

Research Article

MANAGEMENT LEADERSHIP, ORGANIZATIONAL CULTURE, AND COMPENSATION AS INFLUENCER ON EMPLOYEE TURNOVER IN A POWERPLANT

* SUZETTE S. CEBALLOS

Liceo de Cagayan University, Philippines.

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ABSTRACT

Aims: This paper examines the factors influencing turnover intention in a power plant. Using data from a survey of power plant workers, the study analyzes the role of Management Leadership style, Organizational Culture, and Compensation in employees' turnover intention. **Study design:** The study used a survey questionnaire and statistical analyses. **Place and Duration of Study:** The participants of the study are company employees. The participants were selected randomly for each section of the company. **Methodology:** The participants of the study are company employees. The participants were selected randomly for each section of the company. Results from the study indicated that, among the three variables, only Compensation emerged as a significant predictor of Turnover Intention. Neither Leadership nor Organizational Culture showed a statistically significant relationship with the intent to leave. The study underscores the critical importance of competitive compensation in retaining employees and suggests that remuneration may positively influence turnover decisions more than perceived leadership and culture. **Results:** Results from the study indicated that, among the three variables, only Compensation emerged as a significant predictor of Turnover Intention. Neither Leadership nor Organizational Culture showed a statistically significant relationship with the intent to leave. The study underscores the critical importance of competitive compensation in retaining employees and suggests that remuneration may positively influence turnover decisions more than perceived leadership and culture. **Conclusion:** The study revealed the factors that significantly impact turnover intentions in the workplace. The findings indicated that neither management leadership styles nor organizational culture had a statistically significant relationship with turnover intention. This suggests that within the context of this study, these elements, while undoubtedly crucial to many aspects of organizational success, may not directly sway an employee's decision to stay or leave. However, compensation was found to have a statistically significant relationship with turnover intention, as indicated in the p-value; although the effect was not substantial, it was evident that better compensation could slightly decrease the intent to leave the organization.

Keywords: turnover intention, culture of organization, leadership style, benefits, compensation.

INTRODUCTION

A few years ago, power plants were privatized. As a result, many business people in the Philippines ventured into the power plant industry or generation business in various provinces. The emergence of new technology in power plant operation necessitates a great deal of technical knowledge, which has set a high standard in the power plant industry regarding salary and compensation, benefits, and so on, which is a trade secret to some industries. However, it was noticed that even within just a few years of the MG power plant being in operation, a high turnover rate was observed. Employees are leaving despite the company's promised bright future, as well as other motivations that go with it in the form of salary and benefit increases. What is concerning is that those employees who remain at the plant intend to leave if the opportunity arises.

Employee turnover is rampant in any industry nowadays and is one of the most pressing issues around the globe (Kanchana *et al.*, 2023). It has presented a concern to some companies due to its cost and the problem of finding replacements for them. Turnover is when one voluntarily or involuntarily quits the job. Voluntary turnover is when an employee quits the job at his bidding, while it is the other way around when it is an involuntary turnover. Turnover intentions are a measure of whether a business or organization's employees plan to leave their positions or whether that organization plans to remove employees from their positions (Nwobia *et al.*, 2017).

According to a study, the global turnover rate is 13.2%, while the Philippine turnover rate is higher than in Asia, and the global rate is 14.2% (Piatos *et al.*, 2021). The survey showed that many people were influenced to quit their jobs for several reasons. Aside from the many opportunities present in the local community because of the growing power plant industry, there are various reasons that employees quit their jobs. However, one of the most common factors is to get a better job (Situmorang *et al.*, 2022).

The intention to leave one's job or organization is a choice an employee must decide on when he thinks it is time to move on. This is known as turnover intention. Turnover intention usually leads to quitting (Dubey, 2017). Since turnover intention is not obvious, determining the factors that lead to leaving one's job and organization is difficult, so it is essential to know the factors of turnover intention before remedial measures are too late (Li *et al.*, 2019). Employees consider and plan to leave their jobs and organizations for various reasons. A study by Cho and Lewis (2012) even pointed out that behavior correlates to turnover intention.

