

# The Effect of Compensation and Transformational Leadership on Turnover Intention and Its Impact on Employee Performance at PT Waskita Concrete Precast Tbk

Original Article

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## Abstract

The objective of this research is to examine how compensation and transformational leadership influence employees' intent to leave their jobs and how this affects their performance at PT Waskita Beton Precast Tbk. The research in this study utilizes a method of exploration with a numerical perspective to investigate how compensation and leadership impact turnover intention and performance among employees of PT Waskita Beton Precast Tbk. The information was gathered by distributing surveys to 240 participants chosen intentionally, and it was analyzed using SEM-PLS. Findings indicated that compensation and leadership have a moderate impact on employee productivity, with turnover intention playing a role as an intermediary, despite its limited effect on turnover intention and performance. On the employee performance variable, the  $R^2$  value is 38.1%, which indicates that compensation and transformational leadership have a moderate influence on employee performance. For the turnover intention variable, the  $R^2$  only reached 1.5%, which indicates a weak influence. The structural model used shows that turnover intentions act as a weak mediator of the effect of compensation and transformational leadership on employee performance. Further evaluation shows that the model has little GoF (Goodness of Fit), with a  $Q^2$  value for employee performance of 20.5% and for turnover intentions of 0.4%, indicating that the model has limited predictive relevance.

**Keywords:** Employee Performance, Transformational Leadership, Compensation, Turnover Intention.

## 1. Introduction

Intense competition in various fields of life, whether individuals, groups, communities, institutions, or organizations is not a new thing in the era of globalization. Companies must stay on top of the increasing competition in order to survive and gain market share according to their goals (Azzuhra & Adlina, 2023). To achieve these goals, companies are required to increase productivity, strengthen corporate strategies, and build a balanced economy. These conditions encourage and require all companies to manage skilled and qualified human resources in order to achieve maximum results. Human resources are the most important capital for the company. If good and appropriate human resource management is available, the company can achieve its goals and develop well (Mamik, 2016).

According to Beaver (in Rahayu (2021)) employee performance is the result of many individual decisions made continuously by company management. The decisions include investment, operational and financing decisions. According to Mangkunegara (2016), the



concept of performance comes from the phrase job performance or real performance. Performance refers to the level of productivity and effectiveness displayed by an individual while fulfilling their assigned duties. It is a reflection of how well tasks are executed within a specific timeframe according to predetermined guidelines or contracts (Edison et al., 2016). Performance can be defined as the entire journey of productivity starting from one's efforts that can serve as a measure to evaluate the quality of their work (Roziqin, 2010).

One of the industries with intense competition that requires market share dominance to stay at the top is the construction industry, particularly State-Owned Enterprises (BUMN). Various strategies have been designed by BUMN construction companies, one of which is mergers. Ramdan & Hidayat (2024) outlines three major mergers: the first involves PT Adhi Karya, PT Nindya Karya, and PT Brantas Abipraya; the second involves PT Hutama Karya and PT Waskita Karya; and the third involves PT PP and PT Wijaya Karya. Amid discussions about these mergers, BUMN construction companies have also been facing poor performance. Additionally, performance theories from various sources and journals further highlight these challenges.

The profitability performance of BUMN construction companies in 2023 shows mixed results. WIKA and ADHI experienced revenue growth, while PTPP and WKST faced declines. As of September 2023, WIKA recorded revenue of IDR 15.08 trillion, marking a 17.9% year-on-year (yoy) increase compared to the same period in 2022. ADHI also achieved positive revenue growth, increasing by 25% yoy. However, financial health remains a major concern for BUMN construction firms, as their debt-to-equity ratio (DER) exceeds 100%, indicating that their total debt surpasses their equity. Additionally, the debt-to-asset ratio of several companies has exceeded 50%, meaning that half of their total assets consist of liabilities.

According to available data, PT Waskita Karya Tbk has the highest DER among all BUMN construction companies. Compared to PT Waskita Karya, one of its subsidiaries, PT Waskita Beton Precast (WSBP) Tbk, requires even greater performance improvements. PT Waskita Beton Precast Tbk was the first Waskita subsidiary to undergo the Suspension of Debt Payment Obligations (PKPU) on January 25, 2022. Given this situation, WSBP must implement measures to accelerate profit growth, supported by a well-managed human resource structure to ensure the company's stability and recovery.

