

The Influence of Leadership Style, Work Motivation, and Career Development on Turnover Intention

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Abstract

This study is to determine the influence of leadership style, motivation, and career development on turnover intention of PT. X. The object of this research is the employees of PT X. Quantitative research with a cross-sectional approach. Data collection was carried out in 2019 at PT X. A statistical analysis of the data used was a multiple linear regression test. The sampling technique used was purposive sampling. The sample in this study was all 95 employees from various divisions at PT X. Sampling was carried out offline at PT X. The results of the study show that Leadership Style, Work Motivation, and Career Development have a negative and significant effect on Turnover Intention. The results of this study indicate that companies need to pay serious attention to the leadership practices implemented by managers or supervisors. An effective, communicative, and supportive leadership style can create a conducive work environment and increase employee engagement with the organization. Therefore, the management of PT X needs to develop a leadership training program that focuses on improving communication skills, employee empowerment, and team-oriented leadership. The results of this study contribute to the growing literature on turnover intention by confirming that a holistic approach, including leadership, psychological (motivational), and structural (career development) aspects, is more effective in explaining employee turnover intention than examining only one factor in isolation.

Keywords: career development, leadership style, motivation, turnover intention

Introduction

Human resources are the integrated capabilities of the intellectual and physical powers possessed by an individual; their behavior and nature are determined by their heredity and environment, while their work performance is motivated by the desire to fulfill their satisfaction (Hasibuan, 2013). A frequent occurrence in system and human resource management in several companies is how employees themselves behave. One form of employee behavior is turnover intention, which refers to and leads to the employee's decision to leave their job. Turnover intention is a condition in which workers have a conscious intention or tendency to seek another job as an alternative in a different organization, and turnover is the movement of workers out of their workplace. High turnover also results in an ineffective organization because the company loses experienced employees and needs to retrain new employees. From the initial research conducted by researchers by interviewing 15 employees, several factors were found that were issues within the company that could influence turnover, including:

Table 1. Pre-Survey Turnover Intention

| Statement | Agree | Disagree |
|---|-------|----------|
| The leadership style applied is very much liked by employees | 2 | 13 |
| The company provides opportunities for us to develop our careers. | 6 | 9 |
| Compensation is our top priority | 9 | 6 |
| The company is very supportive in developing employee skills. | 3 | 12 |
| The company has a good working environment | 8 | 7 |

Among these issues, three prominent factors contribute to employee dissatisfaction: dissatisfaction with leadership style, motivation, and the current career development system. It can be concluded that leadership style, motivation, and career development are factors that cause employees to change jobs. Based on preliminary observations conducted by the author at the research location, information was obtained that employee turnover intention increased between 2016 and 2019. This was indicated by the increasing number of employees submitting resignation letters.

Table 2. Number of Employees Resigning

| Year | Employee Resigns |
|------|------------------|
| 2016 | 3 |
| 2017 | 3 |
| 2018 | 5 |
| 2019 | 7 |

Source: HRD Department (processed data, 2019)

Based on Table 2, every year, employees resign or change jobs. This is based on information from the personnel department, which indicates that some employees have resigned. Some of the reasons cited include disliked leadership, feeling blamed for every task, lack of motivation related to an unfavorable environment, and difficulty in developing a career within the company. Several research results show that leadership style influences turnover intention (Dewi & Subudi, 2015; Solehah & Ratnasari, 2019; Komariah et al., 2021). Research stated that work motivation influences turnover intention (Dimaculangan & Aguilung, 2012). Different research results state that motivation has a negative influence on turnover intention. (Putra & Mujiati, 2019) .

Besides leadership style and motivation, another supporting factor is career development. A career is the development of individual employees in the job level or rank that can be achieved during a certain period of work in an organization. Career development is a condition that indicates an increase in a person's status in an organization on a career path that has been determined in the organization concerned. Research results indicate that career development harms turnover intention (Mariana, 2012;

Martinez, 2014). Other research contradicts previous research that stated career development has a positive effect on turnover intention; career advancement does not reduce the level of turnover intention (Saklit, 2017).