According to a Gallup (2015) study, 50% of those who voluntarily quit their job want to get away from their managers and bosses rather than doing so because of the job itself. A high engagement level (Adkins Gallup, 2015) between managers and their employees is recommended because it affects the growth and development of the organization. Managers are only sometimes good leaders, just as leaders are sometimes not good managers. These skills are only sometimes found in one person. That is why personnel in the management position should develop skills to become good leaders and vice versa for the development of the company. M. Alatawi (2017) observed that insufficient managers could prompt better

employee retention if they change managerial style. Since people are unique individuals, managers should understand that each has its idea of what a good leader or manager should be. There is no solution in dealing with employees. Hence, management should choose the kind of leadership that would give the best results for the company. As Alatawi (2017) has pointed out in his research, effective managers practice a transformational leadership style. In many studies, it has also been linked that collaboration and communication between managers and employees are important factors that could lead to successful teamwork.

Organizational culture is another factor showing adverse effects (Ardiansyah *et al.*, 2020) on employees' turnover intention. Selart (2016) defines organizational culture as shared assumptions guiding behavior and influencing interactions. Employee work satisfaction is influenced by organizational culture, and previous research has linked high job satisfaction to higher job performance (Medina, 2019). An organization's culture is essential and vital for an organization's success because it influences employee commitment as well as retention (Habib *et al.*, 2014).

According to a study from SHRM (Society of Human Resource Management, 2013), 58% of employees who quit a job due to workplace culture say that their managers are the main reason they ultimately left. The same study says that in the last five years, nearly one-fifth left their job due to culture, and three-tenth say workplace culture makes them irritable at home. In the long run, a toxic workplace culture has affected many people, resulting in employee turnover. Compensation is the combination of payment and other employee benefits for doing their job. The kind of compensation received by employees varies from one plant to another, as well as the kind of industry and the size of the company. However, small companies in the same industry offer more employee benefits than more prominent companies. This shows that compensation also depends on the management and the system it follows. Employees are paid in ten different ways: pay, employment bonus, holiday/pension allowance, family health insurance, employee participation in the insurance program, employee entertainment program, awards for exceptional employees, and sufficient leave periods. Compensation significantly affects employee retention within a company because, with satisfactory compensation, employees will feel that the company cares about employee needs (Syahreza, 2017).

This study aims to examine whether leadership style, compensation, and workplace culture affect employees' turnover intention. In several studies, no one factor stands out as the main reason for turnover intention. Factors causing turnover intention differ from one organization to another. Job satisfaction, job performance, and leader-member relationships can result in turnover intention (Saeed *et al.*, 2014) or organizational commitment (Flint *et al.*, 2013).

MG Power plant is a budding power plant that has just started to develop. However, in its seven years of operation, there has been a significant increase in the number of people who resigned yearly. Hence, this study aims to identify significant influences of employee turnover in the company, excluding the effect of the pandemic on turnover. The researcher intends to understand how these factors affect the employee's past and future decisions. The findings may aid HR/management, if they are willing to accept the study's results, in understanding the situation and, in turn, help create policies, programs, etc., that could enhance employee retention.

METHODOLOGY

This study employed a descriptive and causal research design because it aimed to describe the characteristics of a particular group or population and to examine the relationships among variables without manipulating them. Descriptive studies provided a detailed picture of what happened without making any causal inferences or drawing any conclusions about why things are the way they are. This study is also correlational because it examined the relationships between the variables: leadership style, workplace culture, and compensation. Therefore, the study's outcome described whether turnover intention is affected, positively or negatively, by any of the variables included in the study. This study is also causal because it established a cause-and-effect relationship between two variables. The study demonstrated if Management Leadership, Organizational Culture, and Compensation impacted Turnover Intention.

