satisfaction, leadership has a positive effect on job satisfaction, compensation has no effect on turnover intention, leadership has no effect on turnover intention, and job satisfaction has no effect on turnover intention.

Finally, [13] showed that overall intrinsic motivation, extrinsic motivation, compensation have a negative and significant effect on turnover intention. Partially, intrinsic motivation has a significant negative effect on turnover intention, extrinsic motivation has a significant negative effect on turnover intention, and compensation has a significant negative effect on turnover intention. From this research, it is expected that the management of PT CS Finance can improve the policy of promoting its employees and improve employee skills in the required trainings.

Based on these findings, researchers think it is necessary to further examine the effect of empowering leadership and compensation systems mediated by employee intrinsic motivation on turnover intention at PT IMIP Bahadopi Regency, Central Sulawesi.

2. RESEARCH METHOD

This research is a quantitative analysis using an associative approach, [14] Associative is research that asks for cause and effect between two or more variables while the analytical tool used is Partial least square (PLS) 03. In this study, the independent variable or variable X is leadership, compensation and the dependent variable or variable Y is turnover intention and the mediating variable or Z is employee intrinsic motivation. While data collection was carried out by distributing questionnaires to employees of PT IMIP Central Sulawesi as many as 170 respondents. The framework of this research is as follows:

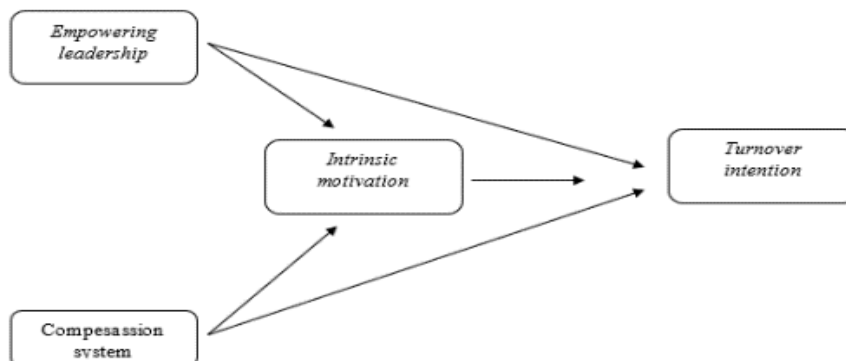


Figure 1 Research framework

Based on the above framework, the hypothesis of this research is:

- H1 : Empowering leadership has a negative and significant effect on turnover intention.
- H2 : Compensation system has a negative and significant effect on turnover intention.
- H3 : Empowering leadership has a negative and significant effect on employee intrinsic motivation.
- H4 : Compensation sytem has a positive and significant effect on employee intrinsic motivation.
- H5 : Employee intrinsic motivation has a negative and significant effect on turnover intention.
- H6 : Empowering leadership has a negative and significant effect on turnover intention mediated by employee intrinsic motivation.
- H7 : Compensation system has a negative and significant effect on turnover intention which is mediated by employee intrinsic motivation.

3. RESULTS AND ANALYSIS

This study uses two models, namely (1) Data Quality Testing (outer model) and (2) Evaluation of the structural model (Inner model), the results are as follows:

3.1. Data quality testing (Outer Model)

The outer model describes the relationship between indicators and constructs. This initial evaluation or measurement test is reflective between convergent validity and construct validity.

3.1.1. Validity Test

3.1.1.1. Convergent Validity

Based on the Avarange Variance Extracted test conducted, the test results are described in the following table:

Table 1. Convergent Validity After Outlier Removal

Variabel	Average Variance Extracted (AVE)
Compensation system_X2	0.753
Empowering leadership_X1	0.664
Intrinsic motivation_Z	0.614
Turnover intention_Y	0.599

Source: Primary data, processed SmartPLS 3.0, 2023

From table 1 presented, it is known that each variable in this study has an AVE (Average Variance Extracted) value greater than 0.5. Specifically, the compensation system obtained a value of 0.753, the empowering leadership variable recorded a value of 0.664, intrinsic motivation had a value of 0.614, while turnover intention showed a value of 0.599. These results indicate that each variable in this study fulfils the criteria of discriminant validity.

3.1.1.2. Discriminant Validity

a. Loading Factor

An indicator can be called meeting the convergent validity criteria if it has an outer loading value greater than 0.7. In the attached table after testing, there are 2 indicators that have a value below 0.7, including EL 3 and CS 4.

