

The Influence of Leadership Style and Compensation on Employee Turnover Intention Mediated by Work Motivation at Mitra Medika Tambakan Clinic in Subang

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ABSTRACT

In this research, we will examine the relationship between leadership style, remuneration, and turnover intention via the lens of work motivation, which will serve as a mediator. A total of 126 staff members from Klinik Mitra Medika Tambakan Subang participated in this survey-based quantitative study. We used SmartPLS version 4 and the Structural Equation Modeling-Partial Least Squares approach to evaluate the data received from the surveys. Leadership style has a negative and statistically significant influence on turnover intention, but no effect on work motivation, according to the data. While pay does influence employee motivation, it does not influence their decision to leave their current position. In addition, there is a negative and statistically significant relationship between job motivation and intention to leave. The results of the indirect effect analysis reveal that while job satisfaction does not play a mediating role in the connection between management style and desire to leave, it does so in the case of remuneration. In the case of Mitra Medika Tambakan Subang Clinic, these results show that leadership style has a direct effect on workers' intention to quit, whereas remuneration influences turnover intention via enhanced willingness to work. The clinical management team hopes to use the study's findings to improve HR policies pertaining to staff retention and the organization's capacity to weather the long haul.

INTRODUCTION

The rising significance of easy, inexpensive, and high-quality healthcare access has been a major factor in the explosive expansion of Indonesia's healthcare sector throughout the last 20 years. This growth is not limited to large hospitals, but is also significantly evident in primary care units such as primary and secondary clinics. According to data from Kementerian Kesehatan Republik Indonesia (2023), the number of clinics in Indonesia increased from 10,270 in 2018 to 11,333 in 2022, reflecting a positive response to the growing public demand for readily accessible basic healthcare services in various regions, including those outside urban centers.

However, the growth in the number of facilities does not necessarily guarantee continued service quality, particularly in terms of human resource management. Private clinics, as autonomous healthcare entities, face various operational pressures and complex managerial challenges. A crucial aspect in ensuring service sustainability is workforce management, including leadership, compensation, and efforts to maintain stable work motivation amidst high daily operational burdens.

One significant issue faced by many private clinics in Indonesia is the high rate of employee turnover, particularly among medical and administrative staff. Data from Badan Pusat Statistik (2022) shows that the healthcare sector has an annual employee turnover rate of 17.6 percent, higher than other industrial sectors. This condition is exacerbated by limited resources, minimal career development opportunities, and an unequal compensation system experienced by most clinic employees. The phenomenon of high healthcare worker turnover is also reflected in various internal reports from clinics and health professional organizations, which highlight the tendency of employees to resign within two to three years of employment. The desire to leave one's current position as a healthcare professional is significantly related to factors such as job satisfaction, pay rate, and working conditions (Giranda et al., 2024, $p = 0.000$). Healthcare and other public service industries may have annual staff turnover rates of up to 20.8%, according to national statistics from Fatiyah et al. (2023).

The World Health Organization (2022) states that an unsupportive work environment, unresponsive leadership, and a mismatch between expectations and rewards are the main causes of decreased motivation and increased turnover intention in the healthcare sector. This situation emphasizes the importance of attention to organizational dimensions such as leadership style, fairness of compensation systems, and workload management in reducing turnover intentions.

LITERATURE REVIEW

Mitra Medika Tambakan Clinic is a leading clinic that has been operating for over ten years and has a strategic position in the South Subang area. Since its inauguration on February 14, 2015, this clinic has consistently served patients with various types of services, ranging from outpatient services, vaccinations, minor medical procedures, to inpatient care, and has a vision to become the best inpatient clinic in Subang Regency with the "IDOLA" working principle. Despite

having strong institutional values and a clear strategic vision, Mitra Medika Tambakan Clinic continues to face quite complex challenges, especially in maintaining the stability of the service team amidst increasing patient volumes and operational complexity. This phenomenon demonstrates the importance of evaluating factors that influence employee loyalty and sustainability of work engagement, particularly related to leadership style, forms of compensation, and the role of work motivation in bridging organizational expectations and employee satisfaction.

