



THE INFLUENCE OF LEADERSHIP STYLE, COMPENSATION, AND WORK ENVIRONMENT ON TURNOVER INTENTION AT PT HI-LEX CIREBON

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Abstract

Turnover intention is an important human resource issue in manufacturing companies because employee stability is closely related to production continuity, work discipline, and organizational performance. This study aims to examine the influence of leadership style, compensation, and work environment on turnover intention among employees of PT HI-LEX Cirebon. The study used a quantitative survey approach involving 100 employees as respondents. Data were collected through a five-point Likert-scale questionnaire and analyzed using SPSS 27. The analysis included validity testing, reliability testing, classical assumption testing, multiple linear regression, t-test, F-test, and coefficient of determination. The results show that leadership style has a positive and significant effect on turnover intention, with a significance value of 0.015. Compensation does not have a significant effect on turnover intention, with a significance value of 0.598. Work environment has a positive and significant effect on turnover intention, with a significance value of 0.029. Simultaneously, leadership style, compensation, and work environment have a significant effect on turnover intention, with a significance value of 0.000. The Adjusted R Square value of 0.169 indicates that the three independent variables explain 16.9% of the variation in turnover intention. These findings imply that PT HI-LEX Cirebon should prioritize leadership improvement and work-environment development while continuing to evaluate compensation fairness as part of a broader employee retention strategy.

Keywords: Leadership Style, Compensation, Work Environment, Turnover Intention



INTRODUCTION

Human resource management has a central role in maintaining organizational stability, particularly in manufacturing companies that depend on disciplined work processes, production targets, and consistent product quality. Employees who are committed, motivated, and supported by an effective work system are more likely to contribute to organizational performance. In contrast, discomfort in the workplace, dissatisfaction with management practices, and perceived imbalance between contribution and reward may encourage employees to consider leaving the company. In this context, turnover intention becomes an important early signal because it reflects an employee's conscious tendency to search for alternative employment before actual turnover occurs (Afriliani, 2025).

Turnover intention is especially relevant in labor-intensive manufacturing settings such as PT HI-LEX Cirebon. The company operates with a relatively large workforce and complex employment dynamics, making employee retention an important managerial concern. Internal company data show that employee exit rates fluctuated during the 2020–2024 period. The rate was 12.94% in 2020 and 12.05% in 2021, declined to 5.00% in 2022, and then increased again to 7.93% in 2023 and 8.93% in 2024. This pattern indicates that employee movement remains a recurring issue that requires attention from management, especially in relation to factors that may influence employees' intention to leave.

Table 1.

Employee Turnover Data of PT HI-LEX Cirebon, 2020–2024.

Year	Number of Employees	Employees Entering	Employees Leaving	Employee Exit Rate
2020	850	90	110	12.94%
2021	830	70	100	12.05%
2022	800	60	40	5.00%
2023	820	85	65	7.93%
2024	840	95	75	8.93%

Source: Company data, processed by the author.

Several organizational factors may contribute to turnover intention, including leadership style, compensation, and work environment. Leadership style shapes how employees experience direction, communication, support, fairness, and supervision from their superiors. Compensation reflects not only economic reward but also employees' perception of fairness and appreciation for their contribution. Meanwhile, the work environment includes physical and non-



physical conditions that affect comfort, safety, interpersonal relations, and the overall atmosphere of work. In a manufacturing company, these three factors become particularly important because employees are required to work under production standards, operational discipline, and continuous performance expectations.

Previous studies have shown inconsistent findings regarding the relationship between leadership style, compensation, work environment, and turnover intention. Efitriana & Liana (2022) found that leadership style had a positive and significant effect on turnover intention, while Suganda et al. (2023) reported that leadership style did not have a significant effect. In relation to compensation, Oktafiani & Pantawis (2024) found a negative and significant effect on turnover intention, whereas Efitriana & Liana (2022) reported a positive and significant effect. Similar inconsistency also appears in studies on the work environment, where Taufik & Harini (2021) found a significant effect, while Suganda et al. (2023) reported a non-significant relationship. These mixed findings show that the relationship among these variables may depend on organizational context, employee characteristics, and sector-specific work conditions.

