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## The Influence Of Religius Leadership Style On Employee Turnover Intention With Compensation As A Moderating Variable

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### Abstrak

Gaya kepemimpinan agama yang dicontohkan oleh para nabi, ulama, pendeta dan para pemimpin agama terdahulu dalam memimpin suatu kelompok terbukti mampu menjadikan pengikutnya setia, setia, betah dan merasa puas karena nilai-nilai kemanusiaan, keadilan, kesetaraan dan sebagainya. pada hal itu mereka menjunjung tinggi. Penelitian ini merupakan penelitian kuantitatif dengan pendekatan eksploratif. Data yang digunakan dalam penelitian ini adalah data primer yang disebar melalui metode kuesioner kepada 250 pegawai Bank Muamalat yang tersebar di Makassar, Surabaya, Jakarta, Samarinda dan Meda. Data yang dikumpulkan dalam penelitian ini dianalisis menggunakan alat smart PLS 4.0

Kata Kunci: *Gaya Kepemimpinan Religius, Kompensasi, Employee Turnover Intention*

## Abstract

The religious leadership style exemplified by prophets, ulama', priests and previous religious leaders in leading a group has been proven to be able to make their followers loyal, loyal, at home and feel satisfied because of the humanist values, justice, equality and so on that they uphold. This research is a quantitative research with an exploratory approach. The data used in this research is primary data distributed through a questionnaire method to 250 Bank Muamalat employees spread across Makassar, Surabaya, Jakarta, Samarinda and Meda. The data collected in this research was analyzed using the smart PLS 4.0 tool

Keyword: *Religious Leadership Style, Compensation, Employee Turnover Intention*

## INTRODUCTION

Turnover intention is a situation where workers have a conscious intention or tendency to look for another job as an alternative in a different organization and turnover is the movement of workers leaving their place of work (Abdillah, 2012). The important and effective way to minimize turnover rates is to identify factors that can influence employee turnover intention. The implication is that many studies have studied turnover intention by exploring the factors that influence it. Factors causing turnover according to (Michael, 1995) are compensation, job design, training and development, career development, commitment, lack of cohesion within the group/organization, dissatisfaction and problems with superiors or supervisors, recruitment, selection and promotion.

Turnover intentions are an employee's tendency or intention to quit their job voluntarily according to their own choice (Zeffane, 2003). According (Booth, 2007), turnover intentions are the worst impact of an organization's inability to manage individual behavior, so that individuals have high job turnover intentions. Apart from turnover intentions, counterproductive work behavior carried out by employees while working is a problem that must be faced by companies because counterproductive work behavior reduces productivity levels and is detrimental to the company.

We are familiar with the term "leadership", both academically and sociologically. However, when the word leadership is combined with the concept of SQ, then leadership SQ becomes ambiguous. In the remainder of this article, the concept of Leadership SQ will be translated as "spiritual leadership". The term "spiritual" in English comes from the root word "spirit". In the Oxford Advanced Learner's Dictionary, for example, the term spirit has, among other things, a range of meanings: soul, spirit, spirit, ghost, morals and ultimate goal or meaning. Meanwhile, in Arabic, the term spiritual is related to the spiritual and ma'nawi of everything (Campanella et al., 2016).

The core meaning of the word spirit and its derivative words such as spiritual and

spirituality is that it boils down to essence, eternity and spirit; not something that is temporary and artificial. In the Islamic perspective, the dimension of spirituality is always directly related to the divine reality, God Almighty (tauhid). Spirituality is not something foreign to humans, because it is the core of humanity itself. Humans are composed of material and spiritual elements or physical and spiritual elements. Human behavior is a product of the attraction between spiritual and material energy or between spiritual and physical dimensions. Spiritual encouragement always makes it possible to bring the material dimension of humans to their spiritual dimension (spirit, divinity). The way is to understand and internalize His attributes, live life according to His instructions and imitate His Messenger. The aim is to gain His approval, to become a "friend" of Allah, a "beloved" (wali) of Allah. This is a holy human being, whose existence brings joy to other humans (Rafsanjan, 2017).

Spiritual leadership is leadership that brings the worldly dimension to the spiritual (divine) dimension. God is a true leader who inspires, influences, serves and moves the consciences of His servants in a very wise way through an ethical and exemplary approach. Therefore, spiritual leadership is also called leadership based on religious ethics. Leadership that is able to inspire, awaken, influence and mobilize through example, service, compassion and implementation of values and other divine characteristics in goals, processes, culture and leadership behavior.

