

The Influence of Leadership Style, Workload, and Compensation Variables on Employee Turnover Intention

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Abstract

Study This motivated by the height level turnover intention at PT. Hoki Marine Corp, especially in the maintenance division, which has an impact negative to effectiveness and sustainability operational company. Research objectives is analyze influence style leadership, burden work and compensation to turnover intention employees, good in a way partial and simultaneous. Research method use approach quantitative with technique survey through distribution questionnaire to 133 respondents. Data analysis was carried out use multiple linear regression For test connection between variables. Research results show that in a way partial style leadership influential negative and significant to turnover intention, burden Work influential positive and significant, whereas compensation influential negative and significant. In terms of simultaneous, third variables the influential significant to turnover intention, findings this indicates that improvement quality leadership, management burden proportional work, as well as giving fair and appropriate compensation performance can lower intention employee to go out from company. Therefore that, the company need give attention to the three aspect the as part from management strategy source of power sustainable human beings.

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1. Introduction

Human resources are a strategic asset for companies because employees function as the primary driving force in utilizing all organizational potential to achieve corporate objectives. High-quality human resources play a decisive role in determining a company's competitiveness in an increasingly dynamic business environment. For this reason, companies are willing to invest substantial costs to recruit qualified employees, as competent human capital constitutes a sustainable competitive advantage. However, recruitment alone is insufficient; organizations must also manage and develop employees effectively to ensure optimal performance and maximize organizational output.

According to Restiana (2024), leadership style, work environment, workload, and compensation are critical factors influencing employee performance and work attitudes. When these factors are not properly managed, even highly qualified employees may experience decreased motivation and eventually develop turnover intention. Employee turnover is a serious organizational problem because it imposes significant financial and non-financial costs, including recruitment expenses, training costs, productivity loss, and declining organizational performance. Moreover, a high turnover rate can negatively affect a company's reputation among stakeholders, including potential employees and investors, reflecting weaknesses in human resource management practices.

Turnover intention also creates organizational instability, particularly when employees with high competence leave the company. The loss of experienced employees disrupts operational continuity and increases the risk of declining work quality. Putranti (2022) defines turnover intention as an individual's desire to leave an organization due to internal or external

factors. Similarly, Bastari (2023) describes turnover intention as an employee's intention to move to another company based on perceived uncertainty. Restiana (2024) further emphasizes that turnover intention reflects an employee's desire to resign in pursuit of better job opportunities. Thus, turnover intention can be interpreted as a voluntary intention to leave the organization due to various considerations.

Previous studies indicate that leadership style, workload, and compensation are dominant factors influencing turnover intention. Leadership style refers to behavioral patterns used by leaders to influence subordinates (Batubara, 2020), and it is dynamic and adaptable to situational conditions (Ramdani, 2022). Empirical findings regarding leadership style and turnover intention remain inconsistent. Wahyuni (2024) found a positive and significant effect, while Restiana (2024) reported no significant relationship, indicating a research gap that requires further investigation.

Workload is another important determinant of turnover intention. Clarayustina (2023) defines workload as the extent to which individuals are required to fulfill job demands. Excessive workload can lead to stress, fatigue, and health problems, thereby increasing employees' intention to leave (Mahawati, 2021). While Pradita (2023) confirmed a positive and significant effect of workload on turnover intention, Hasanah (2024) found no significant influence, further highlighting empirical inconsistencies.

Compensation also plays a vital role in shaping employee retention. Compensation includes all financial and non-financial rewards provided by the organization in exchange for employee contributions (Primadona, 2020; Hasibuan, 2020). Adequate compensation enhances job satisfaction and motivation, thereby reducing turnover intention. However, empirical findings are also inconsistent, as Wahyuni (2024) found a significant effect of compensation on turnover intention, whereas Mariani (2018) reported no significant relationship.

PT Hoki Marine Corp, a company engaged in the export of marine ornamental fish to international markets such as the United States, Australia, Japan, China, and Southeast Asia, currently faces a high employee turnover rate. The company operates through multiple divisions, including Administration, Marketing, Packing, Operations, Maintenance, and Transportation. Despite its focus on product quality and competitive pricing, turnover data from 2023 indicate significant variation across divisions, with the ornamental fish maintenance division experiencing particularly high turnover. This condition threatens operational effectiveness and organizational sustainability.

Table 1. Employee Entry and Exit Data in Each Division

Division	Early 2023 Employees	Employees Entering 2023	Employee Released in 2023	End of Year 2023 Employees	Percentage employee go out each Division (%)
Administration	15	5	3	17	20%
Marketing	18	6	3	21	17%
Packing	40	15	5	50	13%
Operational	15	10	3	22	20%
Pet / pet treatment	216	198	164	250	76%

Employee formula (%) to outside = (Employee Ke outside 2023 / Initial Employees 2023) × 100%

Source : Processed by Researchers, 2025

Based on the data in the table above seen that employee turnover rate at PT. Hoki Marine Corp shows enough variety striking in each division. Maintenance division recorded own the highest turnover figure, namely reached 76%, far more tall compared to with other divisions like Administration and Operational only is in the range of 20%. Difference significant figures This show existence problem serious in the maintenance / care division that is appropriate get attention special. Information from company personnel department add that part big employees who leave precisely be at the age productive. Condition This of course it is very worrying Because age productive is asset valuable for company. In the range age said, employees generally be at the top ability physical, mental, and skills, so that his contribution for very big

company. Loss power work at age productive No only impact on reducing quality performance, but also adds burden cost company, because must carry out the recruitment and selection process, up to training For replace employees who leave. According to Nainggolan (2020), high turnover at the age of productive can become indicator failure management in manage employees, in particular in create satisfaction work and retention employees. If the conditions high turnover in the maintenance division no quick handled, then will cause various impact seriously.