Whether or not a company is able to achieve its vision depends on the management and development of its human resources. Turnover can give companies both advantages and disadvantages. One of the advantages is that companies can reduce employees who do not have potential and get better replacements. While the disadvantage is that if the employee turnover rate is high enough, the company's productivity level decreases and can affect the company's income which also decreases. Human resource management (HR) establishes a structured framework within the company to facilitate the successful and productive administration of personnel with the aim of reaching organizational objectives (H. Abdullah, 2017). Critical aspects that businesses should focus on when handling their workforce involve recruitment, training, development, compensation, and rewarding (T. Abdullah & Tantri, 2015). Hence, it is essential for the company to align its treatment of employees with its organizational objectives. Neglecting these initiatives could hinder the development of all staff members within the organization.

Based on HRD Personnel data, PT Waskita Beton Precast Tbk shows that in 2019 there were 20 employees entering and 18 employees leaving with a turnover rate of 7%. For 2020 there were 23 employees entering and 25 employees leaving with a turnover rate of 9%. Furthermore, in 2021 there were 37 employees entering and 32 employees leaving with a Turnover rate of 11%, for 2022 there were 25 employees entering and 38 employees leaving

with a Turnover rate of 14% and for 2023 there were 16 employees entering and 31 employees leaving with a turnover rate of 10% so it can be concluded that the average level of turnover from 2019 to 2023 is 10% this is related to employee turnover.

The excellence of human resources plays a crucial role in ensuring the company's sustainability. Human resources are a factor that can determine the achievement of company goals. Human resources are required to be superior and professional in their work for the sake of progress and achievement of the company's vision. According to Hamali (2018), human resource management is a strategic method for overseeing and coordinating skills, motivation, growth, and resource management. One of the characteristics of superior company HR is employees who have high performance. Performance is a very important part because it is proven that an institution wants employees who have high experience to stay in that position and can work seriously according to their abilities to achieve good work results.

Effective and directed use of labor is the key to the company's success to improve performance in a company. Sugiarti (2020) argues that providing suitable compensation based on performance is a key factor in achieving peak productivity. The issue of low compensation frequently arises as a hindrance in organizations, potentially leading to negative impacts on overall integrity and performance if not addressed effectively.

Another factor that can increase performance levels is leadership. According to Jufrizen & Lubis (2020), leadership plays a crucial role in influencing how well an organization can perform and adapt to changes in its environment. Good leadership should be able to drive all employees towards reaching the goals of the organization. In the absence of leadership, the alignment between personal objectives and those of the organization could be compromised. The employee prioritizing personal goals over organizational goals can result in inefficiency throughout the entire organization. Leadership is a skill that relies on a combination of internal and external factors.

Apart from Compensation and Leadership, the level of employee Turnover Intentions can also affect employee performance. This is supported by Nasution's opinion (in Jamal et al. (2021)) that the company's quality and ability to find replacements for departing employees are adversely affected by turnover, resulting in delays and additional expenses in the hiring process.

Related research in this study is supported by differences in the results of previous research, where research on the effect of Leadership on Turnover Intentions conducted by Ningtyas & Liana (2024), Tholok (2024) and Gyanmar & Achmad (2024) has the result that Leadership partially has a positive and significant effect on Turnover Intentions, while research conducted by Soekotjo & Lestari (2024), Attallah & Isnowati (2024) and Dewi (2023) has the result that Leadership has a negative and significant effect on Turnover Intentions.

Furthermore, the Compensation variable on Turnover Intentions also has differences in previous research, where research conducted by Kuswahyudi et al. (2022), Efitriana & Liana (2022) and Budiyanto (2022) has the result that compensation has a positive and significant effect on turnover intentions. However, research conducted by Anjani et al. (2023), Saputra et al. (2022), Rahmanesa (2021) has the result that compensation variables have a negative and significant effect on turnover intentions.

Motivation, employee engagement, and discipline are among the key research variables that can greatly impact the performance of employees. Studies carried out by Shahzadi et al. (2014) has the result that motivation has a significant effect on employee performance. Furthermore, research conducted by Anitha (2014) has the result that increasing employee engagement will improve employee performance and vice versa. Research that has the result that discipline variables have a significant effect on employee performance was conducted by

Pawirosumarto et al. (2017), where increasing or decreasing the level of employee discipline will affect employee performance in a company.

Based on the above background, this study intends to examine the effect of Compensation and Transformational Leadership on Employee Performance mediated by Turnover Intentions. This research is important because it reveals how compensation and transformational leadership have a significant effect on employee performance, while turnover intentions do not have a strong influence. These results can help PT Waskita Beton Precast Tbk in designing HR strategies, such as improving compensation systems and leadership training, to retain employees and improve performance.