The researcher conducted surveys and observational studies. The data collected were analyzed using SPSS v28.1. Power plant is a coal-fired power plant located in Misamis Oriental. It is a budding power plant with over 200 direct employees and around 300 contract workers, skilled and utility workers. It is 40km away from Cagayan de Oro City. It utilizes the Circulating Fluidized Bed Technology, the more favored technology among many sprouting experts due to its high production capacity and low workforce requirement. The company provides electricity to several areas in Mindanao through different electric cooperatives, from Davao del Norte (Daneco) in the east to Zamboanga del Sur (Zamsureco) down south, whose demands differ. Because a power plant requires technical skills to operate, the operation and maintenance side comprises mostly engineers in different fields. So, more employees who run the boiler and the turbine are either Electrical or Mechanical Engineers. The ones operating the Water Treatment Plant, crucial to the boiler operation, are attended by Chemical Engineers. Meanwhile, monitoring of test results in the Laboratory uses Chemists or Laboratory Technicians. The maintenance team comprises technicians in different fields, such as electrical, mechanical, instrumentation, and control. On the other hand, the so-called Support Team comprises several small departments such as Finance, Administration, Safety, Training, and IT. These personnel are also degree holders in their different fields of expertise.

To sum it up, all organic personnel in the power plant are professionals with college degrees. The study's target population was licensed personnel, if not licensed, who are bachelor's degree graduates in all departments of the power plant. The Operations Team accounted for the most personnel since it comprises three sections (Main Plant, Water Treatment and Coal Handling). The Main Plant personnel are engineers, and the Water Treatment Plant comprises chemical engineers and chemists. However, in the coal handling section, where technical knowledge is not critical, most personnel are technology majors and not licensed engineers. Supervisors and Superintendents are the only engineers in the Coal Handling area. In other areas of the plant, participants are graduates of Finance, Accountancy, Marketing, Administration, Nursing, and other professions.

To avoid bias in the study, the manager in each section was not included as a participant, as some questions pertained to management leadership. The sampling techniques used were stratified sampling and random sampling. The technique was considered stratified because instead of studying the whole population, it is divided into each section of expertise (Singh and Masuku, 2014), and only a representative of the population is included in the study (Etikan *et al.*, 2021). For example, instead of using the maintenance department, the researcher divided it into

mechanical, electrical, instrumentation, and control sections when conducting the survey. However, the same was true: the participants in the study were selected randomly, especially in those sections with much personnel. The stratified random sampling technique was chosen because it gives a sample highly representative of the target population (Acharya *et al.*, 2013) and allows generalization from the sample to the population (Sharma, 2017).

RESULT

Participant's level of agreement on the management leadership in terms of:

- Transformational Leadership; and
- Ethical Leadership

Based on this study, the participants accepted that management Leaders are Ethical and Transformational. The initial assumption that these two types of Leadership can affect turnover intention unexpectedly showed no significant effect on Turnover Intention. This result implied that the presence of these leadership styles does not inherently mean that employees are less likely to consider leaving the organization.

Transformational Leadership, often characterized by inspiring and motivating employees towards a shared vision, displayed no noticeable influence on employees' intention to leave. Similarly, Ethical Leadership, which encapsulates leaders demonstrating appropriate conduct through their personal actions and interpersonal relationships, did not significantly lower the intent to quit.

The lack of effect of Compensation to various factors is unique to an organization. These findings serve as a reminder that while positive and ethical Leadership are essential for numerous reasons, they may not be the silver bullet to reduce turnover intentions in every context. They emphasize the need for organizations to adopt a holistic approach, where leadership style is just one aspect of a broader strategy to enhance employee retention. Future research should explore the nuanced relationships between various organizational factors and turnover intentions for a more comprehensive understanding of employee retention.

Table 1 Participant's Level of Agreement in terms of Transformational Leadership, n=109

Part 1. A. Transformational Leadership	Mean	Std. Deviation	Interpretation
Q1 Management Leaders are open to the ideas of subordinates.	5.3761	1.11213	Moderately High
Q2 Management Leaders inspires subordinates to do well in their job.	5.3303	1.17894	Moderately High
Q3 Management Leaders communicate openly with subordinates.	5.1468	1.26802	Moderately High
Q4 Management Leaders have a clear and compelling vision for the future and directs subordinates to that path.	5.2752	1.16961	Moderately High
Q5 Management Leaders are able to inspire participation and know what needs to change.	5.1193	1.09481	Moderately High
OVERALLMEAN	5.2495	0.97417	Moderately High

Legend:

Score	Range	Description	Interpretation
7	6.51- 7.00	Strongly Agree	Very High
6	5.51- 6.50	Agree	High
5	4.51-5.50	Somewhat Agree	Moderately High
4	3.51- 4.50	Undecided	Neutral
3	2.51- 3.50	Disagree	Low
2	1.51- 2.50	Somewhat Disagree	Slightly Low
1	1.00- 1.50	Strongly Disagree	Very Low

