



The Effects of Leadership and Motivation on Turnover Intention and Employee Performance of Frontliner Employee at PT. Bank Central Asia, Tbk Main Branch Office Pekanbaru

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Abstract

This study aim to determine the effect of leadership style and motivation on turnover intention and frontliner employee performance at PT. Bank Central Asia, Tbk Pekanbaru Main Branch Office. The respondents surveyed were 45 respondents. Analysis of the data used in this study is a path analysis test to analyze the pattern of relationships between variables with the aim of knowing the direct and indirect effects of the independent variables (leadership style and motivation) influencing the dependent variable (turnover intention and employee performance). The results showed leadership style and motivation influence employee turnover intention. Leadership style affects employee performance but motivation does not. Turnover intention does not affect employee performance. This study recommends and recommends for companies to be able to maintain leadership and motivation levels given to employees so that employee performance can be maintained and eliminate the intention of employees to leave the company.

Keywords: Leadership; Motivation; Turnover Intention; Employee Performance

1.0 INTRODUCTION

The company is not going to be isolated from the human resources. The enterprise does not work without human capital. Human capital is a business priority. Professional and efficient human resources are professional human resources for the company's assigned tasks to be completed. Some of the issues that the organization must consider in handling its management functions is how to handle its human capital in order to be able to maximize productivity and performance in the workplace so that a business can accomplish what the company's objectives are.

Managing human resources is based on a premise that every employee is not a machine but a human being. Growing technical advancements contribute to an increasing awareness of the significance of human resource aspects within an enterprise. But advanced machinery, which is used as operational servants without the assistance of humans, would not be able to generate production according to a high efficiency standard. The human factor will still play a very important position, no matter how advanced the computers are used. Management of human resources is concerned with how to execute a method of preparing, designing, creating, handling, assessing and how to establish successful workplace ties.

The company as a whole should like the best performing workers who work for the company. No other company in the financial sector is banking sector. Banking is a financial institution which plays an important and vital role in international trade and national development activities. Citizens are really banking minded in today's modern economic world. This can be seen from the Community's rising interest in saving, doing business, and investing by banking. It has resulted in an increasingly diverse banking sector which can be seen from the growth of new private banks, while the government is gradually tightening banking world regulations.

PT. Bank Central Asia, Tbk Pekanbaru Main Branch Office is part of a private bank in Indonesia that operates with its operational activities that include raising funds from the public or channeling those funds to the public and business world that certainly cannot be separated from the role of employees and employees from the

managerial level to the cleaning service level. Besides operational activities involving raising and channeling funds, the operational activities of the services provided by daily front liners are certainly no less important as the front liner gives the first impression when the customer arrives first.

Based on temporary search results, PT Bank Central Asia, Tbk Teller, and Pekanbaru Main Branch Office Customer Service Officer are still unable to provide adequate service to customers in the course of their everyday work. There are still tellers who couldn't measure easily and correctly, there is still a lack of customer attention by doing other items that shouldn't be done while serving customers. There are also Customer Service Officers who have not been able to concentrate solely on helping consumers as well as understanding and offering appropriate responses to the needs for what consumers want.

From the data collected by the researcher, the performance of frontliner employees with bad ratings encountered fluctuating values during the first quarter of 2018 until the third quarter of 2019 although it did not indicate a noticeable decrease. According to Bangun (2012), success is the product of someone accomplishing work on the basis of job criteria. PT Bank Central Asia, Tbk Pekanbaru Main Branch Office performance evaluation is performed based on employee-customer interactions. Interactions that cause a decrease in management's evaluation of frontline employee's performance are due to employees losing familiarity and contact with customers, frontline employees frequently fail to ask customers if the information communicated is quite clear, lacks good greeting, does not react quickly to customer concerns, lack of customer attention, lack of knowledge about customers.