## 2. Literature Review

The company's success is directly linked to how effectively and efficiently employees are utilized, making employee performance a crucial strategy for improving overall company performance. Sugiarti (2020) argues that one of the drivers of optimal performance is the provision of appropriate compensation from the performance generated in completing the employee's duties. Another factor that can increase performance levels is Leadership. According to Jufrizen & Lubis (2020), leadership plays a crucial role in influencing the success and adaptability of organizations in response to changes in the environment. A strong leader is essential in guiding employees towards the attainment of collective organizational objectives. In the absence of effective leadership, there is a risk of employees prioritizing their individual goals over those of the organization. This imbalance can result in reduced efficiency and effectiveness in achieving overall organizational goals. In addition to Compensation and Leadership, the level of employee Turnover Intention can also affect employee performance. This is supported by Nasution's opinion (in Jamal et al. (2021)) that the company experiences a detrimental effect from high turnover, affecting its ability to maintain quality and efficiently replace departing employees, resulting in additional expenses and time spent on recruitment.

Asih (2020) states that Turnover Intention can result in losses for the company, especially with the loss of human resources owned and the possibility of leaking company information or secrets to competitors. Furthermore, with a high employee turnover rate, the company becomes ineffective due to the loss of experienced employees. In order to reduce the turnover rate, a company must pay attention to whether the compensation provided has been carried out properly or not. Wulandari & Lubis (2021) states that employee turnover includes the cessation of membership in the organization by individuals who have the intention to change jobs by receiving the organization's monetary wages. This is in line with the opinion expressed by Handoko (2014) that compensation is an important component for the company, because it reflects the company's efforts to maintain its workforce.

Apart from compensation, another factor that can reduce or increase the level of Turnover Intention is leadership. According to Kristiyanto (2021), a leadership style that is not liked by employees will cause employees to be uncomfortable and want to move from the job they are doing. Dewi & Subudi (2015) convey that leadership has a close possibility with the intention or behavior of leaving the company (Turnover Intention). Leadership includes how to lead, influence employees to do work. Company leaders are required to have skills that are able to determine the direction and how to develop a vision for the future by uniting people by communicating this vision. With the explanation above, the framework for thinking in this study is as follows:

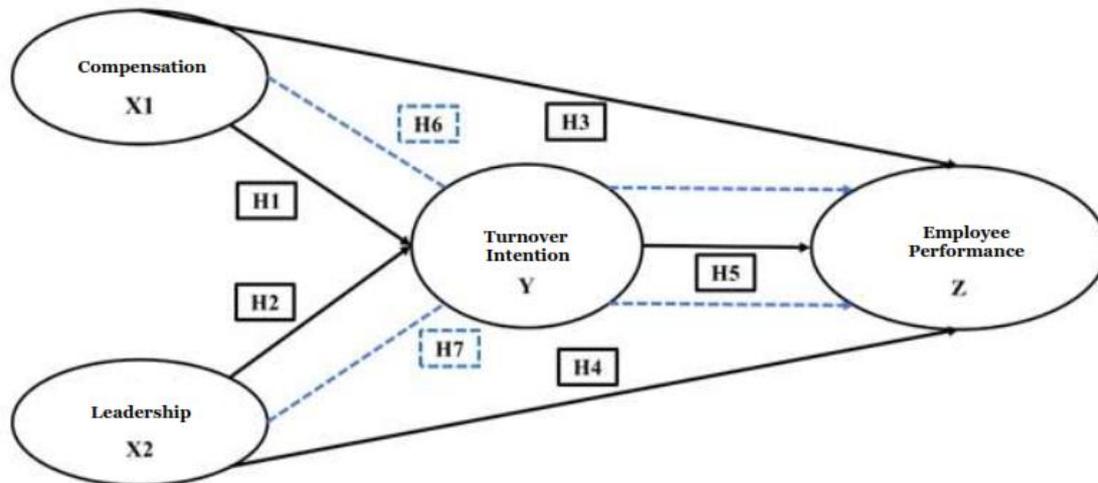


Figure 1. Research Framework

## 2.1. Research Hypotheses

### 2.1.1. Compensation and Turnover Intention

Based on studies done by Anjani et al. (2023), Saputra et al. (2022), Rahmanesa (2021), Ariyanti (2021), Sutikno (2020), Khotimah & Partina (2021), and Rubel & Kee (2015), which found the detrimental impact of compensation on turnover intention. Therefore, the initial hypothesis presented in this research is as stated:

**H<sub>1</sub>:** Compensation has a significant negative effect on turnover intention.

### 2.1.2. Leadership and Turnover Intention

Based on studies conducted by Dewi (2023), Rasjid & Putri (2022), Soekotjo & Lestari (2024), Suhakim & Badrianto (2021), Attallah & Isnowati (2024), Rahmadiani (2020), and Azanza et al. (2015), which found that leadership exerts a notably negative influence on turnover intention, leading to the formulation of the second hypothesis in this research as follows:

**H<sub>2</sub>:** Leadership has a significant negative effect on turnover intention.

### 2.1.3. Compensation and Employee Performance

Based on studies conducted by Syahidin et al. (2022), Ekhsan & Septian (2021), Handoko et al. (2021), Lestari & Febrian (2024), Tanjung (2023), Anggriawan et al. (2023), Armantari et al. (2021), Dwinanda (2022), Khotimah & Partina (2021), Sutikno (2020), Ariyanti (2021), and Nzyoka & Orwa (2016), which found that compensation significantly and positively impacts employee performance, which forms the basis of the third hypothesis in this study as follows:

**H<sub>3</sub>:** Compensation has a significant positive effect on employee performance.

### 2.1.4. Leadership and Employee Performance

Based on studies conducted by Fathoni (2021), Tanjung et al. (2021), Sukaisih (2022), Retnowati et al. (2023), Suwanto (2020), Rivaldo et al. (2021), Sukmawati et al. (2020), Mukmin & Prasetyo (2021), and Buil et al. (2019), which found that leadership significantly and positively influences employee performance, leading to the formulation of the fourth hypothesis in this study as follows:

**H<sub>4</sub>:** Leadership has a significant positive effect on employee performance.

### 2.1.5. Turnover Intention and Employee Performance

Based on studies conducted by Utomo et al. (2020), Waruwu (2024), and Wong & Laschinger (2015), which found that turnover intention significantly and negatively impacts employee performance, which forms the basis of the fifth hypothesis in this study as follows:

**H<sub>5</sub>:** Turnover intention has a significant negative effect on employee performance.

### 2.1.6. Turnover Intention Mediates the Relationship Between Compensation and Employee Performance

Based on studies done by Anjani et al. (2023), Saputra et al. (2022), Rahmanesa (2021), Ariyanti (2021), Sutikno (2020), and Khotimah & Partina (2021), which found that compensation has a significant effect on turnover intention, and studies conducted by Utomo et al. (2020) and Waruwu (2024), which found that turnover intention significantly affects employee performance, leading to the formulation of the sixth hypothesis in this study as follows:

**H<sub>6</sub>:** Turnover intention mediates the relationship between compensation and employee performance.

### 2.1.7. Turnover Intention Mediates the Relationship Between Leadership and Employee Performance

Based on studies conducted by Dewi (2023), Rasjid & Putri (2022), Soekotjo & Lestari (2024), Suhakim & Badrianto (2021), Attallah & Isnowati (2024), and Rahmadiani (2020), which found that leadership has a significant effect on turnover intention, as well as studies conducted by Utomo et al. (2020) and Waruwu (2024), which found that turnover intention has a significant impact on employee performance, forming the foundation of the seventh hypothesis in this study as follows:

**H<sub>7</sub>:** Turnover intention mediates the relationship between leadership and employee performance.

## 3. Methods

### 3.1. Research Design

This study employs the method of explanatory research, aiming to elucidate the link between cause and effect using a quantitative method (Sugiyono, 2014). The purpose of this research is to determine the effect of the variable influence of Compensation (X<sub>1</sub>) and Leadership (X<sub>2</sub>), the Turnover Intention variable (Y) as the dependent variable and the Performance variable as the variable (Z).

### 3.2. Variable Operationalization

In answering the questionnaire statement using the Likert Scale. The answer to this questionnaire uses four options, namely SA to strongly agree with a value of 4, A to agree with a value of 3, D to disagree with a value of 2 and SD to strongly disagree with a value of 1 (Sugiyono, 2014).

**Table 1. Variable Operationalization**

No	Variable	Dimension	Indicator (item)	Scale
1	Performance (Z) According to Potale and Uhing in Josephine (2017) offer a summary of the comprehension of performance, specifically focusing on the level of work completed by a staff member in fulfilling their assigned tasks and responsibilities.	Goal Setting	- Work Program - Target Achievement	Likert
		Work Procedure	- Understanding of Procedures - Follow the Procedure	

No	Variable	Dimension	Indicator (item)	Scale
		Human Capital Management Knowledge	- Law on Collective Labor Agreements (PKB) - HR Development	
		Individual Development Plan	- Core Competencies - Role Competencies - Functional Competencies	
2	Turnover Intention (Y)  According to Kartono (2008) in Employee engagement, emotional intelligence job burnout, turnover refers to how likely employees are to either stay or leave an organization or company.	Thoughts of quitting	Thinking and planning to leave	Likert
		Desire to leave the company	Reflects an individual's intention to leave	
		Desire to find another job	Other job search	
3	Compensation (X1)  Hasibuan (2017) states that compensation refers to any payment, whether it be in the form of cash or goods, that employees receive from the company in exchange for their work.	Financial Compensation (Direct)	- Salary - Bonus - Incentive	Likert
		Non-financial compensation (Indirect)	- Health Benefits - Retirement Allowance - Position Promotion - Annual Leave	
4	Leadership (X2)  Timothy (2016) argues that the origin of leadership or <i>pemimpin</i> in Bahasa can be traced back to the root word by " <i>pimpin</i> ," indicating a role of guiding or leading. This term evolved into the verb "to lead," signifying the action of guiding or leading, while a leader is defined as someone who leads or guides others.	Targeted and communicated strategy	Idealized Influence	Likert
		Care for members and the environment	Inspirational Motivation	
		Stimulate members to improve competencies	Intellectual Stimulation	
		Maintain the cohesiveness of team members.	Individualized Consideration	

