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## **A LITERATURE REVIEW ON TURNOVER INTENTION ANALYSIS: THE EFFECT OF LEADERSHIP STYLE, COMPENSATION, AND WORK ENVIRONMENT**

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### **ABSTRACT**

*Employee turnover intention remains a persistent challenge for organizational sustainability, yet recent studies often examine leadership style, compensation, and work environment in isolation rather than in an integrated framework. This literature review seeks to address this gap by synthesizing findings from fifteen peer-reviewed articles published between 2022 and 2025. A systematic review approach was employed, with inclusion criteria focusing on empirical studies that explicitly analyzed the three variables in relation to turnover intention. The synthesis reveals consistent patterns: authoritarian leadership tends to heighten turnover intention, while transformational, participative, and supportive leadership styles mitigate it; compensation fairness and adequacy are repeatedly linked to reduced turnover intention; and positive work environments characterized by inclusivity, safety, and work-life balance foster retention, whereas stressful or unsupportive climates intensify turnover risks. Notably, several studies highlight tensions between compensation adequacy and leadership style, suggesting that supportive leadership may partially offset compensation dissatisfaction. By integrating these variables, the review contributes theoretically by clarifying how leadership, compensation, and environment interact as complementary retention mechanisms, and practically by underscoring the need for holistic HRM (Human Resource Management) strategies that combine leadership development, equitable compensation systems, and supportive workplace cultures.*

*Keywords: turnover intention; leadership style; compensation; work environment; employee retention*

### **INTRODUCTION**

#### **Background of the Problem**

Employee turnover intention defined as the conscious and deliberate willfulness to leave an organization remains one of the most pressing challenges in human resource management. High turnover rates not only generate substantial costs in recruitment, onboarding, and training but also erode organizational knowledge, weaken team

cohesion, and disrupt long-term sustainability. Recent study (Singh & Sant, 2023) emphasize that turnover intention continues to rise in dynamic labor markets shaped by post-pandemic work arrangements, digital transformation, and heightened employee expectations. These developments highlight the academic urgency of re-examining turnover intention through a more integrative lens.

While prior research has identified leadership style, compensation, and work environment as critical antecedents of turnover intention, most studies have analyzed these variables separately. Leadership style has been linked to perceptions of fairness, trust, and engagement (Alkhateri et al., 2022); compensation has been associated with satisfaction and equity (Khan & Aleem, 2023); and work environment has been tied to psychological safety and work–life balance (Zhang & Chen, 2024). However, the fragmented nature of these findings leaves a gap in understanding how these factors interact collectively to influence employee retention. Without such integration, both theoretical development and managerial practice risk remaining incomplete.

### **Research Gap and Novelty**

This study addresses that gap by conducting a systematic literature review of fifteen scholarly articles published between 2022 and 2025. The novelty of this review lies in its integrative perspective, consolidating evidence to explain how leadership style, compensation, and work environment jointly contribute to turnover intention. Unlike descriptive reviews that merely summarize findings, this study

synthesizes patterns and tensions across recent research for instance, how supportive leadership may buffer dissatisfaction with compensation, or how inclusive work environments amplify the effects of fair pay. By bridging isolated findings into a unified framework, the study contributes theoretically by clarifying the complementary mechanisms of employee retention and practically by offering holistic guidance for human resource management strategies

### **Research Problem Formulation**

Based on the background described above, the research problems in this study are as follows: (1) How does leadership style influence turnover intention based on the results of literature studies? (2) How does compensation affect turnover intention based on the results of literature studies? (3) How does the work environment influence turnover intention based on the results of literature studies? (4) How do these three variables simultaneously contribute to turnover intention?

### **Research Objectives**

The objectives of this study are as follows: (1) To examine how leadership style influences turnover intention through

a review of relevant literature. (2) To explore the role of compensation in shaping employees' tendency to leave the organization based on literature findings. (3) To assess the contribution of the work environment to turnover intention by referring to the results of literature studies. (4) To integrate the findings regarding the simultaneous influence of leadership style, compensation, and work environment on turnover intention through a synthesis of literature.