Recapitulation data of employee turnover reports at the Mitra Medika Tambakan Clinic from 2019 to 2023 shows that the percentage of resignations tends to increase annually, from 14.72 percent in 2019 to 27.59 percent in 2023. This increase has direct implications for operational stability, uneven workloads, and the risk of declining service quality to patients, the findings of the exit interviews conducted with employees. According to the literature on human resource management, "turnover intention" is the deliberate propensity of an employee to quit their current position as a result of many causes both within and outside of the company. Leadership style significantly affects employee turnover intention in the healthcare sector, according to Maaitah (2018), and negative perceptions of leadership, compensation inequality, and weak psychological ties to the organization are strong predictors of turnover intention, as highlighted by Kim & Fernandez (2017).

There are a number of factors that affect the likelihood of employee turnover, including leadership style, pay rate, and intrinsic motivation at work. While Mustafa and Ali (2019) found that employees are more likely to be dissatisfied with their jobs and the company as a whole due to an unfair and uncompetitive compensation system, Abidin and Iqbal (2019) found that employees are less likely to be dissatisfied with their jobs due to high levels of work motivation, which increases their commitment to and responsibility within the workplace. Research on leadership, remuneration systems, and employee motivation is most urgently needed in light of the aforementioned theoretical and practical considerations; these factors have a direct bearing on the stability of the workforce and, by extension, the quality of health services provided. Consequently, the purpose of this research is to investigate the relationship between leadership style, remuneration, and desire to leave the Mitra Medika Tambakan Clinic, with the mediating variable being work motivation.

METHODOLOGY

With work motivation serving as a moderator, this research seeks to understand the connection between leadership style, salary, and employees' intentions to leave their current position. Medical professionals (physicians, midwives, and nurses) and non-medical workers (administrative and operational support staff) from the Mitra Medika Tambakan Clinic served as the subjects of the study. To investigate potential correlations between the study's variables, the researchers used a quantitative research strategy. According to Sugiyono (2018), there are primarily two interconnected steps in the analytical process. Leadership style and salary are the independent factors in this

descriptive research. The desire to leave one's current position and the level of intrinsic motivation to do one's job are the dependent variables in this research. Both primary and secondary sources of information were used for this investigation. In this case, questionnaires measuring staff members' opinions on each study variable were sent to gather primary data from the Mitra Medika Tambakan Clinic. Scientific publications, archives of prior research, and statistics compiled by appropriate government agencies are all examples of secondary data sources.

A total of 148 individuals, including both medical and non-medical staff, who were actively engaged in the operational and organizational aspects of the Mitra Medika Tambakan Clinic were included in this study's population. However, due to the study's narrow scope, only 126 participants from the Mitra Medika Tambakan Clinic were included. The number of participants in this research was determined using a saturation sampling method, often known as total sampling. In this way, 126 individuals were chosen at random from the population. The researchers in this study used a five-point Likert scale an interval scale with responses ranging from 1 (strongly disagree) to 5 (strongly agree). Researchers used SmartPLS version 4 to conduct the study's analysis utilizing the Partial Least Squares Structural Equation Modeling (PLS-SEM) method.

RESEARCH RESULT

Measurement Model Analysis (Outer Model)

There are primarily two interconnected steps to the analytical process. The first step is to check that all statement items appropriately reflect the measured variables by evaluating the outer model, also called the measurement model. This will verify that the indicators for each study concept are valid and reliable. Once the measurement model is determined to be eligible, the next step is to evaluate the structural or inner model. This model is used to check if the latent variables are positively or negatively related, how significant direct and indirect influences are, and how well the model can explain and predict the relationship between the study's constructs. There are primarily two interconnected steps to conducting tests in data analysis using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method. The first step is to check whether the reflecting indicators can reliably and consistently portray the latent constructs by evaluating the outer model, also called the measuring model. The next part presents an outer model picture that represents the outcomes of data processing using the PLS Algorithm.