The performance of front-line employees of PT Bank Central Asia, Tbk Pekanbaru Main Branch Office, who failed to reach the company's goal, was also allegedly due to service times that often exceeded the targeted time limit, resulting in complaints from customers about long queues, lack of customer attention and lack of adequate front-line solutions. Complaints such as this also involve new workers who are often lacking in experience and expertise. According to Robbins and Judge (2011), turnover is the pattern or degree at which an employee has the option of either leaving the company voluntary or involuntary, due to lack of current job attractiveness and the availability of alternative jobs. It means the purpose of employee turnover is one of the factors that impact the output of the employees.

From the results of the turnover rate estimate from the data collected it is understood that a relatively fast turnover of employees occurs. A lot of workers quit and a number of new workers came in to fill the vacancies left by previous employees. Frontline staff of PT Bank Central Asia, Tbk, are also much active in managing customer concerns. The Pekanbaru Main Branch Office that had just started operating panicked as it was the first time in this situation that more senior employees or department heads who were in service were assisted in the settlement of customer transactions.

The company must of course do several ways to get the desired results in order to get the maximum performance of its employees. One of the factors which is very important is the position of leadership. As a result of a combination of ideology, abilities, characteristics, behaviors, which are also applied by a leader when he tries to control the performance of his subordinates, each leader definitely has his own style and way of guiding his employees' leadership style is action and strategy (Rorimpandey 2013).

Research conducted by Jamaludin (2017) on the impact of leadership style on employee performance says leadership style has a positive effect on employee performance. For research on the relationship between leadership style and turnover intention, previous research by Syarief Iskandar and Sri Marhanah (2015) has shown that leadership has a positive and significant impact on the intention of employee turnover, but other studies by Diatmika and Supartha (2017) show that leadership has no negative and significant effect on employee turnover.

According to Edwin B. Flippo in Hasibuan (2010), who notes that motivation is an skill in guiding workers and organisations to want to work effectively in order to fulfill the needs of employees and organizational objectives. That means motivation may come from inside itself and from outside. Providing the company's right motivation would certainly boost employee efficiency at the company. For motivation study, Saili and Marnis (2018) research notes that motivation influences employee performance positively and significantly.

For research on the effect of motivation on employee turnover intention is proved by Iemalia, et al (2017) who concluded that motivation has a major effect on employee turnover intention but other research conducted by Putrianti, et al (2014) notes that job motivation has a negative effect on the employee turnover intention rate.

Whereas Khusnul Fikri (2019) shows for research on the effect of employee turnover intention on employee performance that turnover intention has a positive and substantial effect on employee performance but Fitri (2017) research notes that turnover intention has a negative impact on employee performance.

According to the background, the aim of this study was to determine and evaluate whether leadership style and motivation factors affect PT turnover intention and frontliner employee performance PT. Bank Central Asia, Tbk Pekanbaru Main Branch Office.

2.0 LITERATURE REVIEW

Relationship between Leadership Style and Employee Turnover and Performance

The definition of leadership originates from the international term "leadership" Nawawi (2003) notes that leadership style is the action or approach chosen and used by the leader to control members of his subordinate organization's emotions, feelings, attitudes and behaviors. A good leader has to have many characteristics that depend on the point of view or approach used, whether it is his temperament, ability, skills, qualities or influence that will significantly impact the philosophy and style of leadership that will be applied.

Every employee must be brought into a company with heterogeneous thoughts, feelings, desires, status and educational background, gender, and age so that it is not like machines, money, and materials that are passive in nature and can be controlled and fully regulated in an effort to support the achievement of company goals. The leadership position here plays an important role in preserving the work environment for heterogeneous employees.

This helps to make employees feel at home and feel happy at work so employees don't come up with the thought of moving to another company. A leader has many leadership characteristics in performing its leadership. The essence of a leader's leadership can influence a business or organization's performance. According to Keith Devis in Rivai (2009), there are four leadership characteristics, namely intellect, maturity, and equality of social interaction, self-motivation, and the encouragement of human relationship attainment and attitudes. If a leader can master these four characteristics, then the success of the company can be achieved and the morale of the employees can increase.

