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# Analysis of the Effect of Leadership Style, Financial Rewards and Work Environment on Turnover Intention Mediated by Job Satisfaction (Empirical Study: Private Bank Jakarta Employees)

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| KEYWORDS | ABSTRACT |
|---|---|
| leadership style, financial reward, work environment, turnover intention, job satisfaction. | This study aimed to investigate the impact of leadership style, financial rewards, and work environment on turnover intention, with job satisfaction as a mediating factor among employees of private Bank/Bank BDI Jakarta. The research adopted a quantitative approach with hypothesis testing, collecting primary data through valid questionnaires filled out by 330 respondents, specifically employees of Bank BDI, using Stratified Sampling. Data analysis was conducted using Structural Equation Model (SEM) with Smart PLS software version 3.0. The findings indicate a positive and significant influence of leadership style, financial rewards, and work environment on turnover intention, mediated by job satisfaction among Bank BDI Jakarta employees. However, the direct testing of leadership style, financial rewards, and work environment did not demonstrate a significant impact on turnover intention, suggesting the presence of other significant factors influencing turnover intention beyond the three independent variables examined. In conclusion, job satisfaction plays a pivotal role in determining turnover intention, and enhancing job satisfaction can effectively reduce turnover rates among Bank BDI Jakarta employees. However, it's worth noting that this study's limitation lies in its sample being limited to Jakarta, making it difficult to generalize the findings to all branch offices due to potential variations in characteristics and cultures across different regions. |

## Introduction

The banking business is an important part of every country's economy. The function of banks in supporting economic activities, both locally and globally, is very important, especially in the post-pandemic economic recovery (Simatupang, 2019). The main functions of the bank include financial sesrvices including depository and handling of withdrawals, lending, and provision of credit. Given the vital role of these banking

companies, there is certainly very tight competition between banks or between companies engaged in this financial service. Both competitions at the provincial, district, city, and regional level branch offices with national coverage. Given the high level of competition, each bank cannot deny increasing its competitiveness, both in the field of service, types of products, variations in product benefits, and other fields.

Based on the survey results from Bank Indonesia (2022), it is stated that the development of the banking industry as of the first quarter of 2022 was maintained in terms of new loans, credit policy, and credit growth. The company's organization will certainly not be separated from the shadow of employee turnover or what is often called turnover intention. This is triggered by many things, for example, the personal desire of an employee to be able to get a job that is considered better and more feasible than the work undertaken before (Putrianti et al., 2014). Turnover can also occur when an employee voluntarily leaves, is removed from his department, is dismissed, or dies.

Turnover, which can simply be described as the entry and exit of workers in an organization, is a common occurrence in the corporate sector (Witasari, 2009). (Zaki & Marzolina, 2016) Their research states that turnover often occurs as a result of the view that there are other jobs with a more promising future. The turnover caused by the resignation and dismissal of members of this organization can also hurt productivity, service quality, and company image. So work stability within the company can be disrupted, as well as the increase in company operational costs which include, employee recruitment costs, employee search, and employee training (Handaru et al., 2021).

Furthermore, research (Ayu, 2019) influenced turnover intention, but on the contrary in research (Irbayuni, 2012)(Irbayuni, 2012) it was stated that compensation and job satisfaction did not influence turnover intention. This description can at least be an illustration that there are still inconsistencies in research results on turnover intention, so it is necessary to reconfirm the reality in the field.

Based on the survey results report (Mercer. ASEAN, 2021), it is known that dissatisfaction with salaries and benefits is one of the main drivers of employee turnover in Southeast Asia, including Indonesia. In the survey, most business owners attributed high levels of employee turnover to salary dissatisfaction, followed by better profit opportunities elsewhere and a lack of advancement opportunities in current positions (43%). Although the banking industry has many reasons and complaints from employees, the three main reasons that cause employees to quit are lack of clarity in work, job instability, and differences in perception between management and staff. The study by PricewaterhouseCoopers Indonesia also noted that the banking industry in Indonesia has a turnover rate of 15%, with 37% of employees actively looking for new job opportunities (Destyananda Helen, 2014).

According to Sitinjak's research, workplace factors also affect workers' happiness at work (Sitinjak, 2018) concluded that these factors have a beneficial and substantial effect on workers' happiness at work. In addition, the results of research from Kustianto (Kustianto, 2020) show that environmental factors have a key role in shaping employee attitudes and experiences at work. Employees are more likely to be happy and satisfied in their jobs if they feel safe and cared for in their workplace. This is because a good workplace can support and support the implementation of duties and work of employees in the company while providing security and comfort for these employees. The results of the study from (Permata Putri &; Irfani, 2020) established a negative and statistically significant relationship between moving intentions and workplace characteristics. This

means that corporations can greatly minimize turnover intentions if they succeed in providing a pleasant and productive workplace.