### 3.3. Data Source

This research utilizes subject data for analysis. The primary method of data collection involves disseminating questionnaires to individuals for their responses.

### 3.4. Population and Sample

This study focuses on the group of workers employed at PT Waskita Beton Precast Tbk. The data source was obtained from the Head Office of PT Waskita Beton Precast Tbk located in Cawang, East Jakarta which acted as the population in this study with a total of 600 employees. This study employed the Slovin formula to determine the sampling size since the total population is already established. The number of samples used was 240. The sampling technique employed in this study is purposive sampling, which does not rely on probability which includes people who are selected on the basis of the suitability of certain criteria made by researchers (Sugiyono, 2014). Meanwhile, people who do not fit these criteria will not be sampled. The criteria in question are as follows:

- a) Employees of PT Waskita Beton Precast Tbk.
- b) Employees who have worked for more than 6 months because they are considered to have gained work experience in this company.

### 3.5. Data Collection Method

In this study, data was collected through the administration of a survey. The survey contained a list of queries and statements that were presented to the participants for their input (Sugiyono, 2014).

### 3.6. Data Analysis Method

The information gathered from the study findings underwent analysis utilizing descriptive statistics and inferential statistics. Descriptive statistical analysis involves

summarizing the data for all variables by utilizing measures such as average and variability. Statistical analysis is used to test the hypothesis using SEM-PLS with the SmartPLS application. PLS is very effective when the number of variables (predictors) is greater than the number of observations, or when there are many correlated variables. This is often the case in multivariate data analysis.

## 4. Results and Discussion

### 4.1. Research Results

#### 4.1.1. Respondent Characteristics

The questionnaire filling carried out in this study used a google form where the research included several columns that had to be filled in by the respondent before filling in several statements in the questionnaire used in this study. The data collected by the author in obtaining primary data on the identity of respondents, namely: Gender, position and length of work.

Respondents from the gender criteria in this study were dominated by men with 179 respondents or 75% while women were 61 or 25%. Respondents from the position criteria in this study were dominated by officers with 224 respondents or 93%, respondents with expert positions were 13 respondents or 6% while the remaining manager positions were 3 respondents or 1%. Respondents with the criteria for length of service in this study were dominated by employees who worked for 1 - 3 years with 159 respondents or 66%, respondents with a length of service of 3 - 9 years were 42 respondents or 18%, while the remaining respondents with a length of service of less than <1 year were 39 respondents or 16%.

#### 4.1.2. Evaluation of the Measurement Model

Evaluation of measurements on each variable shows that all indicators form variable constructs that have a loading factor value above 0.5, which means that they are valid, then the reliability value exceeds the minimum value of 0.5 for AVE (Average Variance Extracted) and the minimum Composite Reliability value is 0.7.

a) Evaluation of Employee Performance Measurement Model

**Table 2. Outer Loadings of Employee Performance Variable**

Variable	Item Detail	Load Factor	Description
Employee Performance	KP001	0,869	VALID
	KP002	0,770	VALID
	KP003	0,641	VALID
	KP004	0,758	VALID
	KP005	0,691	VALID
	KP006	0,926	VALID
	KP007	0,701	VALID
	KP008	0,770	VALID

Source: Primary data processed, 2024

**Table 3. Construct Validity and Reliability of Employee Performance Variable**

Average Variance Extracted (AVE)	<b>0,594</b> > 0,5
Composite reliability	<b>0,920</b> > 0,7

b) Evaluation of Turnover Intentions Measurement Model

**Table 4. Outer Loadings of Turnover Intention Variable**

Variable	Item Detail	Load Factor	Description
Turnover Intention	TI001	0,790	VALID
	TI002	0,811	VALID
	TI003	0,617	VALID
	TI004	0,732	VALID
	TI005	0,688	VALID
	TI006	0,850	VALID