Previous research by Syarief Iskandar and Sri Marhanah (2015) stated that leadership has a positive and significant effect on the intention of employee turnover. Other research under the leadership of Diatmika and Supartha (2017) have no negative and meaningful impact on the employee's turnover intent. Research conducted by Bahrum & Sinaga (2015) demonstrates the relationship of leadership style to employee performance, which stated that leadership has a positive effect on employee performance. It is consistent with Jamaludin (2017) research that notes that leadership style has a positive impact on employee performance.

H1: Leadership Style influences Frontline Employee Turnover Intention. Bank Central Asia, Tbk Pekanbaru Main Branch Office.

H2: Leadership Style affects the Performance of Frontliner Employees of PT. Bank Central Asia, Tbk Office Main Branch of Pekanbaru.

Relationship of Motivation with Employee Turnover Intention and Performance

Siagian (2009) notes that motivation is the guiding force for everyone to make as much commitment as possible to the organization's progress in achieving its goals. All tasks or research done by someone is ultimately attributable to a cause that needs to be addressed as well as physical and spiritual needs, whether it be material or non-material.

The lack of motivation work for employees seems to be quick to switch to work elsewhere because of the boss's less recognized feeling. This can happen because there are other companies providing a better career, or greater profits in the same sector. Giving proper encouragement will also boost employee efficiency and mitigate the employee's desire to move to workplace so that the company's own purpose can be accomplished while fulfilling individual employee needs.

Research conducted by Iemalia, et al (2017) concluded that motivation had a substantial impact on the employees' turnover plan. Certain studies performed by the Putrianti, et al. (2014) showed that job satisfaction had a negative effect on employees' turnover intention rates. Research conducted by Amalia and Fakhri (2016) has proved the relationship of motivation to employee performance, which notes that job motivation greatly affected employee performance. Another research conducted by Saili and Marnis (2018) reported in line with that motivation had a positive and important impact on employee performance PT. Pemodal Siak.

H3: Motivation affect the Turnover Intention Employees Frontliner PT. Bank Central Asia, Tbk The Main Branch Office Pekanbaru.

H4: Motivation effect on Employee Performance Frontliner PT. Bank Central Asia, Tbk The Main Branch Office Pekanbaru.

Relationship Turnover Intention with the Performance of the Employees

Turnover Intention is a mechanism by which workers choose to leave it had to be replaced and coordinated (Mathis and Jackson, 2011). There will be a lot of variables in any organization that can influence a person's performance. These factors may come from both the employees themselves and the organization, from internal

and external. A high level turnover will have a negative impact on the company, creating instability and uncertainty against labor conditions and increased human resource costs, namely in the form of cost training that has already been invested on the employee until the recruitment and training costs are returned in order to have a direct impact on the performance of the employee.

Not infrequently in the present time we find individuals who like the replace-replace jobs because of incompatibility with the previous company. The longer the employee stays somewhere would generate generally better output compared to the employees who have joined a new business. This may occur because of the prior experience and expertise of senior employees. Previous research by Khusnul Fikri (2019) notes that turnover intention has a positive and substantial impact on employee performance. While the study conducted by Fitri (2017) notes that turnover intention has a negative effect on employee performance.

H5 : Turnover Intention affect the Performance of Employees at PT. Bank Central Asia, Tbk The Main Branch Office Pekanbaru.

Framework and Hypotheses

Terms of the relationship form the variables are then included in the trigger relationship in this analysis, resulting in a variable being able to influence other variables. For this analysis the structure consists of the independent variables or the independent variables namely Leadership Style (X1) and Motivation (X2). The independent variable is a variable that influences other independent eg Turnover Intention (Y1) and Employee Performance (Y2) variables.

