



Analysis of Leadership, Talent Management and Motivation Towards Employee Turnover Intention: A Study in Pt. Srirejeki Makmur Abadi

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Abstract

This paper seeks to analyze the influence of leadership, talent management and work motivation on employee turnover intention in PT. Srirejeki Makmur Abadi. This is a quantitative descriptive research design using a survey method via a questionnaire. The population consist of PT. Sri Rejeki Makmur Abadi employees and sample collection was obtained by random sampling method. This study used a questionnaire with the type of instrument used for data collection based on a Likert scale, namely a scale that uses 5 respondents' answer choices. Processing of primary data acquired from research participants by employing SEM (Structural Equation Models). The results of the analysis show that Talent management has a positive and insignificant effect on turnover intention. Leadership has a negative and insignificant effect on talent management. Leadership has a negative and insignificant effect on turnover intention. Motivation has a positive and insignificant effect on talent management. Motivation has a negative and significant effect on turnover intention. Leadership has a negative and insignificant effect on turnover intention through talent management. Meanwhile, motivation has a positive and insignificant effect on turnover intention through talent management.

Keywords: *Leadership; Talent Management; Motivation; Employee Turnover Intention*

Introduction

Under normal circumstances (without catastrophes) developments in the labor market and economic development have created better wages and allowed people more freedom in choosing jobs. Changing jobs or changing careers is common and seems to have become a key attribute of one's career process (Sudja'i & Mardikaningsih, 2021). Previous studies listed several reasons why someone might decide to change jobs, such as family commitments and the search for a better pay package (Smale et al., 2019). Hence, the reasons why people change employment are generally related to their level of

commitment and satisfaction at work. Instead, Kotler and Armstrong (Kotler & Armstrong, 2012) said that it caused a great deal of disruption for the company and incurred significant costs as a result. So, it is considered important to measure employee turnover and calculate the costs incurred and identify why the employee left the organization.

Today, the problems of leadership, talent management and work motivation in the industry, especially PT Srirejeki Makmur Abadi, have had a significant impact on employee turnover intention, this is a serious problem for the company. A company's performance is highly dependent on the quality of its human resources (HR); hence, employee turnover is an issue for the organization. This study explores the factors that influence the intention to switch employees at PT. Srirejeki Makmur Abadi, where leadership, talent management and motivation are examined as possible influences on switching intentions.

When leaders place an emphasis on shared objectives, this behavior must be reinforced by leaders who also have a tendency to behave beyond their own self-interest (Hidayat et al., 2021). To put it another way, when leaders are put in a position where they have to put their own interests ahead of the interests of their subordinates, this may also be understood as meaning that if leaders are given a choice, they should choose the option that allows them to fulfill their responsibilities in conjunction with their subordinates (Hidayat et al., 2021). Through introducing the vision, organizing people, and earning their commitment, leaders are able to motivate employees to uncover and create strategic value for the company's success. Due to strong affective attachment, employees will be less likely to resign, resulting in a low turnover rate. On the basis of this reasoning, comparable results would be expected regarding the relationship between leadership and employee intention to leave (Yang et al., 2019). Additionally, Hidayat (2021) argues that enhancing the leadership role can assist businesses in reducing turnover intent.

Leaders also motivate and inspire by demonstrating a vision that is more distinct and engaging. Individual concern and intellectual stimulation are a second responsibility of the leader. It is believed that these positions mediate the impact of talent management on enhancing organizational performance (Hussain et al., 2020). To be effective, leaders need to change their mindsets about talent in the workplace, which can be sparked by fresh ideas in leadership theory, company strategy, and personal development (Barkhuizen et al., 2014). Leadership in an organization establishes the company's long-term course and articulates its employees' roles in bringing about that course. Therefore, it is essential for leaders to not only see the significance of talent to the success of the business, but also to have faith in the value that great talent can bring to the table.

Effective personnel management strategies can aid businesses in keeping their most valuable employees. Organizations that put talent management into practice are better able to attract and keep excellent talent, train and develop their employees to respond to changes in the marketplace, and mitigate risk (Latif et al., 2019). Since talent management has been identified as a significant contributor to attrition, current investigation deems it worthy of further investigation (Latif et al., 2019).

When companies invest more in their talent management, they can boost employee motivation and, in turn, the quality of their talent management (Nawang Sari & Sutawidjaya, 2019). Consequently, talent management has a beneficial and significant effect on employee motivation (Nawang Sari & Sutawidjaya, 2019). Motivation affects talent management, but the desire for accomplishment must increase (Delfgaauw & Dur, 2010). In addition, Delfgaauw and Dur (2010) found that the derived coefficient value had a direct effect on talent management motivation, indicating that motivation had a major effect on talent management. This investigation demonstrates that motivation affects talent management directly and positively, and that good motivation can improve talent management in an organization (Delfgaauw & Dur, 2010).

According to Kim (2018), studies in HRM and organizational studies have looked into the correlation between desire to switch jobs and different types of motivation. A dissatisfied worker is less

likely to put out their best effort, which in turn increases the likelihood of employee turnover (Akosile & Ekemen, 2022). According to the study conducted by Ertas (2015), millennials are more likely to express an intention to leave their job than their more senior counterparts, and most employment qualities do not matter to millennial workers when making their decision to quit.

Having a competent leader in place is crucial for employee morale and productivity. Some people lack initiative because they need to be told what to do every time. An individual's job motivation is nonetheless tested by the inevitable occurrence of difficulties. Employees who are bored with their jobs are more inclined to abandon their companies altogether (Saputra, 2021). Kumar (2022) argues that low morale employees are more inclined to consider quitting their jobs and more likely to experience feelings of anger and worthlessness.

Meanwhile, as pointed out by Kuvaas et al. (2017), motivation is negatively related to employee turnover intentions. An individual's intrinsic motivation is revealed when they act on their own volition and pursue an objective without external coercion (Mustafa & Ali, 2019). Thus, it stands to reason that workers who have a sense of agency and control in their roles are less inclined to go elsewhere for gainful employment. As a result, when workers lack motivation to work on their own behalf, it has a negative impact on their productivity and can even lead them to resign (Hussain et al., 2020).

According to the previous explanation, there are a number of factors that influence employee turnover at PT. Srirejeki Makmur Abadi. Given their impact on workers' intentions to leave their current positions, this research focuses solely on leadership, talent management, and motivation. A study at PT. Srirejeki Makmur Abadi intends to examine the effects of leadership, talent management, and work motivation on employee turnover intentions. To examine employee behavior in order to better comprehend their growth and development requirements. This insight will allow scientists, practitioners, and policymakers to create employee understanding strategies. Due to the significance of employees to the organization, it is essential to examine and investigate turnover intention behavior.

Of the several causes that are thought to influence turnover intention according to the problem identification above, the authors only limit this research to the research variables of leadership, talent management, and work motivation. With the above discussion related to the number of turnover intentions which is supported by relevant previous research, the researcher wants to develop the results of research related to whether there is an influence from leadership, talent management, and work motivation on turnover intention in companies, especially at PT Sri Rejeki Makmur Abadi. It is hoped that leadership, talent management and work motivation will be able to have a significant positive impact on the running of the company at PT Sri Rejeki Makmur Abadi, considering that one of the spearheads of a company is human resources that have high quality competitiveness, thus providing significant output for industrial progress. Thus, this research will provide a consideration to company leaders, especially PT Sri Rejeki Makmur Abadi regarding the development of human resources (employees) for the benefit of industrial organizations in supporting their development and development.