Source: Primary data processed, 2024

**Table 5. Construct Validity and Reliability of Turnover Intention Variable**

Average Variance Extracted (AVE)	<b>0,566</b> > 0,5
Composite reliability	<b>0,885</b> > 0,7

c) Evaluation of the Compensation Measurement Model

**Table 6. Outer Loadings of Compensation Variable**

Variable	Item Detail	Load Factor	Description
Compensation	K001	0,781	VALID
	K002	0,785	VALID
	K003	0,788	VALID
	K004	0,817	VALID

Source: Primary data processed, 2024

**Table 7. Construct Validity and Reliability of Compensation Variable**

Average Variance Extracted (AVE)	<b>0,629</b> > 0,5
Composite reliability	<b>0,871</b> > 0,7

d) Evaluation of Transformational Leadership Measurement Model

**Table 8. Outer Loadings of Transformational Leadership Variable**

Variable	Item Detail	Load Factor	Description
Transformational Leadership	KEP001	0,787	VALID
	KEP002	0,733	VALID
	KEP003	0,666	VALID
	KEP004	0,689	VALID
	KEP005	0,738	VALID
	KEP006	0,677	VALID
	KEP007	0,748	VALID
	KEP008	0,691	VALID

Source: Primary data processed, 2024

**Table 9. Construct Validity and Reliability of Transformational Leadership Variable**

Average Variance Extracted (AVE)	<b>0,514</b> > 0,5
Composite reliability	<b>0,894</b> > 0,7

**4.1.3. Structural Model Evaluation**

Finding a suitable model (fit) is one of the goals to be achieved in seeing whether turnover intentions can play an important role as a mediator of employee performance at PT

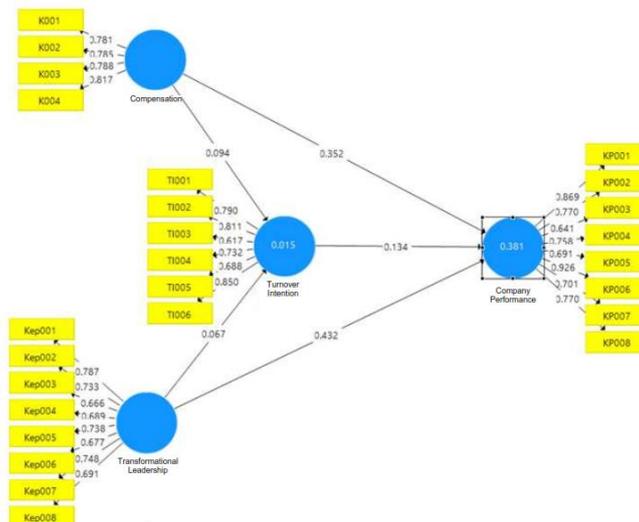
Waskita Beton Precast Tbk which is influenced by compensation and transformational leadership. Evaluation of the structural model in the table uses certain measures as well as rules of thumb.

**Table 10. Structural Model Evaluation Results**

Evaluation measure	Criteria rules	Model test results
R <sup>2</sup> (transformational leadership, compensation and turnover intentions as moderation on employee performance)	Model Very Strong ≥ 0.71 Strong 0.46 – 0.70 Moderate 0.26 – 0.45 Weak ≤ 0.25	R <sup>2</sup> = Employee performance 38.1% (indicating a moderate influence) R <sup>2</sup> = Turnover intentions 1.5% (indicating a weak influence)
Q <sup>2</sup> Predictive Relevance	Q <sub>2</sub> > 0 = The model has predictive relevance Q <sub>2</sub> < 0 = The model has low predictive relevance	Q <sup>2</sup> = Employee performance 20.5% Q <sup>2</sup> = Turnover intentions 0.4%
Tenehaus Goodness of Fit (GoF)	Small if 0.1 – 0.24 Medium 0.25 – 0.35 Large ≥ 0.36	Gof = 0.110 (Small category)

Source: Primary data processed, 2024

Based on the data presented in the table, it is clear that the Q-square value for employee performance as the outcome variable is 0.205, whereas for turnover intentions it is 0.004. This study can be considered to have a valuable observation as indicated by the Q-square values exceeding zero, specifically 0.205 and 0.004. Furthermore, the model in this study shows the GoF results in the table above indicate that this research model is 11% fit. For the R<sup>2</sup> value, the employee performance variable is 38.1% which indicates that the transformational leadership, compensation and turnover intentions variables affect employee performance by 38.1% while the remaining 61.9% is influenced by other variables not discussed in this study such as motivation, work stress to the work environment.