Most prior studies on turnover intention have been conducted in service, banking, and general organizational contexts. Fewer studies have examined the combined influence of leadership style, compensation, and work environment on turnover intention in the manufacturing component industry, particularly in companies with production targets, quality standards, and structured work routines. PT HI-LEX Cirebon provides a relevant context because employee movement has fluctuated over the past five years and because leadership practices, compensation perceptions, and workplace conditions may directly shape employees' evaluation of whether to remain in or leave the organization.

Therefore, this study examines the influence of leadership style, compensation, and work environment on turnover intention among employees of PT HI-LEX Cirebon. The study uses a quantitative survey approach involving 100 employees as respondents. Data were collected through a Likert-scale questionnaire and analyzed using SPSS 27 through validity testing, reliability testing, classical assumption testing, multiple linear regression, t-test, F-test, and coefficient of determination. The findings are expected to provide empirical evidence regarding the factors associated with turnover intention and to offer practical input for employee retention policies in the company.



LITERATURE REVIEW

Turnover intention refers to an employee's conscious tendency to consider leaving an organization and seeking employment elsewhere. In Mobley's turnover process model, the intention to leave does not appear suddenly, but develops through psychological stages that may begin with dissatisfaction, thoughts of quitting, evaluation of alternative employment, and intention to search for another job before actual turnover occurs (Mobley, 1977). This makes turnover intention an important variable in human resource management because it can function as an early indicator of possible employee resignation. In a manufacturing company, where employee stability is closely related to production continuity, turnover intention needs to be understood through organizational factors that shape employees' daily work experience.

Leadership style is one of the managerial factors that may influence turnover intention. Transformational leadership theory explains that leaders can shape employee attitudes by providing direction, inspiration, intellectual stimulation, and individualized consideration (Bass & Riggio, 2006). In practice, leadership style is reflected in how supervisors communicate instructions, provide support, evaluate employee performance, involve employees in decision-making, and supervise work implementation. A leadership style that is perceived as unclear, less supportive, or unfair may create psychological distance between employees and the organization, while effective leadership can strengthen employees' attachment to their workplace. Prior studies have reported different results. Angelisa et al. (2023) found that leadership style had a significant relationship with turnover intention, while Febrian et al. (2022) and Thu & Widhianto (2023) indicated that leadership may not always have a direct significant effect because other variables, such as job satisfaction or work stress, may intervene in the relationship. Based on this theoretical and empirical basis, the first hypothesis is formulated as follows:

H1: Leadership style has a significant effect on turnover intention among employees of PT HI-LEX Cirebon.

Compensation is also closely related to employees' evaluation of whether their work contribution is fairly rewarded. Adams' equity theory explains that employees compare the ratio between their inputs, such as effort, time, skills, and experience, and their outcomes, such as salary, incentives, benefits, and other rewards (Adams, 1963). When employees perceive that the rewards they receive are not proportional to their contribution or are less favorable than those received by comparable employees, a sense of inequity may emerge. This perception can lead to dissatisfaction, declining motivation, complaints, and eventually the



intention to leave the organization. Empirical findings regarding compensation and turnover intention are not fully consistent. Anjani et al. (2023) reported that compensation may reduce turnover intention through job satisfaction, while Oktafiani & Pantawis (2024) found a negative and significant effect of compensation on turnover intention. However, Efitriana & Liana (2022) reported a different direction of influence, showing that compensation-related findings can vary across organizational contexts. Therefore, the second hypothesis is formulated as follows:

H2: Compensation has a significant effect on turnover intention among employees of PT HI-LEX Cirebon.

The work environment includes physical and non-physical conditions surrounding employees while they perform their tasks. Physical work environment factors may include lighting, air circulation, noise, safety, workplace layout, and work facilities, while non-physical factors include relationships with supervisors, communication among employees, peer support, and the social atmosphere at work. Herzberg's two-factor theory places working conditions, supervision, interpersonal relations, and organizational policies as hygiene factors. When these factors are not properly managed, employees may experience dissatisfaction that can encourage withdrawal attitudes, including turnover intention (Galanakis & Peramatzis, 2022). Previous studies also indicate that work environment can influence employees' intention to leave. Hasanah et al. (2022), Purnamasari et al. (2021), and Taufik & Harini (2021) showed that work environment was related to turnover intention, although Suganda et al. (2023) reported a non-significant relationship. These differences suggest that the effect of work environment may depend on the characteristics of the company, the nature of work, and employees' perception of workplace support. Thus, the third hypothesis is formulated as follows:

H3: Work environment has a significant effect on turnover intention among employees of PT HI-LEX Cirebon.