Previous findings from Bui and Chang's (2018) indicates that there is a relationship between perceived hard talent management practices and switching intentions. Rumawas (2021) shows that talent management practice has a significant negative effect on turnover intention. Kumar (2022) shows the contribution of talent management practices in employee retention. It was found that employees prefer to stay in organizations that provide opportunities to develop and grow up the career ladder and compensation plans are very helpful in attracting and retaining employees (Kumar, 2022). Based on the description above, it is suspected that talent management has an influence on turnover intention.

Widodo and Mawarto (2020) shows that transformational leadership has a relationship with talent management. Sariwulan (Sariwulan et al., 2021), his research shows that transformational leadership has a positive impact on talent management. Supraptiningsih, Payangan, Brasit (Supraptiningsih et al., 2018)

shows that talent management has a positive and significant effect on leadership style. Based on the description above, it is suspected that leadership has an influence on talent management.

Another relevant investigation shows that there is a relationship between leadership and switching intentions. Park and Pierce research (2020) demonstrated that the leadership of local office directors has a direct and negative effect on switching intentions of workers. Yucel (2021) revealed that employee performance mediates the relationship between turnover intention and leadership. In other words, leaders drive employee performance, which in turn decreases their turnover intentions. Based on the description above, it is suspected that leadership has an influence on turnover intention.

Previous research by Damarasri and Ahman (2020), Rastgoo (2016), Supraptiningsih et al. (2018) indicates that there is a relationship between talent management and employee motivation for improving employee performance. Nawangsari and Sutawidjaya (2019) also shows that motivation directly and positively influences talent management. Based on this description, it is suspected that work motivation has an influence on talent management.

Mustafa and Ali (2019) reveal that motivation has a negative relationship with switching intentions. Wang et al. (2019) also shows that motivation is negatively related to turnover intention. Furthermore, Kim (2018) shows that motivation has a significant negative effect on turnover intention. Akosile and Ekemen (2022) and Khan et al. (2016) in their research shows that the mediating role of motivation provides new insights about the relationship with switching intentions. The final results show that both intrinsic motivation and overall motivation have an effect on turnover intention and it can be concluded that there is a significant and empirical correlation between motivation and turnover intention. Based on the description above, it is suspected that motivation has an influence on turnover intention.

To reduce their reliance on external sources for motivation and direction, a wise leader cultivates the skills and dedication of his team members (Betchoo, 2014). Meanwhile, talent management acts as a valuable instrument that can keep top employees from leaving the company. Organizations that put talent management into practice are better able to attract and retain talented employees, provide their workers with the education and guidance they need to adapt to changing market conditions, and formulate effective risk mitigation plans (Latif et al., 2019). Hence, talent management is considered as an important factor that needs to be discussed further because it has been mentioned as a key factor in determining employee turnover intention (Latif et al., 2019). Effective talent management ensures that organizations can successfully acquire and retain key talent (Ojwang', 2019). Based on the description above, it is suspected that leadership has a negative and significant influence on turnover intention through talent management.

Good motivation can improve talent management in a company (Nawangsari & Sutawidjaya, 2019). This indicates that an increase in talent management will increase employee motivation. Delfgaauw and Dur (2010) found that the coefficient value obtained had a direct influence on talent management motivation, meaning that there was a significant influence of motivation on talent management. This analysis states that motivation directly and positively influences talent management and shows that good motivation can improve talent management in a company (Delfgaauw & Dur, 2010). Effective talent management ensures that organizations can successfully acquire and retain key talent (Ojwang', 2019). Retention is very important for the proper operation and competitiveness of a company and should therefore be at the top of the agenda of any organization that wants to maintain its competitiveness (Ojwang', 2019). Based on the description above, it is suspected that motivation has a negative and significant effect on turnover intention through talent management.

Research Methods

This research was conducted using a survey method via a questionnaire, where this study took samples from one population and used a questionnaire as a data collection tool. The design of this survey method was descriptive quantitative. This research was a correlation testing research between variables (dependent and independent) tested by testing the hypothesis. This research includes a quantitative descriptive research design because it is a concept development and data collection to test the effect of turnover intention.

The population of this research were PT. Sri Rejeki Makmur Abadi employees. In this study, the sample collection technique used the random sampling method with the reason to make it easier for researchers to obtain data for research. The data collection technique was carried out using an instrument in the form of a questionnaire which was distributed to entrepreneurs at the middle level. The development of instruments for each variable was presented starting from conceptual definitions, operational definitions, instrument grids, instrument validity testing and reliability calculations.

This study used a questionnaire with the type of instrument used for data collection based on a Likert scale, namely a scale that uses 5 respondents' answer choices. To fill in each statement item in the research instrument, respondents may choose one answer from the 5 (five) alternatives that have been provided, the 5 (five) alternative answers were given a value of one to five according to the level of the answer. Meanwhile, primary data processing obtained from research respondents used SEM (Structural Equation Models) to determine the relationships between latent variables (Ghozali 2013).

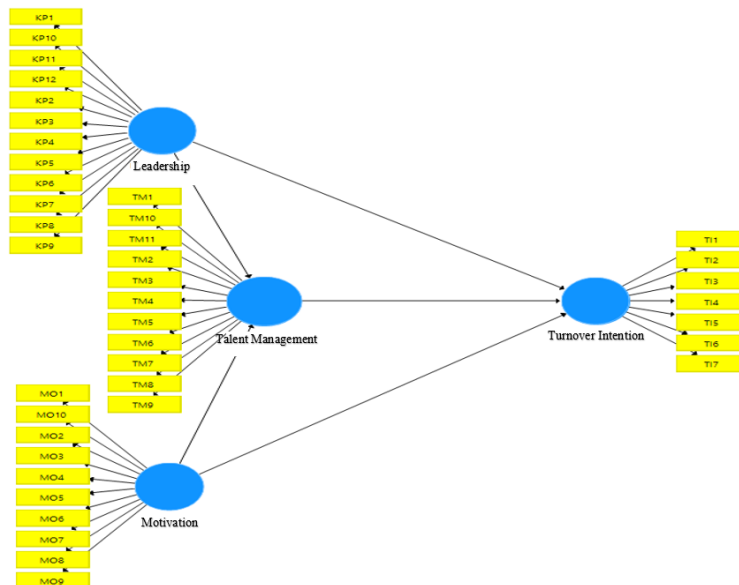


Figure 1 Research Structural Model

Research Results and Discussion

Respondent Profile (Perubahan Pada Sampel Dan Profile Responden)

In this investigation, we used 153 samples, namely employees of PT. Srirejeki Makmur Abadi. The general description of the respondents seen from the demographics of the respondents that influence the formation of the variables in this study include age, gender, last education and length of work can be seen as follows:

Table 1 Respondents Profile

Criteria	Scale	Amount	Percentage
Age	21 - 30 years	47	30,72%
	31 - 40 years	54	35,29%
	41- 50 years	51	33,33%
	>50 years	1	0,65%
Gender	Man	73	47,71%
	Woman	80	52,29%
Last education	< high school	39	25,49%
	high school	62	40,52%
	Diploma	28	18,30%
	Bachelor	24	15,69%
	Masters/Doctorate	0	0,00%
Length of work	< 1 year	18	11,76%
	13 years old	78	50,98%
	35 years old	50	32,68%
	>5 years	7	4,58%
Total Sample			153

Source: Data processed by Researchers (2023)

The results of data above show the distribution of respondent data based on age. It is explained that the majority of respondents are aged 41-50 years, which is 37,40%. Table 1 shows the respondent's data by gender. It was explained that out of 123 respondents, the majority were female 53,66% and male respondents 46,34%. The majority of respondents in this study had a high school education at 41,46%, followed by <high school at 27,64%, diploma at 18,70%, and bachelor degree at 12,20%. Meanwhile, none of the respondents had Masters/Doctoral Education. Besides, the majority of research respondents have worked for 1-3 years with a percentage of 52,85%, 3-5 years with a percentage of 33,33%, then <1 year with a percentage of 9,76% and >5 years with a percentage of 4,07%.

Data Analysis

Algorithm analysis, in this step one can see convergent validity and discriminant validity by looking at construct reliability or latent variables as measured by composite reliability values. The construct is deemed reliable if its composite reliability exceeds 0.60 (Hair et.al, 2011). The composite reliability value in the PLS technique is used to measure the consistency of the indicator block in the reflective measurement model. Outer model calculation results with Smart-PLS can be seen in the table below:

Table 2 Table of Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Leadership	0.810	0.812	0.913	0.840
Motivation	0.808	0.879	0.858	0.507
Talent	0.777	0.782	0.848	0.528
Management				
Turnover	0.955	0.964	0.963	0.788
Intention				

Source: Data processed by Researchers (2023)

From the table above, it can be seen that the Cronbach alpha (CA) and composite reliability (CR) values of each variable are: Leadership variable CA = 0.810, and CR = 0.913; variable motivation value CA = 0.808, and CR = 0.858; Talent management variable CA = 0.777 and CR = 0.848 Turnover intention variable CA = 0.955 and CR = 0.963. All research variables have a Cronbach Alpha value > 0.7, and all variables have a Composite Reliability value > 0.6, this indicates that the reliability of the four variables is good or reliable. The results of the calculation of Average Variance Extracted (AVE), all variables have a value of > 0.5, meaning that Convergent validity has met the requirements.

Table 3. R Square Calculation Table

	R Square	R Square Adjusted
Talent Management	0.064	0.052
Turnover Intention	0.126	0.108

Source: Data processed by Researchers (2023)

The table above is R Square result, the first model where the talent management variable as the dependent variable with leadership and motivational variables as independent variables has an R-Square value of 0.064, means this model shows that the dependent variable is affected by 6,4% by the independent variables, while the remaining is 93,6 % is influenced by other variables outside the model. Likewise, the second model where the variable turnover intention as the dependent variable with leadership, motivation and talent management as independent variables has an R-Square value of 0.126, which means this model shows that the dependent variable is influenced by 12,6% by the independent variables, while the remaining is 90,8% influenced by other variables outside this model

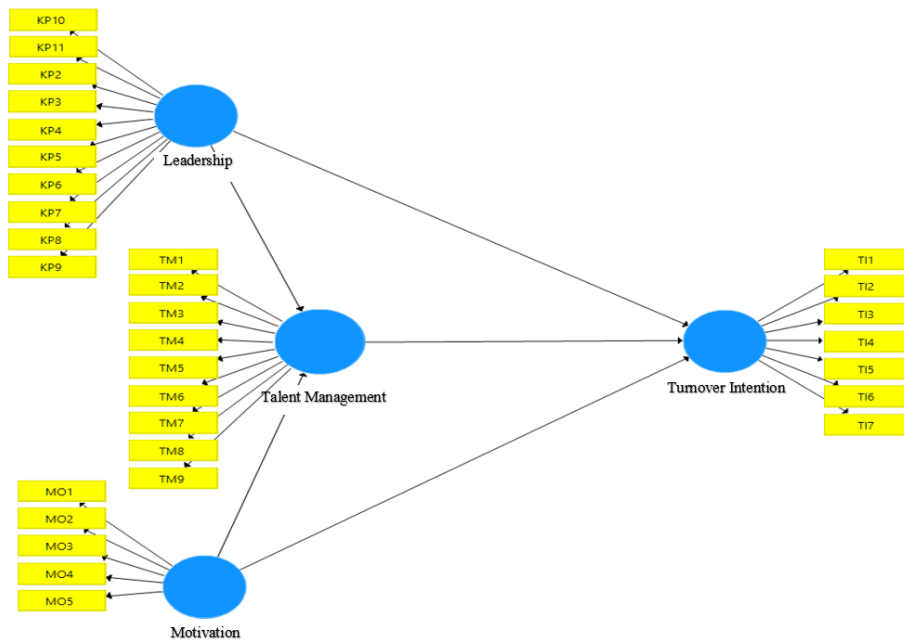


Figure 2 Structural Model (Inner Model)

Table 4 Hypothesis Testing Results Summary

No.	Hypothesis	Conclusion
1	Talent management (X2) has a negative effect on turnover intention (Y)	Not Proven (Positive and insignificant)
2	Leadership (X1) has a positive effect on Talent management (X2)	Not proven (Negative and insignificant effect)
3	Leadership (X1) has a negative effect on turnover intention (Y)	Proven (Negative and insignificant effect)
4	Motivation (X3) has a positive effect on Talent management (X2)	Proven (Positive and insignificant)
5	Motivation (X3) has a negative effect on turnover intention (Y)	Proven (Negative and significant effect)
6	Leadership (X1) has a significant negative effect on Turnover intention (Y) through Talent management (X2)	Not Proven (Talent management does not significantly mediate)
7	Motivation (X2) has a significant negative effect on Turnover intention (Y) through Talent management (X2)	Not Proven (Talent management does not significantly mediate)

Source: Data processed by Researchers (2023)

Diganti Berdasarkan Tabel Berikut

No.	Hipotesis	Kesimpulan
1	<i>Talent management</i> (X ₂) berpengaruh negative terhadap <i>Turnover intention</i> (Y)	Terbukti (Berpengaruh negatif dan signifikan)
2	Kepemimpinan (X ₁) berpengaruh positif terhadap <i>Talent management</i> (X ₂)	Terbukti (Berpengaruh positif dan signifikan)
3	Kepemimpinan (X ₁) berpengaruh negative terhadap <i>Turnover intention</i> (Y)	Terbukti (Berpengaruh negative namun tidak signifikan)
4	Motivasi (X ₃) berpengaruh positif terhadap <i>Talent management</i> (X ₂)	Terbukti (Berpengaruh positif dan signifikan)
5	Motivasi (X ₃) berpengaruh negative terhadap <i>Turnover intention</i> (Y)	Terbukti (Berpengaruh negative dan signifikan)
6	Kepemimpinan (X ₁) berpengaruh negative signifikan terhadap <i>Turnover intention</i> (Y) melalui <i>Talent management</i> (X ₂)	Tidak Terbukti (<i>Talent management</i> tidak secara signifikan memediasi)
7	Motivasi (X ₂) berpengaruh negative signifikan terhadap <i>Turnover intention</i> (Y) melalui <i>Talent management</i> (X ₂)	Tidak Terbukti (<i>Talent management</i> tidak secara signifikan memediasi)