First, you can bother smooth work processes Because many vacant position or filled by employees new ones that are still in stage adaptation. Second, the thing This will lower effectiveness internal performance, because height rotation power Work make stability organization disturbed. Third, high turnover in a way direct will increase burden cost company, good for recruitment, training, and cost necessary adaptations until employee new Can reach optimal performance. This is in line with the opinion of Putra & Ariyanto (2021) who stated that turnover intention is high cause loss double, namely increasing costs and decline productivity company. Focus research in the maintenance / care division become very relevant , because this division own vital role in guard quality and sustainability live ornamental seawater fish which are product PT. Hoki Marine Corp. Employees in this division responsible answer in a way direct regarding the fish care process, starting from from giving feed, maintain water quality, up to ensure fish condition remains the same Healthy before exported. High turnover in this division potential lower quality the products produced. If the quality of the ornamental fish exported decreases , then trust consumer international can too eroded. This is dangerous because PT. Hoki Marine Corp is companies operating in the field export with a wide international target market , including America, Australia, Malaysia, Singapore, Japan, Korea, to China. Conditions the show that high turnover is not only impact on internal aspects, but also on sustainability business company in a way as a whole. In the context of export, company sued for capable guard quality consistent products as well as accuracy time delivery. If the turnover remains high, company will difficulty guard standard quality and speed distribution, which ultimately can lower reputation companies in the global market. This is in accordance with findings of Wibowo & Amalia (2022) which stated that high turnover rate can lower Power competition company Because influential to output quality and trust partners business.

Based on condition said, research This in a way special focused on the maintenance division of PT. Hoki Marine Corp. The selection focus This based on role strategic division that becomes bone back in guard quality product export . High turnover in this division No only implications to internal performance of the company, but also has domino effect on sustainability business companies at the global level. Therefore that, is necessary study deep about factors that influence turnover intention, especially those related to with style leadership, burden work, and compensation, so that the company can formulate policy management source of the power right person for pressing turnover rate.

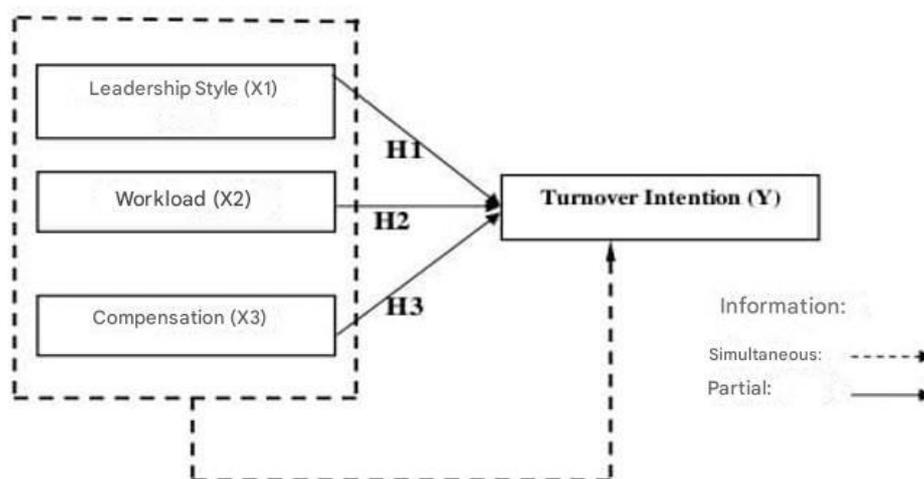


Figure 1. Framework Conceptual
Source: Processed by Researcher (2025)

Based on presentation about influence style leadership , burden work and compensation on employee turnover intention , then hypothesis in this study is as following:

H 1 : Leadership style allegedly influential in a way partial to Turnover Intention employee.

H2 : Workload allegedly influential in a way partial to employee turnover intention.

H3 : Compensation allegedly influential in a way partial to employee turnover intention.

H 4 : Allegedly there is influence in a way simultaneous style leadership, burden work and compensation to employee turnover intention.

2. Methods

This research falls into the quantitative research category, a type of research that uses numerical data to test predetermined hypotheses. The quantitative approach was chosen because it can explain the causal relationship between independent and dependent variables more objectively through statistical analysis. In this study, the independent variables examined were leadership style, workload, and compensation, while the dependent variable was turnover intention among employees of PT. Hoki Marine Corp. Therefore, the main objective of this study was to determine and prove whether these three factors significantly influence employees' intention to leave the company. According to Sugiyono (2021), quantitative research is very appropriate for measuring the relationship between variables because it produces measurable, objective data that can be scientifically tested for validity.