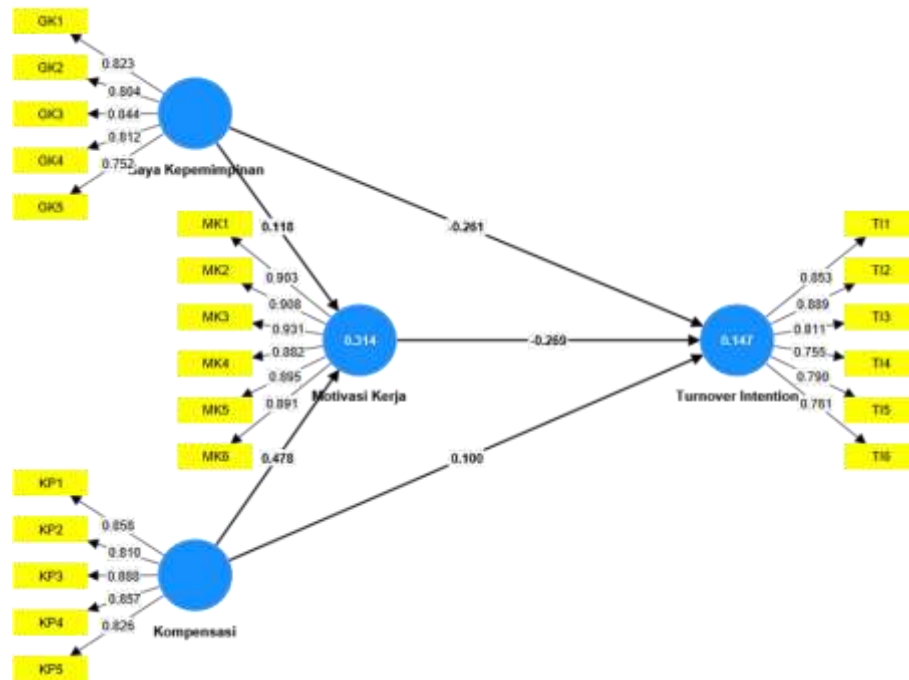


Figure 1. Outer Model Results
Source: PLS-SEM data processing results (2025)

This study's reflective indicators and latent constructs are shown in the image, which is a visual representation of the outcomes of the outer model assessment in the Partial Least Squares Structural Equation Modeling analysis. The outer model visualization reveals, in general, that each variable's indicators are directly related to the latent construct, creating a transparent and organized framework for measurement. At the Mitra Medika Tambakan Subang Clinic, this model shows how indicators are used to measure staff impressions of leadership style, remuneration, motivation at work, and desire to leave.

Table 1. Loading Factor Values

	Leadership Style	Compensation	Work Motivation	Turnover Intention
GK1	0.823			
GK2	0.804			
GK3	0.844			
GK4	0.812			
GK5	0.752			
KP1		0.858		
KP2		0.810		
KP3		0.888		
KP4		0.857		
KP5		0.826		
MK1			0.903	
MK2			0.908	
MK3			0.931	
MK4			0.882	
MK5			0.895	
MK6			0.891	
TI1				0.853

	Leadership Style	Compensation	Work Motivation	Turnover Intention
TI2				0.889
TI3				0.811
TI4				0.755
TI5				0.790
TI6				0.761

Source: PLS-SEM data processing results (2025)

According to the table of loading factor values, all of the indicators for each latent variable show values that satisfy the convergent validity requirement. All indicators for the Leadership Style variable are considered appropriate for inclusion in the measurement model because of their strong association with the construct they reflect. The compensation indicators may reliably portray the compensation architecture when it comes to the compensation variable. In addition, when it comes to the job Motivation variable, every signal makes a significant contribution to assessing the level of motivation that employees have for their job. At the same time, all indicators for the Turnover Intention variable exhibit loading factor values that are higher than the minimal requirement. For the most part, this study's indicators have all passed the convergent validity test, therefore they're good to go.

An study was also conducted on the average variance extracted (AVE) value of each concept to bolster the findings of the convergent validity test.

Table 2. Loading Factor Values

Variables	Average variance extracted (AVE)	Criteria	Results
Leadership Style	0.652	> 0.50	Valid
Compensation	0.719	> 0.50	Valid
Work motivation	0.813	> 0.50	Valid
Turnover Intention	0.659	> 0.50	Valid

Source: PLS-SEM data processing results (2025)

The convergent validity requirements were satisfied by all latent variables in this investigation, as shown in the average variance extracted (AVE) value table. A value of 0.652 is the AVE for the Leadership Style variable. Additionally, the AVE for the Compensation variable is 0.719, for Work Motivation it is 0.813, and for Turnover Intention it is 0.659. With no AVE values below the cutoff, we can say that this study's measurement model has achieved convergent validity and is good enough to go on to assessing discriminant validity and construct reliability.