## **LITERATURE REVIEW**

### **Human Resource Management**

Human Resource Management (HRM) is a strategic approach to managing the workforce so that it aligns with organizational goals. According to (Dessler, 2017), human resource management encompasses practices such as recruitment, training, compensation, and performance management, all of which aim to enhance organizational effectiveness.

Main function of HRM: (1) Human Resource Planning: Determining workforce needs in line with business strategy. Poor workforce planning leads to understaffing, role overload, and burnout, which increase turnover intention. Effective planning ensures employees are placed in roles that match their skills,

reducing frustration and exit likelihood. (2) Recruitment and Selection: Attracting and selecting candidates who match the organization's competencies. Hiring employees whose values and competencies align with the organization reduces early resignation. Misaligned recruitment increases dissatisfaction and turnover intention because employees feel they don't fit the culture. (3) Training and Development: Enhancing employees' skills to remain relevant to changes in the work environment. Continuous skill development signals organizational investment in employees. When employees perceive growth opportunities, they are less likely to leave. Conversely, lack of training fosters stagnation and higher turnover intention. (4) Performance Management: Evaluating and developing employee performance to achieve organizational targets. Transparent and fair evaluation builds trust and motivation, lowering turnover intention. Biased or unclear performance systems create perceptions of injustice, disengagement, and higher turnover risk. (5) Compensation and Benefits: Providing financial and non-financial rewards to increase motivation and retention. Competitive and fair compensation reduces dissatisfaction and strengthens

retention. Perceived inequity or inadequate rewards are among the strongest drivers of turnover intention. (6) Industrial Relations: Fostering harmonious relationships between management and employees. Harmonious relations between management and employees foster trust and loyalty, reducing turnover intention. Poor grievance handling or frequent conflict increases withdrawal behaviors and turnover.

HRM functions act as organizational signals that shape employees' perceptions of fairness, support, and value. When HRM practices are aligned and integrated, they create a positive psychological contract, lowering turnover intention. Conversely, fragmented HRM (e.g., strong recruitment but weak compensation) creates contradictions that erode trust and increase turnover risk.

### **Turnover Intention**

Turnover intention remains a key indicator of employee exit behavior. Recent studies emphasize that the intention to leave is influenced by organizational, psychological, and social factors. For example, (Chen et al., 2021) demonstrated that turnover intention

increases when employees feel they do not receive adequate organizational support.

Factors Influencing Turnover Intention:

- (1) Leadership Style: negatively related to turnover intention, as it enhances employee commitment and engagement.
- (2) Compensation: fair and transparent compensation plays an important role in reducing turnover intention, especially in the service sector.
- (3) Work Environment: a work environment that supports employees' psychological well-being can decrease the intention to leave.
- (4) Employee Engagement: employee engagement serves as an important mediator between leadership and turnover intention.

### **Leadership Style**

Based on (Wilson, 2022) explains leadership as a multidimensional construct involving behavioral (what leaders do), asymmetrical (how leaders differ from others), social (who is being led), and teleological (direction or purpose) dimensions. Leadership is not merely positional authority but a dynamic process of guiding others toward shared objectives.

According to (Iddrisu & Mohammed, 2025) and (Li et al., 2022), the leadership styles discussed in the international literature include several

main types: (1) Transformational Leadership: Inspires vision, provides individualized support, and builds trust. Employees feel valued and motivated, which reduces turnover intention. Transformational leadership is consistently linked to lower turnover intention because it enhances organizational commitment and job satisfaction. (2) Transactional Leadership: Uses contingent rewards and corrective actions. Fair and consistent rewards reduce dissatisfaction, but overly rigid control can increase turnover. Balanced transactional leadership can stabilize retention, but overemphasis on punishment increases withdrawal behaviors. (3) Participative Leadership: Involves employees in decision-making, fostering psychological ownership. Employees who feel heard and empowered are less likely to leave. Participative leadership reduces turnover intention by strengthening engagement and loyalty. (4) Authoritarian/Laissez-faire Leadership: Centralized control, limited autonomy. Often increases turnover intention due to stress, lack of trust, and disengagement. Studies show authoritarian leadership correlates with higher turnover, especially in knowledge-based industries.