Leadership style, compensation, and work environment are not isolated factors in employees' decision-making process. Employees evaluate the organization through a combination of how they are led, how they are rewarded, and how they experience their workplace. A supportive leadership style may reduce psychological distance from the organization, fair compensation may strengthen the perception of organizational appreciation, and a conducive work environment may improve comfort and stability at work. Conversely, weaknesses in these factors may collectively increase employees' intention to



leave. This relationship is consistent with turnover intention studies that place organizational treatment, reward systems, and workplace conditions as important antecedents of employees' withdrawal attitudes (Efitriana & Liana, 2022; Hasanah et al., 2022; Taufik & Harini, 2021; Thu & Widhianto, 2023). Based on this logic, the fourth hypothesis is formulated as follows:

H4: Leadership style, compensation, and work environment simultaneously have a significant effect on turnover intention among employees of PT HI-LEX Cirebon.

The conceptual basis of this study positions leadership style, compensation, and work environment as independent variables, while turnover intention is positioned as the dependent variable. The relationship among these variables is tested to explain whether managerial behavior, perceived rewards, and workplace conditions contribute to employees' tendency to consider leaving PT HI-LEX Cirebon. This framework is relevant because the company operates in a manufacturing setting where employee stability, work discipline, and workplace comfort are closely connected to operational continuity.

RESEARCH METHOD

This study used a quantitative survey approach to examine the effect of leadership style, compensation, and work environment on turnover intention among employees of PT HI-LEX Cirebon. A quantitative approach was selected because the study tested hypotheses using numerical data collected from respondents and analyzed the relationships among variables through statistical procedures. According to Sugiyono (2023), quantitative research is appropriate for examining a particular population or sample using research instruments and statistical analysis.

The study was conducted at PT HI-LEX Cirebon in January 2026. The population consisted of all employees of PT HI-LEX Cirebon, with a total of 840 employees based on the company's 2024 employee data. The minimum sample size was determined using the Slovin formula with a 10% margin of error:

$$n = \frac{N}{1 + N(e)^2}$$

where n is the sample size, N is the population size, and e is the margin of error. Based on the population of 840 employees, the calculation was:

$$\begin{aligned} n &= \frac{840}{1 + 840(0.10)^2} \\ &= \frac{840}{1 + 8.40} \\ &= \frac{840}{9.40} \end{aligned}$$



$$= 89.36$$

The minimum sample size was rounded to 90 respondents. In its implementation, this study involved 100 respondents, exceeding the minimum sample requirement. The sampling technique used was purposive sampling, in which respondents were selected based on particular criteria relevant to the research objectives. Sugiyono (2023) explains that purposive sampling is a sample selection technique based on specific considerations determined by the researcher. The respondents were active employees who were directly involved in operational or administrative activities at PT HI-LEX Cirebon.

The data used in this study were primary data collected through a closed questionnaire. The questionnaire measured four variables: leadership style, compensation, work environment, and turnover intention. Each item was measured using a five-point Likert scale, ranging from strongly disagree to strongly agree. The questionnaire was designed to capture employees' perceptions of leadership practices, compensation received, workplace conditions, and their intention to leave the company.

Before hypothesis testing, the research instrument was tested through validity and reliability tests. The validity test was conducted using Pearson Product Moment correlation, while reliability was tested using Cronbach's Alpha. Sugiyono (2023) states that validity testing is used to determine whether an instrument is able to measure what it is intended to measure. An item was considered valid when its correlation value met the required validity criteria, and the instrument was considered reliable when the Cronbach's Alpha value exceeded 0.60.

The collected data were tabulated, processed, and analyzed using SPSS 27. The analysis included descriptive statistics, classical assumption tests, multiple linear regression, t-test, F-test, and coefficient of determination. Descriptive statistics were used to describe the minimum, maximum, mean, and standard deviation of each variable. Classical assumption tests consisted of normality, multicollinearity, and heteroscedasticity tests to ensure that the regression model met the required assumptions.