Literature Review

Leadership Style

Leadership and management are two interrelated concepts, but there are several fundamental things that differentiate the two concepts, namely: leaders can arise from completely unorganized groups, while management only exists when the organizational structure creates roles (Bangun, 2012). Leadership is the process of influencing others to understand and agree with what needs to be done and how the task is carried out effectively. and processes to facilitate individual and collective efforts to achieve common goals (Yukl, 2010), whereas Leadership style is a pattern of behavior of a leader in influencing the attitudes and behavior of his subordinates. The meaning of behavior is not in a static sense but in a dynamic sense (Wirawan, 2013).

From the definition above, it can be concluded that leadership style is a way used by a leader to influence their subordinates to improve employee performance in order to achieve organizational goals effectively and efficiently. Leadership can be interpreted as a person's ability and strength to influence the minds (mindset) of others so that they are willing and able to follow their will, and inspire others to design something more meaningful. (Yunarsih, 2013). A leader is defined as a person who has the power to influence and inspire others, so that they show certain responses in realizing the vision and mission of the organization. Based on the definition presented, it can be concluded that Leadership is one of the management functions implemented to realize the organization's vision. The conceptual definition of leadership style is the leader's behavioral pattern in influencing the attitudes, behaviors, and so on of his followers (Robbins, 2015; Bangun, 2012).

Work motivation

Companies recognize that employee motivation significantly impacts their growth. Many factors influence a person's work motivation. One factor influencing a company's success is human resource management. Human resources are the primary driver of a company's operations; in other words, they play a crucial role in its advancement. Companies not only expect capable, competent, and skilled employees, but more importantly, they are willing to work hard and have a desire to achieve optimal results. Therefore, management needs to motivate employees to improve their performance and discipline.

Employee motivation is crucial for increasing work enthusiasm and passion. Employees will be motivated according to their abilities if the company can meet their needs. Motivation involves identifying factors (motives) that drive people to behave in a certain way. Motivation can be defined as the driving force that drives people to behave and act toward a specific goal, which can be a need or a desire.

Motivation comes from the Latin word *movere*, which means encouragement or driving force. In providing motivation, agencies have the same goals. There are several goals that can be achieved, including improving employee morale and job satisfaction, improving employee performance, creating a good working atmosphere and relationship, increasing loyalty, creativity, and participation, increasing employee welfare levels, and increasing employees' sense of responsibility towards their duties (Hasibuan, 2013). Motivation is a process that plays a role in the intensity, direction, and duration of individual efforts towards achieving goals (Mangkunegara, 2016).

After reviewing the definitions above, it can be concluded that a person's personal needs and desires can fundamentally underlie or influence their behavior. Individual behavior is shaped by interactions with the environment, which results in increasingly varied needs. Therefore, motivation can influence individual behavior. Factors influencing individual behavior include desires, goals, needs, and specific drives demonstrated through individual actions.

Career Development

Career development is a formal approach used by organizations to ensure that people with the right qualifications and experience are available when needed (Priansa, 2014). The goal of career development is to improve the effectiveness of employee careers, which includes four main characteristics: performance, attitude, adaptability, and identity. From several opinions about career development, the conceptual definition of career development in this study is a series of separate work activities that still constitute or have a complementary, continuous relationship and provide meaning for employee life, which includes: career planning, training, and evaluation of career implementation.

Turnover Intention

Turnover intentions are the intention to leave an organization to look for a new job (Azeez, 2016). Turnover intentions are defined as the desire to leave the hospitality industry. (Brown, 2011). Turnover intentions are a crucial issue for company leaders. This is because leaders must analyze the factors that cause turnover and recommend the best approach to address the issue. This will help retain employees and improve their competitiveness in the globalization era (Ongori, 2007). Turnover intentions are considered a key antecedent of actual turnover. Therefore, reducing turnover rates in a new business will impact productivity and require the restoration of the company's reputation and image (Ali JAM, 2018).