Discriminant validity testing follows convergent validity testing as an evaluation criterion for the outer model. The heterotrait-monotrait ratio (HTMT) is a metric that may be used to evaluate discriminant validity. In order for the model's constructs to be considered discriminantly valid, the HTMT value must be less than 0.90. Above is a table displaying the outcomes of the study's heterotrait-monotrait ratio (HTMT) test.

Table 3. Heterotrait-Monotrait Ratio Values

	Leadership Style	Compensation	Work Motivation	Turnover Intention
Leadership Style				
Compensation	0.707			
Work motivation	0.458	0.588		
Turnover Intention	0.325	0.220	0.321	

Source: PLS-SEM data processing results (2025)

According to the heterotrait monomethod ratio (HTMT) table, all of the construct pairings in this investigation had HTMT values that are lower than the predetermined limitations. Leadership style and compensation have an HTMT value of 0.707, work motivation and compensation have an HTMT value of 0.458, and compensation and work motivation have an HTMT value of 0.588. And there are three other correlations: 0.325 for leadership style and turnover intention, 0.220 for compensation and turnover intention, and 0.321 for work motivation and turnover intention. This study's latent variables have all passed the HTMT test for discriminant validity, meaning they are eligible to go on to reliability testing and structural model analysis, as none of these values are higher than the upper limit.

Testing for construct reliability follows evaluation of the outer model. Two major reliability measures, Cronbach's Alpha and Composite Reliability (CR), were used to assess construct dependability in this work. When looking for dependability, a Cronbach's Alpha score over 0.70 indicates appropriate internal consistency across indicators inside a construct. According to Hair et al. (2021), an optimal CR value falls anywhere between 0.70 and 0.95. A number below 0.70 suggests poor dependability, while a value over 0.95 might indicate that there is too much similarity amongst indicators. The following table displays the results of the SmartPLS 4 Cronbach's Alpha and Composite Reliability testing.

Table 4. Construct Reliability Values

Variables	Cronbach's Alpha	Composite Reliability	Criteria	Results
Leadership Style	0.867	0.873	> 0.70	Reliable
Compensation	0.903	0.908	> 0.70	Reliable
Work motivation	0.954	0.956	> 0.70	Reliable
Turnover Intention	0.899	0.925	> 0.70	Reliable

Source: PLS-SEM data processing results (2025)

Every one of the study's latent variables passed the reliability test, as shown in the table of construct reliability findings. Both the Composite Reliability and Cronbach's Alpha for the Leadership Style variable are 0.873. Additionally, the Compensation variable has a Composite Reliability score of 0.908 and a Cronbach's Alpha value of 0.903. Both Cronbach's Alpha and Composite Reliability indicate high levels of reliability for the Work Motivation variable. The Turnover Intention variable, however, is quite reliable, with a Composite Reliability of 0.925 and a Cronbach's Alpha of 0.899. Based on the results, it is safe

to say that all of the study's constructs are solid candidates for moving on to the structural model analysis phase.

Structural Model Analysis (Inner Model)

This study moved on to assess the structural model, which is the inner model, once the examination of the outer model was finished. A two-tailed bootstrapping test technique was used for the testing. To evaluate the degree of significance and the route coefficients between constructs, this non-parametric approach employs a resampling strategy (Hair et al., 2019). The Variance Inflation Factor (VIF), R-square, f-square, Q-square, and Q-square predictor were some of the important indicators used in this review. But finding any collinearity issues among the independent variables is the first step in inner model analysis. The Variance Inflation Factor (VIF) value was used to evaluate the existence of multicollinearity in this study model.

Table 5. Inner VIF Values

	Leadership Style	Compensation	Work motivation	Turnover Intention
Leadership Style			1,666	1,686
Compensation			1,666	1,998
Work motivation				1,457
Turnover Intention				

Source: PLS-SEM data processing results (2025)

All of the study model's variable-to-variable correlations have Variance Inflation Factor (VIF) values that are lower than the limit, as shown in the VIF table. Every VIF score was below the cutoff in the two relationships that examined the impact of leadership style and compensation on employee motivation and intention to leave the company. Furthermore, the VIF value for the correlation between work motivation and turnover intention was lower than the threshold. It follows that the study's structural model does not suffer from multicollinearity issues, and that the predicted correlations between latent variables may be safely and stably used to test hypotheses.