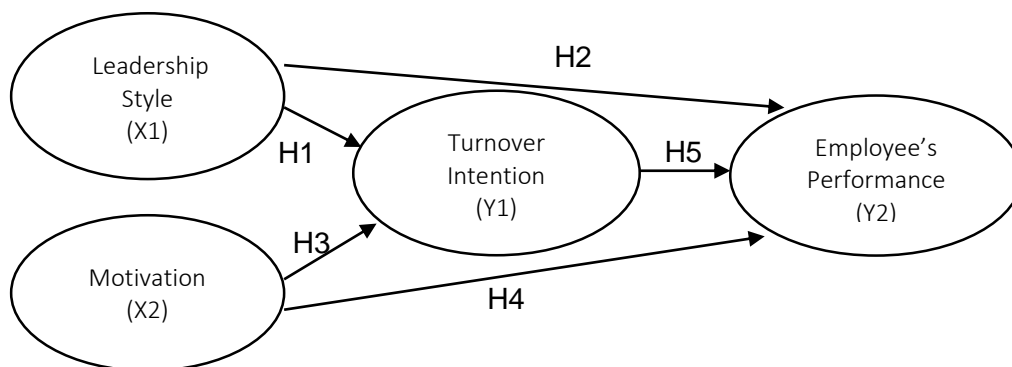


Figure 1. Conceptual Framework

3.0 METHODOLOGY

Population and Sample

This research was conducted in PT. Bank Central Asia, Tbk the Main Branch Office Pekanbaru was located at Jl. Jendral Sudirman No. 448 Pekanbaru. Time the study was 6 months starting from the month of July to December 2019. According to Sugiyono (2017) population is the generalization object have certain qualities and characteristics that set by the researcher to be studied and then drawn in conclusion. The determination of the population is one of the stages that are important in a study.

The Population can provide information or data that are useful for a smooth research. The population in this study were all frontliner employees working at PT. Bank Central Asia, Tbk The Main Branch Office Pekanbaru with total of 45 respondents. According to Sugiyono (2017) the sample is part of the number and characteristics possessed by the population. If researchers did a study of a large population, while researchers want to research about the population and the researcher has limited funds, manpower and time, then researchers must using a sampling technique so that the creation of generalization to the population studied. Meaning the samples taken may represent or representative for the population. As for the sampling technique used in this study was the census method because the population of the same magnitude with the amount used as the study sample all frontliner employees working at PT. Bank Central Asia, Tbk the Main Branch Office Pekanbaru as many as 45 respondents.

Operational Definition of Variables

Sampling technique that used in this research was census method. This study used instrument the questionnaire or the research questionnaire about leadership style and motivation of the turnover intention and employee performance of frontliners in PT. Bank Central Asia, Tbk The Main Branch Office Pekanbaru.

Methods of Data Analysis

Research methods the data used was descriptive analysis, including analysis of the characteristics of respondents, analysis the level of influence. The preliminary test included validity and reliability test. The classical assumption test covering normality test, test multicollinearity, heteroscedasticity test. The test model includes a test of the coefficient of determination (R²) Hypothesis test analysis line included convergent validity, discriminant validity and composite reliability.

3.0 RESULTS AND DISCUSSION

Descriptive Analysis

Descriptive analysis is a method of analysis in which the data were collected or grouped the data were then analyzed and interpreted objectively. Research variables in this study consisted of two independent variables, namely Leadership Style (X₁) and Motivation (X₂) and also consisted of two independent variables e.g Turnover Intention (Y₁) and Employee Performance (Y₂). The results of the descriptive statistical analysis was summarized in the table the following:

Table 1. Descriptive Analysis

Variable	Average	Description
Leadership Style (X ₁)	4.44	Very Good
Motivation (X ₂)	4.26	Very Good
Turnover Intention (Y ₁)	3.98	High
Employee Performance (Y ₂)	4.38	Very High

The Preliminary Test

Validity Test

In testing the validity, use the measure tool in the form of a computer program namely SPSS (Statistical Product and Service Solutions). Validity of the test used to measure the legitimate and valid or not a questionnaire. Validity according to Sugiyono (2017) states the degree of accuracy between the real data occur on the object with the data collected by the researcher. To seek the validity of an item, we correlating the item score with the total of the items. If the coefficient between items with a total item of equal or above 0,290 then the item is declared invalid, but if the value of the correlation under 0,290 then the item is declared invalid.