Turnover intention is a measure of whether an employee of a company or organization plans to leave their position or the organization plans to remove an employee from their position. Turnover intention can be voluntary or involuntary. Voluntary turnover intention occurs when an employee makes the decision to leave their job on their own, usually when the employee perceives another opportunity as better than their current position. Involuntary turnover intention is a measure of whether the organization in question plans to remove an employee from a position, which causes involuntary turnover. Employee turnover is the ratio of the number of company employees who must be replaced within a certain period of time to the average total number of employees (Hissom, 2009). Based on the opinions above, the conceptual definition of turnover intention is the desire or intention of employees to change jobs, which is characterized by increased absenteeism, starting to be lazy at work, increasing courage to violate work regulations, courage to oppose or protest to superiors, or seriousness to complete responsibilities that are very different from usual.

Research Framework and Hypothesis Development

Leadership Style on Turnover Intention

A person's leadership skills are essential to achieving the goals set by the organization. A successful leader can influence their subordinates to work towards achieving the goals set by the organization. This is intended to provide rewards and praise to subordinates for their efforts. Furthermore, leaders transact with subordinates by focusing on aspects of errors made by subordinates, delaying decisions, or avoiding things that might influence errors. Research results concluded that the leadership style variable has a significant influence on turnover intention (Saklit, 2017). Leadership style directly provides a positive coefficient value. This indicates that the leadership style variable has a significant positive effect on employee turnover intention.

Based on the statement above, the following hypothesis can be formulated:

H1: Leadership style has a significant effect on turnover intention

Motivation on Turnover Intention

Working with good results will certainly receive appreciation, which will make employees committed to always working hard. (Saputra et al., 2014). With the motivation from within employees to be able to work well by obeying work regulations, being responsible in their work, and trying to perform optimally in carrying out their activities. Work motivation has a significant and negative influence on turnover intention (Putra & Mujiati, 2019; Saputra et al., 2014). This suggests that if employee work motivation is low, it will increase employee intention to leave the subsidiary.

H2: Motivation harms turnover intention.

The Influence of Career Development on Turnover Intention

Career development is a very influential factor in a company. It is not surprising that this one factor is one of the main triggers for employees in determining their future career steps, and for companies, it is determining the company's strategic steps. In the future, there is a relationship between motivation and ability. To achieve better career development, employees need to consider Factors that can influence it include fair treatment in a career, direct concern from superiors, information on promotion opportunities, interest in being promoted, and the level of Satisfaction. Career development has a significant influence on turnover intention (Saklit, 2017)

Based on the description above, a hypothesis can be presented as follows:

H3: Career development has a significant effect on turnover intention.

Research Methods

Leadership style with dimensions of ideal influence, inspirational motivation, intellectual stimulation, and individual consideration (Robbins & Judge, 2013). Work motivation with dimensions of physiological, safety and security, social, and actualization. Career development with dimensions of leadership roles in providing guidance, educational and training activities, job transfers, and job promotions (Hady, 2013). Turnover intention with dimensions of individual tendencies to think about leaving the organization, looking for another job, or leaving the organization (Mobley et al, 2009). Quantitative research with a cross-sectional approach. Data collection was carried out in 2019 at PT X.

The measurement scale used is a Likert scale with a rating method. A rating scale is quantitative data (numbers) that is then interpreted qualitatively. In a rating scale, respondents will choose one of the quantitative answers provided (in the questionnaire), along with alternative answers. The author's reason for using a Likert scale in this study was to make it easier for respondents to answer each question presented in the research questionnaire and also to simplify data management.