## **Compensation**

Compensation refers to all forms of rewards provided by an organization to employees in return for their contributions. According to (Milkovich et al., 2023) compensation includes base salary, incentives, allowances, as well as non-financial rewards. Meanwhile, (Amstrong & Taylor, 2020) add that compensation also encompasses psychological aspects such as recognition, development opportunities, and work life balance.

According to (Maslow, 2023) compensation is viewed as part of fulfilling basic human needs within the hierarchy of needs. Salary, allowances, and financial rewards fall under physiological and safety needs. When these basic needs are adequately met through proper compensation, employees can progress toward higher-level needs such as social belonging, esteem, and self actualization.

Dimensions of Compensation: (1) Direct Financial Compensation: Rewards in the form of money received directly by employees, serving as a primary factor in meeting basic needs and influencing job satisfaction. Examples: base salary, wages, bonuses, performance-based incentives. (2) Indirect Financial

Compensation: Financial rewards not received directly in cash, but provided as facilities or guarantees that offer security and enhance employee loyalty. Examples: health benefits, insurance, pensions, paid leave, and social security. (3) Non Financial Compensation: Rewards not in monetary form but aimed at increasing psychological satisfaction and motivation. This dimension strongly influences employee engagement and retention, particularly among Millennials and Gen Z. Examples: recognition of achievements, promotions, training opportunities, work flexibility, and a comfortable work environment. (4) Total Reward Approach: A holistic approach that integrates both financial and non-financial compensation. This model is considered most relevant today as it comprehensively addresses employees' needs. Examples: career development opportunities, work life balance.

### **Work Environment**

The work environment can be understood as the overall physical, social, and psychological conditions that influence employees in carrying out their tasks. (Sedarmayanti, 2017) emphasizes the importance of facilities and infrastructure, while (Robbins & Judge, 2017) highlight the role of organizational

culture and interpersonal relationships. It can be said that a positive work environment contributes to employee motivation and retention.

Work Environment Factors: (1) Physical Factors: The actual conditions in the workplace that affect employee comfort and health. A poor physical environment can reduce productivity and increase turnover intention. Examples: lighting, ventilation, cleanliness, room temperature, workspace layout, work facilities. (2) Psychological Factors: The mental and emotional conditions experienced by employees at work. A healthy psychological environment enhances motivation, job satisfaction, and retention. Examples: workload, stress, sense of security, role clarity, opportunities for self development. (3) Social Factors: Interpersonal relationships in the workplace, both with colleagues and supervisors. Positive social relationships increase engagement and reduce turnover intention. Examples: teamwork, communication, social support, organizational culture. (4) Organizational Factors: The policies, structures, and systems implemented by the company. Fair and transparent organizational factors strengthen employee loyalty. Examples: compensation policies, promotion

systems, leadership style, organizational justice.

Work Life Balance Factors: The balance between job demands and personal life. Good work life balance reduces turnover intention, especially in the digital era. Examples: flexible working hours, remote work support, leave policies.

**Previous Research**

Previous studies provide an important theoretical and empirical foundation for understanding the phenomenon under investigation. This

review not only highlights the development of relevant concepts and variables but also helps identify research gaps that can serve as a basis for future studies. In the context of human resource management, particularly regarding turnover intention, various studies have emphasized the role of factors such as leadership style, compensation, and work environment as key determinants.

Literature 15 Journal References for Analyzing the Impact of Leadership Style, Compensation, and Work Environment on Turnover Intention.

