

# Analysis Of The Influence Of Compensation, Leadership Style And Professional Competency On Employee Turnover Intention Level With Organizational Commitment As A Moderation Variable In Rsu.Royal Prima Medan

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## **Abstract.**

*This study aims to partially analyze the effect of compensation, leadership style and professional competence on the level of turnover intention of employees of RSU Royal Prima Medan, knowing the effect of compensation, leadership style and professional competence on the level of turnover intention of employees of RSU Royal Prima Medan. This research is a quantitative descriptive study with a questionnaire instrument conducted with a population of 87 permanent employees, the determination of the sample using a saturated sample so that the research sample is as much as. 87 people. The data analysis technique used is Path Analysis and is supported by Sobel Test calculations. The results of the research analysis show that based on the regression equation model 1 compensation, leadership style, professional competence have a positive and significant influence on employee turnover intention at Royal Prima Hospital Medan. Based on the regression equation model 2, compensation, leadership style, professional competence have a significant effect on turnover intention. Based on the regression equation model 1 and 2 that organizational commitment is able to intervene in the influence of compensation, leadership style and professional competence on the level of employee turnover intention of the Royal Prima General Hospital Medan.*

**Keywords:** *Compensation, Leadership Style, Professional Competence, Turnover Intention and Organizational Commitment*

## **I. INTRODUCTION**

Turnover shows a condition of employee instability because turnover is the entry and exit of someone from a company or organization permanently. The higher the turnover, the more frequent employee turnover will occur. Turnover is defined as a desire to move from one company to another for certain reasons or a move from one job to another within the company, where this shift often cannot be fulfilled by the company. Turnover problems will be very serious if the desire of employees to change jobs in a company is high, it will cause several negative effects in the form of instability and confusion which can ultimately harm the company and its employees. The Royal Prima General Hospital Medan as one of the well-known referral hospitals in the city of Medan provides the best service for patients. As one of the subsystems of health services, Royal Prima General Hospital provides two types of services for the community, namely health and administrative services. Health services include medical services, medical support services, medical rehabilitation and care services. These services are carried out through emergency units, outpatient units, and inpatient units. Based on the initial research survey in March 2022 with the personnel section, the phenomenon of turnover intention was obtained as seen from the data on the average employee turnover of the Royal Prima General Hospital Medan in 2018 to 2021 as follows:

**Table 1.1.** Turnover Data for Medical and Non-Medical Employees at RSU Prima Medan in 2017 – 2021

Years	Number of Medical Employees	Go out	%	Number of Non-Medical Employees	Go out	%
2017	410	7	1.71	325	8	2.46
2018	403	6	1.48	317	11	3.15
2019	397	6	1.51	306	7	1.95
2020	391	-	-	301	-	-
2021	391	-	-	301	-	-

Source: *Prima Medan Hospital Personnel (2022)*

In addition, the personnel department stated that employee recruitment activities are frequent, training is rarely carried out for prospective new employees, some positions are short of workers and have

not been filled so that service and administrative activities are not running normally, the achievement of work targets for some employees is not achieved, there are still complaints from patients/families that seek medical care at the Royal Prima Hospital. In addition, the lack of achievement of the given work targets, supervision of employee responsibilities for the tasks performed and the lack of accuracy of employees in making assigned reports. The results of interviews with several medical and non-medical employees of the Royal Prima General Hospital in March 2022 obtained the phenomenon of employees changing places of work and even leaving often, especially nursing staff, several nurses had planned to resign for family reasons (following their husbands), accepted as Civil Servants (PNS), and other work places, the incentives given to nurses in hospitalization are considered lower. delegation of work by senior nurses to junior nurses. Nurses often feel bored at work because the heavy workload exceeds the agreed working hours. If an employee has a desire to leave the company or move to another company, this is closely related to compensation, work environment, leadership style, job satisfaction, career opportunities, work relationships, rewards, and workload. One of the main factors causing employees to leave the company is compensation. Compensation is the total positive feeling of employees on the pay received, where the pay received is in accordance with what the employee expects.

Based on the results of interviews with the personnel department, that the organizational commitment of the employees of the Royal Prima Hospital Medan is still low, this can be seen from the violations committed by the employees. the high rate of employee turnover or frequent turnover of employees, some employees were caught in a number of cafes just drinking coffee or hanging out while discussing a number of issues until they were seen arguing during working hours, the low sacrifices made by employees for the continuity of work, the low compliance of employees to comply with the regulations. is in the company. Companies need to form an important role in HR management and manage them to achieve goals effectively by maintaining or retaining potential employees so as not to have an impact on employee turnover. Companies need to evaluate existing employee data so that the employees they have are not only contract employees but permanent employees. If the status of the employee is only a contract, it is important to maintain certainty as a permanent employee, causing great concern for employees (job insecurity) and encouraging the desire to change places of work in order to find a job that has a clearer career path. Based on the problems mentioned above, the compensation is still unsatisfactory, the leadership style still needs to be improved and the need for improvement with professional competence moderated by organizational commitment so that the employee turnover intention of Prima Medan Hospital is better. Therefore, researchers are interested in conducting research on the Analysis of the Effect of Compensation, Leadership Style and Professional Competence on Employee Turnover Intention with Organizational Commitment as a Moderating Variable at RSU Prima Medan.