After eliminating the 2 indicators that are below the standard score, the indicators that are above the score of 7.0 are tested and attached as follows:

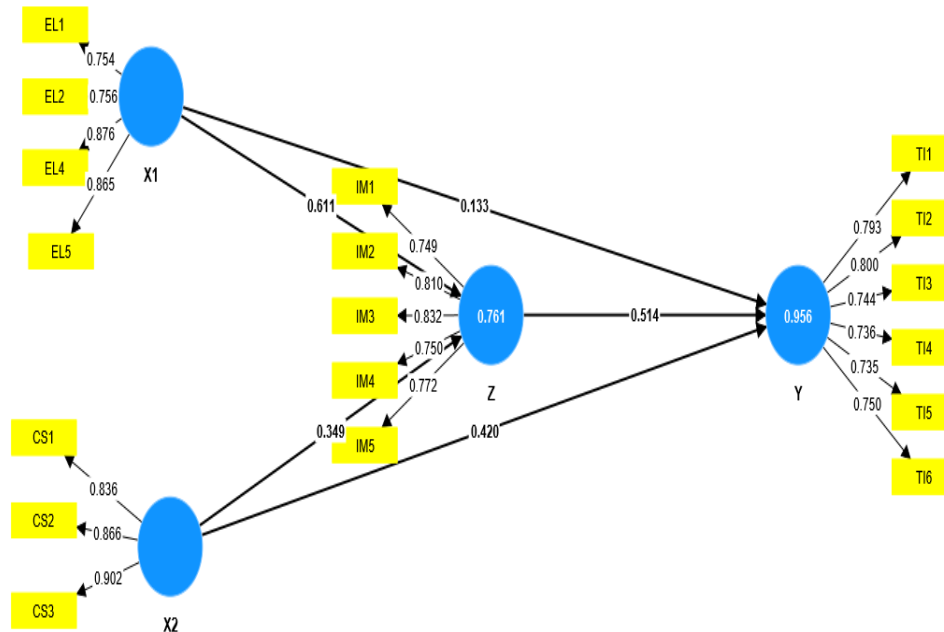


Figure 2 Outer model

b. Cross Loading

Cross Loading test shows that the loading value of each indicator item on its construct (X1, X2, Z and Y) is greater than the cross loading value. Thus it can be concluded that all constructs or latent variables already have good discriminant validity, where the indicators in the construct indicator block are better than the indicators in other blocks. From the results of the cross loading analysis, it appears that there are no discriminant validity problems.

3.1.2. Reliability Test

a. Cronbach's Alpha

The results of the Cronbach's Alpha test conducted are described in the following table:

Variabel	Cronbach's Alpha
Compensation system_X2	0.836
Empowering leadership_X1	0.831
Intrinsic motivation_Z	0.853
Turnover intention_Y	0.842

Source: Primary data, processed SmartPLS 3.0, 2023

Based on table 2, it shows that the Cronbach's Alpha of each variable is above 0.60. Specifically, the empowering leadership variable has a value of 0.831, the Compensation system variable gets a value of 0.836, Intrinsic motivation records a value of 0.8530, and Turnover intention is 0.842. Thus, this indicates that each construct in this study meets the reliability criteria.

b. Composite Reliability

Composite Reliability testing is carried out and described in the following table:

Table 3. Composite Reliability After Outlier Removal

Variabel	Composite Reliability
Compensation system_X2	0.844
Empowering leadership_X1	0.851
Intrinsic motivation_Z	0.846
Turnover intention_Y	0.855

Source: Primary data, processed SmartPLS 3.0, 2023

Based on table 3, all study variables show a composite reliability value above 0.7. Specifically, the Compensation system variable has a value of 0.844, the Empowering leadership variable gets a value of 0.851, Intrinsic motivation records a value of 0.846, and Turnover intention is 0.855. Thus, all variables in this study have met the criteria of composite reliability, which indicates that each variable has excellent reliability.