The sampling technique used was purposive sampling. The sample in this study was all 95 employees from various divisions at PT X. Sampling was carried out offline at PT X. Validity testing was used to measure the validity of a questionnaire. A questionnaire is said to be valid if the questions in the questionnaire are able to reveal something that will be measured by the questionnaire (Ghozali, 2013). Reliability testing is a tool to measure the consistency of a questionnaire, which is an indicator of a variable or construct. A questionnaire is said to be reliable if a person's answers to the statements are consistent or stable over time. The reliability measurement that will be used in this study is the analysis tool SPSS (Statistical Package for Social Science) version 23, namely the Cronbach Alpha (a) statistical test. A construct or variable if it gives a Cronbach Alpha value > 0.60. This analysis is used to determine the extent of influence of the independent variable on the dependent variable. The multiple linear regression equation is as follows (Ghozali, 2013):

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

After the hypothesis is formulated, a hypothesis test is conducted to determine whether changes in the independent variable affect the dependent variable. The hypothesis test consists of a t-test and an F-test (ANOVA). The significance level used in the test is 5%.

Results and Discussion

Reliability Test Results

Reliability is a measure of the internal consistency of a construct's indicators, indicating the degree to which each indicator indicates a common construct/latent factor. In other words, the measuring instrument produces consistent results when used repeatedly at different times. If all constructs in a study have a Cronbach's Coefficient Alpha of at least 0.60 or higher, then respondents' answers to the questions used to measure each construct are consistent, and the construct is reliable (Ghozali, 2011).

Table 3. Reliability Test Results

| Variables | Cronbach's Alpha | N of items | Information |
|--------------------|------------------|------------|-------------|
| Leadership Style | 0.722 | 9 | Reliable |
| Work motivation | 0.610 | 12 | Reliable |
| Career Development | 0.853 | 16 | Reliable |
| Turnover Intention | 0.638 | 6 | Reliable |

Based on the table, it can be seen that all research variables have a Cronbach's Alpha value > 0.60 , which means that all variables studied are reliable.

Table 4. Normality Test Results

| Test Name | Results | Information |
|-------------------------|------------------------------|---------------------------|
| Kolmogorov-Smirnov test | Asym.Sig (2-Tailed) 0.200 | Normally distributed data |

From the table above, the results of the Kolmogorov-Smirnov test can be seen as Asymp.Sig. (2-tailed) = 0.200, because the value of Asymp.Sig.(2-tailed) > 0.05 . So it can be concluded that the variables in this study are all above 0.05, so it can be stated that all data in this study have met the assumption of normal distribution.

Multicollinearity Test Results

The test aims to test whether a correlation exists between independent variables in the regression model. The expected result of the test is that there is no correlation between independent variables. In this test, the researcher used a correlation matrix analysis between independent variables by examining the Tolerance and Variance Inflation Factor (VIF) values. The guidelines for a multicollinearity -free regression model are to have a VIF value around 1 and not exceed 10, and to have a Tolerance value close to 1, meaning there is no multicollinearity in the regression model. The results of data processing using the program

The results of multicollinearity test data processing using SPSS 23 show that the three independent variables show a tolerance value for the leadership style variable of 0.787, the work motivation variable of 0.906, and the career development variable of 0.733 greater than 0.10, and the VIF value for the leadership style variable of 1.270, the work motivation variable of 1.104 and the career development variable of 1.364 less than 10. So it can be concluded that there is no multicollinearity between the independent variables in the regression model.

Heteroscedasticity Test Results

The test aims to test whether there is inequality in the variance in the regression model from one observation to another. If the variance from the residual from one observation to another remains constant, it is called Homoscedasticity and if it is different, it is called Heteroscedasticity. The way to detect it is by looking for a certain pattern in the Scatterplot graph between SRESID and ZPRED, where the Y axis is the predicted Y and the X axis is the residual (predicted Y - actual Y) that has been studentized (Ghozali, 2013). A good model is obtained if there is no certain pattern in the graph, such as gathering in the middle, narrowing then widening, or vice versa, widening then narrowing.