Among the indicators of Turnover Intention, this sub-variable of Leadership comes in second with the highest mean and the second to the lowest variation in answers. The low standard deviation result suggested less variability in perceptions of transformational Leadership among the participants than in other sub-variables. Consistency results could be interpreted as a strong, shared understanding or experience of transformational leadership qualities within the group. With experienced high transformational Leadership among leaders, trust in the leader is built, which in turn significantly impacts work engagement (Li *et al.*, 2019) and employee behavior (Zhan *et al.*, 2021). With high Transformational Leadership, there is low turnover intention (Phungsoonthorn *et al.*, 2018).

Table 2 Participant's Level of Agreement in terms of Ethical Leadership, n=109

Part 1. B. Ethical Leadership	Mean	Std. Deviation	Interpretation
Q1 Management Leaders check morals when making decision about complex situations.	5.1651	1.2058	Moderately High
Q2 Management Leaders show trust, fairness respect, and integrity in the subordinates.	5.1468	1.27714	Moderately High
Q3 Management Leaders lead by example.	4.9633	1.3535	Moderately High
Q4 Management Leaders are transparent and assume accountability.	4.9174	1.32727	Moderately High
Q5 Management Leaders standup for what is right even if it is difficult.	4.8165	1.32053	Moderately High
OVERALLMEAN	5.0018	1.06892	Moderately High

Legend:

Score	Range	Description	Interpretation
7	6.51- 7.00	Strongly Agree	Very High
6	5.51- 6.50	Agree	High
5	4.51-5.50	Somewhat Agree	Moderately High
4	3.51- 4.50	Undecided	Neutral
3	2.51- 3.50	Disagree	Low
2	1.51- 2.50	Somewhat Disagree	Slightly Low
1	1.00- 1.50	Strongly Disagree	Very Low

For the sub-variable Ethical Leadership, the participants agreed that management leaders are somewhat ethical (M=5.0018, SD=1.06892). However, if compared to transformational leadership, ethical leadership has a lower average, and data is more clustered

than in the former. The low ethical leadership average result could mean that Transformational Leadership is more practiced than Ethical Leadership or that participants rarely witness managers practicing Ethical Leadership. Whatever the case, there is still ethical leadership practice in the organization, which can prevent turnover intention (Suifan *et al.*, 2020). Ranking the sub-variables altogether, ethical leadership comes in third from the highest mean and third lowest standard deviation. Even if Ethical Leadership ranked third, there is only a 0.25 difference from the mean of the sub-variable Transformational Leadership. The results suggest that both leadership styles are present, however, in different severities. Just as indicated in the study by Hoch *et al.*, 2018, Ethical Leadership and Transformational are highly correlated.

Participant’s level of agreement on organizational culture in terms of

- Culture of Trust; and
- Employee Engagement

The study showed that the participants demonstrated a high level of engagement and trust in the management. This finding underscored a positive organizational climate where employees feel actively involved and exhibit faith in their leader’s decisions and actions. However, the intriguing aspect of the study was the lack of influence these factors had on turnover intention. Despite the evident engagement and trust, these factors did not appear to decrease the employees’ intent to leave the organization. This suggests that even if engagement and trust are crucial for a healthy work environment, they do not necessarily tether employees to the organization. Other elements, such as job satisfaction, career growth opportunities, and personal factors, might be more decisive in influencing turnover intentions.

Organizational culture is the shared values, attitudes, customs, and practices that influence interactions, behaviors, and attitudes at work. The unseen yet palpable energy guides how employees think, feel, and act, often described as "how things are done here." This culture is molded over time and influenced by the organization’s history, leadership styles, policies, and the collective experiences of its members. Organizational culture is critical. A positive and robust culture fosters employees’ sense of identity, belonging, and purpose, leading to enhanced job satisfaction and commitment. It acts as a compact, guiding decision-making and shaping how the organization responds to challenges. Moreover, organizational culture plays a crucial role in attracting and retaining talent; prospective employees were drawn to companies where they resonate with the culture.