Employees obtain monetary incentives in the form of salaries, bonuses, and other benefits, which have become common practice in the modern work environment (Garini, 2021). However, in addition to the financial aspect, business owners also need to pay attention to the physical condition of the workplace. While the layout of the office may not have a huge impact on the success of the business itself, it does have a major effect on the well-being and productivity of employees. Therefore, for financial institutions, it is crucial to give priority to employee satisfaction and loyalty by providing conducive work facilities, competitive compensation, and ensuring quality leadership. This study aims to uncover the factors that influence employee turnover rates in the banking sector, including job satisfaction, leadership style, financial incentives, and a positive work atmosphere. The results of this study are expected to provide insight for financial institutions in improving employee engagement and preventing them from considering leaving their jobs.

## Research Methods

This study applies quantitative methodology to explain the relationship between the variables studied. This method includes data collection steps through Likert scale-based questionnaires, interviews, and documentation. The variables that became the focus of the study were turnover intention, job satisfaction, leadership style, financial rewards, and physical and non-physical work environments. The study population consisted of all staff of Bank BDI, with samples taken using the stratified sampling method. The validity and reliability of the research instrument were evaluated through convergent and discriminant validity tests, Cronbach alpha, composite dependence, and F-Square test. Data analysis was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM), with path testing and direct and indirect effects analysis. In addition, Goodness of Fit (GoF) is used to evaluate the overall validity of the model, and the R-Square value is used to measure the predictive capabilities of the model. All these analyses will help in a deeper understanding of the influence of these variables on turnover intention at Bank BDI.

## Results and Discussions
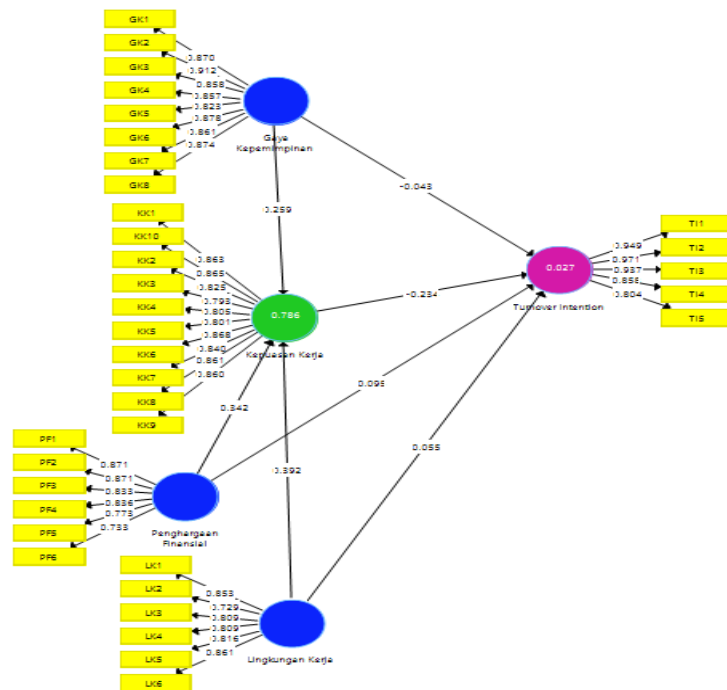### Test Instruments: Validity and Reliability



**Figure 1 Outer Model Test Results**

**Table 1 Convergent Validity Test Results**

| Variable | Indicator | Outer Loading | Information |
|---|---|---|---|
| Leadership Style | GK1 | 0,870 | Meet Convergent Validity |
| | GK2 | 0,912 | |
| | GK3 | 0,858 | |
| | GK4 | 0,857 | |
| | GK5 | 0,823 | |
| | GK6 | 0,878 | |
| | GK7 | 0,861 | |
| | GK8 | 0,874 | |
| Job Satisfaction | KK1 | 0,863 | Meet Convergent Validity |
| | KK10 | 0,865 | |
| | KK2 | 0,825 | |
| | KK3 | 0,793 | |
| | KK4 | 0,805 | |
| | KK5 | 0,801 | |
| | KK6 | 0,868 | |
| | KK7 | 0,840 | |
| | KK8 | 0,861 | |
| | KK9 | 0,860 | |
| | LK1 | 0,853 | |