**Table 1. Previous Research**

No	Author	Title	Result
1	(Safitri et al., 2025)	The Influence of Compensation, Work Environment, and Dictatorial Leadership on Employee Turnover at CV. Delta Mitra Sejati Pekanbaru	Compensation and work environment have a negative and significant effect, while dictatorial leadership has a positive and significant effect on employee turnover intention
2	(Adinda, 2024)	The Influence of Compensation, Leadership, and Work Environment on Employee Turnover Intention at CV. Budi Gases Pekanbaru	Compensation, leadership, and work environment have a negative and significant effect on turnover intention
3	(Rahman et al., 2024)	The Impact of Compensation, Leadership Style, and Work Environment on Employee Turnover Intention at Al Kausar Boarding School Foundation Sukabumi	Compensation, leadership style, and work environment have a negative and significant partial effect on turnover intention
4	(Ivani & Erdiana, 2024)	The Influence of Compensation, Work Environment, and Leadership Style on Employee Turnover Intention at PT. Royal Inti Mandiri Abadi	Compensation, work environment, and leadership style significantly affect turnover intention
5	(Vendlan et al., 2025)	The Influence of Leadership Style, Workload, Work Environment, and Compensation on Employee Turnover Intention at PT. Astra International Tbk Pekanbaru	Leadership Style and Workload have a positive and significant effect on employees' Turnover Intention, whereas Work Environment and Compensation have a negative and significant effect
6	(Wulansari et al., 2023)	The Influence of Compensation, Leadership Style, Work	Compensation, Leadership Style, and Work Environment have a partially negative effect on Turnover Intention,

		Environment, and Job Opportunity Perception on Turnover Intention	while Job Opportunity Perception has a partially positive effect on Turnover Intention
7	(Setiyarti et al., 2023)	Turnover Intention Among Work Environment, Leadership Style, Compensation, and Job Stress	Reveal a partially negative and significant influence of Work Environment, Leadership Style, and Compensation on Turnover Intention, while Job Stress has a partially positive and significant influence on Turnover Intention
8	(Falakhiyah, 2025)	The Influence of Job Stress, Compensation Perception, and Leadership Style on Turnover Intention	Job Stress has a positive and significant effect on Turnover Intention, while Compensation Perception and Leadership Style have no effect on Turnover Intention
9	(Suwarsono et al., 2023)	The Influence of Delegative Leadership Style, Workload, and Compensation on Employee Turnover Intention at PT. Medion Ardhika Bhakti Kediri Branch	Delegative Leadership Style, Workload, and Compensation simultaneously have a significant effect on Turnover Intention
10	(Prihatin & Wahyuningsih, 2023)	The Influence of Transformational Leadership Style, Workload, and Compensation on Employee Turnover Intention at Bank BDE Yogyakarta	Transformational Leadership Style has no effect on Turnover Intention, Workload has a positive effect on Turnover Intention, while Compensation has a negative effect on Employee Turnover Intention.
11	(Angellika et al., 2022)	The Influence of Compensation, Leadership Style, and Job Stress on Turnover Intention at Grand Inna Bali Beach	Compensation and Leadership Style have a negative and significant effect on Turnover Intention, while Job Stress has a positive and significant effect on Turnover Intention
12	(Muhammad et al., 2025)	The Influence of Transformational Leadership, Organizational Culture, and Work Environment on Employee Turnover Intention at PT. Pos Indonesia KCU Surabaya	Transformational Leadership, Organizational Culture, and Work Environment simultaneously have a negative and significant effect on Turnover Intention
13	(Ghomam et al., 2024)	The Influence of Leadership Style, Work Environment, and Work-Life Balance on Employee Turnover Intention at PT. Kanvill Berkah Abadi	Leadership Style, Work Environment, and Work Life Balance simultaneously have a significant effect on Turnover Intention
14	(Clarecia & Wijaya, 2025)	The Influence of Leadership Style, Work Environment, and Work Motivation on Employee Turnover Intention at PT. Roti Indonesia	An appropriate Leadership Style, a positive Work Environment, and adequate Work Motivation have a significant effect on reducing Turnover Intention
15	(Krismoko, 2024)	The Influence of Leadership Style, Work Environment, and Job Stress on Turnover Intention	Leadership Style, Work Environment, and Job Stress partially and simultaneously have a significant effect on Turnover Intention

## RESEARCH METHOD

This study adopts a systematic literature review (SLR) approach to ensure

methodological transparency and replicability. Unlike a general literature study, the SLR framework enables

structured identification, screening, and synthesis of relevant studies, thereby minimizing bias and strengthening the validity of conclusions.

According to (Sugiyono, 2020) the literature study research method is a scientific way to obtain data and information by collecting library materials (books, journals, articles, reports, and relevant documents) related to the research problem. A literature study is used to identify theories, concepts, and previous research findings as the basis for analysis and further research development.

