The Influence of Leadership Style, Work Motivation, and Organisational Culture On Employee Retention At SPD Communication

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Abstract: This study examines the influence of leadership style, work motivation, and organisational culture on employee retention at SPD Communication. The high employee turnover rate has become a serious problem for many companies, including SPD Communication, which has an impact on productivity and operational costs. The purpose of this study is to analyse the extent to which these factors influence employees' desire to stay with the company. The research method used is a quantitative approach with a survey design. Data was collected through questionnaires distributed to 51 employees of SPD Communication. Data analysis was conducted using multiple linear regression methods to test the research hypothesis. The results showed that leadership style and work motivation have a positive and significant effect on employee retention, with t-count values of 7.768 and 2.934, respectively, which are greater than the t-table (2.01174) and significance less than 0.05. In contrast, organisational culture negatively affects employee retention. In contrast, organisational culture negatively affects employee retention with a t-count value of -2.459 and a significance of 0.018. ANOVA analysis shows that the three variables together can explain 63.6% of the variation in employee retention, with an F-value of 27.423 and significance <0.001.

Keywords: Leadership Style, Work Motivation, Organisational Culture, Employee Retention

Introduction

In today's dynamic and competitive business world, human resources are the most valuable asset for a company. One of the HR management that companies need to do is to retain employees who have the best performance so that the company continues to have added value to survive in the midst of this tight business competition (Prawira & Marinda, 2023). The success and performance of a person in a field of work is largely determined by the level of competence, professionalism, and also their commitment to the field they are engaged in (Yanti & Sanny, 2019). Retaining and managing hundreds or even thousands of employees is not an easy matter, considering their individual characteristics which are different from each other (Laksana, 2016). High employee turnover rates can have a negative impact on productivity, operational costs, and business continuity.

Employee retention is a management method used to retain competent employees for a certain period of time in the company (Jennifer A, 2015). (Mathis & Jackson, 2019) argue that retention is a company's effort to achieve its organizational goals within a certain period of time. Employee retention is a company's ability to retain employees who may be loyal to

the company (Sumarni, 2020). In addition, according to (Hafanti et al., 2015) it shows that employee retention is the company's ability to retain its best employees to stay in the organization. (Ragupathi, 2013) argues that employee retention refers to techniques used by management to help employees stay in the organization for a long time. Employee retention is one of the tactics implemented by companies to ensure that potential and competent employees remain loyal and actively contribute to the company for a certain period of time (Pratiwi & Hariani, 2023).

As explained by (Fasquez, 2014), employee retention is not only about retaining employees, but is also a management approach that aims to maintain the sustainability of mutually beneficial dependence between the company and its employees. Another very important factor in increasing employee retention is the role of a leader and his/her leadership style that is able to increase employee retention and bring the business to achieve the vision and mission set (Nisa, 2018) in (Prawira & Marinda, 2023). The leadership style of a leader is very necessary in an organization because the progress of an organization depends on the leader's ability to carry out his/her role, so that the organization lives and develops (Yanti, 2022).

An effective leader is able to create a conducive work environment, motivate employees, and inspire them to make the best contribution. Conversely, an authoritarian or less supportive leadership style can cause employees to feel unappreciated and decide to leave the company. In addition to leadership style, work motivation also plays an important role in retaining employees. According to (Yanti & Sanny, 2019) Motivation is a condition that encourages or becomes a reason for someone to do an act or activity, which takes place consciously and provides high motivation so that an employee can carry out his/her work responsibilities on time, and provides encouragement for employees in doing their work. carry out activities in an organization. Meanwhile, according to (Rivai, 2018) explains that work motivation is an encouragement for employees to take action in a positive direction according to the needs and desires of the company. Leaders need to know what motivation their employees want in order to motivate them (Yanti & Sari, 2022).

Motivated employees will be more productive, committed, and satisfied with their work. However, if work motivation is low, employees can feel bored, dissatisfied, and more vulnerable to looking for career opportunities elsewhere. Various factors can be sources of motivation that encourage employees to achieve optimal performance (Handayani & Khairi, 2022; Wulandari et al., 2022). (Gîlmeanu, 2015) emphasizes that factors such as income and benefits, individual satisfaction, status and promotion, and appreciation from coworkers and superiors have a significant impact on worker motivation. (Cerasoli et al., 2014) state that a person's level of motivation is directly related to increased performance. The higher the motivation, the better the performance, and conversely, lack of motivation can result in decreased performance (Irfan et al., 2023; Munir et al., 2023).