| | | | |
|---|---|---|---|
| **Work Environment** | **LK2** | 0,729 | **Meet Convergent Validity** |
| | **LK3** | 0,809 | |
| | **LK4** | 0,809 | |
| | **LK5** | 0,816 | |
| | **LK6** | 0,861 | |
| **Financial Awards** | **PF1** | 0,871 | **Meet Convergent Validity** |
| | **PF2** | 0,871 | |
| | **PF3** | 0,833 | |
| | **PF4** | 0,836 | |
| | **PF5** | 0,773 | |
| | **PF6** | 0,733 | |
| **Turnover intention** | **TI1** | 0,949 | **Meet Convergent Validity** |
| | **TI2** | 0,971 | |
| | **TI3** | 0,937 | |
| | **TI4** | 0,858 | |
| | **TI5** | 0,804 | |

Source: Data Collection and Processing Results 2023

Based on the results of the convergent validity-outer loading test on the SmartPLS application all variables have a value of >0.70. This means that an individual's reflective measure is said to be high if it correlates more than 0.70 with the construct to be measured (Ghozali &; Latan, 2015).

**Discriminant Validity**

**Table 2 Heretroite-Monotraite Ratio (HTMT) Test Results**

| Variable | Leadership Style | Job Satisfaction | Work Environment | Financial Awards |
|---|---|---|---|---|
| Leadership Style | | | | |
| Job Satisfaction | 0.812 | | | |
| Work Environment | 0.768 | 0.859 | | |
| Financial Awards | 0.744 | 0.846 | 0.750 | |
| Turnover intention | 0.122 | 0.144 | 0.099 | 0.087 |

Source: Data Collection and Processing Results 2023

For the Heretroit-Monotrait Ratio (HTMT) test, an indicator can be used as a criterion to measure discriminant validity or have excellent Discriminant Validity, then the HTMT value must be less than 0.90 (Juliandi, 2018). Based on the test results show that all indicators are < 0.90, which means that all indicators already have excellent Discriminant Validity.

Furthermore, the Fornell-Larcker Criterion test was carried out as follows:

**Table 3 Fornell-Larcker Criterion Test Results**

|  | Leadership Style | Job Satisfaction | Work Environment | Financial Awards | Turnover intention |
|---|---|---|---|---|---|
| **Leadership Style** | **0,867** | | | | |
| **Job Satisfaction** | 0,778 | **0,839** | | | |
| **Work Environment** | 0,724 | 0,810 | **0,814** | | |
| **Financial Awards** | 0,688 | 0,784 | 0,675 | **0,821** | |
| **Turnover intention** | -0,120 | -0,149 | -0,102 | -0,081 | **0,906** |

Source: Data Collection and Processing Results 2023

Based on the table, the results of the Fornell Lacker Criterion discriminant validity test show that all variables have a higher correlation value of their associated constructs compared to other constructs. With these results, all variables can be said to have good discriminant validity. Furthermore, the cross-loading test was carried out as follows:

**Table 4 Cross-Loading Test Results**

|  | Leadership Style | Job Satisfaction | Work Environment | Financial Awards | Turnover intention |
|---|---|---|---|---|---|
| **GK1** | **0,870** | 0,659 | 0,649 | 0,585 | -0,122 |
| **GK2** | **0,912** | 0,701 | 0,672 | 0,610 | -0,109 |
| **GK3** | **0,858** | 0,657 | 0,637 | 0,595 | -0,116 |
| **GK4** | **0,857** | 0,677 | 0,598 | 0,638 | -0,113 |
| **GK5** | **0,823** | 0,627 | 0,560 | 0,604 | -0,082 |
| **GK6** | **0,878** | 0,719 | 0,680 | 0,596 | -0,099 |
| **GK7** | **0,861** | 0,646 | 0,600 | 0,562 | -0,087 |
| **GK8** | **0,874** | 0,700 | 0,620 | 0,586 | -0,102 |
| **KK1** | 0,634 | **0,863** | 0,714 | 0,698 | -0,245 |
| **KK10** | 0,775 | **0,865** | 0,732 | 0,640 | -0,129 |
| **KK2** | 0,613 | **0,825** | 0,717 | 0,660 | -0,208 |
| **KK3** | 0,515 | **0,793** | 0,552 | 0,696 | -0,081 |
| **KK4** | 0,578 | **0,805** | 0,566 | 0,751 | -0,075 |
| **KK5** | 0,566 | **0,801** | 0,560 | 0,751 | -0,063 |
| **KK6** | 0,771 | **0,868** | 0,680 | 0,637 | -0,129 |
| **KK7** | 0,692 | **0,840** | 0,742 | 0,583 | -0,095 |
| **KK8** | 0,691 | **0,861** | 0,719 | 0,591 | -0,102 |
| **KK9** | 0,656 | **0,860** | 0,776 | 0,592 | -0,099 |
| **LK1** | 0,594 | 0,701 | **0,853** | 0,515 | -0,059 |
| **LK2** | 0,438 | 0,533 | **0,729** | 0,495 | -0,047 |
| **LK3** | 0,547 | 0,579 | **0,809** | 0,536 | -0,047 |
| **LK4** | 0,512 | 0,592 | **0,809** | 0,516 | -0,043 |
| **LK5** | 0,627 | 0,717 | **0,816** | 0,599 | -0,136 |
| **LK6** | 0,755 | 0,775 | **0,861** | 0,615 | -0,138 |
| **PF1** | 0,594 | 0,702 | 0,556 | **0,871** | -0,081 |
| **PF2** | 0,542 | 0,663 | 0,531 | **0,871** | -0,068 |