Second, using the R-squared (R^2) value, assess how well the model explains the dependent variable. This is the second step in the inner model analysis. A higher R^2 number suggests that the model is better at explaining the connection between the variables; the value may take on a value between 0 and 1. As to Hair et al. (2019), a moderate R^2 value falls between 0.50 and 0.74, a low R^2 value falls between 0.25 and 0.49, while a high R^2 value of 0.75 or above is classified as considerable. The R^2 value for this study model is detailed in the section that follows.

Table 6. R-Squared Value

Variables	R-square
Work motivation	0.314
Turnover Intention	0.147

Source: PLS-SEM data processing results (2025)

According to the R-squared value table, the Work Motivation variable has an R-squared value of 0.314. This means that leadership style and compensation variables account for 31.4% of the variation in employee work motivation, while other factors influence the remaining portion. According to the R squared evaluation criteria, this value falls into the poor or low group. In addition, the Turnover Intention variable has a R squared value of 0.147, which means that factors outside the research model influence the remaining 14.7% of the variance in employee turnover intention, with leadership style, compensation, and work motivation accounting for the remaining 14.7%. This number falls short of the low or weak category boundary according to the R squared classification criterion. To add to that, the fact that the R-squared value is not very high means that the research model stays away from overfitting, which means that the model structure is still applicable to describe the phenomena under study.

The f-squared (f^2) value is one metric used in the inner model analysis stage to evaluate the predictive contribution of each independent variable to the dependent variable. If the f^2 value is less than 0.02, then the influence is modest; if it is between 0.02 and 0.15, then the impact is medium; and if it is more than 0.15, then the effect is high (Hair et al., 2019). These are the outcomes of the study's f-squared (f^2) test.

Table 7. F-Squared Value

	Leadership Style	Compensa tion	Work Motivation	Turnover Intention
Leadership Style			0.012	0.047
Compensation			0.199	0.006
Work motivation				0.058
Turnover Intention				

Source: PLS-SEM data processing results (2025)

The f-square or f^2 value table shows that each independent variable in this research model contributes differently to the dependent variable. Leadership style has a minor impact on both work motivation (with a f^2 value of 0.012) and turnover intention (with a f^2 value of 0.047), indicating a weak association between the two variables. Additionally, the f^2 value of 0.199 indicates a significant association between compensation and work motivation, falling within the high impact group. The f^2 value for the impact of compensation on turnover intention is 0.006, which is considered extremely little, while the f^2 value for the impact of work motivation on turnover intention is 0.058, which is considered minor. All things considered, the findings show that pay is the most important factor in describing employees' incentive to stay with their current employer, while other factors still play a minor role in explaining their intention to leave their current position in this study model.

Checking the model's predictive power using the Q-squared (Q^2) value is the next step. Typically, a Q^2 value below 0.25 is considered to have low predictive relevance (small predictive ability), a value between 0.25 and 0.50 is considered

to have medium predictive relevance (medium predictive relevance), and a value above 0.50 is considered to have high predictive ability (large predictive relevance). The blindfolding method was used to calculate the Q^2 value in this research. This method mimics out-of-sample situations and allows for an empirical evaluation of the model's prediction consistency. Table 8. Comparison

of Q-Squared Values with Q-Square Prediction

Variables	Q- Square	Q- Square Prediction
Work motivation	0.248	0.289
Turnover Intention	0.083	0.054

Source: PLS-SEM data processing results (2025)

For every endogenous variable, the research model's prediction power varies. A Q-squared value of 0.248 for the Work Motivation variable suggests that the model is predictively relevant; a higher Q-squared predict value of 0.289, however, suggests that the model has relatively better predictive ability and can fairly consistently predict work motivation on new data. On the other hand, the model's predictive power is still low for the Turnover Intention variable (Q square = 0.083 and Q square predict = 0.054), indicating that additional relevant variables should be considered for model development in order to improve the model's capacity to forecast turnover intention.

