

# ANALYSIS OF THE EFFECT OF LEADERSHIP, COMMUNICATION, AND MOTIVATION ON TURNOVER INTENTION WITH INTERVENING COMMITMENT ORGANIZATION VARIABLES AT PT MEDIANUSA PERMANA, BATAM CITY

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## Abstract

The purpose of this study was to determine and analyze the effect of leadership, communication, and motivation on turnover intention with intervening commitment to organizational variables at PT Medianusa Permana, Batam City. The method used is a questionnaire and distributed to 100 respondents. Analysis of statistical data using SEM PLS (Structural Equation Modeling Partial Least Square) and using path analysis to examine the pattern of the relationship between the influence of the dependent variable on the independent, both direct and indirect effects with SMART PLS 3.0 software. The results in the study indicate that leadership has a positive and significant effect on organizational commitment with a p-value of  $0.000 < 0.05$ , communication has a positive and significant effect on organizational commitment with a p-value of  $0.000 < 0.05$ , turnover intention with p-value of 0.771, leadership has a positive and significant effect on turnover intention with p-value of 0.008, communication leadership has a positive and significant effect on turnover intention with p-value of 0.004, motivational has a positive and significant effect on turnover intention with p-value of 0.018, organizational commitment mediates the effect of leadership and turnover intention with a p-value of  $0.080 < 0.05$ . organizational commitment mediates the effect of communication and turnover intention with a p-value of  $0.080 < 0.05$ , and organizational commitment mediates the effect of motivation and turnover intention with a p-value of  $0.080 < 0.05$ .

**Keywords:** *Leadership, Communication, Motivation, Turnover Intention, and Commitment Organization*

## 1. INTRODUCTION

Employees are an important human resource for the company, employees can survive in the company if they feel comfortable and happy working in the company. The differences that exist in employees make companies need a way to find out what things can make an employee feel comfortable and happy working in the company. Companies must appropriately provide what employees want and need. Employees as HR are dynamic resources and are always needed in every process of producing goods and services. Therefore, companies need to manage HR efficiently and effectively by implementing appropriate HR policies. The implementation of inappropriate policies greatly influences the emergence of organizational commitment and turnover intention.

*turnover intention* marked by various things related to employee behavior, including increased absenteeism, lazy to work, increased courage to violate work rules, courage to oppose or protest to superiors, as well as seriousness to complete all employee responsibilities that are different from usual, looking for alternative work the problem of satisfaction with the salary received, this can encourage the desire of employees to leave their jobs. This is supported by the statement Wibowo (2014) which states that Turnover Intention is a desire from employees to resign

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from an organization. Symptoms that can be seen in employees who have turnover intention are looking for job vacancies, and feeling uncomfortable working at the company, such as complaining frequently, feeling dissatisfied with work, giving negative statements, and not wanting to care about the company where they work.

*turnover intention* can be in the form of resignation, transfer out of the company, dismissal, or death. High turnover intention can have a negative impact on companies, such as creating instability in the conditions of the existing workforce, as well as the high costs of managing human resources, such as training costs that have been carried out for employees up to recruitment and retraining costs. (Sarti, 2014). Turnover intention is indicated by various issues that will be discussed in this study, namely leadership, communication, motivation and organizational commitment. The increasing world of internet technology industry in Batam has caused companies to compete to improve quality services to meet customer needs. For the company PT Medianusa Permana which is engaged in the field of internet service providers, the thing that needs to be considered is to improve the quality of its human resources, especially the employees who work. PT Medianusa Permana's vision is not only as an Internet Service Provider, but also as the best solution provider for companies related to communication networks and added value, we believe that your company or mine will get the right solution to meet existing needs. Led by a team of experienced managers and entrepreneurs who are dedicated and committed to bringing companies and business models to success in the Information & Communication Technology (ICT) and Telecommunications Business fields. In order to keep the company the top choice for its customers, employees are required to always provide the best service, always be fast, on time and can be trusted by customers.