| | | | | | |
|---|---|---|---|---|---|
| **PF3** | 0,584 | 0,624 | 0,532 | **0,833** | -0,029 |
| **PF4** | 0,595 | 0,692 | 0,537 | **0,836** | -0,077 |
| **PF5** | 0,540 | 0,615 | 0,608 | **0,773** | -0,082 |
| **PF6** | 0,537 | 0,553 | 0,574 | **0,733** | -0,059 |
| **TI1** | -0,118 | -0,168 | -0,104 | -0,091 | **0,949** |
| **TI2** | -0,128 | -0,171 | -0,126 | -0,091 | **0,971** |
| **TI3** | -0,110 | -0,128 | -0,088 | -0,090 | **0,937** |
| **TI4** | -0,092 | -0,088 | -0,079 | -0,013 | **0,858** |
| **TI5** | -0,075 | -0,062 | -0,016 | -0,063 | **0,804** |

Source: Data Collection and Processing Results 2023

The results of cross-loading in Table 4 show that the correlation value of the construct with the indicator is greater than the correlation value with other constructs. Thus all latent constructs or variables already have good discriminant validity, where the indicators in the indicator block are better than indicators in other blocks. Furthermore, the Average Variance Extracted (AVE) test was carried out as follows:

**Table 5 Average Variance Extracted (AVE) Test results**

| Variable | Average Variance Extracted (AVE) |
|---|---|
| **Leadership Style** | 0,752 |
| **Job Satisfaction** | 0,734 |
| **Work Environment** | 0,662 |
| **Financial Awards** | 0,674 |
| **Turnover intention** | 0,820 |

Source: Data Collection and Processing Results 2023

Based on Table 5, all constructs show AVE values greater than 0.50, with the smallest value of 0.662 in the work environment variable and the largest 0.820 in the turnover intention variable. This value has met the requirements under the specified minimum AVE value limit of 0.50, which means that the model has a fairly good discriminant validity because the AVE value of each construct is greater than 0.50.

**Composite Reliability& Cronbach Alpha**

**Table 6 Test Results of Composite Reliability and Cronbach Alpha values**

| Variable | Composite Reliability | Cronbach's Alpha |
|---|---|---|
| **Leadership Style** | 0,960 | 0,953 |
| **Job Satisfaction** | 0,956 | 0,948 |
| **Work Environment** | 0,921 | 0,898 |
| **Financial Awards** | 0,925 | 0,903 |
| **Turnover intention** | 0,958 | 0,946 |

Source: Data Collection and Processing Results 2023

The test results of Composite Reliability and Cronbach Alpha values in Table 6 show composite reliability values > 0.70  and Cronbach Alpha> 0.70 for all constructs. With the resulting value, all constructs have good reliability under the minimum value limit that has been required, so that the construct is declared reliable (Ghozali, 2018).
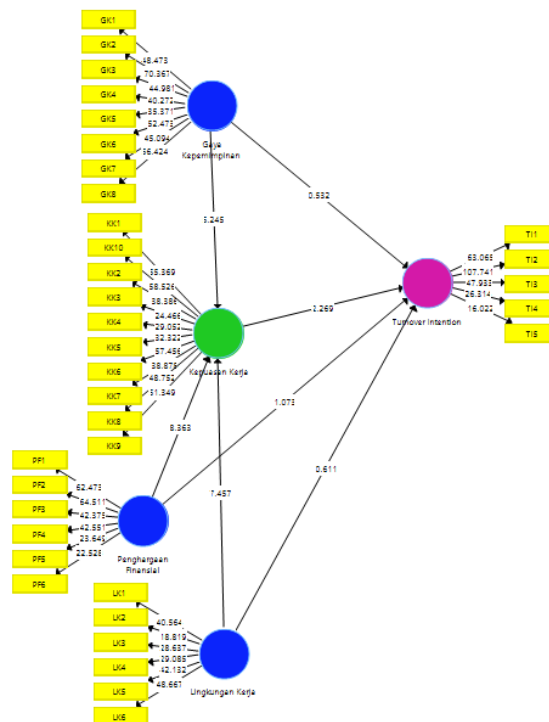
**Figure 2 Inner Model Test Results**