Methodology

This study uses a quantitative approach with an explanatory research type, which aims to analyze the causal relationship between leadership style variables, work motivation, and organizational culture on employee retention at SPD Communication. The research method used is a survey method, where data is collected through a research instrument in

the form of a questionnaire with measurements using a Likert scale of 1-5. The population in this study were all 103 SPD Communication employees.

The sample determination used a simple random sampling technique with the Slovin formula calculation at an error rate of 5%, so that a sample size of 51 respondents was obtained. This study uses primary data obtained directly from respondents through structured questionnaires, as well as secondary data from company documentation, literature, and relevant previous research.

Data collection techniques are carried out through several methods, namely: distributing questionnaires to predetermined respondents, structured interviews with management to obtain supporting information, direct observation in the work environment, and documentation studies of company data relevant to the study. Before being distributed, the research instrument will go through a validity test using Pearson Product Moment and a reliability test with Cronbach's Alpha to ensure the validity and consistency of the measuring instrument. Data analysis in this study used multiple linear regression analysis techniques with the help of SPSS software version 29. According to Ghozali (2018), in regression analysis, in addition to measuring the strength of the relationship between two or more variables, it also shows the direction of the relationship between the dependent variable and the independent variable. The multiple linear regression equation is usually expressed in the form of a formula, as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Description:

Y = Employee Retention

a = Constant Coefficient

X_1 = Leadership Style

X_2 = Work Motivation

X_3 = Organizational Culture

b_1 = Leadership Style Coefficient

b_2 = Work Motivation Coefficient

b_3 = Organizational Culture Coefficient

e = Error

The analysis stage begins with a classical assumption test which includes a normality test using Kolmogorov-Smirnov, a multicollinearity test by looking at the VIF and tolerance values, a heteroscedasticity test using the Glejser method, and a linearity test. Next, a hypothesis test is conducted consisting of a partial test (t-test) to test the influence of each independent variable, a simultaneous test (F-test) to test the influence of independent variables together, and a determination coefficient analysis (R^2) to measure how much the independent variables can explain the variation of the dependent variable. The level of significance used in hypothesis testing is 5% ($\alpha = 0.05$).

Result and Discussion

Description of Research Object

SPD Communication is a Television advertising company that provides promotional media that is growing rapidly in the city of Medan. Since 1989, SPD Communication has provided Integrated Marketing Solutions for our business partners. Our strength lies in our

ability to identify and deliver brand messages to their target market. Fields of work include media & advertising, creative solutions, production units, post-production, brand activation, and digital marketing.

Descriptive Statistical Analysis

Descriptive Statistical Analysis is a method of data analysis that aims to describe or summarize the main characteristics of a dataset without making conclusions for a larger population. This method includes measures of central tendency (such as mean, median, mode), measures of variability (such as range, standard deviation, variance).

Table 1. Descriptive Statistics Analysis

Descriptive Statistics

|	N	Minimum	Maximum	Mean	Std. Deviation
Leadership Style	51	15	25	20.67	2,643
Work motivation	51	21	28	27.02	1,393
Organizational culture	51	20	25	23.86	1,200
Employee Retention	51	16	25	21.43	2.410
Valid N (listwise)	51				

Source: SPSS data processing 29, 2024

Based on the results of descriptive analysis of 51 respondents, an overview of the four main variables in this study was obtained. Leadership style has an average value of 20.67 with a standard deviation of 2.643, indicating quite high variation among respondents, with the lowest score of 15 and the highest of 25. Work motivation shows the highest average among other variables, namely 27.02 with a standard deviation of 1.393, reflecting a relatively stable and consistent level of motivation. Organizational culture has an average of 23.86 with a standard deviation of 1.200, indicating a relatively uniform perception of work culture in the company. Meanwhile, employee retention has an average of 21.43 with a standard deviation of 2.410, indicating quite diverse differences in efforts to retain employees.

Classical Assumption Test

Classical assumption tests are a series of statistical tests that must be performed before regression analysis to ensure that the resulting model is valid and reliable. This test includes four main tests: normality test to ensure that the data is normally distributed using methods such as Kolmogorov-Smirnov or histogram, multicollinearity test to check whether there is a strong correlation between independent variables by looking at the VIF and tolerance values, heteroscedasticity test to check whether the residual variance is constant using methods such as Glejser or scatter plot, and autocorrelation test to detect correlation between observations using the Durbin-Watson method, where all of these tests aim to meet the BLUE (Best Linear Unbiased Estimator) assumption so that the results of the regression analysis can be trusted.