With the increasingly intense business competition occurring, the work target has increased so that the employee's desire to leave the organization at PT Medianusa Permana Batam has resulted in the intention of leaving the employee. Increased turnover in a company has a negative image for the company, because it is considered less able to pay attention to the needs of employees in particular. This results in expenses for the selection of prospective employees which must be adjusted to the budget and needs of the relevant agencies, arrangements for replacement personnel which require time so that additional costs must be incurred to compensate employees who work overtime, and jobs that are overloaded due to reduced personnel thereby increasing the possibility of human error.

Leadership may be closely related to turnover intention. Leadership represents the attitudes and skills of a leader in moving his employees by leading, guiding and influencing employees to do a job that is in line with company goals. When employees feel comfortable with the company's leaders, employees are more likely to stay and work, conversely, when the leader is a source of discomfort for employees, the tendency of employees to leave the company increases. Leadership is the means by which a manager influences the behavior of others (Thoha, 2013).

Based on preliminary observations made by the author at the research location, information was obtained that in 2017-2021 there was an increase in employee turnover intention at PT PermanaNET. This is shown by the increasing number of employees submitting resignation letters to stop working. This is because in 2019 and 2020 Batam experienced the spread of the corona virus so that company activities could not run normally, so the company had to temporarily reduce employees.

Table 1. Number of Turnover Intention employees at PT Medianusa Permana

Year	Number of Turnover Intention employees
2017	2
2018	2
2019	9
2020	8
2021	12

Source: PT Medianusa Permana, 2022

From the results of observations and interviews with several employees, the increase in the incidence of employee turnover intention at PT Medianusa Permana in 2017-2021 was caused by the leadership applying an inappropriate leadership style, such as not being close or limiting the distance to employees and low communication and employee motivation. The leadership style seen at PT Medianusa Permana is that leaders pay little attention to the needs of their employees at work, leaders pay little attention to employee complaints, leaders are arbitrary in assigning tasks, and leaders tend to be subjective in promoting employee positions, and lack of communication with employees, and are judged less fair in taking policies related to employees.

Seeing the description described above, it is necessary to conduct research that raises the topic of leadership, communication, motivation and organizational commitment influencing the occurrence of turnover intention. The author is interested in conducting research with the title "Analysis of the Influence of Leadership, Communication and Work Motivation on Employee Turnover Intention with Organizational Commitment as a Mediation Variable in PT. Medianusa Permana.

## 2. PROBLEM FORMULATION

The formulation of the problem is a problem questions that seek answers through data collection. The formulation of the problem in this study is:

1. To what extent does Leadership affect Organizational Commitment?
2. To what extent does Communication affect Organizational Commitment?
3. To what extent does Motivation affect Organizational Commitment?
4. To what extent does Organizational Commitment affect Turnover Intention?
5. To what extent does Leadership affect Turnover Intention?
6. To what extent does Communication affect Turnover Intention?
7. To what extent does Motivation affect Turnover Intention?
8. To what extent does Leadership influence Turnover Intention through Organizational Commitment?
9. To what extent does Communication affect Turnover Intention through Organizational Commitment?
10. To what extent does Motivation affect Turnover Intention through Organizational Commitment?

## 3. RESEARCH METHODOLOGY

In this study, using respondent data, such as gender, age, education, and length of work in order to provide information about the characteristics of the respondents. A total of 100 questionnaires were distributed. The discussion in this chapter is the result of a field study to obtain questionnaire answer data that measures the six main research variables, namely leadership, communication, motivation, organizational commitment, and Turnover Intention. Analysis of data with parametric and non-parametric statistics using SEM-PLS (Structural Equation Modeling-Partial Least Square) regarding research variables, validity and reliability as well as discussion of the results of hypothesis testing. This study uses path analysis (path analysis) to examine the relationship pattern of the influence of a variable or set of variables on other variables, both direct

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and indirect effects. Calculation of the path coefficient in this study was assisted by Smart PLS Ver 3.0. To find out the direct and indirect effects between variables, it can be seen from the calculation of the path coefficient to find out the significance.