**Table 7 R-Square Test Results**

| Variable | R Square | Average R-Square |
|---|---|---|
| Job Satisfaction | 0.786 | 0.406 |
| Turnover intention | 0.019 | |

Source: Data Collection and Processing Results 2023

Based on the r-square value in Table 7 shows that job satisfaction has an r-square value of 0.786 which means that the variable has a strong model because it has an r-square value of >0.75 (Ghozali, 2018), but the turnover intention variable has an r-square value of 0.019< 0.75, this indicates that turnover intention has a weak model.

The r-square value for the job satisfaction variable of 0.786 means that leadership style, financial rewards, and work environment explain the variance in job satisfaction by 78.6% while the rest is influenced by other factors. Likewise, the r-square value for the turnover intention variable of 0.019 means that leadership style, financial rewards, and work environment through job satisfaction can explain the variance of turnover intention only by 1.9% while the rest is influenced by other factors.

**The goodness of Fit (GoF) through analysis Q-Square**

To calculate Q-Square can use the Stone-Geisser Q-Square Test formula:

$Q2= 1 – (1-R12)(1-R22)$

$Q2 = 1 – (1-0,786)(1-0,027)$

$Q2 = 1 – 0,382$

$Q2 = 0,618$

The Q2 value of 0.618 or 61.8% (greater than zero) indicates that the model in this study is good enough, so the predictions made by the model have been relevant,

namely that the model used can explain the information contained in the research data by 61.8%.

Furthermore, by using the SmartPLS application to find out the $Q^2$ value, the following results were obtained:

**Table 8 Test Results Q2**

| Variable | SSO | SSE | $Q^2$ (=1-SSE/SSO) |
|---|---|---|---|
| **Leadership Style** | 2640 | 866,685 | 0,672 |
| **Financial Awards** | 1980 | 908,733 | 0,541 |
| **Work Environment** | 1980 | 939,013 | 0,526 |
| **Job Satisfaction** | 3300 | 1230,623 | 0,627 |
| **Turnover intention** | 1650 | 445,931 | 0,73 |

Source: Data Collection and Processing Results 2023

Next is to test the goodness of the model using the GoF formula as follows:

$$GoF = \sqrt{\overline{Com} \times \overline{R^2}}$$

The average communality index is obtained by calculation as follows:

**Table 9 Communality Test Results**

| Variable | Communality | Average Communality |
|---|---|---|
| Leadership Style | 0,672 | |
| Financial Awards | 0,541 | |
| Work Environment | 0,526 | 0,619 |
| Job Satisfaction | 0,627 | |
| Turnover intention | 0,73 | |

Source: Data Collection and Processing Results 2023

Based on the results of the commonality and R-Square tests, the GoF Index is then calculated from the square root of the average communality index and average R-Square values.

$= \sqrt{\text{average comm index} \times \text{average R2}}$
$= \sqrt{0.619 \times 0,406}$
$= \sqrt{0,251}$
$= 0,501$

obtained a value of 0.501 including a large GoF level, meaning that the measurement model (outer model) with the structural model (inner model) is feasible or valid.

**Table 10 f-Square Test Results**

| Influence | f-Square | Information |
|---|---|---|
| Leadership style → Job satisfaction | 0,176 | Medium |
| Financial Award→ Job satisfaction | 0,126 | Weak |
| Work Environment → Job satisfaction | 0,383 | Big |
| Leadership Style→ Turnover Intention | 0,001 | Weak |
| Financial Award→Turnover intention | 0,003 | Weak |
| Work Environment→Turnover intention | 0,002 | Weak |
| Job satisfaction→ Turnover intention | 0,017 | Medium |

Source: Data Collection and Processing Results 2023

This f-square test was conducted to find out the goodness of the model. F-square values of 0.02, 0.15, and 0.35 can be interpreted as whether the predictor of latent variables has a weak, medium, or large influence at the structural level (Ghozali, 2018).