Normality Test

Normality test is a statistical procedure to check whether data is normally distributed using methods such as Kolmogorov-Smirnov, Shapiro-Wilk, or graphical analysis such as histograms and normal probability plots, with the criteria that data is declared normal if the significance value is > 0.05.
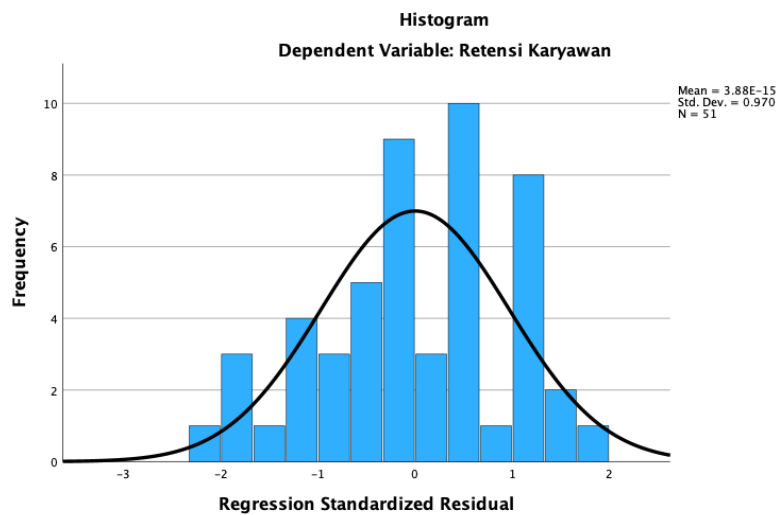
Figure 1. Histogram of Normality Test
Source: SPSS data processing 29, 2024

Based on Figure 1. The histogram displayed, the graph displays a bell shape, the data distribution follows a normal curve and does not show extreme *skewness indicating that the normality assumption for the regression analysis is met.*
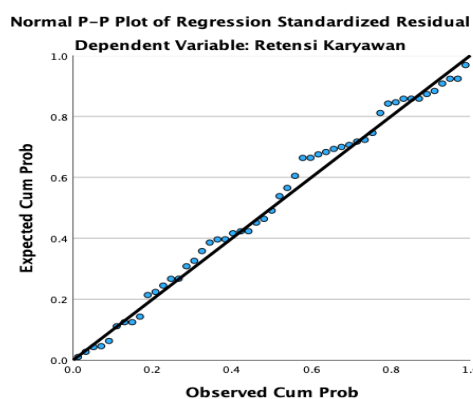
Figure 2. Normal P-Plot
Source: SPSS data processing 29, 2024

Based on Figure 2. Normal PP Plot shows that the residual data is normally distributed, where the data points spread following the diagonal line from the bottom left to the top right very well and there is no significant deviation from the normality line. This confirms that the normality assumption for the regression model with the dependent variable Employee Retention has been met.

Table 2. Results of the Kolmogorov Smirnov Normality Test
One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residual
N			51
Normal Parameters [a,b]	Mean		.0000000
	Std. Deviation		1.45343206
Most Extreme Differences	Absolute		.100
	Positive		.050
	Negative		-.100
Test Statistics			.100
Asymp. Sig. (2-tailed) [c]			.200 [d]
Monte Carlo Sig. (2-tailed) [e]	Sig.		.222
	99% Confidence Interval	Lower Bound	.211
		Upper Bound	.233

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.
e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Source: SPSS data processing 29, 2024

The results of the Kolmogorov-Smirnov normality test show that the Asymp. Sig. (2-tailed) value is 0.200). Because the significance value is greater than 0.05, it can be concluded that the residual data is normally distributed.

Multicollinearity Test

Multicollinearity Test is a statistical method used to detect whether there is a strong linear relationship between independent variables in a regression model, where the relationship is too strong (VIF value > 10 or tolerance < 0.1).

Table 3. Multicollinearity Test Results
Coefficients [a]

| Model		Collinearity Statistics	
		Tolerance	VIF
1	Leadership Style	.945	1,059
	Work motivation	.930	1,075
	Organizational culture	.882	1.133
a. Dependent Variable: Employee Retention			

Source: SPSS data processing 29, 2024

Based on the results of the multicollinearity test in table 2, all independent variables, namely Leadership Style, Work Motivation, and Organizational Culture, have a tolerance value of > 0.1 (0.945; 0.930; 0.882) and a VIF value of < 10 (1.059; 1.075; 1.133), so it can be concluded that there is no multicollinearity problem in this regression model.