Multiple linear regression was used to examine the effect of leadership style, compensation, and work environment on turnover intention. The regression model used in this study was:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

where Y represents turnover intention, a represents the constant, X_1 represents leadership style, X_2 represents compensation, X_3 represents work



environment, b_1 , b_2 , and b_3 represent regression coefficients, and e represents the error term. Thus, the model tested in this study was formulated as follows:

$$\text{Turnover Intention} = a + b_1(\text{Leadership Style}) + b_2(\text{Compensation}) + b_3(\text{Work Environment}) + e$$

The t-test was used to examine the partial effect of each independent variable on turnover intention. The F-test was used to examine the simultaneous effect of leadership style, compensation, and work environment on turnover intention. The coefficient of determination was used to measure the ability of the independent variables to explain variation in turnover intention. Because this study used more than one independent variable, the interpretation emphasized Adjusted R Square.

This study also applied research ethics by maintaining respondent confidentiality, using informed consent, and processing respondent data in aggregate form for academic purposes only. Respondent identities were not disclosed in the analysis or reporting process.

RESULTS AND DISCUSSION

Instrument Validity and Reliability

The validity test was conducted to ensure that each questionnaire item measured the intended construct. The results show that all indicators of leadership style, compensation, work environment, and turnover intention had calculated correlation values above the r-table value of 0.195. Therefore, all questionnaire items were declared valid and suitable for further analysis.

Table 2.
Validity Test Results

Variable	Item Range	Range of r-count	r-table	Decision
Leadership Style (X1)	X1.1-X1.8	0.508-0.763	0.195	Valid
Compensation (X2)	X2.1-X2.8	0.469-0.694	0.195	Valid
Work Environment (X3)	X3.1-X3.8	0.473-0.717	0.195	Valid
Turnover Intention (Y)	Y.1-Y.8	0.508-0.653	0.195	Valid

Source: Primary data processed with SPSS 27, 2026.



Reliability testing was then conducted using Cronbach's Alpha. The results indicate that all variables exceeded the minimum reliability threshold of 0.60. Leadership style obtained the highest Cronbach's Alpha value of 0.839, followed by work environment at 0.778, compensation at 0.720, and turnover intention at 0.695. These results indicate that the research instrument had adequate internal consistency.

Table 3.
Reliability Test Results

Variable	Cronbach's Alpha	Threshold	Decision
Leadership Style (X1)	0.839	0.60	Reliable
Compensation (X2)	0.720	0.60	Reliable
Work Environment (X3)	0.778	0.60	Reliable
Turnover Intention (Y)	0.695	0.60	Reliable

Source: Primary data processed with SPSS 27, 2026.

Descriptive Statistics

Descriptive statistics were used to identify the general tendency and distribution of each research variable. Table 4 shows that the mean values of leadership style, compensation, work environment, and turnover intention were relatively close to the upper range of the measurement scale. Turnover intention had the highest mean score, indicating that respondents showed a relatively strong tendency toward the measured turnover-intention indicators.

Table 4.
Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Leadership Style (X1)	100	30.00	40.00	33.8100	2.78414
Compensation (X2)	100	30.00	40.00	33.8300	2.48655
Work Environment (X3)	100	22.00	40.00	33.0800	2.65786
Turnover Intention (Y)	100	26.00	39.00	34.1100	2.34798
Valid N (listwise)	100	-	-	-	-

Source: Primary data processed with SPSS 27, 2026.

The leadership style variable had a minimum value of 30.00, a maximum value of 40.00, and a mean of 33.8100 with a standard deviation of 2.78414. Compensation had a minimum value of 30.00, a maximum value of 40.00, and a



mean of 33.8300 with a standard deviation of 2.48655. Work environment had a minimum value of 22.00, a maximum value of 40.00, and a mean of 33.0800 with a standard deviation of 2.65786. Turnover intention had a minimum value of 26.00, a maximum value of 39.00, and a mean of 34.1100 with a standard deviation of 2.34798. The relatively small standard deviations indicate that respondents' answers were not widely dispersed.