Based on the results of the f-square test in Table 10 shows that the variable leadership style on job satisfaction is 0.176 and leadership style on turnover intention is 0.001 which means that the influence of leadership style on job satisfaction and turnover intention is weak because it is between 0.02-0.15. The f-square value of the financial reward variable on job satisfaction is 0.126 which means that the effect of financial reward on job satisfaction is weak because it is below the value of 0.15. The f-square value of financial reward on turnover intention is 0.003 which means that the effect of financial reward on turnover intention is weak because it is below the minimum value. The f-square value of the work environment on job satisfaction is 0.383 which means that the influence of the work environment on job satisfaction is large because it is above the value of 0.35. The f-square value of the work environment on turnover intention is 0.002 which means that the effect of the work environment on turnover intention is weak because it is below the value of 0.15. The f-square value of job satisfaction on turnover intention is 0.017 which means that the effect of job satisfaction on turnover intention is weak because it is below the value of 0.02. (Ghozali, 2018).

**Estimate For Path Coefficients**

From the results of bootstrapping, it can be done to test the hypothesis so that the conditions for acceptance/rejection of the hypothesis use a t-statistic value of > 1.96 and an alpha value of <5% (0.05), so that it can be summarized in the following table:

**Table 11 Direct Effect Test Results**

| Hip. | Structural Relationships | T-statistic | p-values | Ket. |
|------|--------------------------|-------------|----------|------|
| H1 | Leadership Style → Job Satisfaction | 6,390 | 0,000 | Accepted |
| H2 | Financial Award → Job Satisfaction | 5,853 | 0,000 | Accepted |
| H3 | Work Environment → Job Satisfaction | 7,735 | 0,000 | Accepted |
| H4 | Leadership Style → Turnover intention | 0,230 | 0,818 | rejected |
| H5 | Financial Award → Turnover intention | 0,953 | 0,341 | rejected |
| H6 | Work Environment → Turnover intention | 0,930 | 0,353 | rejected |
| H7 | Job Satisfaction → Turnover intention | 2,699 | 0,007 | Accepted |

a. Leadership style has a significant effect on job satisfaction with a statistical t value of 6.390> t-table (1.96) and a significance value of p-value 0.00 < 5% (0.05). This means H1 is accepted.
b. Financial rewards have a significant effect on job satisfaction with a statistical t-value of 5.853> t-table (1.96) and a p-value of 0.00 < 5% (0.05). This means that H2 is accepted
c. The work environment has a significant effect on job satisfaction with a statistical t-value of 7.735> t-table (1.96) and a p-value of 0.00 < 5% (0.05). This means that H3 is accepted.
d. Leadership style had no effect and was not significant on turnover intention with a statistical t-value of 0.230< t-table (1.96) and a p-value of 0.818> 5% (0.05). This means that H4 is rejected.

e. Financial rewards have no effect and are not significant on turnover intention with a statistical t-value of 0.953< t-table (1.96) and a p-value of 0.341> 5% (0.05). This means that H5 is rejected.

f. The work environment had no effect and was not significant on the turnover intention with a statistical t-value of 0.930< t-table (1.96) and a p-value of 0.353> 5% (0.05). This means that H6 is rejected.

g. Job satisfaction has a significant effect on the turnover intention with a statistical t-value of 2.699> t-table (1.96) and a p-value significance value of 0.007< 5% (0.05). This means that H7 is accepted.

**Table 12 Indirect Effect Test Results**

| Hip. | Structural Relationships | T-Statistics | P-Values | Ket. |
|------|--------------------------|:------------:|:--------:|:----:|
| H8 | Leadership Style → Job Satisfaction→ Turnover intention | 2,249 | 0,025 | Accepted |
| H9 | Financial Award → Job Satisfaction → Turnover intention | 2,266 | 0,024 | Accepted |
| H10 | Work Environment → Job Satisfaction → Turnover intention | 2,754 | 0,006 | Accepted |

Source: Data Collection and Processing Results 2023

a. Leadership style has an influential and significant effect on turnover intention through job satisfaction with a statistical t-value of 2.249>t-table (1.96) and a p-value of 0.025<5% (0.05). This means that H8 is accepted.

b. Financial rewards have a significant effect on turnover intention through job satisfaction with a statistical t-value of 2.266> t-table (1.96) and a p-value of 0.024< 5% (0.05). This means that H9 is accepted.

c. The work environment has a significant effect on turnover intention through job satisfaction with a statistical t-value of 2.754> t-table (1.96) and a p-value of 0.006< 5% (0.05). This means that H10 is accepted.