Table 9. Q-Square Values of Predict Indicators

Indicator	PLS-SEM_RMSE	LM_RMSE	PLS vs LM
MK1	1,123	1,189	Smaller
MK2	0.988	1,055	Smaller
MK3	0.956	1,005	Smaller
MK4	0.917	0.968	Smaller
MK5	1,085	1,121	Smaller
MK6	0.995	1,064	Smaller
TI1	1,227	1,283	Smaller
TI2	1,342	1,388	Smaller
TI3	1,280	1,342	Smaller
TI4	1,249	1,254	Smaller
TI5	1,301	1,356	Smaller
TI6	1,300	1,358	Smaller

Source: PLS-SEM data processing results (2025)

The indicator-level PLS predict assessment results table shows that, when comparing the linear and PLS-SEM models, the RMSE values for all indicators in the Work Motivation and Turnover Intention variables are reduced in the latter. These findings show that the PLS-SEM model consistently outperforms the linear model in terms of RMSE value for all indicators tested. Therefore, it can be concluded that the PLS-SEM model is more accurate and superior at predicting work motivation and turnover intention among employees at the Mitra Medika Tambakan Subang Clinic.

next a comprehensive review of the research model's internal and external models, the next stage is to test hypotheses about the importance of the structural model's construct linkages. The t-statistic result is compared to a threshold value

established at a significance level of 0.05 in order to conduct the testing. According to Ghazali and Latan (2020), a meaningful association between variables is defined as one in which the t-statistic value is more than the crucial value and the p-value is less than the threshold for significance.

Table 10. Results of Direct Influence

Hypothesis	Variables	Coefficient	T statistics	P values	Results
H1	Work Motivation → Leadership Style	0.118	1,218	0.223	Not Supported
H2	Work Motivation → Compensation Turnover	0.478	4,685	0.000	Supported
H3	Intention → Leadership Style Turnover	-0.261	2,136	0.033	Supported
H4	Intention → Compensation Work Motivation	0.100	0.752	0.452	Not Supported
H5	→ Turnover Intention	-0.269	2,598	0.009	Supported

Source: PLS-SEM data processing results (2025)

Table 11. Results of Indirect Effects

Hypothesis	Variables	Coefficient	T statistics	P values	Results
H6	Leadership Style → Work Motivation → Turnover Intention	-0.032	1,032	0.302	<i>Not Supported</i>
H7	Compensation → Work Motivation → Turnover Intention	-0.128	2,227	0.026	<i>Supported</i>

Source: PLS-SEM data processing results (2025)

DISCUSSION

The Influence of Leadership Style on Work Motivation

The Partial Least Squares Structural Equation Modeling study found a t-statistic of 1.218, a p-value of 0.223, and a coefficient of 0.118 for the leadership style vs. work motivation link. The hypothesis is rejected because this value implies that leadership style does not significantly impact work motivation statistically. This result shows that the level of motivation among Mitra Medika Tambakan Subang Clinic personnel has not changed significantly due to differences in leadership styles as evaluated by employees. Unlike Smama'h et al. (2023), Xu et al. (2022), and Ayuandira et al. (2023), this study's findings are consistent with Hermanto et al. (2024) and Budi & Jahja (2023).

The Influence of Compensation on Work Motivation

According to the data, there is a 0.478 coefficient, 4.685 t-statistic, and 0.000 p-value indicating a significant association between pay and employee

motivation on the job. These numbers support the theory that pay increases motivation for work in a favorable and statistically significant way. Based on these results, it's clear that the Mitra Medika Tambakan Subang Clinic's pay structure might need some modification to make it more equitable and inspiring for workers. A number of other studies have reached similar conclusions, including Tumi et al. (2021), Mustafa & Ali (2019), Zayed et al. (2022), and Hermanto et al. (2024).

The Influence of Leadership Style on Turnover Intention

Based on the results of the Partial Least Squares Structural Equation Modeling analysis, the relationship between leadership style and turnover intention shows a coefficient value of -0.261 with a t-statistic of 2.136 and a p-value of 0.033. This value indicates that leadership style has a negative and significant effect on turnover intention, so the hypothesis is accepted. This finding indicates that the better the leadership style perceived by employees, the lower the tendency of employees to have the intention to leave the organization. The results of this study are in line with the findings of Maaitah (2018), Almandeel (2017), Romão et al. (2022), and Ferdiansyah & Hendratni (2024).

The Effect of Compensation on Turnover Intention

The findings of the study reveal a t-statistic of 0.752 and a p-value of 0.452 for the association between compensation and turnover intention, with a coefficient value of 0.100. Based on these numbers, we can rule out the possibility that pay affects intention to leave. Employees' intents to quit the Mitra Medika Tambakan Subang Clinic are not yet significantly influenced by their salary levels, according to this report. Hermanto et al. (2024) and Purba et al. (2024) agree with this study's conclusions, whereas Mustafa & Ali (2019), Susanti & Herminingsih (2021), and Abidin & Iqbal (2019) disagree.