3.2. Inner Model Analysis

3.2.1. Goodness of Fit

a. R Square (R^2)

The results of the R Square test conducted are described in the following table:

Table 4. R Square (R^2) After Outlier Removal

Variabel	R Square	R Square Adjusted
Intrinsic motivation_Z	0.761	0.758
Turnover intention_Y	0.956	0.955

Source: Primary data, processed SmartPLS 3.0, 2023

Based on the data presented in table 4, the R-Square value shows the level of correlation between the Empowering leadership and Compensation system variables with a value of 0.951 or equivalent to 95.6%, it can be interpreted that there is a significant and strong relationship between these variables on Turnover intention, Furthermore, the Empowering leadership and Compensation system variables in relation to Intrinsic motivation, the R-Square value of 0.761 or 76.1% confirms a significant and strong relationship.

b. Effect Size (F^2)

Effect Size testing was conducted and outlined in the following table:

Table 5. F Square (F^2) After Outlier Removal

	X1	X2	Y	Z
Empowering leadership_X1			0.125	0.966
Compensation system_X2			1.865	0.313
Turnover intention_Y				
Intrinsic Motivation_Z			1.432	

Source: Primary data, processed SmartPLS 3.0, 2023

Based on Table 5 shows that the effect size with a large value is the influence of the variable Compensation system on Turnover intention with a value of 1.865, the variable Intrinsic motivation on Turnover intention with a value of 1.432, the variable Empowering leadership on Intrinsic motivation with a value of 0.966 and the variable Compensation system on Intrinsic motivation with a value of 0.313. The variable shows a value above 0.35 which means that no variable has an influence with a medium value. Furthermore, the variable that has a small effect size is the influence of the Empowering leadership variable on Turnover intention with a value of 0.125, which means that this variable has a small influence because the resulting value is above 0.02.

c. Predictive Relevance (Q^2)

The results of Predictive Relevance testing are carried out and described in the following table:

Table 6. Predictive Relevance (Q^2) After Outlier Removal

	Q^2
Compensation system_X2	
Empowering leadership_X1	
Intrinsic motivation_Z	0.751
Turnover intention_Y	0.889

Source: Primary data, processed SmartPLS 3.0, 2023

Table 6 shows the Q-Square / Predictive Relevance value of the dependent variable, namely Turnover intention with a value of more than 0 or 0.889 which means it has a good observation value. Intrinsic motivation variable as mediation based on the Q-Square table shows a value of 0.751 which means the variable has a good observation value. These results indicate that the model proposed in this study has met the criteria for adequate goodness of fit.

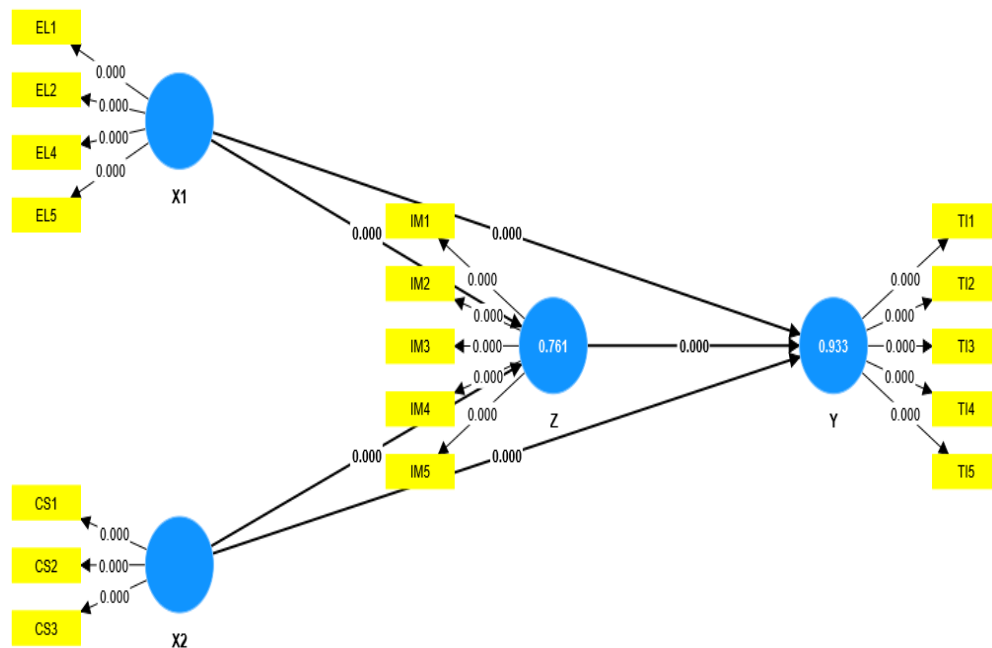


Figure 3. Inner model

3.3. Hypothesis Testing

The research data used in testing this hypothesis is the value contained in the coefficients output. The following is a table of test results:

Table 7. Hypothesis Testing After Outlier Removal

	Original Sample	P Values	Signifikansi
Compensation system -> Intrinsic motivation	0.349	0.000	Signifikan
Compensation system -> Turnover intention	0.420	0.000	Signifikan
Empowering leadership -> Intrinsic motivation	0.611	0.000	Signifikan
Empowering leadership -> Turnover intention	0.133	0.000	Signifikan
Intrinsic motivation -> Turnover intention	0.514	0.000	Signifikan
Intrinsic motivation -> Turnover intention	0.314	0.000	Signifikan
Compensation system -> Intrinsic motivation	0.180	0.000	Signifikan

Source: Primary data, processed SmartPLS 3.0, 2023

The results of bootstrapping testing using SmartPLS produce the following hypotheses:

3.3.1. It is suspected that Empowering leadership has a negative and significant effect on turnover intention (H1)

Testing the first hypothesis shows that there is a positive influence of Empowering leadership on Turnover intention based on the positive path coefficient value of 0.133, and has a significant effect based on the value of the p-value of 0.000 which is smaller than 0.05. Thus it can be concluded that Hypothesis 1 is accepted.

Based on these findings, it can provide an explanation of empowerment carried out by leaders both in terms of placing employees according to their abilities to providing opportunities for employees to be creative according to their creativity and open to input from employees can provide a sense of wanting or not to move from work. Employees who feel that the pressure exerted by the leader is not commensurate with what they get in the form of salary or others are more likely to choose to find another place to work, and vice versa, employees feel more comfortable working when the mandated performance is in accordance with their abilities and given commensurate reciprocity.

The findings are in line with the theory that explains that empowering leaders are by increasing the meaningfulness of work [15]. The research findings contradict previous findings conducted by [12] which explain that leadership does not significantly affect turnover intention, while in the research findings show and prove that empowering leaders have an influence on turnover intention.

The findings of this study conclude that, although Empowering Leadership at PT IMIP Bahadopi Regency, Central Sulawesi has been implemented, it has not succeeded in reducing the level of employee turnover intention. This employee turnover may occur when they are unable to adjust to the company's vision and mission, as well as the management changes that occur. In addition, indirectly, the implementation of Empowering Leadership can also serve as a natural mechanism to filter out incompetent employees.

3.3.2. It is suspected that the compensation system has a negative and significant effect on turnover intention (H2)

Testing the second hypothesis found that there is a direct effect of the Compensation system on Turnover intention positively based on the path coefficient value of 0.420, the test shows significant with a p-value of 0.000 below 0.050. thus it can be concluded that hypothesis 2 is accepted.

Based on the results of the hypothesis above, the return on services provided by the organisation for the performance carried out by employees also provides a paradigm for employees about staying or intending to leave work and find another job. The above findings are in line with the theory explained by Hasibuan in [17] which explains that the compensation given to employees is based on the consideration of many things, including the responsibilities and performance of employees. Moreover, the findings of previous research conducted [18] by showing that compensation has a positive and significant effect on employee switching interest.

The findings of this study indicate that the compensation system has not been able to effectively prevent the emergence of turnover intention. It can be concluded that employee turnover intention is still possible even though the compensation system has been implemented, due to other factors such as an unpleasant work environment. This has an impact on the tendency of the intention to move from employees.

3.3.3. It is suspected that Empowering leadership has a negative and significant effect on employee intrinsic motivation (H3)

Based on testing the third hypothesis, it is found that the effect of Empowering leadership on Intrinsic motivation is positive based on the positive path coefficient value of 0.611, and significant as indicated by the p-value of 0.000 which is below 0.050. Thus, it can be concluded that hypothesis 3 is accepted.

This explains that the leader's ability to build employee involvement in both decision making and maximising performance in accordance with their abilities can provide a feeling of comfort for employees. Employees who get a comfortable work culture often provide thoughts and encouragement for employees to better consider the work performed and are encouraged to consider further the decisions that will be made in the work process.

The above findings are further explained by the idea that empowering leaders are seen in the behaviour of sharing power with employees and giving employees more responsibility for control in their own work [16]. These findings indicate that leadership empowerment and motivation through communication are complementary, creating a supportive work environment where employees feel empowered and encouraged to achieve maximum potential through positive communicative interactions.