Additionally, a robust culture can increase efficiency and productivity by rearranging behaviors and fostering alignment around shared goals. On the flip side, a toxic organizational culture can hinder growth, stifle innovation, and lead to increased turnover. In essence, organizational culture influences an organization’s internal dynamics, external reputation, and overall success. As to the participant’s level of trust, this suggests that, on average, the participant’s responses leaned towards "somewhat agree" on the scale (M=4.765, SD=1.204). However, despite the general trust observed, the data also uncovers a minor blame issue between management and participants, as shown in the table with the highest standard deviation among the questions (Q4). Trust issues, even minor, can significantly affect turnover intention (Zeffane *et al.*, 2017).

Table 3 Participant’s Level of Agreement in terms of Trust, n=109

Part 2. A. Trust		Mean	Std. Deviation	Interpretation
Q1	There is a strong feedback process between managers and subordinates.	4.9541	1.32906	Moderately High
Q2	Management fully trusts in the employees that their opinion matters.	4.6972	1.36426	Moderately High
Q3	Leaders do not micromanage.	4.6422	1.41109	Moderately High
Q4	Management and subordinates work together to solve a problem without blaming.	4.6789	1.58629	Moderately High
Q5	Employees find management trustworthy.	4.8532	1.42612	Moderately High
OVERALL		4.7651	1.20396	Moderately High

Legend:

Score	Range	Description	Interpretation
7	6.51 - 7.00	Strongly Agree	Very High
6	5.51 - 6.50	Agree	High
5	4.51 - 5.50	Somewhat Agree	Moderately High
4	3.51 - 4.50	Undecided	Neutral
3	2.51 - 3.50	Disagree	Low
2	1.51 - 2.50	Somewhat Disagree	Slightly Low
1	1.00 - 1.50	Strongly Disagree	Very Low

Among all sub-variables, trust ranks fourth on the mean and fifth on the standard deviation since participants may not see trust that much in the organization, as mentioned above. In contrast to the study of Lin *et al.*, (2014), where Transformational Leadership is related to trust, it is somewhat the opposite in this study because the higher resulting mean in Transformational Leadership did not translate to a higher trust result. The result of this study suggests that trust is not affected by Transformational Leadership, supporting the study of Hanif *et al.*, (2018).

Table 4 Participant’s Level of Agreement in terms of Workplace Culture, n=109

Part 2. B. Engagement		Mean	Std. Deviation	Interpretation
Q1	Employees collaborate effectively and adapts well to change.	5.3945	1.07168	Moderately High
Q2	Employees have an excellent and positive attitude towards the organization.	5.3858	0.99194	Moderately High
Q3	Employees are satisfied with their job.	5.1927	1.18225	Moderately High
Q4	I am excited and enthusiastic to come to work daily.	5.4404	0.94703	Moderately High
Q5	Employees are willing to the extra mile for the organization.	5.156	1.10700	Moderately High
OVERALL MEAN		5.3138	0.84036	Moderately High

Legend:

Score	Range	Description	Interpretation
7	6.51- 7.00	Strongly Agree	Very High
6	5.51- 6.50	Agree	High
5	4.51-5.50	Somewhat Agree	Moderately High
4	3.51- 4.50	Undecided	Neutral
3	2.51- 3.50	Disagree	Low
2	1.51- 2.50	Somewhat Disagree	Slightly Low
1	1.00- 1.50	Strongly Disagree	Very Low

Table 4 shows that participants are engaged in their jobs (M=5.3138, SD=0.84036). Employees have a good attitude towards work and are enthusiastic about going to work daily. The result showed that work engagement does not influence turnover intention (Prastio *et al.*, 2020). When comparing the two dimensions of organizational culture- trust and engagement, the result shows that more participants have concurring ideas about employee engagement. Trust and engagement are interpreted as “moderately high” agreements on the scale, regardless of the difference in results. More importantly, Employee Engagement is the sub-variable with the highest mean and standard deviation. The high standard deviation and mean on employee engagement results agreed with the study of Kaliannan *et al.*, 2015, saying that effective employee engagement varies with years of working experience, which our participants in the study have.