**Leadership style has a significant effect on job satisfaction**

The results of the hypothesis analysis show that the leadership style at Bank BDI Jakarta has a significant effect on employee job satisfaction. This study resulted in a statistical t-value of 6.390, which exceeded the t-table value (1.96), as well as a p-value significance value of 0.00, which was lower than the threshold of 5% (0.05). This is under research by (Mufti et al., 2020), which states that leadership style influences job satisfaction.

In the context of Bank BDI Jakarta, leadership style is seen through various indicators such as guidance and direction provided by leaders for employee skill development, assistance in overcoming work problems, good communication skills with all levels in the company, motivation for teamwork, appreciation of employee performance, and discipline in the application of rewards and punishments. This finding is in line with the theory (Efitriana & Liana, 2022) that links leadership style with employee job satisfaction, as well as the view that job satisfaction has a positive impact on employee emotions and increase happiness (Wahyuningsih & Sudibjo, 2022).

**Financial rewards have a significant effect on job satisfaction**

Based on the results of the hypothesis analysis, financial rewards have a significant effect on job satisfaction with a statistical t-value of 5.853> t-table and a p-

value of 0.00 < 5% (0.05). The provision of financial awards is the main consideration for most business actors who feel that workers' happiness is largely determined by their income or other compensation (Sulistiyani & Fachriyah, 2019). Financial awards are important because employee satisfaction will affect how employees feel (Wahyuningsih & Sudibjo, 2022).

**The work environment has a significant effect on job satisfaction**

Based on the results of the hypothesis analysis show that the work environment has a significant effect on job satisfaction with a statistical t-value of 7.735> t-table and a p-value of 0.00 < 5% (0.05). This means that H3 is accepted. A work environment that is very supportive of employee work will be able to provide a sense of satisfaction to employees because employees feel safe and comfortable working at Bank BDI Jakarta. According to (Efitriana & Liana, 2022) when workers are given a pleasant, safe, and clean location to do their work, productivity increases, which in turn affects the company's profits.

**Leadership style has a significant negative effect on turnover intention**

From the results of data analysis, leadership style has no effect and is not significant on the turnover intention with a statistical t value of 0.230< t-table and a p-value of 0.818 > 5% so H4 hypothesis is rejected. Leaders build employee performance so that they are always compact in teamwork, and be fair to all employees.

The application of a good leadership style will be able to prevent employees from looking for new jobs in other companies or thinking about moving to other companies. This is under research (Park & Pierce, 2020) which shows that the leadership style of local office directors has a direct and negative effect on turnover intention A person's leadership style is the guiding principle they use to influence the actions of others around them. When the company's goals have been conveyed and embraced by employees, the leadership style applied will be effective. Meanwhile, (Efitriana & Liana, 2022) argue that a leader's leadership style is a pattern of behavior or a collection of qualities they use to influence followers to achieve organizational goals with methods and planning appropriate for Administrator Managers.

**Financial rewards have a significant negative effect on turnover intention**

Financial rewards had no effect and were not significant on the turnover intention with a statistical t value of 0.953< t-table (1.96) and a p-value of 0.341 > 5% (0.05) so the hypothesis was rejected. The provision of financial awards at Bank BDI Jakarta is under employee expectations because employees have received salaries that match their jobs. There is an increase in salary for employees who increase their position level. There are bonuses for employees who perform well. The existence of health benefits for employees who actively work at Bank BDI Jakarta, as well as pension benefits for employees who have retired from duty, so that these factors can prevent turnover intention in the company.

According to Rivai et al. In 2015, financial compensation was one of the elements influencing the intention to move, and they looked at it from three different angles: a high starting salary, the possibility of a salary increase, and the availability of pension funds. This is because the company considers that workers' happiness is determined by their income from the company, so financial compensation is seen as a measure of the rewards employees receive in return (Sulistiyani & Fachriyah, 2019) As well as the importance of increasing compensation to improve employee morale and productivity (Sulistiyani & Fachriyah, 2019). This financial award is a motivation and reason for employees to be able to stay working at Bank BDI Jakarta.

**The work environment has a significant negative effect on turnover intention**

The work environment had no effect and was not significant on the turnover intention with a statistical t-value of 0.930< t-table and a p-value of 0.353> 5% so the hypothesis was rejected. Bank BDI Jakarta can build a good social environment by building good relationships between employees, as well as employees with superiors to create a comfortable working atmosphere. In addition, Bank BDI Jakarta has provided facilities and infrastructure that support the work of employees, and there is no noise so that employees can focus on working. Employees who are provided with the facilities of a pleasant, safe, and clean work environment to do their jobs, productivity increases, which in turn affects the company's profits. Employees who spend most of their time working near the actual workplace according to the expected facilities, then employees are less likely to look for new jobs if they like their time at work (Vania, 2019) so it will prevent turnover intention.