Classical Assumption Testing

Classical assumption testing was performed before the regression analysis. The normality test indicated that the residuals were normally distributed because the Kolmogorov-Smirnov significance value was 0.200 and the Shapiro-Wilk significance value was 0.402, both of which were greater than 0.05. The multicollinearity test also showed that all tolerance values were above 0.10 and all VIF values were below 10. The heteroscedasticity test using the Glejser approach showed significance values above 0.05 for all independent variables. These results indicate that the regression model met the required assumptions.

Table 5.

Classical Assumption Test Summary

Test	Result	Criterion	Conclusion
Normality	K-S Sig. = 0.200; Shapiro-Wilk Sig. = 0.402	Sig. > 0.05	Residuals are normally distributed
Multicollinearity: Leadership Style	Tolerance = 0.641; VIF = 1.561	Tolerance > 0.10; VIF < 10	No multicollinearity
Multicollinearity: Compensation	Tolerance = 0.549; VIF = 1.820	Tolerance > 0.10; VIF < 10	No multicollinearity
Multicollinearity: Work Environment	Tolerance = 0.575; VIF = 1.738	Tolerance > 0.10; VIF < 10	No multicollinearity
Heteroscedasticity: Leadership Style	Glejser Sig. = 0.473	Sig. > 0.05	No heteroscedasticity
Heteroscedasticity: Compensation	Glejser Sig. = 0.209	Sig. > 0.05	No heteroscedasticity
Heteroscedasticity: Work Environment	Glejser Sig. = 0.950	Sig. > 0.05	No heteroscedasticity

Source: Primary data processed with SPSS 27, 2026.



Multiple Linear Regression and Hypothesis Testing

Multiple linear regression was used to examine the effect of leadership style, compensation, and work environment on turnover intention. The regression equation obtained from the analysis was:

$$Y = 20.275 + 0.240X_1 - 0.062X_2 + 0.236X_3 + e$$

The constant value of 20.275 indicates the estimated turnover intention score when leadership style, compensation, and work environment are held constant. The coefficient of leadership style was 0.240 with a significance value of 0.015. The coefficient of compensation was -0.062 with a significance value of 0.598. The coefficient of work environment was 0.236 with a significance value of 0.029.

Table 6.
Multiple Linear Regression and Partial Test Results.

Predictor	B	Std. Error	Beta	t	Sig.	Hypothesis Decision
Constant	20.275	3.272	-	6.197	<0.001	-
Leadership Style (X1)	0.240	0.097	0.285	2.486	0.015	H1 accepted
Compensation (X2)	-0.062	0.117	-0.065	-0.529	0.598	H2 rejected
Work Environment (X3)	0.236	0.107	0.267	2.212	0.029	H3 accepted

Source: Primary data processed with SPSS 27, 2026. Dependent variable: Turnover Intention.

The t-test results show that leadership style had a positive and significant effect on turnover intention because the significance value was 0.015, which is lower than 0.05. Therefore, H1 was accepted. Compensation did not have a significant effect on turnover intention because the significance value was 0.598, which is higher than 0.05. Therefore, H2 was rejected. Work environment had a positive and significant effect on turnover intention because the significance value was 0.029, which is lower than 0.05. Therefore, H3 was accepted.

Table 7.
Simultaneous Test and Model Summary

Indicator	Value	Interpretation
Regression Sum of Squares	105.928	Explained variation by the model



Residual Sum of Squares	439.862	Unexplained variation
Total Sum of Squares	545.790	Total variation
df Regression; df Residual; df Total	3; 96; 99	Degrees of freedom
Mean Square Regression; Residual	35.309; 4.582	ANOVA mean squares
F-count	7.706	Model is significant
Sig. F	0.000	H4 accepted because Sig. < 0.05
R	0.441	Multiple correlation
R Square	0.194	Model explains 19.4% before adjustment
Adjusted R Square	0.169	Model explains 16.9% after adjustment
Std. Error of the Estimate	2.14054	Average prediction error of the model

Source: Primary data processed with SPSS 27, 2026.