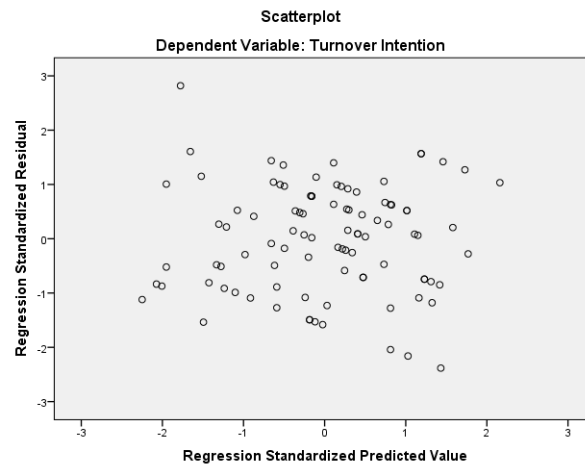


Figure 1. Heteroscedasticity Test Results

Based on the results of data processing in SPSS 2.3, the diagram in Figure 1 can be seen that there is no particular pattern in the graph, such as gathering in the middle, narrowing, then widening, so it can be concluded that there is no heteroscedasticity.

Hypothesis Test Results

Test of the Coefficient of Determination (R^2) and Correlation

The coefficient of determination test is conducted to measure the extent to which the regression model is able to explain the dependent variable. The R- square value is used to measure the goodness of fit of the regression line. The results of this test can be seen from the value Adjusted R Square in the following table 5:

Table 5. Test of the Coefficient of Determination (R^2)

| Test Name | Results | Information |
|-------------------|---------------|---|
| Adjusted R-Square | 0.213 (21.3%) | Predictors: Career Development, Work Motivation, and Leadership Style |

Source: SPSS 23 Processing Results

Table 5 shows a coefficient of determination (adjusted R^2) of 0.213, meaning 21.3% of turnover intention can be explained by leadership style, work motivation, and career development. Meanwhile, 78.7% is explained by other variables not included in this research model.

Model Accuracy Test (F Test)

The F test is used to test the relationship between the independent variable and the dependent variable to determine whether it is significant. The F test can be performed as follows:

- a) If the probability/significance >0.05 , H_0 is accepted.
- b) If the probability/significance <0.05 , H_0 is rejected.

The significance value is 0.000, which is smaller than 0.05, so H_0 is rejected, and H_a is accepted, so it can be stated that leadership style, work motivation, and career development together affect turnover intention.

Partial Significance Test (t-Test)

Partial or individual tests are used to determine whether an independent variable has a significant effect on its dependent variable (Ghozali, 2013). The indicator used is a p-value <0.05 , which states that the hypothesis is accepted according to the research model. The results of the T-test are as follows:

Table 6. T-Test

| Variables | B | Std. Error | t | Sig | Information |
|--------------------|--------|------------|--------|------|-------------|
| Constant | 36.238 | 2.856 | 12.690 | .000 | |
| Leadership Style | -.175 | .079 | -2.205 | .030 | Ha accepted |
| Work motivation | -.156 | .077 | -2.014 | .047 | Ha accepted |
| Career Development | -.097 | .044 | -2.229 | .028 | Ha accepted |

Source: SPSS 23 Processing Results

Hypothesis Test of the Influence of Leadership Style on Turnover Intention

Based on table 6, it can be seen that the calculated t value of the leadership style variable is (-2.205) which is greater than the t table of 1.986 and the significant value of the leadership style variable is 0.030 which is smaller than 0.05 so that Ho is rejected and Ha is accepted, so it can be stated that the negative leadership style has a significant influence on turnover intention partially.