In this study, the population is all employees working in the marine ornamental fish maintenance/care division at PT. Hoki Marine Corp, with a total of 200 employees. This number was determined as the population because all employees in this division have characteristics relevant to the research focus, namely working in the field of marine ornamental fish maintenance and care, which is the company's main product. By determining 200 employees as the population, researchers can obtain a comprehensive picture of the conditions, experiences, and perceptions of employees regarding the factors that influence turnover intention in their work environment. Determining this population is important because it provides clear boundaries regarding who can be the research subjects. Without population determination, the research will not have a clear direction, and the results cannot be generalized. In other words, the population serves as a basis for researchers to draw conclusions that can apply to a particular group as a whole.

A sample is essentially a portion or a small part of the total number and characteristics of a population. Samples are taken to ensure efficient research without involving all members of the population. According to Suwignyo Widagdo, Muhaimin, and Yuniorita (2021:76), a sample is a representation of the population, so research results obtained through sample analysis can be generalized to the population as a whole, as long as sampling is conducted appropriately. Riduwan (2020) stated that samples serve as representatives of a population, allowing researchers to draw general conclusions. Therefore, in the context of research at PT. Hoki Marine Corp, even though the employee population in the maintenance division reached 200, researchers did not need to study all of them. Simply by sampling using appropriate techniques, for example, probability sampling, researchers can obtain data that is representative of the population. This allows researchers to still obtain accurate results, even though the research is conducted on only a portion of the population.

Sampling is a technique or method used in research to select a portion of a population with the aim of making the sample representative of the entire population. With a representative sample, researchers can draw conclusions that apply generally to the entire population. According to Suwignyo Widagdo, Muhaimin, and Yuniorita (2021:87), selecting an adequate sample size is crucial because if the sample is too small, the research results can be biased and cannot be generalized. Whereas a sufficiently large sample will produce more accurate and scientifically accountable generalizations of research results. In this study, the Probability Sampling technique was used, a sampling method that provides an equal opportunity for each member of the population to be selected as a research sample. Probability sampling was chosen because it can reduce researcher subjectivity in selecting respondents and guarantees that the

research results are more representative. Of the various types of probability sampling, the researchers used the Simple Random Sampling method. According to Sugiyono (2021), simple random sampling is a random sampling technique in which every individual in the population has an equal opportunity to be selected regardless of strata or specific groups. In this way, each member of the population is considered homogeneous, thus ensuring more objective research results. Based on calculations using the Slovin formula with a certain error tolerance, it was found that from a total population of 200 employees, the required sample size is 133 employees. Therefore, this study will use 133 employees as respondents, randomly selected from the entire population. This selection is expected to provide a truly representative picture of the population as a whole, so that the research conclusions can be generalized with a high degree of accuracy.

According to Arikunto (2020), research data sources are divided into two: primary data and secondary data. Primary data is data obtained directly by researchers from respondents or research objects through techniques such as observation, interviews, and questionnaires. Secondary data, on the other hand, is data obtained indirectly from existing sources, such as company documents, annual reports, and internal records relevant to the research. In this study, primary data was obtained through observation, questionnaire distribution, and interviews with the management and staff of PT. Hoki Marine Corp. Meanwhile, secondary data was obtained from internal company documents such as company profiles and employee turnover data.

According to Sugiyono (2021), data collection techniques are a crucial step in research because the primary goal is to obtain relevant data. In this study, the researcher used three data collection methods:

1. Interviews

are used to gather initial information related to the problem being researched and to determine the respondents' conditions. Interviews are conducted with PT. Hoki Marine Corp employees to obtain data directly from the source.

2. Questionnaires

are a data collection method using written questions answered by respondents. This study uses a Likert scale with five response options, ranging from strongly agree (score 5) to strongly disagree (score 1), to measure employee attitudes, opinions, and perceptions.

3. literature study

was conducted by collecting and reviewing various sources of literature, such as books, journals, and other relevant documents. Literature studies are essential for strengthening the theoretical foundation and comparing previous research with the current one.

According to Suwignyo Widagdo, Muhaimin, and Yuniorita (2021:89), data analysis is the process of examining, cleaning, transforming, and modeling data to find useful information that helps researchers answer research questions. This aligns with Sekaran and Bougie's (2021) assertion that data processing in quantitative research must follow specific statistical procedures to ensure reliable and highly accurate results. Therefore, this study utilized SPSS version 25 software, known for its fast and accurate data processing capabilities and support for various types of statistical analysis. The data analysis technique employed in this study consisted of several stages. First, instrument testing was conducted to ensure the validity and reliability of the questionnaire, ensuring the measurement tool was truly reliable. Second, classical assumption testing was used to verify whether the data met the requirements for regression analysis, such as normality, multicollinearity, and heteroscedasticity. Third, multiple linear regression analysis was conducted to determine the extent to which the independent variables (leadership style, workload, and compensation) influenced the dependent variable (turnover intention). Fourth, the coefficient of determination (R-Square) test is used to determine the extent to which the independent variables are able to explain variation in the dependent variable. Finally, a research hypothesis test is conducted to determine whether the previously formulated hypothesis is accepted or rejected. With this series of data analysis techniques, the research is expected to provide objective and accurate results that can be used as a basis for managerial decision-making at PT. Hoki Marine Corp, particularly regarding the factors that influence employee turnover intention. In quantitative research, data analysis is conducted after all data from respondents has been collected. The data analysis techniques used

are Instrument Testing, Classical Assumption Testing, Multiple Linear Regression Analysis, Coefficient of Determination (R-Square) Test, and Variance Test. Research Hypothesis.