## II. MATERIALS & METHODS

### Moderation Linear Regression Analysis

MRA is an extension of multiple linear regression analysis, where the purpose of MRA is to explain the effect of a variable as a causal variable, on several other variables as an effect variable which is moderated by other variables. The formula used to prove the research hypothesis is as follows:

$$Y = a_1 + b_1X_1 + b_2X_2 + b_3X_3 + \epsilon_1$$

$$Y = a_2 + b_4X_1 + b_5X_2 + b_6X_3 + b_7 X_1Z + b_8X_2Z + b_9 X_3Z + \epsilon_2$$

Where :

Y = *Employee Turnover Intention*

a = Constant

b<sup>1,2,</sup> = Regression coefficient

X<sub>1</sub> = Compensation

X<sub>1</sub> = Leadership Style

X<sub>2</sub> = Professional Competence

e = *Standard error*

### III. RESULT AND DISCUSSION

#### Moderation Linear Regression Analysis Results

**Table 1.2.** Leadership Style Variable Reliability Value

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.750	.748	4

Source: Research Data Processed by SPSS (2022)

Based on the data in Table 1.2, it is known that the validity value or ralpha value of the Leadership Style variable can be seen from the value in the Cronbach's alpha column of 0.750, where the rtable value is 0.60 so that the positive ralpha value is greater than the rtable value ( $0.750 > 0.60$ ) so that Questionnaire about Leadership Style was declared reliable and used for linear regression testing.

**Table 1.3.** Value of Reliability of Professional Competence Variables

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.828	.836	6

Source: Research Data Processed by SPSS (2022)

Based on the data in the table above, it is known that the value of the validity or ralpha value of the Turnover Intention variable can be seen from the value in the Cronbach's alpha column of 0.828, where the rtable value is 0.60 so that the positive ralpha value is greater than the rtable value ( $0.828 > 0.60$ ) so that Questionnaire about Professional Competence declared reliable used for linear regression testing.

**Table 1.4.** Turnover Intentio Variable Reliability Valuen

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.838	.840	5

Source: Research Data Processed by SPSS (2022)

Based on the data in Table 1.4. it is known that the value of the validity or ralpha value of the Turnover Intention variable can be seen from the value in the Cronbach's alpha column of 0.838, where the rtable value is 0.60 so that the positive ralpha value is greater than the rtable value ( $0.838 > 0.60$ ) so that the questionnaire about Turnover Intention is declared reliable. used for linear regression testing.

**Table 1.5.** Reliability Value of Organizational Commitment Variables

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.852	.852	5

Source: Research Data Processed by SPSS (2022)

Based on the data in Table 1.5, it is known that the validity value or the ralpha value of the commitment variable can be seen from the value in the Cronbach's alpha column of 0.852, where the rtable value is 0.60 so that the positive ralpha value is greater than the rtable value ( $0.852 > 0.60$ ) so that the questionnaire about Commitment declared reliable is used for linear regression testing.

### DISCUSSION

**Table 1.6.** Discussion of Moderation Regression Results

GOF	Cut of Value	Hasil Analisis	Evaluasi Model
CMIN/DF	$CMIN/DF \leq 3,0$ (good fit)	0.268	Good Fit'
CFI	$CFI \geq 0,90$ (good fit) $0,80 \leq CFI \leq 0,90$ (marginal fit) $CFI \leq 0,80$ (poor fit)	0.86	Good Fit

RMSEA	RMSEA $\leq 0,08$ ( <i>good fit</i> ) RMSEA $\leq 0,10$ ( <i>marginal fit</i> ) RMSEA $\geq 0,10$ ( <i>poor fit</i> )	0.014	<i>Good Fit</i>
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### H1: Compensation Has Significant Effect on Turnover Intention

In the structural model analysis between the latent variable Compensation and the latent variable Turnover Intention, it can be seen that the first hypothesis between Compensation and Turnover Intention is accepted because the t-value obtained is 2.38 and the estimated coefficient is 0.41. This value is said to be significant because the t-value  $> 1.96$  and the estimated value obtained meets the requirements and is quite high, indicating a positive relationship between the latent variable Compensation and the latent variable Turnover Intention. This condition means that a positive coefficient value proves that the latent variable Compensation is able to encourage the practice of Turnover Intention in medical and non-medical employee offices and has a strong significant relationship between the two latent variables. So, if the existing compensation for medical and non-medical employees is of high value, it indicates that employee awareness of the implementation/practice of Turnover Intention in the company for medical and non-medical employees is also high.