The F-test produced an F-count of 7.706 with a significance value of 0.000. Since the significance value was below 0.05, leadership style, compensation, and work environment simultaneously had a significant effect on turnover intention. Therefore, H4 was accepted. The Adjusted R Square value was 0.169, indicating that leadership style, compensation, and work environment explained 16.9% of the variation in turnover intention. The remaining 83.1% was explained by other variables outside the model, such as job satisfaction, work stress, workload, organizational commitment, organizational culture, career opportunities, and other individual or organizational factors.

The Effect of Leadership Style on Turnover Intention

The results show that leadership style had a positive and significant effect on turnover intention. Statistically, the significance value of 0.015 indicates that leadership style was an important factor associated with employees' intention to leave PT HI-LEX Cirebon. The positive coefficient means that higher scores on the leadership-style variable were followed by higher scores on turnover intention in the observed data. This direction needs to be interpreted carefully. It does not automatically mean that effective leadership increases the desire to leave; rather, it indicates that the leadership dimensions measured in this study were closely connected with employees' turnover-intention responses in the company context.

This finding can be read through transformational leadership theory, which emphasizes direction, motivation, support, individualized attention, and communication as important elements in shaping employee attitudes (Bass &



Riggio, 2006). In a manufacturing environment with production targets and strict operational routines, employees may perceive leadership practices not only as support but also as managerial control, supervision, or work pressure when they are not accompanied by sufficient communication and psychological support. Therefore, leadership improvement in PT HI-LEX Cirebon should not focus only on supervision but also on fairness, openness, participative communication, and responsiveness to employee concerns.

This finding is consistent with studies that found leadership style to be related to turnover intention, but it also differs from studies showing non-significant or indirect effects. (Thu & Widhianto, 2023), for example, suggested that leadership may influence turnover intention indirectly through job satisfaction, while (Febrian et al., 2022) found that leadership was not always the dominant predictor of turnover. The present finding confirms that leadership remains relevant, but its influence depends on how employees experience leadership practices in their specific work setting.

The Effect of Compensation on Turnover Intention

The results show that compensation did not have a significant effect on turnover intention. The significance value of 0.598 was higher than 0.05, so H2 was rejected. This means that compensation was not statistically proven to be the main factor explaining turnover intention among the respondents in this study. The negative coefficient indicates that a higher compensation score tended to be followed by a lower turnover-intention score, but the relationship was too weak to be considered statistically significant.

This finding should not be interpreted as meaning that compensation is unimportant. Adams' equity theory explains that employees evaluate fairness by comparing their contribution with the rewards they receive (Adams, 1963). However, in the context of PT HI-LEX Cirebon, employees' intention to leave may be influenced more strongly by non-financial factors, such as leadership experience, work environment, work pressure, career development, job satisfaction, or organizational climate. Compensation may also be perceived as relatively similar among employees, making it less powerful in explaining differences in turnover intention within this sample.

This finding differs from studies that found compensation to have a significant relationship with turnover intention, such as (Oktafiani & Pantawis, 2024) and (Anjani et al., 2023). However, it supports the idea that compensation does not always work as a stand-alone predictor. In practice, PT HI-LEX Cirebon still needs to evaluate compensation fairness and transparency, but compensation



policy should be integrated with broader retention strategies involving leadership development and workplace improvement.

The Effect of Work Environment on Turnover Intention

The results show that work environment had a positive and significant effect on turnover intention. The significance value of 0.029 was lower than 0.05, so H3 was accepted. This indicates that employees' perception of their work environment was significantly associated with their intention to leave the company. Similar to the leadership variable, the positive coefficient shows that higher work-environment scores were followed by higher turnover-intention scores in the observed data, and this direction should be interpreted in relation to the instrument and the specific organizational context.

From the perspective of Herzberg's two-factor theory, physical work conditions, interpersonal relations, communication, supervision, and workplace comfort are hygiene factors. When these factors are not experienced as adequate, dissatisfaction may increase and employees may begin to consider leaving the organization (Galanakis & Peramatzis, 2022). In a manufacturing setting, the work environment includes not only facilities and safety but also work rhythm, noise, coordination, peer support, and the pressure of meeting production standards. Thus, even when some aspects of the work environment are perceived positively, unresolved operational pressure may still contribute to turnover intention.