Based on the results of testing with SPSS proved that every indicator in the questionnaire considered valid and this eligible test instruments for research using a questionnaire. Thus it can be concluded that each indicator was valid to be used as a measurement variable.

Reliability Test

Reliability test is useful for showing consistency of the measurement results when the measurement is done back against the same object. Reliability testing is performed using Cronbach Alpha. If the value of a the variables have Cronbach $\geq 0,6$ then the variable is said to be reliable (Ghozali, 2011).

Based on the results of testing with SPSS it was evident that every variable has a value of each cronbach's alpha above by 0.60. Thus it can be concluded that the indicators associated with the research variables declared reliable.

Multicollinearity Test

The test of multicollinearity is used to ensure that between the independent variable (smoke) is not correlated or occur multicollinearity because it is not allowed in the testing regression models. Terms not the occurrence of multicollinearity, namely Tolerance Value > 0.1 and Variance Inflation Factor (VIF) < 10 . The results of the test multicollinearity can be seen in table 2 below:

Table 2. Multicollinearity Test

Variable	Tolerance	VIF	Description
Leadership Style (X ₁)	0,998	1.002	Does not Occur Multicollinearity
Motivation (X ₂)	0,998	1.002	Does not Occur Multicollinearity

Hypothesis Testing Path Analysis

Convergent Validity

Convergent Validity of the measurement model with reflective indicators is assessed based on the correlation between item score or component score was estimated with the software PLS. For the reflexive individual is said to be high if correlated over 0.70 with the measured variable. However, according to Chin (1998) in (Ghozali 2014) to study the initial stage of the scale of measurement of the value loading of 0.5 to 0.6 is considered quite adequate. In

This research will be used limits the loading factor is equal to 0.5. The value of the outer model or the correlation between variables entirely already meet the convergent validity because all indicator variables have a value of loading factor above 0,50.

Discriminant Validity

Discriminant validity was conducted to ensure that each concept of each latent variable different from other variables. The Model is said to have discriminant validity if each value of the loading indicator of a latent variable has a value of loading larger than the value of the loading if correlated with the latent variable other. The results of testing the Discriminant validity of this study can be seen in table 3 below:

Table 3. Discriminant Validity

Variable	Variance Extrated (AVE)		Correlation			
	AVE	Roots of the AVE	X1	X2	Y1	Y2
X1	0.760	0.419 0.647		0.647	-0.011	-0.362
X2		0.537 0.733			0.733	0.373
Y1		0.706 0.840				0.840
Y2		0.519 0.721			0.035	-0.348

From table 3 above, it can be explained that the results of the four variables, only one variable that has no value AVE above 0.50 to the variables of Motivation and three other variables already have a value of AVE is above 0,50. All variables in this study already had the root values of AVE were higher than the correlation coefficient between one variable with the other variables.

Composite Reliability

The Criteria of validity and reliability also can be seen from the value of the reliability of a variable and the value of Average Variance Extracted (AVE) of each variable. A variable is said to have a high reliability if the value of composite reliability is above 0.70 and AVE is above 0,50. The results of the testing of composite reliability can be seen in table 4 below:

Table 4. Composite Reliability

Variable	Composite Reliability
Leadership Style (X1)	0.895
Motivation (X2)	0.919
Turnover Intention (Y1)	0.959
Employee Performance (Y2)	0.913

Table 4 above informs that all the variables meet the composite reliability because of its value above numbers recommended, e.g above the 0.7 which already met the criteria for reliable.

The Evaluation of the Inner Model (Structural Model Test)

Testing inner model or the structural model was conducted to see the relationship between variables, significance values and The R-square of the research model. Capital structural evaluated by using R-Square, for the variable the dependent t test and the significance of the coefficient parameters line structural. The evaluation of the inner model with the PLS-SEM starting to see the value of R-Square.