Pembahasan Diganti Menjadi Yang Di Akhir Halaman

Talent Management Has a Positive and Insignificant Effect on Turnover Intention

Talent management acts as an effective tool that can help organizations retain talented employees (Latif et al., 2019) The implementation of talent management into organizational practice will produce the right talent; build training and development for employees to meet markets and demands, strategize and manage risk (Latif et al., 2019) Therefore, talent management as an important factor that needs to be discussed further because it has been mentioned to be a key factor in determining employee turnover intention (Latif et al., 2019)

This hypothesis refers to the opinion of several studies that have examined the relationship, among them the research carried out In a study conducted by Bui and Chang (2018) hard talent management practices and the intention to move. Rumawas (2021) shows that talent management practices have a significant negative effect on turnover intention. Kumar (2022) points to the contribution of talent management practices in employee retention.

The results of the data analysis of this study show that talent management has a positive effect on turnover intention, characterized by the original sample value or path coefficient of 0.058, p value $0.516 > 0.05$. Thus, the hypothesis proposed in this study is empirically unproven.

It was found that employees prefer to stay in the company even though there is no career path, possibly due to the existence of talent management that has not been systemized. When management support is scarce, especially towards talent, it has been noted that it is strongly related to the employee's intention to move. This suggests that the existence of management support is a necessity (Barkhuizen et al., 2014) However, the results of the study are different from the previous research mentioned above, that the results are actually talent management has a positive effect on turnover intention. The results also show that it is not significant, meaning that the positive influence of talent management that affects turnover intention does not have much effect. Effective talent management guarantees that organizations can successfully acquire and retain talent (Ojwang', 2019). Retention is essential for the proper operation and competitiveness of the company and therefore should be at the top of the agenda of any organization that wants to maintain its competitiveness.

Leadership Has a Negative and Insignificant Effect on Talent Management

Leadership plays an important role in organizational growth and in individual performance (Yücel, 2021). Leaders also motivate and inspire by showing off a clearer, attention-grabbing vision. Another role of the leader is individual consideration and intellectual stimulation. These roles allegedly mediate the influence of talent management in improving organizational performance (Hussain et al., 2020). Leaders must adopt a new talent mindset towards the workplace inspired by new leadership approaches, new business strategies, and new leadership abilities (Barkhuizen et al., 2014). The leadership of the organization sets the strategic direction of the business and sets relevant goals and objectives that people need to achieve in this regard. Therefore, leaders are not only required to understand the impact of talent on the organization but also to truly believe in the value that extraordinary talent can add to achieve goals. Barkhuizen et al. (2014) argue that leaders need to identify and invest in talent management that can contribute to organizational success and growth.

This hypothesis refers to the opinion of several studies that have examined the relationship, including research conducted in research conducted by Widodo and Mawarto (2020) showing that leadership has a relationship with talent management. Sariwulan et al. (2021), shows that leadership has a positive impact on talent management. Supraptiningsih et al. (2018) show that talent management has a positive and significant effect on leadership.

The results of the data analysis of this study show that leadership negatively affects talent management, characterized by the original sample value or path coefficient of -0.211 , p value $0.072 > 0.05$. Thus, the hypothesis proposed in this study is empirically unproven.

Leadership is a key factor that leads to the development of talent. However, the results showed that leadership negatively affects talent management, it is possible that in practice in the field company leaders have not been optimal in developing employee talents. Companies will need managers who adopt best leadership practices to maximize the effectiveness of human resources through talent development (Betchoo, 2014). Leaders must figure out the environment that supports talent development. Employees can be exposed to new learning techniques, learn a lot from seminars or conferences where they are exposed to experience from managers and outside leaders. It is through such exposure that leaders will be able to develop or advance the potential of their workers. A good leader develops the competence and commitment of his people so that they can motivate themselves instead of relying on others for direction and guidance (Betchoo, 2014).

Leadership Negatively and Insignificantly Affects Turnover Intention

When the leader emphasizes a common goal, then the behavior must be supported by the leader who also tends to behave beyond self-interest (Hidayat et al., 2021) Leaders when under certain conditions must put personal interests ahead of common interests, it can also be interpreted that if leaders are faced with a choice, then they must prefer to fulfill together (Hidayat et al., 2021)

This hypothesis refers to the opinion of several studies that have examined the relationship, among which research carried out in a study carried out by Park and Pierce (2020) shows that leadership has a direct and negative effect on the intention of switching child welfare workers. Further, Yücel (2021) revealed that employee performance mediates the relationship between shifting intentions and leadership. In other words, leaders drive employee performance, which in turn lowers their shifting intentions.

The results of the data analysis of this study show that leadership negatively affects turnover intention, characterized by the original sample value or path coefficient of -0.127 , p value $0.282 > 0.05$. Thus, the hypothesis proposed in this study is empirically proven, but not significant.

By creating a vision, organizing people, and earning their commitment, leaders are able to motivate employees to uncover and generate strategic value for the company's success. Due to employees' strong affective commitments, the turnover rate will decrease. This reasoning suggests that comparable findings will be discovered on the connection between leadership and employee churning (Yang et al., 2019). Additionally, Hidayat (2021) suggests that maximizing transformative leadership roles can assist firms in decreasing their desire to move.

Motivation Has a Positive and Insignificant Effect on Talent Management

Good motivation can improve talent management in the company (Nawangarsi & Sutawidjaya, 2019). This indicates that increasing talent management will increase employee work motivation. Thus, there is no doubt that talent management has a positive and significant effect on employee work motivation (Nawangarsi & Sutawidjaya, 2019)

This hypothesis refers to the opinion of several studies that have examined the relationship, among them the research carried out In the research conducted by Damarasri and Ahman (Damarasri & Ahman, 2020), Rastgoo (Rastgoo, 2016) Supraptiningsih et al. (2018) results of the study showed a relationship between talent management and employee motivation to improve employee

performance. Nawangsari and Sutawidjaya (2019) in their research also showed that motivation directly and positively affects talent management.

The results of the data analysis of this study show that motivation has a positive effect on talent management, characterized by the original sample value or path coefficient of 0.180, p value $0.226 > 0.05$. Thus, the hypothesis proposed in this study is empirically proven, but not significant.

Motivation affects talent management but there must be an improvement, in the need for achievement (Delfgaauw & Dur, 2010). Furthermore, Delfgaauw and Dur (2010) in their research showed that the value of the coefficient of direct influence of motivation on talent management was obtained, meaning that there was a significant influence of motivation on talent management. This analysis states that motivation directly and positively affects talent management and shows that good motivation can improve talent management in the company (Delfgaauw & Dur, 2010)

Motivation Has a Negative and Significant Effect on Turnover Intention

A person with less satisfaction usually has a deficiency in the motivation to give their best efforts in their work; This lack of motivation can trigger an increase in staff turnover (Akosile & Ekemen, 2022). Ertas (2015) mentions that employee turnover intentions and work motivations indicate that usually younger workers are more likely to have the intention to leave their jobs than older workers, due to the motivation attribute in work.