**Job satisfaction has a significant negative effect on turnover intention**

Job satisfaction has a significant effect on turnover intention with a statistical t-value of 2.699> t-table and a p-value significance value of 0.007< 5% (0.05). Employees who are satisfied with their jobs will not think about moving or looking for a new job. There are several things done by Bank BDI Jakarta to increase employee job satisfaction and prevent turnover intention, including leaders assisting employees who have difficulty in their work. The job satisfaction obtained by Bank BDI Jakarta employees will cause employees to feel positive about their work (Wahyuningsih & Sudibjo, 2022). Employees who get job satisfaction will be able to cause feelings of happiness at work and this sense of happiness is the key to success in the workplace.

**Job satisfaction can mediate the influence of leadership style on turnover intention**

Leadership style has an influential and significant effect on turnover intention through job satisfaction with a statistical t-value of 2.249> t-table (1.96) and a p-value of 0.025> 5% (0.05). This means that H8 is accepted. This happens because the leadership style method applied at Bank BDI Jakarta is under employee expectations so that employees feel satisfied and this minimizes the occurrence of turnover intention.

The leadership of Bank BDI Jakarta can guide and direct its employees in developing the skills of their employees to improve their employees' careers. With the support of a good leader, employees can compete sportively under their respective fields and responsibilities. Leaders always motivate employees to be enthusiastic about working both individually and in teams. In addition, the leadership of Bank BDI Jakarta is firm in the application of rewards and punishments, so that employees who have good performance and achievements will get rewards in the form of bonuses until promotion. However, employees whose performance is not good or even bad will get punishment under company policy. With these things, it will be able to prevent turnover intention. Daniati and Mujiati (2018) ( (Wahyuningsih & Sudibjo, 2022) believe that having competent leaders increases employee happiness because they are the center of attention and serve as role models for their teams.

**Job satisfaction mediates financial rewards against the turnover intention**

Financial reward has a significant effect on turnover intention through job satisfaction with a statistical t-value of 2.266> t-table and a p-value of 0.025< 5% (0.05). This means that H9 is accepted. Employees who continue to improve their performance will get incentives from the company, and employees get salaries according to their respective workloads. The implementation of financial awards at Bank BDI

Jakarta will be able to prevent employees from moving to other companies. According to Pio and Tamp (Rambi et al., 2020) employees' emotional investment in their jobs is one of many characteristics of job satisfaction that contribute to their intrinsic motivation. Research by George et al. (2020) shows that monetary rewards have a real beneficial effect on employee job loyalty.

**Job satisfaction can mediate the influence of the work environment on turnover intention**

The work environment has a significant effect on turnover intention through job satisfaction with a statistical t-value of 2.754> t-table and a p-value of 0.006< 5% (0.05). This means that H10 is accepted. A good work environment will prevent turnover intention because employees feel comfortable and safe working at Bank BDI Jakarta. These factors will be able to prevent turnover intention at Bank BDI Jakarta.

(Efitriana & Liana, 2022) in stating that a good workplace is a place where workers can carry out their duties in an atmosphere that prioritizes health, comfort, safety, and enjoyment. A good work environment in terms of physical and non-physical aspects can have an impact on their ability to perform the duties and responsibilities that have been given to them (Amalia et al., 2021) It is clear from the above that productivity and efficiency of workers can be affected both by actual working conditions and their perception. A pleasant work environment encourages workers to give everything, and those who do it are more likely to get the job done, so the work environment built at Bank BDI will prevent turnover intention.

## Conclusion

Based on the results of the research that has been presented, it can be concluded that leadership style, financial rewards, and work environment have a significant effect on job satisfaction at Bank BDI Jakarta. However, it is important to note that these three factors do not have a significant influence on turnover intention directly. This shows that other factors affect turnover intention apart from the three variables that have been studied.

In the context of suggestions, for Bank BDI Jakarta to reduce the turnover rate of intention, it is recommended that they continue to maintain and improve a good leadership style by providing guidance and skill development to employees. In addition, financial rewards, bonuses, and promotion opportunities need to be maintained as a way to motivate employees. Management also needs to pay attention to salary aspects that are in accordance with responsibilities, annual salary increases based on employee performance, and annual KPI assessments to increase job satisfaction.

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