Table 5. The Value of R-Square

Variable	R-square
Turnover Intention (Y1)	0.267
Employee Performance (Y2)	0.590

Table 5 above shows that the value of the R-square for the variable turnover intention obtained by 0.267, to the variable performance of employees was obtained of 0.590. This result indicates that the 26.7% variable turnover intention effect on the variable of leadership style and motivation, the rest was influenced by other factors not examined in this study. While the performance of the employees showed the influence of 59% against the leadership style and motivation, the rest is influenced by other factors not examined in this study.

The Results of The Path Analysis

Methods bootstrapping is the procedure for sampling a new sample is repeated as many as N new samples from the data the origin of the sized. For the simultaneous test of variables of X to variable Y. This test was done by comparing the T-value resulting from the calculation of T-statistics the T-tables. The null hypothesis will be accepted if T-statistic is smaller than T-table (T-Statistic < T-Table). On the contrary, the hypothesis zero will be rejected if the value of T-statistics is greater than T-table (T-Statistics>T-Table) with the number of observations 45 then the known value of T-table is 2.017. In table 6 below will be presented the results of the T Value and P Value and compared with the value table as follows:

Table 6. The Results Of The Path Analysis

Hypothesis	T Statistics	T Table	P Values Original Sample	Conclusion
H1	2.884	2.017	0.004	Accepted
H2	10.803	2.017	0.000	Accepted
H3	2.246	2.017	0.025	Accepted
H4	0.716	2.017	0.474	Rejected
H5	1.062	2.017	-0.121	Rejected

From table 6 above it was known that hypothesis 1, 2, and 3 was accepted because the value of T-Statistics > T-Table. For The Hypothesis 4 and 5 was rejected because the value of T-Statistic < T-Table. For more details, the results of hypothesis testing can be shown on the picture 2 below:

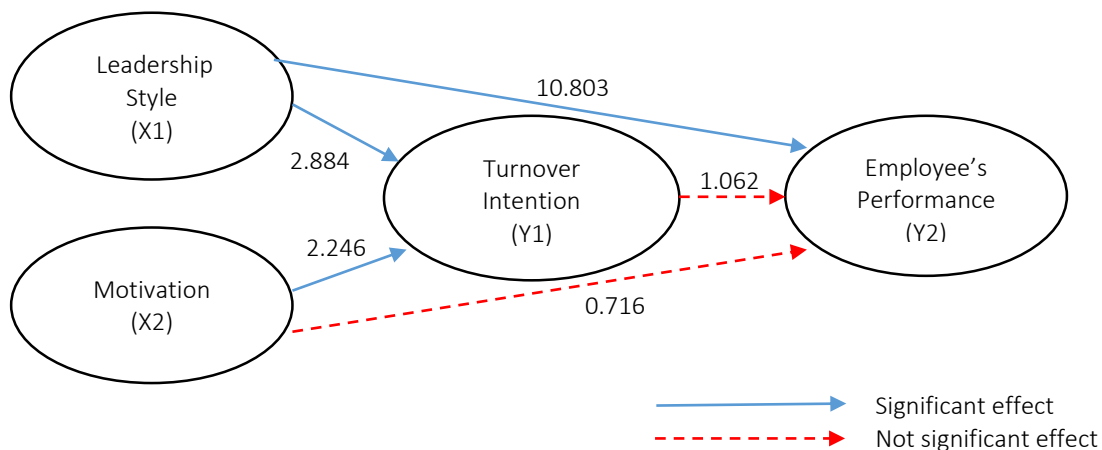


Figure 2. Path Diagram

The results of the data analysis showed that leadership style influence on turnover intention and performance employees. But the Motivation only affect the turnover intention course. While turnover intention was not affected the performance of employees.

Discussion

The Influence of Leadership Style on the Turnover Intention

From result of research known that the value of the t statistics of leadership style (least 2,884) was greater than t table value (2.017). Because the value of t statistic > t table then H₀ was rejected and H₁ was accepted. This means there is the influence of the significant between the variables of leadership style (X1) on turnover intention (Y1) at PT. Bank Central Asia, Tbk The Main Branch Office Pekanbaru.