This hypothesis refers to the opinion of several studies that have examined the relationship, among them the research carried out by Mustafa and Ali (Mustafa & Ali, 2019) the results reveal that motivation has a negative relationship with the intention of moving. Wang et al. (2019) also show that motivation is negatively related to turnover intention. Furthermore, Kim (2018) showed that motivation has a significant negative effect on turnover intention. Akosile and Ekemen (2022) and Khan et al. (2016) in their research showed that overall motivation affects turnover intention and concluded that there is a significant and empirical correlation between motivation and turnover intention.

The results of the data analysis of this study show that motivation negatively affects turnover intention, characterized by the original sample value or path coefficient of -0.261, p value $0.003 < 0.05$. Thus, the hypothesis proposed in the study empirically proved.

These results show support from the results of previous studies. To increase work motivation in the organization, it is necessary to have a firm leader for its members. Because there are individuals who have to be told by others to do something, there is no initiative in them. Although a person must have high work motivation, some problems or obstacles occur. They will feel saturated and bored with the demands of the job; if someone feels bored in their professional organization, they will most likely drop out and leave their job (Saputra, 2021). According to Kumar (2022) if employees are not motivated then the intention to quit their jobs will increase and they will get more angry and feel worthless.

Kuvaas et al. (2017) also mention that motivation has a negative correlation with turnover intention, in line with the results of the research conducted. The importance of motivation lies in one's behavior according to one's choices and free will and engaging in an activity without outside pressure (Mustafa & Ali, 2019). Thus, to expect that employees who feel the will and choice in their work are less likely to leave the organization or look for alternative jobs. Therefore, when employees experience low motivation due to lack of self-serving in the workplace, it will weaken their productivity and encourage them to quit their positions (Hussain et al., 2020)

Leadership Has a Negative and Insignificant Effect on Turnover Intention Through Talent Management

The hypothesis developed is that when leadership affects talent management and talent management affects turnover intention, it should be suspected that talent management can act as a mediating variable between leadership and turnover intention. This hypothesis is supported by various studies on the influence of leadership on talent management (Sariwulan et al., 2021; Supraptiningsih et al., 2018; Widodo & Mawarto, 2020) and the influence of talent management on turnover intention (Kumar, 2022; Latif et al., 2019; Rumawas, 2021).

The results of data analysis show that talent management insignificantly mediates between leadership and turnover intention, meaning that the hypothesis proposed in this study is not proven. The results of data analysis show that talent management cannot mediate significantly between leadership and turnover intention, characterized by original sample values or path coefficients of -0.012 , t-statistic of $0.485 > 1.96$ and P-Values of $0.628 > 0.05$. This means that leadership has an indirect and insignificant negative effect on turnover intention not through its mediator variable, namely talent management, because it is not considered significant or too influential.

The results of the study were not proven because of the results obtained above. Thus, talent management does not act as a mediation variable, meaning that motivation can directly affect turnover intention without going through the mediator variable, namely talent management.

Empirically, this explains that talent management cannot create situations and conditions that can stimulate the development and distribution of leadership properly and will have an impact on improving employee capabilities which means that it will also increase the turnover intention of these employees.

Motivation Has a Positive and Insignificant Effect on Turnover Intention Through Talent Management

The hypothesis that is built is that when motivation has a significant effect on talent management and talent management has a significant effect on turnover intention, it can be ascertained that talent management can function as a mediating or intervening variable between motivation and employee turnover intention.

This hypothesis is supported by the results of research that concludes that motivation affects talent management (Damarasri & Ahman, 2020; Nawangsari & Sutawidjaya, 2019; Rastgoo, 2016) and several studies that conclude that talent management affects turnover intention (Kumar, 2022; Latif et al., 2019; Rumawas, 2021).

The results of data analysis show that talent management indirectly mediates between motivation and turnover intention, characterized by original sample values or path coefficients of 0.010 , t-statistic of $0.022 < 1.96$ and P-Values of $0.642 > 0.05$. Thus, talent management does not act as a mediation variable, meaning that motivation can directly affect turnover intention without going through the mediator variable, namely talent management. Even with the influence, where the influence between motivation and turnover through talent management is a positive effect, in contrast to the hypothesis that mentions negative, even with previous research.

Empirically, this explains that talent management that cannot create situations and conditions that can stimulate the development and distribution of motivation properly and will have an impact on increasing employee capabilities which means that it will also increase the turnover intention of these employees.

Diganti Di Pembahasan Paling Akhir

Conclusion

Based on what has been said so far, this research reveals that Talent management has a positive and insignificant effect on turnover intention. Leadership has a negative and insignificant effect on talent management. In other words, leadership has a direct negative effect on talent management. Leadership has a negative and insignificant effect on turnover intention. Thus, leadership has a direct negative effect on employee turnover intentions. Motivation has a positive and insignificant effect on talent management. As a result, motivation has a positive effect on talent management. Motivation has a negative and significant effect on turnover intention. Therefore, motivation directly affects employee turnover intention. Leadership has a negative and insignificant effect on turnover intention through talent management. As such, when leadership affects turnover intention, it does not have to go through talent management, then talent management does not act as a mediation variable. Motivation has a positive and insignificant effect on turnover intention through talent management. Hence, when motivation affects turnover intention, indirectly through talent management, it means that talent management does not act as a mediating variable.

From the results of data analysis, the independent variables of leadership, talent management and motivation simultaneously affect the dependent variable which is turnover intention of employees by 9,2% while the remaining 90,8% is influenced by other variables beyond model. Since the percentage of variables outside the model is quite large, it is recommended to conduct further research by adding independent variables that are theoretically relevant to the research objectives, namely the development of a turnover intention model from the point of view of human resources.

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Pergantian Pembahasan

1. *Talent Management* Berpengaruh Negative Dan Signifikan Terhadap *Turnover Intention*

Talent management bertindak sebagai alat yang efektif yang dapat membantu organisasi mempertahankan karyawan berbakat (Latif et al., 2019). Implementasi *talent management* ke dalam praktik organisasi akan menghasilkan talenta yang tepat; membangun pelatihan dan pengembangan bagi karyawan untuk memenuhi pasar dan permintaan, menyusun strategi dan mengelola risiko (Latif et al., 2019). Oleh karena itu, *talent management* sebagai faktor penting yang perlu dibahas lebih lanjut karena telah disebutkan menjadi faktor kunci dalam menentukan *turnover intention* karyawan (Latif et al., 2019).

Hipotesis ini merujuk pada pendapat beberapa studi yang telah meneliti hubungan tersebut, di antaranya penelitian yang dilakukan Dalam penelitian yang dilakukan oleh Bui dan Chang (2018) menunjukkan bahwa adanya hubungan antara praktik *talent management* keras yang dirasakan dan niat berpindah. Rumawas (2021) menunjukkan bahwa praktik *talent management* berpengaruh negatif signifikan terhadap *turnover intention*. Kumar (2022) menunjukkan adanya kontribusi praktik manajemen talenta dalam retensi karyawan.