### H2: Leadership Style Has Significant Influence on Turnover Intention

In the structural model analysis test between the latent variable of Leadership Style and the latent variable of Turnover Intention, it is also known that the second hypothesis is accepted because the results of the estimated coefficient and t-value are significant. This result is said to be significant because the t-value obtained is 3.19 which is a value greater than 1.96 and the estimated coefficient is 0.57 which is quite high. Thus, these results indicate that there is a positive relationship between compensation and turnover intention. Therefore, it is concluded that the second research hypothesis is accepted. With the acceptance of this second hypothesis, it means that the company's leadership style, especially for medical and non-medical employees, if it has a low turnover value, then the understanding of Turnover Intention is also high, as well as awareness and sense of responsibility to implement Turnover Intention in the company.

### H3: Professional Competence Has a Significant Influence on Turnover Intention

The results of the structural model analysis between the latent variable Professional Competence and the latent variable Turnover Intention found a positive and quite high estimation coefficient of 0.19 and a t-value of 2.69 where the value obtained has met the requirements, namely  $> 1.96$ . This significant result is evidence that there is a positive relationship between Professional Competence and Turnover Intention, meaning that the higher the value of Professional Competence possessed by employees of service companies, namely hospitals, the employees have awareness and understanding of good turnover intention to apply work practices according to procedures. work in the activities and responsibilities given. So it can be concluded that the third hypothesis in this study is accepted.

### H4: Compensation, Leadership Style and Professional Competence Significantly Affect Turnover Intention

The influence of latent variables Compensation, leadership style and professional competence on Turnover Intention is a hypothesis in this study, the results of structural model analysis between the two latent variables obtain a higher coefficient value than the three previous hypotheses, which is 0.79, as well as the t-value The results obtained are also high, namely 9.09, this finding indicates that there is a very strong relationship between Turnover Intention and sustainable competitive advantage that exists in hospital service companies. An ideal leader and has a good leadership style so that it can reduce employees' intention to leave the company. A leader also needs to pay attention to leadership style, which is the process of influencing, directing the activities of group members and coordinating the goals of members and organizational goals so that both are achieved. Compensation is all income in the form of money, goods directly or indirectly received by employees in return for services provided to the company.

### H5: Commitment to Moderate Compensation Significant Effect on Turnover Intention

The relationship between the latent variable Organizational commitment moderating compensation and the latent variable Turnover Intention found that the estimation coefficient was positive and quite high,

namely 0.49, as well as the t-value obtained was also higher than the three previous hypotheses, namely 3.06, this finding indicates that there is a very strong relationship between employee motivation and Turnover Intention at the office of medical and non-medical employees. owned by the office of the medical and non-medical employees. In addition, these results indicate that the significant relationship between the latent variable of employee motivation and Turnover Intention makes the fourth hypothesis in this study feasible and acceptable.

#### **H6: Commitment to Moderate Leadership Style has a Significant Effect on Turnover Intention**

The relationship between the latent variable of commitment to moderate leadership style with Turnover Intention moderated by organizational commitment is a hypothesis in this study, the results of the structural model analysis between the two latent variables obtained a higher coefficient value than the previous three hypotheses, which was 0.49, as well as the values of The t obtained is also high, namely 3.02, this finding indicates that there is a very strong relationship between Turnover Intention and sustainable competitive advantage owned by hospital service company employees. In implementing the Turnover Intention practice, the higher the turnover intention value moderated by organizational commitment at the Royal Prima Hospital. In addition, these results indicate that the significant relationship between the latent variable Turnover Intention and the latent variable Turnover Intention makes the fourth hypothesis in this study feasible and acceptable.

#### **H7: Commitment to Moderate Professional Competence has a Significant Effect on Turnover Intention**

The relationship between the latent variable of commitment to moderate professional competence with Turnover Intention mediated by organizational commitment is a hypothesis in this study, the results of the structural model analysis between the two latent variables obtained a higher coefficient value than the three previous hypotheses, namely 0.21, as well as the value of The -t obtained is also high at 3.01, this finding indicates that there is a very strong relationship between Turnover Intention and sustainable competitive advantage that exists in hospital service companies. the desire to apply professional competence in reducing turnover intention, the higher the value of the company's sustainable competitive advantage. In addition, these results indicate that the significant relationship between the latent variable Turnover Intention and the latent variable Turnover Intention makes the sixth hypothesis in this study feasible and accepted.

## **IV. CONCLUSION**

Based on the results of the research and discussion of the research results that have been carried out, the following conclusions can be drawn: Compensation has a significant effect on Turnover Intention for medical and non-medical employees of RSU Royal Prima Medan, this can be seen from the value of sig < 0.05. Leadership style has a significant effect on Turnover Intention in medical and non-medical employees of RSU Royal Prima Medan, this can be seen from the value of sig < 0.05. Professional Competence has a significant effect on Turnover Intention of medical and non-medical employees of the Royal Prima General Hospital, this can be seen from the value of sig < 0.05. Organizational commitment to moderating strengthens the effect of compensation on Turnover Intention at the Office of Medical and Non-Medical Employees of RSU Royal Prima Medan. Organizational commitment to moderation strengthens the influence of leadership style on Turnover Intention at the Office of Medical and Non-Medical Employees of RSU Royal Prima Medan. Organizational commitment to moderation strengthens the influence of professional competence on Turnover Intention at the Office of Medical and Non-Medical Employees of RSU Royal Prima Medan

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