The review focused on scholarly articles published between 2022 and 2025, reflecting the most recent developments in leadership, compensation, work environment, and turnover intention. The time frame was chosen to capture post-pandemic organizational dynamics and digital transformation trends that significantly influence employee retention.

Data were systematically extracted into a matrix capturing: (1) Author, year, and sector studied. (2) Variables examined (leadership style, compensation, work environment). (3) Methodology and sample characteristics. (4) Key findings

and reported relationships with turnover intention

A thematic analysis was then conducted. Codes were developed inductively to capture recurring themes (e.g., “authoritarian leadership increases turnover,” “compensation fairness reduces turnover,” “inclusive environments foster retention”). These codes were grouped into broader themes, enabling synthesis across studies.

## **RESULT AND DISCUSSION**

### **Result**

This study synthesized findings from fifteen scholarly articles published between 2022 and 2025, examining the influence of leadership style, compensation, and work environment on turnover intention. Overall, the three variables consistently emerged as significant predictors of turnover intention, though variations in effect size and direction were observed across contexts.

(1) Leadership Style: Authoritarian or dictatorial leadership styles were generally associated with higher turnover intention (Safitri et al., 2025). Transformational and supportive leadership styles tended to reduce turnover intention, though some studies reported mixed or context-dependent effects

(Prihatin & Wahyuningsih, 2023); (Muhammad et al., 2025). Delegative leadership showed limited direct influence but became significant when combined with other variables (Suwarsono et al., 2023).

(2) Compensation: Most studies confirmed a negative relationship between compensation and turnover intention, with fair and adequate compensation reducing employees' intention to leave (Adinda, 2024); (Rahman et al., 2024); (Ivani & Erdiana, 2024); (Vendlan et al., 2025). Inadequate or unfair compensation increased turnover intention (Falakhiyah, 2025).

(3) Work Environment: A positive work environment characterized by inclusivity, safety, and work life balance was consistently linked to lower turnover intention (Setiyarti et al., 2023); (Clarecia & Wijaya, 2025). Conversely, stressful or unsupportive environments heightened turnover risks, especially when combined with high workload (Krismoko, 2024).

(4) Simultaneous Effects: Studies that examined the three variables together found that supportive leadership, fair compensation, and a positive work environment jointly reduced turnover intention, while the opposite combination

amplified it (Ivani & Erdiana, 2024); (Ghomam et al., 2024).

## **Discussion**

### **Leadership Style and Psychological Mechanisms**

The mixed findings on transformational leadership suggest that its effectiveness may depend on contextual moderators such as organizational culture and sector. For example, in collectivist cultures, participative and supportive leadership may resonate more strongly with employees' expectations of fairness and trust, thereby reducing turnover intention. In contrast, authoritarian leadership undermines psychological safety and engagement, leading to higher withdrawal behaviors. This aligns with social exchange theory, which posits that employees reciprocate supportive leadership with loyalty, while exploitative leadership triggers disengagement

### **Compensation and Equity Theory**

The consistent negative relationship between compensation and turnover intention reflects the principles of equity theory. Employees evaluate compensation not only in absolute terms but relative to workload, peers, and industry standards. When compensation is perceived as fair and competitive,

employees are more satisfied and less likely to leave. However, inadequate compensation creates perceptions of inequity, which intensify turnover intention even when leadership and work environment are relatively positive.

### **Work Environment and Job Demands–Resources (JD–R) Model**

Findings on the work environment can be explained through the JD–R model, which emphasizes the balance between job demands and available resources. Supportive environments provide resources such as psychological safety and work–life balance, buffering the negative effects of high demands. Conversely, poor environments exacerbate stress and burnout, increasing turnover intention regardless of compensation or leadership quality.

### **Interaction Effects and Contextual Differences**

The simultaneous analysis of leadership style, compensation, and work environment highlights their complementary nature. Supportive leadership can partially offset dissatisfaction with compensation, while fair compensation may mitigate stress in moderately challenging environments. However, none of these factors alone guarantees retention. For instance, high

compensation in a toxic work environment may fail to prevent turnover, while supportive leadership without equitable pay may still drive employees away. Contextual differences such as industry type, organizational size, and cultural setting help explain divergent findings. For example, compensation may play a stronger role in private-sector organizations, while leadership style may be more influential in public or nonprofit sectors.