Hasil analisis data penelitian ini menunjukkan bahwa *talent management* berpengaruh positif terhadap *turnover intention*, ditandai dengan nilai *original sample* atau koefisien jalur sebesar -0,238, p value 0,002<0,05. Dengan demikian hipotesis yang diajukan dalam penelitian ini secara empiris terbukti.

Ketika dukungan manajemen langka, terutama terhadap talenta, telah dicatat bahwa hal itu terkait kuat dengan niat karyawan untuk berpindah. Hal ini menunjukkan bahwa keberadaan dukungan manajemen adalah suatu kebutuhan (Barkhuizen et al., 2014). Manajemen bakat yang efektif menjamin bahwa organisasi dapat berhasil mendapatkan dan mempertahankan talenta (Ojwang', 2019). Retensi sangat penting untuk operasi yang tepat dan daya saing perusahaan dan karenanya harus menjadi agenda utama organisasi mana pun yang ingin mempertahankan daya saingnya.

2. Kepemimpinan Berpengaruh Positif Dan Signifikan Terhadap *Talent Management*

Kepemimpinan memainkan peran penting dalam pertumbuhan organisasi dan dalam kinerja individu (Yücel, 2021). Pemimpin juga memotivasi dan memberikan inspirasi dengan memamerkan visi yang lebih jelas dan menarik perhatian. Peran lain dari pemimpin adalah pertimbangan individual dan stimulasi intelektual. Peran-peran tersebut diduga memediasi pengaruh *talent management* dalam meningkatkan kinerja organisasi (Hussain et al., 2020). Pemimpin harus mengadopsi pola pikir bakat baru menuju tempat kerja yang terinspirasi oleh pendekatan kepemimpinan baru, strategi bisnis baru, dan kemampuan kepemimpinan baru (Barkhuizen et al., 2014). Kepemimpinan organisasi menetapkan arah strategis bisnis dan menetapkan tujuan dan sasaran yang relevan yang perlu dicapai orang dalam hal ini. Oleh karena itu, para pemimpin tidak hanya dituntut untuk memahami dampak bakat pada organisasi tetapi juga untuk benar-benar percaya pada nilai yang dapat ditambahkan oleh bakat luar biasa untuk mencapai tujuan. Barkhuizen et al. (2014) berpendapat bahwa para pemimpin perlu mengidentifikasi dan berinvestasi dalam *talent management* yang dapat berkontribusi pada kesuksesan dan pertumbuhan organisasi.

Hipotesis ini merujuk pada pendapat beberapa studi yang telah meneliti hubungan tersebut, di antaranya penelitian yang dilakukan dalam penelitian yang dilakukan oleh Widodo dan Mawarto (2020) menunjukkan bahwa kepemimpinan mempunyai hubungan dengan manajemen talenta. Sariwulan et al. (2021), penelitiannya menunjukkan bahwa kepemimpinan berdampak positif pada manajemen talenta. Supraptiningsih et al. (2018) menunjukkan bahwa *talent management* berpengaruh positif dan signifikan terhadap kepemimpinan.

Hasil analisis data penelitian ini menunjukkan bahwa kepemimpinan berpengaruh positif terhadap *talent management*, ditandai dengan nilai *original sample* atau koefisien jalur sebesar 0,127, p value 0,048<0,05. Dengan demikian hipotesis yang diajukan dalam penelitian ini secara empiris terbukti.

Kepemimpinan adalah faktor kunci yang mengarah pada pengembangan bakat. Perusahaan akan membutuhkan manajer yang mengadopsi praktik kepemimpinan terbaik untuk memaksimalkan efektivitas sumber daya manusia melalui pengembangan bakat (Betchoo, 2014). Para pemimpin harus mencari tahu lingkungan yang mendukung pengembangan bakat. Karyawan dapat dihadapkan pada teknik pembelajaran baru, belajar banyak dari seminar atau konferensi di mana mereka dihadapkan pada pengalaman dari manajer dan pemimpin di luar. Melalui

paparan seperti itulah para pemimpin akan dapat mengembangkan atau memajukan potensi pekerjanya. Seorang pemimpin yang baik mengembangkan kompetensi dan komitmen orang-orangnya sehingga mereka dapat memotivasi diri sendiri daripada bergantung pada orang lain untuk arahan dan bimbingan (Betchoo, 2014).

3. Kepemimpinan Berpengaruh Negative Tidak Signifikan Terhadap *Turnover Intention*

Ketika pemimpin menekankan tujuan bersama, maka perilaku tersebut harus didukung oleh pemimpin yang juga cenderung berperilaku melampaui kepentingan diri sendiri (Hidayat et al., 2021). Pemimpin ketika dalam kondisi tertentu harus mendahulukan kepentingan pribadi daripada kepentingan bersama, juga dapat diartikan bahwa jika pemimpin dihadapkan pada pilihan, maka mereka harus lebih memilih untuk memenuhi bersama (Hidayat et al., 2021).

Hipotesis ini merujuk pada pendapat beberapa studi yang telah meneliti hubungan tersebut, di antaranya penelitian yang dilakukan dalam penelitian yang dilakukan oleh Park dan Pierce (2020) menunjukkan bahwa kepemimpinan memiliki efek langsung dan negatif terhadap niat berpindah pekerja kesejahteraan anak. Yücel (2021), hasil penelitiannya mengungkapkan bahwa kinerja karyawan memediasi hubungan antara niat berpindah dan kepemimpinan. Dengan kata lain, pemimpin mendorong kinerja karyawan, yang pada gilirannya menurunkan niat berpindah mereka.

Hasil analisis data penelitian ini menunjukkan bahwa kepemimpinan berpengaruh negatif terhadap *turnover intention*, ditandai dengan nilai *original sample* atau koefisien jalur sebesar -0,033, p value 0,626>0,05. Dengan demikian hipotesis yang diajukan dalam penelitian ini secara empiris terbukti, namun tidak signifikan.

Melalui memprakarsai visi, memobilisasi karyawan, dan mendapatkan komitmen dari mereka, para pemimpin mampu menginspirasi karyawan untuk menemukan dan menciptakan nilai strategis, dengan tujuan mempromosikan kinerja usaha yang lebih baik demi keberhasilan perusahaan. Hasil konsekuensinya, karyawan akan lebih enggan untuk mengundurkan diri karena komitmen afektif yang kuat, sehingga rasio turnover rendah. Berdasarkan logika ini, bahwa hasil serupa akan ditemukan berkaitan dengan hubungan antara kepemimpinan dan niat berpindah karyawan (Yang et al., 2019). Hidayat (2021) juga berpendapat bahwa memaksimalkan peran kepemimpinan dapat membantu organisasi untuk mengurangi niat berpindah.

4. Motivasi Berpengaruh Positif Dan Signifikan Terhadap *Talent Management*

Motivasi yang baik dapat meningkatkan manajemen talenta di perusahaan (Nawangsari & Sutawidjaya, 2019). Hal ini mengindikasikan bahwa peningkatan *talent management* akan meningkatkan motivasi kerja karyawan. Dengan demikian tidak diragukan lagi bahwa *talent management* berpengaruh positif dan signifikan terhadap motivasi kerja karyawan (Nawangsari & Sutawidjaya, 2019).