3.3.4. It is suspected that Compensation sytem has a positive and significant effect on employee intrinsic motivation (H4)

Based on hypothesis testing, it is found that the effect of the Compensation system on Intrinsic motivation is positive based on the positive path coefficient value of 0.349, followed by a p-value of 0.000 below 0.050 which shows a significant effect. thus it can be concluded that hypothesis 4 is accepted.

The proof of the hypothesis means that the reciprocity provided by the company in the form of compensation has an influence on whether or not employees are satisfied, the satisfaction that is present because compensation provides a feeling of comfort that has an impact on individual employee behaviour, employee behaviour is logically reflected in the thoughts and impulses that are present in the employee, thus forming a work atmosphere and positive reciprocity will help employees bring out positive encouragement from within the employee.

Encouragement from within employees directly provides awareness of the importance of the work carried out, ensuring employees have a paradigm that the work is important is an important part that must be considered by the company, the idea is in accordance with the theory of intrinsic motivation [8]. Moreover, the findings of previous researchers were found to be supportive in the findings conducted by the current researcher, namely [18].

3.3.5. It is suspected that employee intrinsic motivation has a negative and significant effect on turnover intention (H5)

Hypothesis testing shows that the effect of Intrinsic motivation on Turnover intention is positive based on the positive path coefficient value of 0.514 and a significant effect is found based on the p-value of 0.000 which is below 0.050. thus it can be seen that hypothesis 5 is accepted.

This finding means that the drive generated from within employees can produce an influence on the intention to move or think about finding another workplace for employees. Employees have the authority to decide how long to work, or the simplest is to extend the existing contract or terminate the employment relationship. If supported by a drive to survive, employees will give a good impression and performance to the company, and vice versa when they have a drive to leave the company, they will tend to give a bad impression and performance to the company.

This finding is in line with the theory that states that employees' intrinsic motivation is driven by goals because they want to be recognised, take responsibility and achieve [19]. Furthermore, previous research was found to be relevant to the findings of researchers conducted by [13] who outlined that intrinsic motivation has a significant influence on employee interest in switching.

3.3.6. It is suspected that there is an effect of Empowering leadership on Turnover intention which is mediated by Intrinsic motivation positively and significantly (H6)

Hypothesis testing shows that the effect of Empowering leadership on Turnover intention through Intrinsic motivation is positive based on the positive path coefficient value of 0.314, then shows a significant effect based on the p-value of 0.000 which is below 0.050. thus it can be concluded that hypothesis 6 is accepted.

The findings explain that the leader's ability to empower employees both by involving in decision making and giving responsibilities in accordance with their abilities will have an influence on employee comfort which leads to employee mindsets about work in the company, thoughts that encourage this will provide an opportunity to consider whether to continue working in the company or be encouraged to look for work elsewhere which according to him has something better to get.

[9] shows that employees with intrinsic motivation show responsibility when to empowering leaders and not to directive leaders. Supported by the findings of [10] which explains that compensation has a significant effect on employee switching interest.

3.3.7. It is suspected that there is an effect of Compensation system on Turnover intention which is mediated by Intrinsic motivation positively and significantly (H7)

Hypothesis testing shows that the effect of Empowering leadership on Turnover intention through Intrinsic motivation is positive based on the positive path coefficient value of 0.180 and has a significant effect based on the p-value of 0.000 which is below 0.50. thus it can be concluded that hypothesis 7 is accepted.

The researcher's findings prove that compensation has a positive influence on turnover intention through intrinsic motivation. This finding explains that the rewards provided by the company either directly or indirectly give a diverse impression on employees, either employees who feel fast and comfortable or vice versa, such employee conditions provide a psychological influence that tends to think and choose to stay or not in the company that works. [18] explains that compensation has a significant effect on employee switching intentions.

4. CONCLUSION

Based on the results of research and discussion of Empowering leadership and compensation system on turnover intention mediated by employee intrinsic motivation, the authors can draw several conclusions that empowering leadership is proven to have a positive and significant effect on turnover intention. Empowering leadership is proven to have a positive and significant effect on intrinsic motivation, compensation system is proven to have a positive and significant effect on turnover intention, compensation

system is proven to have a positive and significant effect on intrinsic motivation and intrinsic motivation is proven to have a positive and significant effect on turnover intention. while intrinsic motivation partially mediates Empowering leadership on turnover intention, as well as intrinsic motivation partially mediates compensation system on turnover intention.

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