Heteroscedasticity Test

The heteroscedasticity test is a method in regression analysis to test whether there is inequality of variance in the error (residual) of the regression model. This test is important to ensure that the regression model has classical assumptions that are met, so that the analysis results are more accurate and reliable. Common methods for detecting heteroscedasticity include the Glejser Test, the White Test, and residual scatter plot graphs.
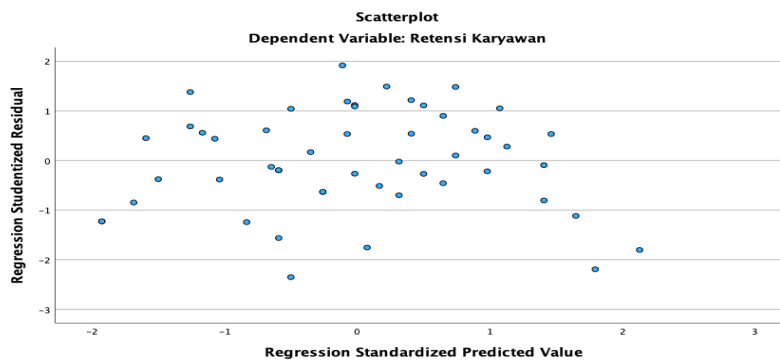
Figure 3. Scatter Plot-Heteroscedasticity Test
Source: SPSS data processing 29, 2024

Based on Figure 3. there is no specific pattern in the distribution of data points (does not form a specific pattern such as widening, narrowing, wavy), the points are spread randomly. This indicates that there is no heteroscedasticity in the regression model, so the regression model is suitable for use.

Multiple Linear Regression Analysis

Multiple linear regression analysis is a statistical technique for analyzing the relationship and influence between two or more independent variables on one dependent variable.

Table 4. Multiple Linear Regression Analysis

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,698	5,917		1.132	.263
	Leadership Style	.641	.083	.703	7,768	<.001
	Work motivation	.463	.158	.268	2,934	.005
	Organizational culture	-.462	.188	-.230	-2.459	.018
a. Dependent Variable: Employee Retention						

Source: SPSS data processing 29, 2024

Based on table 4. The multiple linear regression equation is as follows:

$Y = a + b1 X1 + b2 X2 + b3 X3 + e$

Employee Retention = 6.698 + 0.641X1 + 0.463X2 + -0.462X3 + e

The regression equation shows that every one unit increase in leadership style will increase employee retention by 0.641, a one unit increase in work motivation will increase employee retention by 0.463, while a one unit increase in organizational culture will decrease employee retention by 0.462, with a constant value of 6.698 indicating the value of employee retention when all independent variables are zero.

Hypothesis Testing
Partial Test (t Statistic Test)

Partial test (t-test) is a statistical method used to test the effect of each independent variable individually on the dependent variable in a regression model. The null hypothesis (H_0) states that the independent variable has no effect, while the alternative hypothesis (H_1) states that there is an effect. If the t-value is greater than the t-table or the p-value $<\alpha$ (significance level), H_0 is rejected, indicating that the variable has a significant effect.

Table 5. Partial Test Results (t-Test)
Coefficients [a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6,698	5,917		1.132	.263
Leadership Style	.641	.083	.703	7,768	<.001
Work motivation	.463	.158	.268	2,934	.005
Organizational culture	-.462	.188	-.230	-2.459	.018

a. Dependent Variable: Employee Retention

Source: SPSS data processing 29, 2024

Based on the results of the t-test with t table 2.01174, it can be interpreted:

1) Leadership Style (t-count = 7.768 > t-table 2.01174, Sig. < 0.001) has a positive and significant influence on Employee Retention.
2) Work Motivation (t-count = 2.934 > t-table 2.01174, Sig. = 0.005) has a positive and significant effect on Employee Retention.
3) Organizational Culture (t-count = -2.459 < t-table -2.01174, Sig. = 0.018) has a negative and significant effect on Employee Retention.

Simultaneous Test (F Test)

Simultaneous Test (F Test) is a statistical testing method used to determine whether all independent variables together (simultaneously) have a significant effect on the dependent variable. The test is carried out by comparing the calculated F value with the F table or looking at the significance value, where if the calculated F> F table or the Sig. value <0.05, then it can be concluded that the independent variables simultaneously have a significant effect on the dependent variable.