Hipotesis ini merujuk pada pendapat beberapa studi yang telah meneliti hubungan tersebut, di antaranya penelitian yang dilakukan Dalam penelitian yang dilakukan oleh Damarasri dan Ahman (2020), Rastgoo (2016), Supraptiningsih et al. (2018), hasil penelitian menunjukkan adanya hubungan manajemen bakat dan motivasi karyawan untuk peningkatan kinerja karyawan. Nawangsari dan Sutawidjaya (2019) dalam penelitiannya juga menunjukkan bahwa motivasi secara langsung dan positif mempengaruhi *talent management*.

Hasil analisis data penelitian ini menunjukkan bahwa motivasi berpengaruh positif terhadap *talent management*, ditandai dengan nilai *original sample* atau koefisien jalur sebesar 0,214, p value 0,020<0,05. Dengan demikian hipotesis yang diajukan dalam penelitian ini secara empiris terbukti.

Motivasi mempengaruhi manajemen bakat tetapi harus ada peningkatan, dalam kebutuhan berprestasi. Lebih lanjut Delfgaauw dan Dur (2010) dalam penelitiannya menunjukkan bahwa diperoleh nilai koefisien pengaruh langsung motivasi terhadap *talent management*, artinya terdapat pengaruh signifikan motivasi terhadap *talent management*. Analisis ini menyatakan bahwa motivasi secara langsung dan positif berpengaruh terhadap *talent management* serta menunjukkan bahwa motivasi yang baik dapat meningkatkan manajemen talenta di perusahaan (Delfgaauw & Dur, 2010).

5. Motivasi Berpengaruh Negative Dan Signifikan Terhadap *Turnover Intention*

Seseorang dengan kepuasan yang kurang biasanya memiliki kekurangan dalam motivasi untuk memberikan upaya terbaik mereka dalam pekerjaan mereka; kurangnya motivasi ini dapat memicu peningkatan pergantian staf (Akosile & Ekemen, 2022). Ertas (2015) menyebutkan bahwa niat pergantian dan motivasi kerja karyawan menunjukkan bahwa biasanya pekerja dengan usia lebih muda lebih mungkin mempunyai niat untuk meninggalkan pekerjaannya daripada pekerja yang lebih tua, disebabkan karena atribut motivasi dalam pekerjaan.

Hipotesis ini merujuk pada pendapat beberapa studi yang telah meneliti hubungan tersebut, di antaranya penelitian yang dilakukan oleh Mustafa dan Ali (2019), hasilnya mengungkapkan bahwa motivasi memiliki hubungan negatif dengan niat berpindah. Wang et al. (2019) juga menunjukkan bahwa motivasi berhubungan negatif dengan *turnover intention*. Selanjutnya, Kim (2018) dalam penelitiannya menunjukkan bahwa motivasi memiliki efek negatif yang signifikan terhadap *turnover intention*. Akosile dan Ekemen (2022) serta Khan et al. (2016) dalam penelitiannya menunjukkan bahwa motivasi secara keseluruhan berpengaruh terhadap *turnover intention* dan disimpulkan bahwa terdapat korelasi yang signifikan dan empiris antara motivasi dan *turnover intention*.

Hasil analisis data penelitian ini menunjukkan bahwa motivasi berpengaruh negative terhadap *turnover intention*, ditandai dengan nilai *original sample* atau koefisien jalur sebesar $-0,210$, p value $0,004 < 0,05$. Dengan demikian hipotesis yang diajukan dalam penelitian ini secara empiris terbukti dan signifikan.

Hasil ini menunjukkan dukungan dari hasil penelitian sebelumnya. Untuk meningkatkan motivasi kerja dalam organisasi, diperlukan adanya pemimpin yang tegas bagi para anggotanya. Karena ada individu yang harus disuruh orang lain untuk melakukan sesuatu, tidak ada inisiatif dalam diri mereka. Meskipun seseorang harus memiliki motivasi kerja yang tinggi, namun beberapa masalah atau hambatan terjadi. Mereka akan merasa jenuh dan bosan dengan tuntutan pekerjaan; jika seseorang merasa bosan dalam organisasi profesionalnya, kemungkinan besar mereka akan keluar dan meninggalkan pekerjaannya (Saputra, 2021). Menurut Kumar (2022), jika karyawan tidak termotivasi maka niat untuk keluar dari pekerjaannya akan meningkat dan mereka akan semakin marah dan merasa tidak berharga.

Kuvaas et al. (2017) juga menyebutkan bahwa motivasi memiliki korelasi negatif dengan *turnover intention*, selaras dengan hasil penelitian yang dilakukan. Pentingnya motivasi terletak pada perilaku seseorang sesuai dengan pilihan dan kehendak bebas seseorang dan terlibat dalam suatu kegiatan tanpa tekanan dari luar (Mustafa & Ali, 2019). Dengan demikian, untuk mengharapkan bahwa karyawan yang merasakan kemauan dan pilihan dalam pekerjaan mereka lebih kecil kemungkinannya untuk meninggalkan organisasi atau mencari pekerjaan alternatif. Oleh karena itu, ketika karyawan mengalami motivasi yang rendah karena kurang mementingkan diri sendiri di tempat kerja, hal itu akan melemahkan produktivitas mereka dan mendorong mereka untuk berhenti dari jabatannya (Hussain et al., 2020).

6. Kepemimpinan Berpengaruh Negative Dan Tidak Signifikan Terhadap *Turnover Intention* Melalui *Talent Management*

Hipotesis yang dikembangkan adalah ketika kepemimpinan berpengaruh terhadap *talent management* dan *talent management* berpengaruh terhadap *turnover intention*, maka patut diduga bahwa *talent management* dapat berperan sebagai variabel mediasi antara kepemimpinan dengan *turnover intention*. Hipotesis ini didukung oleh berbagai penelitian tentang pengaruh kepemimpinan terhadap *talent management* (Sariwulan et al., 2021; Supraptiningsih et al., 2018; Widodo & Mawarto, 2020) dan pengaruh *talent management* terhadap *turnover intention* (Kumar, 2022; Latif et al., 2019; Rumawas, 2021).

Dari hasil analisis data menunjukkan bahwa *talent management* secara tidak signifikan memediasi antara kepemimpinan dengan *turnover intention*, artinya bahwa hipotesis yang diajukan dalam penelitian ini tidak terbukti. Dari hasil analisis data menunjukkan bahwa *talent management* tidak dapat memediasi secara signifikan antara kepemimpinan dan *turnover intention*, ditandai dengan nilai *original sample* atau koefisien jalur sebesar $-0,030$, t -hitung sebesar $1,462 < 1,96$ dan P -Values $0,144 > 0,05$. Artinya kepemimpinan berpengaruh negative secara tidak langsung dan tidak signifikan terhadap *turnover intention* tidak melalui variabel mediatornya yaitu *talent management*, karena tidak dianggap signifikan atau tidak terlalu berpengaruh.

Hasil penelitian tidak terbukti karena hasil yang didapat di atas. Dengan demikian *talent management* tidak berperan sebagai variabel mediasi, artinya motivasi dapat berpengaruh secara langsung terhadap *turnover intention* tanpa melalui variabel mediatornya yaitu *talent management*.