Participant's level of agree mention compensation in terms of

- Salary; and
- Benefits

Salary and benefits are considered pivotal factors influencing an employee's intention to leave a job. The recent study revealed that salary and benefits shape turnover intentions, albeit less substantial than traditionally assumed.

The study found that increasing the salary will hurt turnover intention, meaning employees better compensated and offered more comprehensive benefits are less likely to consider leaving their jobs. However, the magnitude of this effect was not as significant as expected. Although salary and benefits were influential, their relative impact was less substantial than other potential variables. This finding suggests that while Compensation remains an essential factor in employee retention, it may not be the dominant determinant of an employee's decision to stay or leave. In essence, compensation, in the form of salary and benefits, is not just about remuneration. It is a multifaceted tool that impacts recruitment, retention, motivation, and the overall culture of an organization. Offering competitive and fair compensation packages signifies an organization's investment in its most valuable asset: people.

Table 5 Participant's Level of Agreement in terms of Salary, n=109

Part 3 A. Salary		Mean	Std. Deviation	Interpretation
Q1	I am satisfied with my current salary.	4.3486	1.54785	Neutral
Q2	I prefer to have an increase in salary than an increase in benefits.	4.9167	1.58925	Moderately High
Q3	Salary is at par with the same industry.	3.9633	1.71014	Neutral

Q4	Management is fair in giving salary increase.	3.7798	1.63502	Neutral
Q5	I am paid fairly compared to others in similar position.	4.0275	1.53030	Neutral
OVERALLMEAN		4.2055	1.27757	Neutral

Legend

Score	Range	Description	Interpretation
7	6.51- 7.00	Strongly Agree	Very High
6	5.51- 6.50	Agree	High
5	4.51-5.50	Somewhat Agree	Moderately High
4	3.51- 4.50	Undecided	Neutral
3	2.51- 3.50	Disagree	Low
2	1.51- 2.50	Somewhat Disagree	Slightly Low
1	1.00- 1.50	Strongly Disagree	Very Low

Based on Table 5, each question has an abysmal average, which could mean that participants' differences in opinion showed in the survey result (M=4.206, SD=1.278). Overall, this dimension of compensation is interpreted as “Undecided.” The results implied that participants had mixed ideas about the salary scale in this industry. Although they said they were satisfied with their salary, it somehow came out that they still wanted a salary increase. Among the six sub-variables that could cause Turnover Intention, Salary fared the lowest in mean and standard deviation. The results suggest that participants find management unfair in giving salary increases, which could demotivate them (Cullen *et al.*, 2018).

Table 6 Participant's Level of Agreement in terms of Benefits, n=109

Part 3 B. Benefits		Mean	Std. Deviation	Interpretation
Q1	Company provided sufficient and competitive benefits to employees.	4.4495	1.61295	Neutral
Q2	Employees are adequately compensated for their hard work.	4.6239	1.41283	Moderately High
Q3	Company has a good rewards program.	4.2569	1.65777	Neutral
Q4	Company provides employees with career or personal growth opportunities.	4.8257	1.50827	Moderately High
Q5	I prefer to have additional benefit than an increase in salary.	5.1835	1.45402	Moderately High
OVERALLMEAN		4.6679	1.17795	Moderately High

Legend

Score	Range	Description	Interpretation
7	6.51- 7.00	Strongly Agree	Very High
6	5.51- 6.50	Agree	High
5	4.51-5.50	Somewhat Agree	Moderately High
4	3.51- 4.50	Undecided	Neutral
3	2.51- 3.50	Disagree	Low
2	1.51- 2.50	Somewhat Disagree	Slightly Low
1	1.00- 1.50	Strongly Disagree	Very Low

The same goes for Table 8. Answers are a wee bit dispersed compared to Table 7; however, they have a higher average (M=4.6679, SD=1.17795). The results showed that participants view salary and benefits from almost the same angle. It is also noteworthy that participants need to consider the current rewards program to be good, which may be why they are still deciding whether the organization provides sufficient and competitive benefits to employees. This dimension of compensation ranked second for the lowest mean and ranked third for the high standard deviation. From the result, compensation sub-variables show participants' sentiments on the importance of a good salary and benefits to stay in the company (Ghafoor *et al.*, 2017). It should also be noted that indirect compensation helps organizations attract and retain highly competitive employees (Ahmed *et al.*, 2014).