The population in this study were the employees of the Regional Secretariat of Karimun Regency, totaling 138 people. PThis research uses the census method by giving questionnaires to the entire population. All members of the population used as a sample is called saturated sampling or another term is a census.

## 4. RESULTS AND DISCUSSION

### 4.1. Outer Model Testing (Measurement Model)

This research model will be analyzed using the Partial Least Square (PLS) method and assisted with SmartPLS 3.0 software. PLS is an alternative method of Structural Equation Modeling (SEM). Outer model testing consists of convergent validity and discriminant validity.

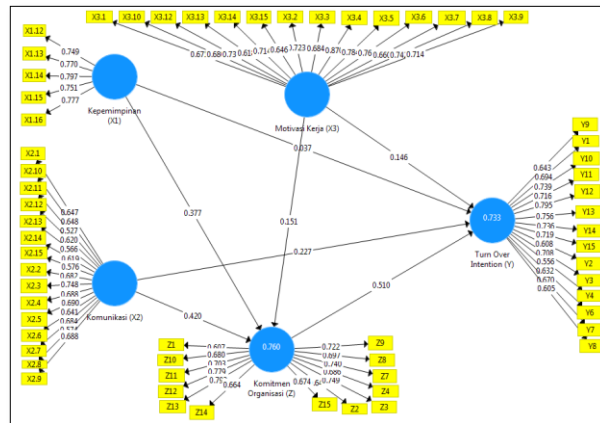


Figure 1. Outer Model Test

#### a. Convergent Validity

Convergent validity is used to see the extent to which a measurement is positively correlated with alternative measurements of the same construct. To see an indicator of a construct variable is valid or not, then look at the value of the outer loading. The outer loading test with a value greater than 0.5 given in the SMARTPLS procedure is generally considered significant (Hair et. al, 2014). In the early stages of outer loading testing, all indicators with external load values were above 0.5, therefore, these indicators were valid and included in this study. The following results of the loading factor can be shown as in Table 1

**Table 1. Outer Loading Value**

	Kepemimpinan (X1)	Komitmen Organisasi (Z)	Komunikasi (X2)	Motivasi Kerja (X3)	Turn Over Intention (Y)
X1.12	0.749				
X1.13	0.770				
X1.14	0.797				
X1.15	0.751				
X1.16	0.777				
X2.1			0.647		
X2.10			0.648		
X2.11			0.527		
X2.12			0.620		
X2.13			0.566		
X2.14			0.619		
X2.15			0.576		
X2.2			0.682		
X2.3			0.748		
X2.4			0.688		
X2.5			0.690		
X2.6			0.641		
X2.7			0.684		
X2.8			0.574		
X2.9			0.688		
X3.1				0.671	
X3.10				0.680	
X3.12				0.737	
X3.13				0.618	
X3.14				0.714	
X3.15				0.646	
X3.2				0.723	
X3.3				0.684	
X3.4				0.870	
X3.5				0.784	
X3.6				0.767	
X3.7				0.660	
X3.8				0.742	
X3.9				0.714	
Y1					0.694
Y10					0.739
Y11					0.716
Y12					0.795
Y13					0.756
Y14					0.736
Y15					0.719
Y2					0.608
Y3					0.708
Y4					0.556
Y6					0.632
Y7					0.670
Y8					0.605
Y9					0.643
Z1		0.607			
Z10		0.680			
Z11		0.703			
Z12		0.779			
Z13		0.793			
Z14		0.664			
Z15		0.674			
Z2		0.646			
Z3		0.749			
Z4		0.686			
Z7		0.740			
Z8		0.697			
Z9		0.722			

Source: Primary Data Processed, 2022

From the results of data processing with SmartPLS shown in Table 1, that the majority of the 64 indicators for each variable in this study have a loading factor value greater than 0.5 and are said to be valid.