Hypothesis Test of the Influence of Work Motivation on Turnover Intention

Based on table 5, it can be seen that the calculated t value of the work motivation variable is (-2.014) which is greater than the t table of 1.986 and the significant value of the work motivation variable is 0.047 which is smaller than 0.05 so that Ho is rejected and Ha is accepted, so it can be stated that partially work motivation has a negative and significant effect on turnover intention.

Hypothesis Test of the Effect of Career Development on Turnover Intention

Based on table 5, it can be seen that the calculated t value of the career development variable is (-2.229) which is greater than the t table of 1.986 and the significant value of the career development variable is 0.028 which is less than 0.05 so that Ho is rejected and Ha is accepted, so it can be stated that partially career development has a negative and significant effect on turnover intention.

Discussion of Research Results

The Influence of Leadership Style on Turnover Intention

Based on the results of the t-test calculations, the calculated t-value is (-2.205), and the significance value is 0.030. The calculated t-value is greater than the t-table of 1.986, and the significance value is less than 0.05. These results indicate that leadership style has a negative and significant effect on turnover intention, which means that if the leader's behavioral pattern cannot be a role model and cannot influence the attitudes and behavior of their subordinates at PT. X, then turnover intention will be high. Still, if the leader provides support to his employees by asking for employee ideas to solve problems faced by employees, employees will feel more accepted and involved in various situations in the organization, the result is often a reduction in conflict and stress and can reduce the level of employee turnover.

Our research results show that leadership style has a negative and significant effect on turnover intention, meaning that the better the leadership style, the lower the employee's intention to leave. This finding can be explained through the perspective of social exchange theory, which states that when employees perceive support, attention, and fair treatment from leaders, they tend to reciprocate with greater loyalty and commitment to the organization. A participatory, supportive, and communicative leadership style can increase job satisfaction, employee engagement, and a sense of belonging to the organization, thus lowering turnover intention.

The difference with the results of Saklit's (2017) study, which found a positive and significant effect, could be due to several possible causes. First, differences in organizational context or industry sector can influence employee perceptions of leadership. In some circumstances, a leadership style that is overly oppressive, authoritarian, or target-oriented can increase work stress and ultimately increase turnover intention. Second, differences in respondent characteristics, such as age, length of service, and education level, can also influence how employees interpret leader behavior. Third, differences in

measurement instruments or indicators of leadership style used in the study also have the potential to produce different findings.

These discrepancies in findings highlight a significant research gap. The relationship between leadership style and turnover intention does not appear to be universal, but rather influenced by contextual factors, such as organizational culture, work climate, or reward systems. This opens up opportunities for further research to examine moderating variables that could strengthen or weaken this relationship.

The Influence of Work Motivation on Turnover Intention

Based on the results of the t-test calculations, the calculated t-value is -2.014 , and the significance value is 0.047 . The calculated t-value is greater than the t-table value of 1.986 in absolute terms, and the significance value is less than 0.05 . These results indicate that work motivation has a negative and significant effect on turnover intention. This means that when employee work motivation decreases, turnover intention tends to increase. Conversely, when leaders provide motivation and support to employees, turnover intention tends to decrease.

Low work motivation may be caused by several factors. Many employees still work primarily to earn a decent income. Other issues include delays in providing rewards, inadequate income, lack of attention from supervisors, and employees' concerns about financial security in old age. These conditions can reduce employees' enthusiasm and attachment to the organization.

These findings are supported by Maslow's hierarchy of needs theory, which states that individuals are motivated to fulfill their needs according to a hierarchy, beginning with the lowest level: (1) physiological or basic needs; (2) safety needs; (3) social needs (love and belonging); (4) esteem needs; and (5) self-actualization needs. Maslow referred to the first four levels, from physiological to esteem needs, as deficiency needs or homeostatic needs. Once these needs are fulfilled, the need for self-actualization becomes more prominent. Therefore, even if a company has fulfilled employees' physiological, safety, social, and esteem needs, the potential for turnover intention may still exist, particularly when opportunities for self-actualization are limited. Research findings indicate that motivation influences turnover intention. Work motivation lowers turnover intention (Putra & Mujiati, 2019; Saputra et al, 2014).