The Influence of Work Motivation on Turnover Intention

An research using Partial Least Squares Structural Equation Modeling reveals a t-statistic of 2.598 and a p-value of 0.009 for the link between work motivation and turnover intention. The coefficient value is -0.269. This result supports the idea that work motivation significantly and negatively affects turnover intention. According to this research, staff members' propensity to consider leaving the Mitra Medika Tambakan Subang Clinic decreases as their degree of intrinsic motivation increases. Siamto et al. (2021), Mustafa & Ali (2019), Xu et al. (2022), and Sun et al. (2024) all reached similar conclusions, which is consistent with our study's results.

The Influence of Leadership Style on Turnover Intention through Work Motivation

An investigation using Partial Least Squares Structural Equation Modeling revealed that there is an indirect influence of leadership style on turnover intention via work motivation. The coefficient value is -0.032, with a t-statistic of 1.032 and a p-value of 0.302. We reject the hypothesis that work

motivation mediates the impact of leadership style on turnover intention since this value shows that the indirect effect is not statistically significant. It seems from these findings that leadership style has had a greater impact on retaining staff at the Mitra Medika Tambakan Subang Clinic than organizational motivation. Contrary to what Smama'h et al. (2023), Xu et al. (2022), and Ayuandira et al. (2023) have found, this study's conclusions are consistent with Budi & Jahja (2023) and Hermanto et al. (2024).

The Effect of Compensation on Turnover Intention through Work Motivation

A t-statistic of 2.227 and a p-value of 0.026 indicate that there is an indirect influence of pay on turnover intention via job motivation, with a coefficient value of -0.128. This value supports the theory that work motivation mediates the impact of pay on turnover intention, since it shows that the indirect effect is statistically significant. Based on these results, it seems that pay has an indirect effect on turnover intention by boosting morale on the job, which in turn decreases workers' propensity to quit. Mustafa & Ali (2019), Smama'h et al. (2023), and Ayuandira et al. (2023) all reach similar conclusions, but Budi & Jahja (2023) and Hermanto et al. (2024) come to different conclusions.

CONCLUSIONS AND RECOMMENDATIONS

Leadership style did not significantly affect work motivation, but compensation did, according to the results of the study examining the effects of leadership style, compensation, work motivation, and turnover intention on Mitra Medika Tambakan Subang Clinic employees. Pay has little bearing on whether or not employees want to leave their current position, but leadership style does. The desire to leave an organization is significantly and negatively impacted by employees' level of intrinsic motivation at work. In addition, leadership style does not moderate the effect of compensation on turnover intention through work motivation, suggesting that work motivation cannot function as a mediating variable. On the other hand, compensation does moderate the effect of work motivation on turnover intention. Further research is needed to develop a model by including additional variables, as the R-squared test indicates that the model's ability to explain work motivation and turnover intention is still limited, the f-squared test shows that compensation is the most important factor in explaining work motivation, and the Q- and Q-squared predict tests show that the model has predictive relevance but is still limited.

In order to maintain a stable workforce in the healthcare industry, this study's findings have important managerial implications for Mitra Medika Tambakan Subang Clinic's management. Specifically, the study found that leadership style and work motivation significantly reduce employee turnover intentions, while compensation is more of a motivator than a direct predictor of turnover intentions. Consequently, HR policies shouldn't solely center on financial considerations, but should also aim to improve leadership quality, manage employee psychological factors, and establish a safe, fair, and supportive work environment. Nevertheless, there are a number of limitations to this study that should be addressed. Firstly, it only examined one institution and used a

cross-sectional design. Secondly, the model is still not very good at explaining variations in work motivation and turnover intention. Lastly, the study did not include other variables like work stress, job satisfaction, work-life balance, or employee engagement. Therefore, future research should broaden the study's object and location, use a longitudinal design with mixed methods, and develop the research model by adding other relevant variables. This should improve the model's ability to explain and predict turnover intention.

ADVANCED RESEARCH

To further understand the factors that influence healthcare workers' intentions to leave their current positions, future studies could broaden the current study model to include other pertinent variables such job satisfaction, stress at work, work-life balance, and employee engagement. To further comprehend the ever-changing connection among leadership, pay, motivation at work, and intention to leave, it is suggested to use a mixed-methods and longitudinal strategy across various healthcare organizations.

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