The next evaluation is by comparing the AVE root value with the correlation between the constructs. The recommended result is that the AVE root value must be higher than the correlation between the constructs (Yamin and Kurniawan, 2011). The model has better discriminant validity if the AVE square root for each construct is greater than the correlation between the two constructs in the model. A good AVE value is required to have a value greater than 0.50. In this study, the AVE value and the AVE square root for each construct can be shown in Table 2:

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**Table 2. AVE Test Results**

	Rata-rata Varians Diekstrak (AVE)
Kepemimpinan (X1)	0.591
Komitmen Organisasi (Z)	0.597
Komunikasi (X2)	0.513
Motivasi Kerja (X3)	0.515
Turn Over Intention (Y)	0.572

Source: Primary Data Processed, 2022

Based on the AVE value in table 2, it shows that the AVE value is greater than 0.50, with the smallest value being 0.513 for the Communication variable (X2) and the largest being 0.597 for the Organizational Commitment variable (X1). This value meets the requirements in accordance with the specified minimum AVE value limit of 0.50. After knowing the AVE value for each construct, the next step is to look at the VIF value.

The collinearity test is to prove whether the correlation between latent/construct variables is strong or not. The value used to analyze it is by looking at the Variance Inflation Factor (VIF) value (Hair, et. al 2014; Garson, 2016). If the VIF value > 5.00, it means that there is a collinearity problem, and conversely there is no collinearity problem if the VIF value is < 5.00.

**Table 3. Colonierity**

	(X1)	(Z)	(X2)	(X3)	(Y)
Kepemimpinan (X1)		2.726			3.318
Komitmen Organisasi (Z)					4.166
Komunikasi (X2)		3.348			4.082
Motivasi Kerja (X3)		2.373			2.468
Turn Over Intention (Y)					

Source: Primary Data Processed, 2022

From the data above it can be described as follows:

- 1) VIF for the correlation X1 with Y is  $3,318 < 5.00$  (no collinearity problem)
- 2) VIF for the correlation X2 with Y is  $4,082 < 5.00$  (no collinearity problem)
- 3) VIF for the correlation X3 with Y is  $2,468 < 5.00$  (no collinearity problem)
- 4) VIF for correlation Z with Y is  $4.166 < 5.00$  (no collinearity problem)

Thus, from the data above, the structural model in this case does not contain collinearity problems.

*Outer model* Besides being measured by assessing convergent validity and discriminant validity, it can also be measured by looking at the reliability of constructs or latent variables as measured by composite reliability values. The construct is declared reliable if the composite reliability has a value > 0.7, then the construct is declared reliable. The SmartPLS output results for composite reliability values can be shown in Table 4.



**Table 4. Composite Reliability Value**

	Reliabilitas Komposit
Kepemimpinan (X1)	0.879
Komitmen Organisasi (Z)	0.927
Komunikasi (X2)	0.913
Motivasi Kerja (X3)	0.937
Turn Over Intention (Y)	0.925

Source: Primary Data Processed, 2022

From the SmartPLS output results in Table 4, the composite reliability value for all constructs is above the value of 0.70. With the resulting value, all constructs have good reliability in accordance with the minimum value limit that has been required.

#### 4.2. Inner Model Testing (Structural Model)

The inner model (inner relation, structural model, and substantive theory) describes the relationship between latent variables based on substantive theory. The inner model can be evaluated by looking at the r-square (indicator reliability) for the dependent construct and the t-statistical value of the path coefficient test. The higher the r-square value means the better the prediction model of the proposed research model. The path coefficients value indicates the level of significance in hypothesis testing.

The structural model is evaluated using R-square for the dependent construct. The  $R^2$  value can be used to assess the effect of certain endogenous variables and whether exogenous variables have a substantive effect (Ghozali, 2014).