3. Results and Discussion

3.1. Results

Research Instrument Testing

This table presents the demographic profile of the respondents involved in the study, covering gender, age, and highest educational attainment. A total of 133 respondents participated, providing a diverse representation in terms of demographic characteristics. Such information is essential to describe the background of the participants and to ensure that the sample adequately reflects the population under investigation. Understanding these characteristics also helps in interpreting subsequent analytical results, particularly in relation to behavioral and technology acceptance variables examined in the study.

Table 2. Respondent biodata research

No.	Gender	Age	Highest Education
1	Male	21-30	Senior High School / Vocational High School
2	Female	21-30	Diploma II
3	Male	21-30	Senior High School / Vocational High School
4	Male	31-40	Senior High School / Vocational High School
5	Male	21-30	Senior High School / Vocational High School
6	Female	21-30	Diploma III
7	Female	21-30	Diploma II
8	Male	31-40	Senior High School / Vocational High School
9	Female	31-40	Senior High School / Vocational High School
10	Male	<20	Senior High School / Vocational High School
11	Female	31-40	Senior High School / Vocational High School
12	Male	21-30	Diploma I
13	Female	21-30	Senior High School / Vocational High School
14	Male	41-50	Senior High School / Vocational High School
15	Male	41-50	Senior High School / Vocational High School
...
133	Male	31-40	Senior High School / Vocational High School

Source: Processed by Researchers (2025)

Overall, the demographic distribution indicates that the respondents are predominantly male, within the productive age range of 21–40 years, and largely possess senior high school or vocational education backgrounds. This profile suggests that the study captures the perspectives of individuals who are actively engaged in operational or field-level activities, making the findings highly relevant for analyzing practical system usage and reporting behavior. Consequently, the respondent characteristics provide a solid foundation for further statistical analysis and support the validity of conclusions drawn regarding system acceptance and reporting quality.

Validity Test

Validity testing is conducted to determine the extent to which a research instrument (questionnaire) is able to measure what it is supposed to measure, thus ensuring its validity. According to Ghazali (2013), a statement item can be declared valid if it meets the following criteria:

1. If the calculated r value $>$ r table and is positive, then the question item is valid.
2. If the calculated r value $<$ r table or has a negative value, then the question item is invalid.

Significance testing is performed by comparing the calculated r value (which can be seen in the validity test output in the Corrected Item–Total Correlation column) with the table r value . The table r value is determined based on the degrees of freedom (df) with the formula $df = n - 2$, where n is the number of research samples. In this study, the number of samples was 133

respondents, so $df = 133 - 2 = 131$. With a significance level (α) = 0.05 and $df = 131$, the table r value was obtained at 0.170. This means that if the calculated r value is greater than the table r (0.170) and has a positive value, then the question item or indicator is declared valid. According to Sugiyono (2021), a research instrument is said to be valid if it is able to measure what it wants to measure and produces data that is in accordance with the reality in the field. This is in line with the opinion of Santoso (2020) who emphasized that item validity is used to ensure that each question item in the questionnaire is suitable for use in measuring research variables.

Table 3. Results of Validity Test Analysis

Statement items	r count	r table	Information
X1.1	0.908	0.170	Valid
X1.2	0.830	0.170	Valid
X1.3	0.934	0.170	Valid
X1.4	0.690	0.170	Valid
X1.5	0.580	0.170	Valid
X2.1	0.769	0.170	Valid
X2.2	0.746	0.170	Valid
X2.3	0.638	0.170	Valid
X2.4	0.492	0.170	Valid
X2.5	0.187	0.170	Valid
X2.6	0.672	0.170	Valid
X2.7	0.552	0.170	Valid
X3.1	0.581	0.170	Valid
X3.2	0.629	0.170	Valid
X3.3	0.393	0.170	Valid
X3.4	0.557	0.170	Valid
X3.5	0.510	0.170	Valid
X3.6	0.599	0.170	Valid
X3.7	0.323	0.170	Valid
Y.1	0.605	0.170	Valid
Y.2	0.422	0.170	Valid
Y.3	0.540	0.170	Valid
Y.4	0.686	0.170	Valid
Y.5	0.329	0.170	Valid
Y.6	0.325	0.170	Valid
Y.7	0.239	0.170	Valid
Y.8	0.488	0.170	Valid

Source: Processed by Researchers (2025)

Based on the validity test results in Table 3, all research variables, namely leadership style, workload, compensation, and turnover intention, have a calculated r value greater than the table r (0.170) with $N = 133$ and a significance level of 5%. This indicates that all questions in the research instrument are declared valid, because each item is able to measure the intended variable.