The Influence of Career Development on Turnover Intention

Based on the results of the t-test calculations, the calculated t-value is (-2.229) , and the significance value is 0.028 . The calculated t-value is greater than t-table 1.986 , and the significance value is less than 0.05 . These results indicate that career development has a negative and significant effect on turnover intention, which means that if the career development promised by the company is unclear, the turnover intention rate will increase. One of the factors that companies need to pay attention to to reduce employee turnover rates is how the company provides career development opportunities for these employees, and the efforts to manage good human resources sustainably. The results of this study are in line with Saklit's (2017) research.

The Influence of Leadership Style, Work Motivation, and Career Development on Turnover Intention

F- test calculation results, the significance value is 0.000 , less than 0.05 . These results indicate that leadership style, work motivation, and career development influence turnover intention. This is interesting, considering that the results of this study contradict previous research showing that leadership style and career development negatively influence turnover intention. This difference can also serve as a basis for further research, particularly for companies seeking to reduce employee turnover rates. Understandably, due to the influence of what is known as "intermediate commitment," an employee will remain satisfied with the current company's conditions while awaiting an opportunity to move if another company offers greater promise and motivation. The results of this study indicate that leadership style, work motivation, and career development influence turnover intention (Rahmadiani, 2020) .

Conclusions

Based on the research findings, which show that Leadership Style, Work Motivation, and Career Development have a negative and significant effect on Turnover Intention, the better these three factors are, the lower the employee's desire to leave the company. The implications of this finding can be outlined as follows:

The results of this study indicate that companies need to pay serious attention to the leadership practices implemented by managers or supervisors. An effective, communicative, and supportive leadership style can create a conducive work environment and increase employee engagement with the organization. Therefore, the management of PT X needs to develop a leadership training program that focuses on improving communication skills, employee empowerment, and team-oriented leadership.

Furthermore, work motivation is a significant factor in reducing turnover intention. This indicates that companies need to strengthen their reward and recognition systems, both financial and non-financial, such as providing incentives, opportunities for self-development, and a work environment that supports employee well-being. A well-planned motivation-boosting program can help maintain employee morale and loyalty. Career development also plays a significant role in reducing employee turnover intentions. Therefore, PT X needs to provide a clear, transparent, and structured career path, including training programs, mentoring, and performance-based promotions. When employees perceive growth opportunities within the organization, they tend to have higher commitment and a lower desire to look for work elsewhere.

Theoretically, the results of this study reinforce concepts in organizational behavior and human resource management theory, which state that internal organizational factors, such as leadership, work motivation, and career development, are important determinants in shaping employee attitudes and behaviors, including turnover intention. These findings support the view that a supportive and development-oriented work environment can increase employee engagement with the organization.

Furthermore, the results of this study contribute to the growing literature on turnover intention by confirming that a holistic approach, including leadership, psychological (motivational), and structural (career development) aspects, is more effective in explaining employee turnover intention than examining only one factor in isolation. This can serve as a basis for further research to develop a more integrative conceptual model for understanding employee retention.

Based on the research findings, it is recommended that PT X regularly evaluate the leadership style implemented in each work unit, for example, through employee satisfaction surveys or 360-degree assessments. These evaluations can help the company identify areas for improvement in leadership practices and workplace relationships. Furthermore, PT X is advised to develop a program to improve sustainable work motivation, such as a performance-based reward system, activities to strengthen a positive work culture, and improvements to the quality of the work environment. These efforts can increase employee satisfaction and engagement in the long term. Finally, the company needs to design a more structured career development system, including the development of a career path, competency training programs, and a transparent and fair promotion mechanism. With a clear direction for career development, employees will feel more valued and have clear prospects within the organization, thereby reducing turnover intention.

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