**Figure 2. Path Diagram Between Research Variables**

#### 4.1.4. Research Hypothesis Testing

In order to ascertain the outcomes of the hypothesis test in this research, one can examine the t Statistic and P Values. It is considered that the hypothesis is supported if the P

Values  $<0.005$ . This research has an impact on each variable as it includes independent, dependent, and intermediary variables. The evaluation of the direct impact hypothesis can be observed in the path coefficient table within SmartPLS bootstrapping. The outcomes of the test can be observed in the bootstrapping test table presented below:

**Table 11. Direct Path Hypothesis Test Results**

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Result
Transformational Leadership → Employee performance	0,432	0,434	0,045	9,512	0,000	Significant
Transformational Leadership → Turnover Intentions	0,067	0,065	0,107	0,624	0,533	Not Significant
Compensation → Employee performance	0,352	0,353	0,060	5,909	0,000	Significant
Compensation → Turnover Intentions	0,094	0,095	0,097	0,972	0,331	Not Significant
Turnover Intentions → Employee performance	0,134	0,116	0,087	1,542	0,124	Not Significant

**Table 12. Direct Path Hypothesis Test Results**

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Result
Transformational Leadership → Turnover Intentions → Employee performance	0,009	0,012	0,012	0,719	0,473	Does Not Mediate
Compensation → Turnover Intentions → Employee performance	0,013	0,012	0,012	1,041	0,298	Does Not Mediate

The value found in the path coefficients output is the foundation for testing the hypothesis. This test is to see the effect of variables on other variables by looking at the parameter coefficient value seen in the original sample information and the significance value by looking at the t-statistic value of 1.96. This test uses the bootstrapping algorithm.

## 4.2. Discussion

### 4.2.1. Compensation on employee performance

The direct path hypothesis testing results indicate a significant statistical relationship between compensation and employee performance, with p-values below 0.05, notably at 0.000. Additionally, the path diagram analysis reveals that the compensation variable influences employee performance by 0.352.

This aligns with the findings of studies carried out by Syahidin et al. (2022), Ekhsan & Septian (2021), Handoko et al. (2021), Lestari & Febrian (2024), Tanjung et al. (2021), Anggriawan et al. (2023), Armantari et al. (2021), Dwinanda (2022), Khotimah & Partina (2021), Sutikno (2020) and Ariyanti (2021) which have the result that compensation plays a crucial role in improving employees' performance, as shown by the research findings. This demonstrates that the company's decisions on compensation can have a direct impact on how well employees perform.

#### 4.2.2. Transformational Leadership on Employee Performance

Based on the results of direct path hypothesis testing, the transformational leadership variable on performance has significant results with p-values below 0.05, namely 0.000. Furthermore, based on the results of the path diagram between research variables, it can be concluded that the leadership variable affects employee performance by 0.432.

These results are in line with research conducted by Fathoni (2021), Tanjung et al. (2021), Sukaisih (2022), Retnowati et al. (2023), Suwanto (2020), Rivaldo et al. (2021), Sukmawati et al. (2020), Mukmin & Prasetyo (2021), which has the result that leadership has a notable impact on the productivity of employees. Enhanced transformational leadership is linked to better employee performance. Conversely, a decline in transformational leadership among PT Waskita Beton Precast employees will lead to a decrease in their performance levels.

#### 4.2.3. Compensation on Turnover Intention

Based on the results of direct path hypothesis testing, the compensation variable on turnover intentions has insignificant results with p-values above 0.05, namely 0.331. Furthermore, based on the results of the path diagram between research variables, it can be concluded that the compensation variable affects turnover intention by 0.094.

This result is not supported by previous research conducted by Anjani et al. (2023), Saputra et al. (2022), Rahmanesa (2021), Ariyanti (2021), Sutikno (2020) and Khotimah & Partina (2021) which have the result that compensation has a significant negative effect on turnover intention. The outcome suggests that adjusting the compensation offered to employees at PT Waskita Beton Precast Tbk will not impact their intention to leave the company.

#### 4.2.4. Transformational Leadership on Turnover Intention

Based on the results of direct path hypothesis testing, the transformational leadership variable on turnover intentions has insignificant results. This is because the transformational leadership variable on turnover intentions has p-values above 0.05, namely 0.533. Furthermore, after analyzing the diagram illustrating the relationships between the research variables, it can be inferred that the turnover intentions variable is influenced by transformational leadership by 0.067.

This result is not supported by previous research conducted by Dewi (2023), Rasjid & Putri (2022), Soekotjo & Lestari (2024), Suhakim & Badrianto (2021), Attallah & Isnowati (2024) and Rahmadiani (2020) which have the results that transformational leadership at PT Waskita Beton Precast Tbk negatively impacts turnover intention. It was found that the level of transformational leadership exhibited by leaders did not correlate with changes in employee turnover intentions.