### **Theoretical and Practical Contributions**

This synthesis contributes theoretically by integrating social exchange theory, equity theory, and the JD–R model into a unified framework explaining turnover intention. Practically, it underscores the need for HRM strategies that simultaneously develop supportive leadership, ensure fair compensation, and cultivate positive work environments. Managers should avoid treating these variables in isolation, as their combined influence determines retention outcomes.

### **CONCLUSION**

#### **Conclusion**

This literature review synthesized findings from fifteen scholarly articles published between 2022 and 2025 to examine the influence of leadership style,

compensation, and work environment on turnover intention. The study addressed the research gap in existing literature, where prior studies often analyzed these variables in isolation, by offering an integrative perspective that highlights their complementary effects.

Several consistent patterns emerged:

### **Leadership Style**

Authoritarian or dictatorial leadership consistently increased turnover intention, while supportive and participative leadership styles reduced it. Transformational leadership showed mixed results, with its effectiveness appearing context-dependent, particularly when moderated by organizational culture and sectoral differences.

### **Compensation**

Across nearly all studies, compensation demonstrated a negative relationship with turnover intention. Fair, transparent, and adequate compensation reduced employees' intention to leave, while inadequate or inequitable compensation heightened turnover risks.

### **Work Environment**

A positive, inclusive, and safe work environment consistently lowered turnover intention, while stressful or unsupportive environments increased it.

The integrative synthesis confirms that these three variables do not operate independently. Instead, they interact synergistically: supportive leadership can buffer dissatisfaction with compensation, while fair compensation may mitigate stress in moderately challenging environments. However, none of these factors alone guarantees retention. This theoretical contribution advances human resource management discourse by clarifying how leadership, compensation, and work environment function as complementary mechanisms of employee retention, aligning with social exchange theory, equity theory, and the job demands resources model.

### **Recommendations**

Based on the synthesized findings, the following recommendations are proposed for both practice and theory: (1) Leadership Development Grounded in Evidence: Organizations should prioritize transformational, participative, and supportive leadership styles, as these consistently reduce turnover intention. Leadership training should emphasize empathy, communication, and coaching, with effectiveness monitored through employee engagement metrics. This recommendation is directly supported by studies showing that supportive leadership

mitigates turnover even when compensation is imperfect. (2) Compensation Systems Linked to Equity and Performance: HR managers should design compensation frameworks that align with workload and contributions, ensuring transparency and fairness. Non-financial rewards such as recognition and career development opportunities should complement monetary compensation. Evidence from multiple studies confirms that perceptions of fairness are as critical as pay levels in reducing turnover intention. (3) Work Environment Interventions Based on JD–R Principles: Organizations should foster psychological safety, inclusivity, and work life balance. Workload management and stress reduction programs are essential, as findings consistently show that poor environments amplify turnover risks even when compensation and leadership are strong. (4) Integrated Retention Frameworks: HRM strategies must combine leadership development, compensation fairness, and supportive work environments into holistic, data driven retention programs. This integration reflects the simultaneous effects observed across studies and ensures sustainability in employee loyalty and organizational performance.

### **Limitations**

This review is limited by its reliance on fifteen articles published between 2022 and 2025, which may not capture all relevant perspectives. The selection process, while systematic, may have excluded studies outside the chosen databases or time frame. Additionally, variations in methodology across the reviewed studies constrain the generalizability of findings.

### **Future Research Directions**

To advance knowledge, future studies should: (1) Conduct comparative analyses across sectors and cultures to explain variations in leadership style effectiveness. (2) Explore interaction effects among leadership, compensation, and work environment using longitudinal designs. (3) Investigate the role of emerging factors such as digital transformation, hybrid work arrangements, and generational differences in shaping turnover intention. (4) Apply meta-analytic techniques to quantify effect sizes and strengthen theoretical generalizations.

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