Reliability Test

Reliability test used For know how far is the consistency something instrument research (questionnaire) in measure variables studied . Instruments it is said reliable if give stable and consistent results although done measurement repeatedly . In other words, reliability show level reliability something instrument in produce data that can be trusted . According to Ghozali (2013) , something questionnaire can it is said reliable if mark Cronbach's Alpha > 0.60. This is show that grains existing questions in questionnaire own good internal consistency and relevance . In line with that, Sugiyono (2020) also explains that reliability instrument is the size that shows to what extent a tool measuring can trusted and produces relatively reliable data The same if used in different times . With thus , the more tall Cronbach's Alpha value , then the more high level reliability instruments used . Reliability test results in study This can seen in the table following , where all variables study show Cronbach's Alpha value is higher big from 0.60. This

means that all instruments used in study This stated reliable and worthy For used in analysis more carry on.

Table 4. Results of Reliability Test Analysis

No.	Variables	Cronbach's Alpha	Cut Off	Criteria
1	Style to leadership	0.780	0.60	Reliable
2	Workload	0.892	0.60	Reliable
3	Compensation	0.739	0.60	Reliable
4	Turnover intention	0.976	0.60	Reliable

Source: Processed by Researchers (2025)

Based on the table above, this study is deemed reliable, as the test results show that all variables used have a Cronbach's Alpha value greater than 0.60. This indicates that the questionnaire-based research instrument meets reliability criteria. In other words, each item in the questionnaire produces consistent and stable data when used to measure the same variable under relatively similar conditions.

Classical Assumption Test

a. Normality Test

Test normality aim For test whether in the regression model, the variables nuisance or residual has normal distribution or no. Normality can detected with see data distribution (points) on the diagonal axis of graph. If the data (points) are spread avoid from the diagonal and/ or No follow the direction of the diagonal line then No show pattern normal distribution which indicates that the regression model No fulfil assumptions normality (Ghozali, 2011). Results of the normality test in study can seen in the picture following This

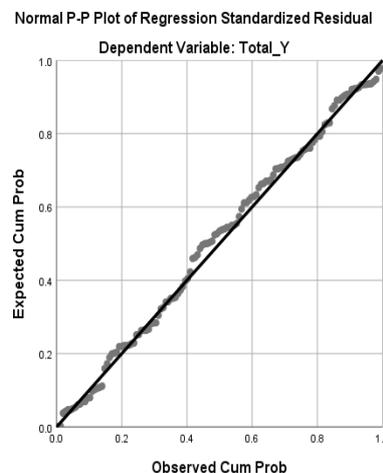


Figure 2. Results of the Normality Test
Source: Processed by Researchers (2025)

The image above show distribution of existing data around the diagonal line and following direction of the diagonal line, this show that the regression model in study This has fulfil assumptions normality. Then statistical test simple to use For test assumptions normality can also be done with using normality test from Kolmogorov Smirnov . Method normal testing data distribution is carried out with see mark significance variable, if significant more big from 0.05 on the value alpha significance 5%, then show normal data distribution. In research this, using the Kolmogorov- Smirnov test with results as following:

Table 5. Results of Kolomogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		133
Normal Parameters ^{a,b}	Mean	.0000000
	Standard Deviation	3.0513845
Most Extreme Differences	Absolute	.153
	Positive	.035
	Negative	-.153
Test Statistics		.153
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Processed by Researchers (2025)

From the results of the normality test in table 5 above with using one test sample Kolmogorov-Smirnov test obtained mark Asymp. Sig. sebesar 0.200 more big from (>) 0.05 then can concluded that the residual data is normally distributed. With thus can to be continued to stage testing next that is conduct a hypothesis test

b. Multicollinearity Test

Multicollinearity test aim For test what is the regression model found existence correlation between variables free (independent). Good regression model should No happen correlation between variables independent. If the variable independent each other correlated, then variables This No orthogonal. Variable orthogonal is variables independent value correlation between fellow variables independent The same with zero. Multicollinearity test seen from mark tolerance and Variance Inflation Factor (VIF) and magnitude correlation between variables independent. The cutoff value is usually used For show existence multicollinearity is mark Tolerance ≤ 0.10 or the same with VIF value ≥ 10 (Ghozali, 2012). Multicollinearity test results in study This can seen in the table following :

Table 6. Multicollinearity Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	20,882	3,866		5,401	.000		
	Total_X1	-.576	.059	-.041	-3,285	.041	.991	1,009
	Total_X2	.127	.125	.017	1,915	.030	.987	1,013
	Total_X3	-.393	.083	.383	-4,732	.000	.996	1,004

a. Dependent Variable : Total_Y

Source: Processed by Researchers (2025)

Based on the table above the results of the multicollinearity test data that have been done can concluded that all variables have mark tolerance is above 0.10 and the VIF value is below 10 so No te become multicollinearity or No happen correlation between variables independent.

c. Heteroscedasticity Test

Heteroscedasticity Test aim For test whether in the regression model happen inequality variance from residual one observation to other observations. Detection There is or whether or not pattern specific on the graph scatterplot. If there is pattern certain like the points that form pattern certain regular wavy, widening, then narrow so indicates that has happen heteroscedasticity. If not There is clear patterns, as well as scattered dots above and below number 0 on the Y axis then No te become heteroscedasticity (Ghozali, 2012). Results of the heteroscedasticity test in study This can seen in the table following This :