Level of Turn over Intention of the employees in MG Power plant

The participants in the study exhibited a significant level of turnover intention. Despite notable engagement in their work and good management leadership, the intention to leave the company was still present to a substantial degree. This suggests that while these factors contribute to employee satisfaction, they do not eliminate turnover intentions.

Table 7 Participant's Level of Agreement in terms of Turn over Intention, n=109

Part 4. Turn over Intention	Mean	Std. Deviation	Interpretation
Q1 I dream of getting another job	5.4220	1.19640	Moderately High
Q2 I have considered looking for a new job.	4.9541	1.22765	Moderately High
Q3 I will apply for a new job if a new company opens nearby.	4.9908	1.15867	Moderately High
Q4 If I were to receive a job offer today, I will accept it.	4.6147	1.1378	Moderately High
Q5 If I were to receive a 10% salary increase from another organization, I will accept the offer immediately.	4.4404	1.26524	Neutral
OVERALLMEAN	4.8844	0.88623	Moderately High

Legend:

Score	Range	Description	Interpretation
7	6.51- 7.00	Strongly Agree	Very High
6	5.51- 6.50	Agree	High
5	4.51-5.50	Somewhat Agree	Moderately High
4	3.51- 4.50	Undecided	Neutral
3	2.51- 3.50	Disagree	Low
2	1.51- 2.50	Somewhat Disagree	Slightly Low
1	1.00- 1.50	Strongly Disagree	Very Low

Table 7 suggests many participants intend to leave the company (M=4.884, SD=0.886). This resulting mean for this variable is interpreted as "moderately high." It can be inferred from the table that most participants still want to get a new job and apply for a new one when the opportunity arises. Moreover, many participants share the intention to leave the organization.

Relationship between Turn over Intention to Management Leadership, Culture and Compensation

This study explored the relationships between leadership, organizational culture, Compensation, and turnover intention within a specific context. Interestingly, the findings indicated that neither the leadership styles nor the organizational culture had a significant relationship with turnover intention. On the other hand, Compensation demonstrated a weak negative relationship with turnover intention.

Table 8 Correlation between Turn over Intention to Leadership, Culture and Compensation, n=109

		Correlations			
		Leadership	Culture	Compensation	Turnover Intention
Leadership	Pearson Correlation	1	.773**	.451**	-.063
	Sig (2-tailed)		<.001	<.001	.517
Culture	Pearson Correlation	.773**	1	.672**	-.121
	Sig (2-tailed)	<.001		<.001	0.209
Compensation	Pearson Correlation	.451**	.672**	1	-0.214
	Sig (2-tailed)	<.001	<.001		0.026
Turnover Intention	Pearson Correlation	-.063	-.121	-.214	1
	Sig (2-tailed)	.517	.209	.026	

From Table 8, the independent variable showed a minimal negative correlation to the independent variable (Turnover Intention). Leadership negatively correlates negatively to Turnover Intention, $r(105) = -0.063$, $p = 0.517$. The slight negative correlation means that when Leadership increases, Turnover Intention decreases. However, the significant value is greater than the statistically significant value of 0.05, so this is not statistically significant.

The result denoted that participants feel that their salary is not as much as their benefits and that this prevailing status may lead them to leave the company. The result illustrated that compensation, whether benefits or salary, negatively affects personnel turnover intention (Hung *et al.*, 2018; Saputra *et al.*, 2022).

Which among the variables causes more Turn over Intention in MG Power plant?

The study utilized regression analysis to investigate the potential factors influencing turnover intention. Initial findings showed that Leadership and Culture are insignificant in affecting Turnover Intention. However, Compensation, whose p-value is almost acceptable, negatively affected Turnover Intention. The first model did not fit. Hence, Leadership and Culture were removed, and a regression analysis was performed using Compensation as the predictor of the independent variable, turnover intention.

The second regression analysis proved a fit, thereby rejecting the null hypothesis. To conclude, Compensation in this study predicts Turnover Intention. Multiple linear regression was conducted to analyze the correlation strength between the variables, which was further found significant in Pearson's r because this is a reliable test for regression analysis (Chicco *et al.*, 2021). The regression analysis results are in the table above (Table 10).