Table 5. R Square value

	R Square	Adjusted R Square
Komitmen Organisasi (Z)	0.760	0.752
Turn Over Intention (Y)	0.733	0.722

Source: Primary Data Processed, 2022

Based on table 5, the R Square value of the Organizational Commitment variable is 0.760, this means that 76.0% of variations or changes in organizational commitment are influenced by leadership, communication, and work motivation while the remaining 24.0% is explained by other reasons. The R Square variable Turn Over Intention is 0.733, this means that 73.3% of the variation or change in Turn Over Intention is influenced by organizational commitment while the remaining 26.70% is explained by other reasons. So it can be said that the R Square on the Consumer Satisfaction variable is moderate.

Hypothesis testing is carried out based on the results of testing the Inner Model (structural model) which includes the output r-square, parameter coefficients and t-statistics. To see whether a hypothesis can be accepted or rejected by considering the significance value between constructs, t-statistics, and p-values. Testing the research hypothesis was carried out with the help of SmartPLS (Partial Least Square) 3.0 software. These values can be seen from the bootstrapping results. The rules of thumb used in this study are the t-statistic  $> 1.96$  with a significance level of p-value 0.05 (5%) and the beta coefficient is positive. The value of testing the hypothesis of this study can be shown in Table 6, Table 7 and Figure 2.

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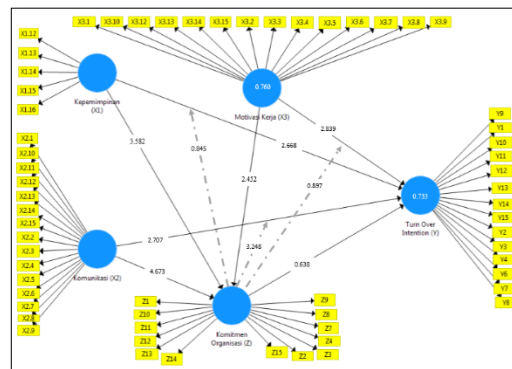


Figure 2. Hypothesis Testing

**Table 6. The Direct Effect Hypothesis**

	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik (  O/STDEV  )	P Values
Kepemimpinan (X1) -> Komitmen Organisasi (Z)	0.377	0.369	0.105	3.582	0.000
Kepemimpinan (X1) -> Turn Over Intention (Y)	0.103	0.094	0.121	2.668	0.008
Komitmen Organisasi (Z) -> Turn Over Intention (Y)	-0.535	-0.562	-0.130	0.638	0.771
Komunikasi (X2) -> Komitmen Organisasi (Z)	0.420	0.422	0.090	4.673	0.000
Komunikasi (X2) -> Turn Over Intention (Y)	0.086	0.071	0.121	2.707	0.004
Motivasi Kerja (X3) -> Komitmen Organisasi (Z)	0.151	0.159	0.103	2.455	0.014
Motivasi Kerja (X3) -> Turn Over Intention (Y)	0.169	0.179	0.089	2.839	0.018

Source: Primary Data Processed, 2022

Based on the table above, the analysis obtained;

1. The direct effect of variable X1 on variable Z has a path coefficient of 3,582 (positive), has a P-Values of 0.000 < 0.05, so it can be stated that the influence between X1 on Z is significant.
2. The direct effect of variable X2 on variable Z has a path coefficient of 4,673 (positive), a P-Values of 0.000 < 0.05, so it can be stated that the influence of X2 on Z is significant.
3. The direct effect of variable X3 on variable Z has a path coefficient of 2,455 (positive), a P-value of 0.014 < 0.05, so it can be stated that the influence of X3 on Z is significant.
4. The direct effect of variable Z on variable Y has a path coefficient of 0.638 (positive), a P-value of 0.771 < 0.05, so it can be stated that the influence of Z on Y is not significant.
5. The direct effect of variable X1 on variable Y has a path coefficient of 2.668 (positive), a P-Values of 0.008 < 0.05, so it can be stated that the influence between X1 on Y is significant.
6. The direct effect of variable X2 on variable Y has a path coefficient of 2,707 (positive), a P-Values of 0.004 < 0.05, so it can be stated that the influence of X2 on Y is significant.
7. The direct effect of variable X3 on variable Y has a path coefficient of 2,839 (positive), a P-Values of 0.018 < 0.05, so it can be stated that the influence of X3 on Y is significant.