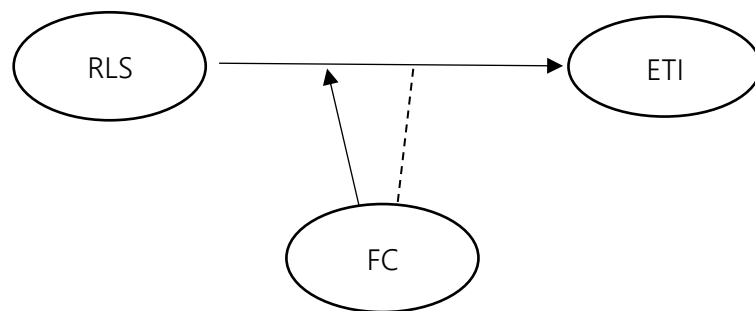
Researchers believe that the Spiritual/Religious Leadership Style can make employees feel comfortable and at home in the company and even consider the company as a second home apart from the place where they live with their family. There are a number of studies (Danang Setya Budi & Adi Susilo Jahja, 2023); (Sofiaty & Deslitasari, 2022); (Mulyani, 2018); (Fiorincia & Widayati, 2020) & (Suganda et al., 2023) have a positive relationship and significant influence on Employee Turnover Intention. The leadership style referred to above is an autocratic leadership style that does not give employees the authority to get involved. This research uses a Religious Leadership Style which has very strong differences with the research above. Researchers believe the results displayed will also be different. To make the differences more striking, this research added the Compensation variable as a Moderation variable.

## RESEARCH METHODS

Leadership style actually has a significant influence on whether or not employees feel at home in a company (Supriyanto, 2013). A good leadership style can make employees feel at home and conversely a leadership style that is not good and does not make

employees comfortable makes employees feel uncomfortable. Researchers believe that what is meant by a good leadership style is a leadership style that is based on a religious foundation, as has been exemplified by prophets, ulama', priests and other religious leaders in ancient times in spreading their teachings (Jonathan Sarwono, 2016). This research is quantitative research with an explanatory approach. The data used in this research is primary data obtained using a questionnaire method distributed to 250 Bank Muamalat employees throughout Indonesia (Jonathan Sarwono, 2016). Data collected using the smart PLS 4.0 analysis tool with the following model:

Figure 1  
Model



Noted:

1. RLS : Religious Leadership Style
2. ETI: Employee Turnover Intention
3. C: Compensation

Hypothesis:

1. The Influence Between Religious Leadership Style on Employee Turnover Intention
2. Compensation can Moderate The Influence Between Religious Leadership Style on Employee Turnover Intention.

## RESULT AND DISCUSSION

### Validity Test

In this research, the researchers used the variables Spiritual Leadership Style, Employee Turnover Intention, and Compensation which used primary data with a questionnaire data collection method for 250 Muamalat employees spread throughout Indonesia. The use of primary data in PLS must go through stages, the stages that must be passed are testing the validity of question items in the questionnaire as follows (Ghozali, 2016):

Table 1  
Validity Test

Variable	Item Question	Loading Factor
Religious Leadership Style (X1)	Good leadership is leadership that involves employees	0.815
	A religion-based leadership style tends to make employees feel at home in the workforce	0.821
	A leadership style that prioritizes justice and equality as part of the characteristics of religious leadership is liked by employees	0.810
	A leadership style that prioritizes existing human values in religious leadership is liked by employees	0.809
	A leadership style that prioritizes employee conditions is disfavored by employees	0.812
	Leaders and employees should uphold religious values in their companies	0.808
	Existing regulations in the company are in line with the religious values of leaders and employees	0.824
	If employees carry out company rules, they indirectly carry out religious orders because there are similar values and rules	0.818
	Employees will feel at home in the company if they have a humanist leader	0.888