#### 4.2.5. Turnover Intention to Employee Performance

Based on the results of direct path hypothesis testing, the variable turnover intentions on employee performance have insignificant results. This is because the variable turnover intentions on employee performance have p-values above 0.05, namely 0.124. Furthermore, according to the path diagram analysis of the research variables, it can be inferred that there is a positive impact of turnover intentions on employee performance, measuring at 0.134.

These findings are inconsistent with the results from previous studies carried out by Utomo et al. (2020), Waruwu (2024) and Wong & Laschinger (2015) which have the results that Turnover Employee performance is greatly influenced by intentions, with the study revealing that the turnover intentions of PT Waskita Beton Precast Tbk employees have no impact on their performance levels.

#### **4.2.6. Compensation to Employee Performance Mediated by Turnover Intention**

According to the findings from the examination of the indirect path, the compensation variable on employee performance mediated by turnover intentions has p-values above 0.05, namely 0.298. This result indicates that turnover intentions do not affect the relationship of compensation variables to employee performance.

#### **4.2.7. Leadership on Employee Performance Mediated by Turnover Intention**

After analyzing the outcomes of the test conducted on the hypothesis of the indirect path, the transformational leadership variable on employee performance mediated by turnover intentions has p-values above 0.05, namely 0.473. These results indicate that turnover intentions do not affect the relationship of transformational leadership variables to employee performance.

### **5. Conclusion**

Based on the results of hypothesis testing, the direct path variable of compensation towards performance has a p-value below 0.05, which is 0.000. Compensation has a significant influence on employee performance. The direct path hypothesis test for the transformational leadership variable towards performance also shows a p-value below 0.05, which is 0.000. Transformational leadership has a significant influence on employee performance. The direct path hypothesis test for the compensation variable towards turnover intentions has a p-value above 0.05, which is 0.331. Compensation does not have a significant influence on turnover intentions. The direct path hypothesis test for the transformational leadership variable towards turnover intentions has a p-value above 0.05, which is 0.533. Transformational leadership does not have a significant influence on turnover intentions. The direct path hypothesis test for turnover intentions towards employee performance has a p-value above 0.05, which is 0.124. Turnover intentions do not have an influence on employee performance. The indirect path hypothesis test for the compensation variable towards employee performance, mediated by turnover intentions, has a p-value above 0.05, which is 0.298. The desire to leave a job does not impact how compensation influences an employee's work output. The indirect path hypothesis test for the transformational leadership variable towards employee performance, mediated by turnover intentions, has a p-value above 0.05, which is 0.473. Turnover intentions have no impact on the connection between transformational leadership and employee performance. The findings suggest that compensation and leadership directly impact employee performance more significantly than the indirect impact of compensation and leadership through turnover intentions.

The findings of this study are expected to be a source of information and can be applied by PT Waskita Beton Precast Tbk. Therefore, the managerial implications of this study are the significant influence of compensation on employee performance, with the highest average item statement being "I am satisfied with the benefits provided by the company," which can be utilized by the company. Proper employee compensation determination is necessary for PT Waskita Beton Precast Tbk to retain and improve employee performance. The significant influence of transformational leadership on employee performance, with the highest average item statement being "My leader encourages me to use creativity in my work," can be used by the company. For example, providing leadership training to every employee of PT Waskita Beton Precast Tbk, focusing on enhancing creativity among team members, can improve employee performance. In this study, turnover intentions did not significantly affect employee

performance or were not affected by leadership and compensation. The item statement with the highest average on turnover intentions, which is "I am thinking of leaving my job," suggests that the company can take strategic steps to reduce the percentage of employees wishing to leave their jobs.

In conducting this research, there are limitations, both in terms of results, research time, and data presented. This study is restricted by several factors including that it only describes the issues being researched and does not present descriptive data, as the author used a quantitative approach. This study discusses the scope of issues on compensation activities, leadership, turnover intentions, and employee performance.

Based on the limitations and the results of the study, the author suggests that future research use other variables not covered in this study. It is also recommended that future research approach the variables of compensation and transformational leadership towards employee performance, mediated by turnover intentions, with a qualitative approach to present descriptive qualitative results. Based on the descriptive statistical results in the previous chapter, there is an indicator with the lowest average value in transformational leadership, which is personal attention. With these results, the author suggests improving employee performance through transformational leadership by increasing personal attention and sensitivity from leaders to their employees. This is intended to enhance transformational leadership.

To improve performance, HR at PT Waskita Beton Precast Tbk can take strategic steps such as adjusting the compensation system to be more satisfying, providing leadership training that encourages creativity, and increasing leaders' sensitivity to employees' needs. Additionally, the company needs to identify the causes of turnover intentions and take preventive actions, such as retention programs or career development. With these steps, the company can improve employee performance, reduce resignation intentions, and create a more productive work environment.

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