Testing the indirect effect hypothesis aims to prove the hypotheses of the effect of a variable on other variables indirectly (through an intermediary). If the value of the coefficient of indirect effect > the coefficient of direct effect, then the intervening variable mediates the relationship between one variable and another. Conversely, if the indirect effect coefficient < direct effect coefficient, then the intervening variable does not mediate the relationship between one variable and another variable.



**Table 7. Indirect Influence Hypothesis**

	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik (  O/STDEV  )	P Values
Kepemimpinan (X1) -> Komitmen Organisasi (Z) -> Turn Over Intention (Y)	-0.202	-0.207	-0.076	0.845	0.080
Komunikasi (X2) -> Komitmen Organisasi (Z) -> Turn Over Intention (Y)	0.225	0.235	0.069	3.248	0.001
Motivasi Kerja (X3) -> Komitmen Organisasi (Z) -> Turn Over Intention (Y)	-0.081	-0.091	-0.065	0.897	0.106

Source: Primary Data Processed, 2022

Based on the table above, the analysis obtained;

1. The coefficient value of the indirect effect of variable X1 is 0.845 < 2.668, thus it can be stated that Z is unable to mediate the influence between X1 on Y.
2. The coefficient value of the indirect effect of variable X2 is 3,248 > 2,707 (direct effect) thus it can be stated that Z is able to mediate the influence between X2 on Y.
3. The coefficient value of the indirect effect of variable X3 is 0.897 < 2,839 (direct effect) thus it can be stated that Z is not able to mediate the influence between X3 on Y.

## 5. CONCLUSIONS AND SUGGESTIONS

### 5.1. CONCLUSION

1. Leadership has a positive effect on Organizational Commitment through the statistical T-test with a value of 3,582 > 1.96, a P value of 0.000.
2. Communication has a positive effect on Organizational Commitment. through the statistical T test with a value of 4,673 > 1.96, a P value of 0.000.
3. Motivation has an effect on Organizational Commitment through the statistical T-test with a value of 2,455 > 1.96, a P value of 0.014.
4. Organizational Commitment has a negative effect on Turnover Intention through the T-statistic test with a value of 0.638 > 1.96, a P value of 0.771.
5. Leadership has a positive effect on Turnover Intention through the T-statistic test with a value of 2,668 > 1.96, a P value of 0.008.
6. Communication has a positive effect on Turnover Intention through the T-statistic test with a value of 2,707 > 1.96, a P value of 0.004.
7. Work motivation affects turnover intention through the statistical T-test with a value of 2,839 > 1.96, a P value of 0.018.

### 5.2. SUGGESTIONS

1. To reduce turnover intention, companies can enter into work contracts, namely attachment to the company between employees and clear exchanges, fulfilling employee satisfaction if there are still those who are not satisfied, increasing the organizational culture for mutual cooperation.
2. To strengthen the leadership model, several indicators that need to be improved are; The leadership function is innovative, because the company is engaged in technology, the leadership function is as a motivator, so that employees feel at home working for the company.
3. To increase employee motivation, performance needs to be increased by providing bonuses for employees, providing opportunities for self-development for employees.
4. To improve communication, it is necessary to increase the communicator variable, leaders and employees communicate well if the leader is in place, but if the leader is outside the office, they still carry out orders via messages or the media.

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5. To increase organizational commitment, it is necessary to increase affective commitment in employees, namely by involving employees in making decisions, so that employees feel valued and responsible.

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