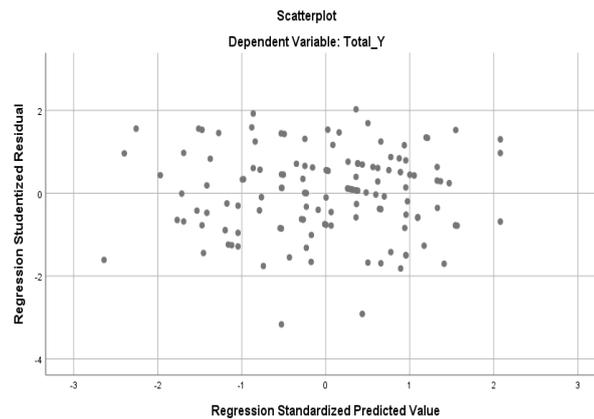


Figure 3. Heteroscedasticity Test Results
 Source: Processed by Researchers (2025)

From the picture above seen that dot, dot, dot spread in a way random Good on and under number 0 on the Y axis . The result is show that No happen heteroscedasticity in the regression model . In addition to method chart like scatterplot, heteroscedasticity test can also be used done by with approach statistics use mark significance. In the method this, the residual regression model tested through regression mark absolute residual against variables independent, which produces mark significance (p- value). If the value significance the more big from 0.05, then can concluded that No happen heteroscedasticity , meaning constant residual variance and assumptions homoscedasticity fulfilled. However, if mark significance not enough from 0.05, p This show existence heteroscedasticity, namely residual variance is not constant that can cause estimate regression become No efficient and influential validity testing statistics . Can be seen in the table the following is a heteroscedasticity test obtained results as following:

Table 7. Results of Heteroscedasticity Test Analysis

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	-.108	2,255		-.048	.962
	Total_X1	-.043	.035	-.108	-1.233	.220
	Total_X2	.091	.073	.110	1,255	.212
	Total_X3	-.025	.048	-.046	-.523	.602

a. Dependent Variable: Abs_RE S

Source: Processed by Researchers (2025)

From the data in table 5, it can be known that mark significance in the output table “Coefficient” for variables style leadership (X1) has mark significance $0.220 > 0.05$; variable burden work (X2) has mark significance $0.212 > 0.05$; and variables compensation (X3) with mark significance $0.602 > 0.05$. With results analysis the can it is said that data no happen heteroscedasticity Because mark significance from each variables more from 0.05.

Multiple Linear Analysis

Analysis multiple linear regression used For know There is whether or not influence from variables free to variables bound . In research This variables to be investigated that is style leadership (X1), burden work (X2) and compensation (X3) against employee turnover intention (Y). Can be seen in table 4, the results of the multiple linear regression test obtained results as following:

Table 8. Results of Multiple Linear Regression Analysis Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	20,882	3,866		5,401	.000		
	Total_X1	-.576	.059	-.041	-3,285	.041	.991	1,009
	Total_X2	.127	.125	.017	1,915	.030	.987	1,013
	Total_X3	-.393	.083	.383	-4,732	.000	.996	1,004

a. Dependent Variable : Total_Y

Source: Processed by Researchers (2025)

Based on the table above so obtained equation model results multiple linear regression with variable l style to leadership (X1), load work (X2), compensation (X3) and turnover r employee intention (Y) as following :

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

$$Y = 20.882 - 0.576 X_1 + 0.127 X_2 - 0.393 X_3$$

From regression said , then can explained become statement as following :

1. Constant of (20,882) shows that if to three variables independent (style leadership , burden work, and compensation) are considered worth zero (0), then mark turnover intention is amounting to 20,882. This is mark base turnover intention before influenced by all three variables the .
2. Coefficient regression For variables style leadership (X1) is (-0.576) which means If style leadership (X1) implemented by the leader company improved , then trend employee For go out from company will the more decreased. With assumptions burden work (X1) and Compensation (X3) must be te tap or No experience change.
3. Coefficient regression on variables burden work (X2) is (0.127) which means, the more tall burden work (X2) received by employees, then the more big desire too they For go out from company. With assumptions style leadership (X1) and compensation (X3) must be still or No experience change.
4. Coefficient regression on variables compensation (X3) is (-0.393), which means, the more Good compensation (X3) given company to employees, then desire employee For leave company will the more low. With assumptions style leadership (X1) and burden work (X2) must still or no me experiencing change.

Hypothesis Testing

The t-test is used For see in a way partial How influence variables free (X) against variables bound (Y), in order to test hypothesis that has been set own influence or no (Sugiyono, 2022).

1. When $t_{count} \geq t_{table}$ And $-t_{count} \leq -t_{table}$ And mark significant $t < \text{level significant } 5\% (0.05)$, so Ho rejected H1 accepted . Matter This means There is influence significant from each variable free to variables bound in a way partial.
2. When $t_{count} < t_{table}$ And $-t_{count} > -t_{table}$ And mark significant $t > \text{level significant } 5\% (0.05)$, then Ho is accepted or Ha is rejected. This is be meaning No There is significant influence from each variable free te rhadap variables tied to method partial.