This finding is consistent with previous studies showing that work environment is related to turnover intention (Hasanah et al., 2022; Purnamasari et al., 2021; Taufik & Harini, 2021). However, because the coefficient direction in this study was positive, the discussion should emphasize that workplace conditions at PT HI-LEX Cirebon require more detailed managerial evaluation. The company should examine which aspects of the work environment create discomfort, including physical facilities, workload distribution, work safety, supervisor-employee relations, peer support, communication flow, and shift-related pressures.

The Simultaneous Effect of Leadership Style, Compensation, and Work Environment on Turnover Intention

The simultaneous test indicates that leadership style, compensation, and work environment jointly had a significant effect on turnover intention. This result shows that employees' intention to leave PT HI-LEX Cirebon cannot be explained by a single organizational factor. Employees evaluate their work situation through the combined experience of how they are led, how they are rewarded, and how they experience their daily workplace.



The Adjusted R Square value of 0.169 shows that the three independent variables explained 16.9% of turnover intention. This explanatory power is meaningful but limited. It indicates that leadership style, compensation, and work environment are relevant predictors, but they do not capture most of the factors influencing turnover intention. Other variables such as job satisfaction, work stress, workload, organizational commitment, career opportunity, burnout, and perceived organizational support should be considered in future studies. In practical terms, PT HI-LEX Cirebon should use the findings as an entry point for retention policy, not as a complete explanation of employee turnover intention.

The findings suggest three managerial directions. First, leadership development should prioritize communication quality, fairness, support, and participatory decision-making, rather than relying only on task supervision. Second, compensation should continue to be reviewed to ensure fairness, consistency, and transparency, although it was not a significant predictor in this model. Third, work-environment improvement should address both physical and non-physical aspects of the workplace, including safety, comfort, communication, social support, and operational pressure. These actions may help the company reduce factors that contribute to employees' intention to leave.

Summary of Hypothesis Testing

Table 8.

Hypothesis Testing Summary

Hypothesis	Relationship Tested	Sig.	Decision	Interpretation
H1	Leadership Style to Turnover Intention	0.015	Accepted	Significant positive effect
H2	Compensation to Turnover Intention	0.598	Rejected	No significant effect
H3	Work Environment to Turnover Intention	0.029	Accepted	Significant positive effect
H4	Leadership Style, Compensation, and Work Environment to Turnover Intention	0.000	Accepted	Significant simultaneous effect

Source: Primary data processed with SPSS 27, 2026.

Overall, the results confirm that leadership style and work environment were significant partial predictors of turnover intention, while compensation was not significant. Simultaneously, the three independent variables significantly explained turnover intention, although the relatively low Adjusted R Square



value indicates the need to include additional psychological and organizational variables in future research.

CONCLUSION

This study concludes that leadership style has a positive and significant effect on turnover intention among employees of PT HI-LEX Cirebon. This finding indicates that employees' perception of leadership practices is closely related to their intention to leave the company. Therefore, leadership should be managed more carefully through clearer communication, fairer evaluation, stronger supervisory support, and more consistent decision-making. In the observed model, compensation does not have a significant partial effect on turnover intention. This result suggests that compensation is not the dominant factor explaining employees' intention to leave, although the company still needs to maintain a fair, transparent, and competitive compensation system as part of its broader employee retention strategy.

The study also concludes that the work environment has a positive and significant effect on turnover intention. This result shows that workplace conditions, both physical and social, are important in shaping employees' intention to remain in or leave the organization. For a manufacturing company such as PT HI-LEX Cirebon, a safe, comfortable, communicative, and supportive work environment is essential to maintain employee stability. Simultaneously, leadership style, compensation, and work environment have a significant effect on turnover intention. However, the Adjusted R Square value of 0.169 indicates that these three variables explain 16.9% of the variation in turnover intention, while the remaining 83.1% is influenced by other factors outside the research model.

The policy implication of this study is that PT HI-LEX Cirebon should prioritize employee retention policies that focus on leadership improvement and work environment development, while continuing to evaluate compensation fairness. Management needs to strengthen supervisor competence, improve two-way communication, ensure objective employee treatment, and create a more conducive workplace atmosphere. Future studies are recommended to include additional variables such as job satisfaction, work stress, workload, burnout, organizational commitment, career development, and organizational culture to obtain a more comprehensive explanation of turnover intention.

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