Secara empiris hal ini menjelaskan bahwa *talent management* yang tidak dapat menciptakan situasi dan kondisi yang mampu merangsang berkembangnya dan terdistribusikannya kepemimpinan dengan baik dan akan berdampak pada peningkatan kapabilitas karyawan yang berarti pula akan meningkatkan *turnover intention* karyawan tersebut.

7. Motivasi Berpengaruh Negatif Dan Tidak Signifikan Terhadap *Turnover Intention* Melalui *Talent Management*

Hipotesis yang dibangun adalah ketika motivasi berpengaruh signifikan terhadap *talent management* dan *talent management* berpengaruh signifikan terhadap *turnover intention*, maka dapat dipastikan bahwa *talent management* dapat berfungsi sebagai variabel mediasi atau *intervening* antara motivasi dengan *turnover intention* karyawan.

Hipotesis ini didukung oleh hasil penelitian yang menyimpulkan bahwa motivasi berpengaruh terhadap *talent management* (Damarasri & Ahman, 2020; Nawangsari & Sutawidjaya, 2019; Rastgoo, 2016), dan beberapa penelitian yang menyimpulkan bahwa *talent management* berpengaruh terhadap *turnover intention* (Kumar, 2022; Latif et al., 2019; Rumawas, 2021).

Dari hasil analisis data menunjukkan bahwa *talent management* secara tidak signifikan memediasi antara motivasi dan *turnover intention*, ditandai dengan nilai *original sample* atau koefisien jalur sebesar $-0,051$, t-hitung sebesar $1,715 < 1,96$ dan *P-Values* $0,087 > 0,05$. Dengan demikian *talent management* tidak berperan sebagai variabel mediasi, artinya motivasi dapat berpengaruh secara langsung terhadap *turnover intention* tanpa melalui variabel mediatornya yaitu *talent management*.

Secara empiris hal ini menjelaskan bahwa *talent management* yang tidak dapat menciptakan situasi dan kondisi yang mampu merangsang berkembangnya dan terdistribusikannya motivasi dengan baik dan akan berdampak pada peningkatan kapabilitas karyawan yang berarti pula akan meningkatkan *turnover intention* karyawan tersebut.

Pergantian Conclusion

Kesimpulan

Berdasarkan pembahasan di atas, maka penelitian ini dapat disimpulkan sebagai berikut:

- 1) *Talent management* berpengaruh negatif dan signifikan terhadap *turnover intention*. Hasil analisis data penelitian ini menunjukkan bahwa *talent management* berpengaruh negatif terhadap *turnover intention*, ditandai dengan nilai *original sample* atau koefisien jalur sebesar $-0,238$, p value $0,002 < 0,05$. Dengan demikian hipotesis yang diajukan dalam penelitian ini secara empiris terbukti.
- 2) Kepemimpinan berpengaruh positif dan signifikan terhadap *talent management*. Hasil analisis data penelitian ini menunjukkan bahwa kepemimpinan berpengaruh positif terhadap *talent management*, ditandai dengan nilai *original sample* atau koefisien jalur sebesar $0,127$, p value $0,048 < 0,05$. Dengan demikian hipotesis yang diajukan dalam penelitian ini secara empiris terbukti.
- 3) Kepemimpinan berpengaruh negatif dan tidak signifikan terhadap *turnover intention*. Hasil analisis data penelitian ini menunjukkan bahwa kepemimpinan berpengaruh negatif terhadap *turnover intention*, ditandai dengan nilai *original sample* atau koefisien jalur sebesar $-0,033$, p value $0,626 > 0,05$. Dengan demikian hipotesis yang diajukan dalam penelitian ini secara empiris terbukti, namun tidak signifikan.
- 4) Motivasi berpengaruh positif dan signifikan terhadap *talent management*. Hasil analisis data penelitian ini menunjukkan bahwa motivasi berpengaruh positif terhadap *talent management*, ditandai dengan nilai *original sample* atau koefisien jalur sebesar $0,214$, p value $0,020 < 0,05$. Dengan demikian hipotesis yang diajukan dalam penelitian ini secara empiris terbukti.
- 5) Motivasi berpengaruh negative dan signifikan terhadap *turnover intention*. Hasil analisis data penelitian ini menunjukkan bahwa motivasi berpengaruh negative terhadap *turnover intention*, ditandai dengan nilai

original sample atau koefisien jalur sebesar $-0,210$, p value $0,004 < 0,05$. Dengan demikian hipotesis yang diajukan dalam penelitian ini secara empiris terbukti dan signifikan.

- 6) Kepemimpinan berpengaruh negative dan tidak signifikan terhadap *turnover intention* melalui *talent management*. Dari hasil analisis data menunjukkan bahwa *talent management* tidak dapat memediasi secara signifikan antara kepemimpinan dan *turnover intention*, ditandai dengan nilai *original sample* atau koefisien jalur sebesar $-0,030$, t -hitung sebesar $1,462 < 1,96$ dan P -Values $0,144 > 0,05$. Artinya kepemimpinan berpengaruh negative secara tidak langsung dan tidak signifikan terhadap *turnover intention* tidak melalui variabel mediatornya yaitu *talent management*, karena tidak dianggap signifikan atau tidak terlalu berpengaruh.
- 7) Motivasi berpengaruh negatif dan tidak signifikan terhadap *turnover intention* melalui *talent management*.

Dari hasil analisis data menunjukkan bahwa *talent management* secara tidak signifikan memediasi antara motivasi dan *turnover intention*, ditandai dengan nilai *original sample* atau koefisien jalur sebesar $-0,051$, t -hitung sebesar $1,715 < 1,96$ dan P -Values $0,087 > 0,05$. Dengan demikian *talent management* tidak berperan sebagai variabel mediasi, artinya motivasi dapat berpengaruh secara langsung terhadap *turnover intention* tanpa melalui variabel mediatornya yaitu *talent management*.

Saran

Berdasarkan penemuan empirik yang diperoleh dalam penelitian ini, peneliti menyampaikan beberapa saran sebagai berikut:

1) Rekomendasi terkait materi penelitian

Dari hasil analisis data variabel independen kepemimpinan, *talent management* dan motivasi secara bersama-sama berpengaruh terhadap variabel dependen *turnover intention* karyawan sebesar 12,6% sedangkan sisanya sebesar 87,4% dipengaruhi oleh variabel lainnya di luar model. Karena persentase variabel di luar model cukup besar maka direkomendasikan untuk dilakukan penelitian lebih lanjut dengan menambah variabel independen yang secara teoritik relevan dengan tujuan penelitian yaitu pengembangan model *turnover intention* dari sudut pandang sumber daya manusia.

2) Rekomendasi terkait lokus penelitian

Terdapat hipotesis yang tidak terbukti dan tidak signifikan, hal ini perlu adanya perhatian apakah karena jawaban responden bias, instrumen penelitiannya kurang dipahami secara tepat oleh responden ataukah karena hal-hal lainnya seperti pengelolaan *talent management* pada perusahaan belum tersistem dengan baik ataupun dominasi kepemilikan perusahaan.

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