Table 9. Partial Test Results (t-Test)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	20,882	3,866		5,401	.000		
	Total_X1	-.576	.059	-.041	-3,285	.041	.991	1,009
	Total_X2	.127	.125	.017	1,915	.030	.987	1,013
	Total_X3	-.393	.083	.383	-4,732	.000	.996	1,004

a. Dependent Variable : Total_Y

Source: Processed by Researchers (2025)

Based on the SPSS output in the table coefficients for partial t-test and with compare t - value of each variable with t- table l of 1.657 (with df = nk (133-3) which is 130 and alpha 0.05), as follows discussion and interpretation of partial t-test For influence dimensions style leadership (X1), burden work (X2), and compensation (X3) against turn over r intention (Y) at PT Hoki Marine Corp :

1. t-Test Results for dimensions style leadership (X₁) towards turnover intention (Y) shows mark significant se be sar 0.041 le bih to cil from 0.05 (0.041<0.05) and t_{test} more big from t_{table} (-3.285> 1.657). Then H₀ H1 rejected accepted. With thus style leadership (X₁) has an influence in a way significant to turn over r intention (Y).
2. t-Test Results for dimensions burden work (X₂) against turnover intention (Y) shows mark significant se be sar 0.030 more small from 0.05 (0.030<0.05) and t_{test} more big from t_{table} (+1.915) > 1.657). Then H₀ H2 rejected accepted . With thus burden to rja (X₂) be rpe influential in a way significant to internal turnover ntion (Y).
3. t-Test Results for dimensions compensation (X₃) against turnover intention (Y) shows mark significant se be sar 0.000 le bih to cil from 0.05 (0.000<0.05) and t_{test} more big from t_{table} (-4.732) > 1.657). Then H₀ H3 rejected accepted . With thus compensation (X₃) has an effect in a way significant to turn over r intention (Y).

Simultaneous Test (F)

F statistic test shows whether all variables independent or variables free to enter in the model has influence in a way together to variables dependent or bound that is tested on level significance of 0.05. If the probability value of F is more small from 0.05 and me have mark F count more big from F_{table}, then the regression model in study This worthy and meaningful that variables independent in a way together own influence to variables dependent. Can seen on table results test in a way partial (Test t) is as be following:

Table 10. Simultaneous Test Results (F Test)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Re Gre session	233,316	3	77,772	8,163	.000 ^b
	Re sidual	1229.045	129	9,527		
	Total	1462,361	132			

a. Dependent Variable : Total_Y

b. Predictors : (Constant), Total_X3, Total_X1, Total_X2

Source: Processed by Researchers (2025)

From the table data above obtained results from the F test, the calculated F value is be sar 8,163 le more sar compared to F table value l se be sar 2.67 (de with k = 3 variables l be bass and n - k = 130, at level significance of 0.05). In addition , the value significance as big as 0,000 show that mark This more small from 0.05. Then H₄ rejected and H_a accepted . So that can concluded that in a way statistics variable l independent (style leadership (X₁), burden work (X₂), compensation (X₃), in general simultaneous berpe influential significant to employee turnover intention at PT Hoki Marine Corp in Banyuwangi.

3.2. Discussion

Influence style leadership (X1) towards employee turnover intention (Y)

The results of the study indicate that leadership style (X1) significantly influences turnover intention (Y). This means that changes in leadership style will affect the level of employee desire to leave the company. Ineffective leadership tends to increase turnover intention, while a positive, participatory, and supportive leadership style can reduce it. Respondent analysis revealed that the majority of employees assessed that leadership was suboptimal in terms of cooperation, operational effectiveness, and time allocation. However, in terms of work management authority, assessments tended to be more positive. This condition indicates that leadership is still weak in communication and empowerment, but has the potential to be improved towards transformational leadership, which emphasizes inspiration, individual attention, and employee empowerment. These findings are consistent with research by Febriana

(2022), which states that effective leadership can reduce turnover intention. Similarly, Lumbanraja et al. (2022) found that transformational leadership increases job satisfaction and suppresses turnover intention. Research by Setiawan & Rahmawati (2022) and Hidayat & Utami (2022) also emphasized the importance of inspirational and participatory leadership in reducing turnover intention. Furthermore, Wijaya et al. (2022) showed that weak leadership communication actually increases turnover intention. Thus, the research hypothesis is accepted: leadership style has a significant influence on turnover intention. Companies need to strengthen transformational or participatory leadership styles to increase loyalty and reduce turnover intention.

The effect of workload (X2) on employee turnover intention (Y)

The t-test results indicate that workload significantly influences employee turnover intention. This means that the higher the perceived workload, the greater the employee's tendency to leave the company. Descriptive analysis revealed that the majority of respondents considered high work targets, job complexity, and inconsistencies in work schedules with standard operating procedures (SOPs) to be the main factors contributing to increased workload. While some aspects were considered positive, such as task understanding, appropriate work equipment, and effective procedures, inconsistencies in work schedules remained a serious issue.

In theory, a workload that is not balanced with individual abilities can trigger job stress and reduce employee satisfaction and loyalty. Similarly, Role Overload theory explains that role overload creates emotional stress that drives turnover intention. The results of this study align with the findings of Ramdhani (2022) and Pradita (2023), which show that workload has a positive effect on turnover intention, where the heavier the workload, the higher the employee's intention to leave. Thus, the second hypothesis is accepted. Companies need to evaluate their scheduling and work distribution systems to be more proportional, ensuring that the workload is balanced with employee capacity and supported by adequate facilities and policies.