Table 6. Simultaneous Test Results (F Test)

ANOVA [a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	184,887	3	61,629	27,423	<.001 [b]
	Residual	105,623	47	2.247		
	Total	290,510	50			

a. Dependent Variable: Employee Retention

b. Predictors: (Constant), Organizational Culture, Leadership Style, Work Motivation

Source: SPSS data processing 29, 2024

Based on the results of the F test, the calculated F value was obtained as 27.423 > F table 2.80 with a significance value <0.001, so it can be concluded that the variables of Leadership Style, Work Motivation, and Organizational Culture simultaneously have a significant effect on Employee Retention.

Coefficient of Determination (R^2)

The Coefficient of Determination (R^2) is a statistical value that measures the extent to which an independent variable is able to explain the variation of a dependent variable, expressed in percentage (0-100%) or proportion (0-1), where the higher the R^2 value, the better the regression model is at explaining the influence of the independent variable on the dependent variable.

Table 7. Coefficient of Determination

Model Summary [b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.798 [a]	.636	.613	1,499

a. Predictors: (Constant), Organizational Culture, Leadership Style, Work Motivation

b. Dependent Variable: Employee Retention

Source: SPSS data processing 29, 2024

Based on table 7. shows the value of the determination coefficient (R *Square*) of 0.636 indicating that 63.6% of the variation in employee retention can be explained by the variables of organizational culture, leadership style, and work motivation. The remaining 36.4% is influenced by other factors outside the model. The *Adjusted R Square value* of 0.613 indicates that the model remains strong even though it is adjusted for the number of predictors.

Discussion
Leadership Influences Employee Retention at SPD Communication
The results of the study indicate that leadership style has a significant influence on employee retention at SPD Communication, with a t-count value of 7.768 which far exceeds the t-table (2.01174) and a significance value of <0.001. This indicates that the better the leadership style applied, the higher the employee retention. The regression coefficient of 0.641 indicates that every one unit increase in leadership style will increase employee retention by 0.641 units. This finding confirms that effective leadership plays a crucial role in creating a supportive work environment, thereby increasing employee loyalty and desire to stay in the company.

Work Motivation Influences Employee Retention at SPD Communication
The results of this study indicate that work motivation has a significant influence on employee retention at SPD Communication, with a t-count value of 2.934 which is greater than the t-table (2.01174) and a significance value of 0.005. The regression coefficient of 0.463 indicates that every one unit increase in work motivation will increase employee retention by 0.463 units. This finding underlines the importance of providing the right motivation for employees, which can strengthen their commitment and loyalty to the company, and encourage them to stay longer in the long term.

Organizational Culture Influences Employee Retention at SPD Communication
The results of this study also show that organizational culture has a significant effect on employee retention at SPD Communication, with a t-count value of -2.459 which is greater than the t-table (2.01174) and a significance value of 0.018. This means that organizational culture has a negative and significant effect on Employee Retention. The regression coefficient of -0.462 indicates that the worse the organizational culture, the lower the employee retention rate. This shows that a negative or unsupportive organizational culture can reduce employees' desire to stay in the company. Therefore, it is important for companies to create and maintain a positive organizational culture, which can increase employee comfort and loyalty.

Leadership, Work Motivation, Organizational Culture Influence Employee Retention at SPD Communication
The results of this study indicate that leadership, work motivation, and organizational culture together have a significant effect on employee retention at SPD Communication. Based on the results of the F test, the F-count value of 27.423 with a significance of <0.001 indicates that the overall regression model can explain variations in

employee retention significantly. In addition, the coefficient of determination (R Square) value of 0.636 indicates that 63.6% of the variation in employee retention can be explained by the three predictor variables. This confirms that these factors have a strong and relevant influence in influencing employee decisions to stay in the company.

Conclusion

Based on the results of the analysis, it can be concluded that leadership, work motivation, and organizational culture have a significant effect on employee retention at SPD Communication. The results of the t-test show that leadership style and work motivation have a significant positive effect on employee retention, while organizational culture has a significant negative effect. The results of the F test with an F value of 27.423 and a significance of <0.001 indicate that overall, these three variables significantly affect employee retention. The coefficient of determination (R Square) of 0.636 indicates that 63.6% of the variation in employee retention can be explained by these three variables.

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