Employee Turnover Intention (Y)	Employees will be comfortable if they have a leader who prioritizes the value of justice	0.902
	Employees will be comfortable if they have a leader who prioritizes the value of equality	0.878
	Employees will be happy if they can carry out religious rules and company rules at the same time	0.899
	Employees will consider the company their second home if they are treated well	0.889
	Employees and leaders can be harmonious if they are both based on religious rules	0.895
Compensation (Y)	Compensation can make employees feel more at home in the company	0.921
	Large compensation makes it okay for employees to do things they shouldn't be doing	0.951
	Large compensation is a form of respect for employees	0.909
	Compensation can influence whether or not employees feel at home in the company	0.920
	Compensation given to employees by superiors is a form of religious leadership style	0.916

Valid >0.70

## Reliability Test

After the 8 question items for the Religious Leadership Style variable, the 6 question items for the Compensation variable, and the question items for the Employee Turnover Intention variable are declared valid, the next step that must be carried out is to ensure whether each variable used is reliable or not by knowing the bottom value of a construct and value. actually a construct as follows (Sarstedt et al., 2014).

Table 2  
Reliability Test

Variable	Cronbach Alfa	Composite Realibility	Noted
Religious Leadership Style	0.805	0.855	Acceptable
Employee Turnover Intention	0.848	0.899	Acceptable
Compensation	0.945	0.995	Acceptable

Reliable > 0.70

## Path Coefisien

After ensuring that each variable used in this research is valid and reliable, the next stage is to find out whether the independent variables in this research have an effect on the dependent variable. And whether the moderating variable can strengthen the influence of the Independent variable on the Dependent variable (Ghozali, 2016).

Table 3  
Path Coefisien

	Variable	T-Statistic	P-Values	Noted
Direct Influence	RLS->ETI	-.2.340	0.009	Acceptable
Indirect Influence	C*->RLS->ETI	-12.344	0.000	Acceptable

Acceptable & Significant Level < 0.05

H1: The Influence Beetwen Religious Leadership Style on Employee Turnover Intention

The Religious Leadership Style that researchers believe can have a negative relationship and a positive influence on Employee Turnover Intention is due to the leader's

humanistic attitude, prioritizing the values of justice and equality, and being in line with company rules can make employees more comfortable and at home in remaining at the company even considers the company as a second home besides the house he lives in. The researcher's suspicions are proven by the results of the Path Coefficient in table 3 which shows that the Religious Leadership Style variable has a positive relationship and a significant influence on the Employee Turnover Intention variable because the nil t-statistic is negative and is above the standard deviation of 1,960, and the p-values are below the significance level of 0.05, namely 0.009. This is not in line with research ((Danang Setya Budi & Adi Susilo Jahja, 2023); (Sofiati & Deslitasari, 2022); (Mulyani, 2018); (Fiorincia & Widayati, 2020) & (Suganda et al., 2023) which shows that the Autocritical Leadership Style variable has a positive relationship and a significant influence on Employee Turnover Intention. Thus, it can be concluded that the Religious Leadership Style is better for making employees work more comfortably and comfortably in a company. Therefore, the first hypothesis in this study can be accepted.

H2: Compensation can Moderates The Influence Beetwen Religius Leadership Style on Employee Turnover Intention.

The results of table 3 of the path coefficients show that the Religious Leadership Style variable has a negative relationship and has a significant effect on the Employee Turnover Intention variable directly. However, if it is moderated by the Compensation variable and accompanied by a leadership style that is humanistic and upholds the values of humanity, justice and equality, researchers believe that this influence will be more significant and Employee Turnover Intention in employees will decrease. In line with the researcher's assumptions, the path coefficient results in table 3 show that Compensation can moderates the infleunce of Spiritual Leadership Style on Employee Turnover Intention becaues the variable has a negative relationship and a more significant influence on the Employee Turnover Internion variable because the t-satatic value is in the negative direction and is above the standard deviation of 1,960. Apart from that, the p-values are below the significance level of 0.05, namely 0.000, which is more significant than the direct test of 0.009.

## CONCLUSION

Based on the results of the description and analysis of the research above, it can be concluded as follows:

1. The Financial Knowledge variable has a positive relationship and a significant influence on the Financial Behavior variable because the p-values are below the



0.05 significance level, namely 0.005.

2. The Compensation can moderates the infleunce of Spiritual Leadership Style on Employee Turnover Intention becaues the variable has a negative relationship and a more significant influence on the Employee Turnover Internion variable because the t-satatistic value is in the negative direction and is above the standard deviation of 1,960. Apart from that, the p-values are below the significance level of 0.05, namely 0.000, which is more significant than the direct test of 0.009.

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