Influence compensation (X3) against employee turnover intention (Y)

The results of the t-test show that compensation influential significant on turnover intention. This means system compensation company, good in the form of salary, allowances, bonuses, and awards, have role important in decision employee For endure or leave company . If compensation felt No fair or No adequate, employees tend look for other jobs with more rewards good. Analysis results respondents show that majority employee Still evaluate salary, bonus, allowances health, and appreciation performance Not yet adequate. However, there are two aspects perceived compensation Enough positive, namely allowance day kingdom and opportunity follow training. Conditions This show that in a way overall perception negative to compensation Still dominate . Research results This consistent with Primadona's findings (2020) and reinforced by studies Wahyuni's latest (2023) which confirms that compensation influential negative and significant towards turnover intention. The more fair and adequate the compensation given, the more low intention employee For leave company. With Thus, the hypothesis third accepted. The company needs to repair system compensation through transparency payroll, fair bonus system, as well giving appropriate rewards to reduce turnover intention and increase loyalty employee.

Influence style leadership (X1), burden work (X2), and Compensation (X3) against employee turnover intention (Y)

Research result show that style leadership, burden work and compensation in a way simultaneous influential significant on employee turnover intention at PT. Hoki Marines Corp. This prove that turnover intention level is not only influenced by one factors, but rather combination from various aspect condition work. In a way partial, style leadership and compensation influential negative, meaning the more Good style leadership and increasingly adequate compensation given, then desire employee For go out from company the more decreased. On the other hand, the load Work precisely influential positive, where the more tall burden perceived work employees, then the more high tendency of turnover intention. Findings

This in line with study Restiana (2024), and reinforced by studies latest from Putra & Pramudiana (2023) which confirms that management source Power man No can done in a way partial, but rather need approach comprehensive. Combination effective leadership, management burden proportional work, as well as fair and transparent compensation capable pressing intention employee For out. Therefore that, the company need develop an integrated HR management strategy with focus on improvement quality leadership, distribution burden balanced work, as well as system competitive compensation. With Thus, the hypothesis fourth accepted. The company needs to develop a comprehensive HR management strategy, with focus on improvement quality leadership, distribution burden proportional work, as well as implementation system transparent and competitive compensation .

4. Conclusion

First, the factor style leadership proven influential in determine tall low turnover intention. Capable leaders give directions with clear, behaving fair, and show attention to welfare subordinate tend foster a sense of comfort and improve loyalty employees. On the other hand, the style authoritarian leadership, less communicative, or No capable give example can increase intention employee For leave company. This is in line with coal research which states that style effective leadership can pressing desire move, and reinforced who emphasized that pattern leadership nature dynamic and instrumental big to behavior subordinates.

Second, the factor burden work is also proven contribute to turnover intention. Excessive workload high, good in a way physique both physically and mentally, will cause stress work, fatigue, until decline driving motivation employee look for other jobs. On the other hand, the burden distributed work in a way proportional and appropriate with capacity employee can increase productivity without cause pressure excessive. This result support findings Mahawati (2021) emphasizes that imbalance burden Work often become reason main turnover, as well as reinforced by Clarayustina (2023) who emphasized that burden overwork will impact directly on the decline satisfaction work and increasing intention go out.

Third, the factor compensation show influence significant on turnover intention. Employees who feel compensation received No in accordance with contribution or No comparable with market standards tend to own desire more big For leave company. Instead, fair, transparent, and competitive compensation capable increase satisfaction Work as well as suppress turnover intention. This consistent with study Hasibuan (2020) stated that that compensation is factor the main driving force motivation work, and reinforced by Sunyoto (2022) who stated that proper compensation will increase attachment employee to organization.

In the context of PT. Hoki Marine Corp, the problem of turnover intention becomes the more Serious remember turnover rate in the marine ornamental fish maintenance / maintenance division reach number highest namely 76%. This division own vital role in guard quality and sustainability life product main marketed companies globally. High turnover in this division No only impact on internal effectiveness , but also disrupt continuity business, add burden costs, as well as potential lower reputation company in the eyes partners international. Findings This in line with study Pradita (2023) explains that burden work and compensation that is not in accordance is factor dominant turnover in the sector industry , as well as reinforced by Wahyuni (2024) and Restiana (2024) who found that style leadership , burden work and compensation is factor important that in simultaneous influential on turnover intention.

With thus , it can concluded that turnover intention is not can viewed as problem single caused by one factors , but rather is results from interaction various aspects , good managerial, psychological, and financial. PT. Marine Corp hockey is necessary develop an integrated strategy with repair pattern leadership, adapting burden work, and give fair and competitive compensation in order to reduce employee turnover intention, especially in crucial divisions. Findings This at a time enrich literature academic about management source Power humans, especially in context industry export fisheries in Indonesia which have characteristics unique and global challenges. In addition to the conclusions main that style leadership, burden work and compensation influential on turnover intention, research this also confirms importance

attention company to factor psychological and emotional employees. Employees No only work for a salary, but also need recognition, feeling appreciated, and the environment supporting work. If the aspects This ignored, then intention For leave company will the more high, even though compensation given Already Enough.

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