The Regression Model is a statistical tool used to understand and quantify the relationship between a dependent variable and one or more independent variables. It offers a framework for predicting the dependent variable's value based on the independent variable's values. This also allows researchers to test hypotheses about the relationship between variables, hence guiding informed decision-making and strategy formulation. The linear regression test result will provide a model of the relationship between Leadership, Culture, and Compensation with Turnover Intention. The result will verify whether the framework from Figure 5 of the study is correct.

Table 9 Regression Model 1

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.218	0.047	0.020	0.87725

a. Predictors:(Constant),COMPENSATION,ML,CULTURE

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig
1	Regression	4.018	3	1.339	1.741	0.163
	Residual	80.805	105	0.770		
	Total	84.823	108			

a. Dependent Variable: OVERALL_TI

b. Predictors:(Constant),COMPENSATION,ML,CULTURE

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std. Error	Beta		
1	(Constant)	5.484	0.490		11.206	<.001
	ML	0.034	0.138	0.037	0.246	0.806
	CULTURE	0.008	0.174	0.009	0.049	0.961
	COMPENSATION	-0.184	0.101	-0.237	-1.819	0.072

a. Dependent Variable: OVERALL_TI

According to the ANOVA table above, the null hypothesis is rejected as there is a significant difference between the group means (ANOVA F (3,105) = 1.741, p=.163).

Based on the Coefficients Results, Compensation has the highest negative beta coefficient ($\beta=-.237$, $t(105)=-1.819$, $p=0.072$). Table 10 shows that Culture and leadership do not affect turnover intention, whereas Compensation does have a negative effect (Cao *et al.*, 2013; Rahman *et al.*, 2018). Hence, with these results, this study can conclude to accept the null hypothesis.

The p-value of Compensation is .072; together with the other variables, another regression model is considered necessary to identify further relationships between variables these two variables. Regression Model 1 showed that the study's theoretical framework is incorrect. Leadership and Culture did not give a statistically significant result. The first model had a poor fit to the data and had several predictors which showed no correlation. Hence, a second model is

necessary to validate and simplify the relationship between the variable focusing only on Compensation and Turnover Intention.

The second ANOVA table showed that Compensation, when alone, becomes a statistically significant (ANOVA (F (1,108) = 5.125, $p=.026$) predictor of Turnover Intention. With this value, the null hypothesis was rejected. Hence, from the analysis, Compensation has a negative relationship with Turnover Intention.

Moreover, the second coefficients table confirms that the uncertainty of Compensation is a statistically significant predictor ($\beta=-.214$, $t(108)=-2.264$, $p=0.026$). This means that for every unit increase in Compensation, there is a 0.214 decrease in Turnover Intention, hence, a negative relationship between the variables (Ramlah *et al.*, 2014).

Table 10 Regression Model 2

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
2	.214	.046	.037	.86978

a. Predictors:(Constant),Compensation

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig
2	Regression	3.877	1	3.877	5.125	.026 ^b
	Residual	80.947	107	.757		
	Total	84.823	108			

a. Dependent Variable: TI

b. Predictors:(Constant),Compensation

CONCLUSION

The study revealed the factors that significantly impact turnover intentions in the workplace. The findings indicated that neither management leadership styles nor organizational culture had a statistically significant relationship with turnover intention. This suggests that within the context of this study, these elements, while undoubtedly crucial to many aspects of organizational success, may not directly sway an employee's decision to stay or leave.

However, compensation was found to have a statistically significant relationship with turnover intention, as indicated in the p-value; although the effect was not substantial, it was evident that better compensation could slightly decrease the intent to leave the organization. This conclusion aligns with the conventional wisdom that financial incentives are significant motivators in the workplace, contributing to employees' overall job satisfaction and their decision to remain with an organization. These findings highlight turnover intentions' distinct and multifaceted nature, emphasizing that various factors influence employee retention. While management leadership and culture are vital, they may not directly deter turnover intentions as much as was assumed. On the other hand, even a modest improvement in compensation can contribute to employee retention. The study emphasizes the need for organizations to maintain a balanced, comprehensive approach to their retention strategies, considering the full range of factors that impact turnover intention.

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