The results of the descriptive study, it was known that for the statement "the Leadership in the company can take appropriate decisions for the smooth operations of the company.", "The leaders know which one is good and which is worse in the performance of the employees day-to-day.", and "Leaders give rewards or awards to employees who excel." has an average value of the most high at 4.64. This showed that the leadership in the company is considered capable and responsible for all the decisions that have been taken, and always to give rewards or awards to employees who has achievements.

The results of this study were not in line with the research Diatmika and Supartha (2017) which stated that leadership and a significant negative effect on turnover intention of employees. While the results of the research this was in line with research conducted by Jessica Iskandar and Sri Marhanah (2015) stated that leadership positive and significant effect on turnover intention of employees. The difference in the results of this study allegedly occurred because the employee frontliner at PT. Bank Central Asia, Tbk The Main Branch Office Pekanbaru with great respect for leaders who are and can take the lessons as well as the science of what is already given by the leader. A good leader is certainly more motivating employees to be able to provide the best performance and knowing what is needed and how to treat employees so that the employee can survive long in the company and remain give its performance maximum. If leaders don't want to know then it is likely the employee to leave the company of course will be greater because employees feel not to be noticed.

The Influence of Leadership Style on Employee Performance

From result of research known that the value of the t statistics of leadership style (10.803) was greater than t table value (2.017). because the value of t statistic > t table then H₀ was rejected and H₁ was accepted. This means there is the influence of the significant between the variables of leadership style (X1) on frontliner employee performance at PT. Bank Central Asia, Tbk The Main Branch Office Pekanbaru. The results of the research showed the influence of leadership style on the performance of employees. So the hypothesis which stated that there was influence between leadership style and employee performance was accepted. This means the wise and active a leader in the move and redirect, then it will affect for employees to enjoy and run the job day-to-day.

The results of this study in line with research conducted by Bahrum & Sinaga (2015) that stated that leadership has a positive effect on employee performance and also in line with the research conducted by Jamaludin (2017) which stated that leadership style has a positive effect on the performance of employees. Factors of Leadership Style is an important factor in improving employee performance. Leadership is suspected to be a factor that encourages employees to carry out an activity in order to get the optimal results desired by the company. Leaders who have the nature of wisdom high will be able to influence such employees to have high performance anyway. The leader of the that can give encouragement to its employees in the work and give direction effective will certainly increase the productivity of the employee.

The Influence of Motivation on Turnover Intention

From result of research known that the value of the t statistics of motivation (2.246) was greater than t table value (2.017). Because the value of the t statistic > t table then H₀ was rejected and H₁ was accepted. This means that there is significant influence between motivation variable (X2) on turnover intention (Y1). The results of the research in line with research conducted by Lemalia, Widyaningrum, & Rahmasari (2017) who concluded that motivation had influence significant impact on turnover intention. While the results of this study were not in line with other research that done by Putrianti, Hamid, & Mukzam (2014) stated that work motivation had a negative impact on the level of turnover intention.

The results of the descriptive study, it was known that one of the indicators of motivation, namely Social Needs with the statement "Every employee is able to socialize and communicate well between colleagues." With the average value of 4.40. While it is known that one of the indicators of motivation that need a sense of security with the statement "The company gives a sense of security and comfort to each employee." with average value most of 4.16. The company should pay more attention to safety and comfort during the hours of operating and working hours takes place so that the employees can be more convenient to work so that employees can provide optimal service to customers who come to transact. Because the same is the case with customers, employees also need a sense of safe and comfortable during work.

The difference in the results of research with previous research was suspected due to the number of frontliner employees at PT. Bank Central Asia, Tbk high school graduates were the number of most. High school employees graduates tend not to think long with their careers. The motivation to develop their careers had not yet by the motivation of the graduates where the graduate degree is required in terms of the social environment to self and income. High school employees graduates tend to try to work there because of the demands of the social environment have not amounted to demands to the graduates. It was becoming a sign that the motivation associated with turnover intention at PT. Bank Central Asia, Tbk The Main Branch Office Pekanbaru.

The Effect of Motivation on Employee Performance

From result of research known that the value of the t statistics of turnover intention (0.716) was smaller than t table value (2.017) because the value of the t statistic < t table then H₀ was accepted and H₁ was rejected. This means there is no significant influence between motivational variables (X₂) on employee performance (Y₂). The results of this study were not in line with the research done by Ichlas Saili, Marnis (2018) which stated that motivation had positive and significant effect on the performance of employees.

The difference in the results of this research, allegedly because the companies pay less attention to the indicators the motivation used in this study. Physiological needs, safety and security needs, social needs, appreciation needs and self-actualization needs. Presence of employees which are still lacking in terms of get motivated and creating motivation in yourself. Based on the large number of high school graduates on the employee frontliner at PT.Bank Central Asia, Tbk the Main Branch Office Pekanbaru lead employees tend to be not motivated to think always give and get the best so no ythe influence between motivation on employee performance at PT.Bank Central Asia, Tbk Main Branch Office Pekanbaru. Should the company can pay more attention to the motivational factors good support from the company and support to employees.

The Influence of Turnover Intention on Employee Performance

From result of research known that the value of the t statistics of turnover intention (1.062) was smaller than t table value (2.017). Because the value of the t statistic < t table then H₀ was accepted and H₁ was rejected. This means there was no significant influence between the variables of turnover intention (Y₁) employee performance (Y₂). The results of this study were not in line with the research conducted by Khusnul Fikri (2019), which stated that turnover intention had a positive effect and significant on employee performance. While the study conducted by Fitri (2017) in line with the the results of this study which stated that turnover intention had a negative impact on employee performance.

From the results of the descriptive analysis it was known that the highest value for the variable turnover intention there in the statement "I will find a job somewhere else if in the near future is not promoted." with the value average the most high at 4.09. This indicates that most of the employees frontliner at PT. Bank Central Asia, Tbk Branch Office in Pekanbaru is looking for another job while working day-to-day. The majority of employees often exchange information about the job vacancies available on other companies. This can happen because the employee program Bakti BCA has only the work a maximum of three years. Turnover and employee turnover is a common thing on the employees frontliner PT.Bank Central Asia, Tbk but PT.Bank Central Asia, Tbk always addressing it with alacrity where the the new frontliner employees is always given optimal training by providing facilities training qualified so that employees frontliner the new after the completion of the training have been ready to replace employees other so that the turnover intention of employees does not affect the performance of the employees at PT.Bank Central Asia, Tbk The Main Branch Office Pekanbaru.

4.0 CONCLUSION

The purpose of this study was to know the extent of the influence between independent variable (leadership style and motivation) affect the dependent variable (turnover intention and employee performance). The conclusion that can be taken from the results of this study are as follows: There was significant influence between variables leadership style against turnover intention. There was significant influence between variable leadership style on employee performance. There was significant influence between the variables of motivation on turnover intention. There wasn't significant influence between the variables of motivation on employee performance. There wasn't significant influence between the variables turnover intention on the performance of employees at PT.Bank Central Asia, Tbk The Main Branch Office Pekanbaru.

Based on the discussion and conclusions above, it can be given the following advice: Leaders were expected to be able to provide guidance and direction to the employees to can complete a job or can also give you instructions on when to give a a new job that had just instructed. Leaders should be able to control the level

of emotion both on the when in front of the customer or at the time between the employee only and should be more able to take the right decision as well as responsible for the decisions taken so that employees can feel comfortable working and the atmosphere work can be more conducive. The company is expected to pay attention to the safety and comfort of employees during the hours and hours of work take place so that employees can feel more comfortable in the work so that employees can provide optimal service to customers who come to transact and can reduce or even eliminate the intention of employees to leave the company. Company were expected more can pay attention to the motivation factors of better support from companies and support against its employees. For researchers should be more able to develop more variables not included in this study. For Readers who will do further research, if will use this essay as a reference then it may need to be reviewed because it does not close likely there will be statements that not appropriate because the writer still feel a lot of the shortcomings and limitations in completing this essay.

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