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by Stie Sultan Agung

THE INFLUENCE OF MOTIVATION, SUPERVISION AND LEADER-MEMBER EXCHANGE (LMX) ON EMPLOYEE PERFORMANCE WITH TURNOVER INTENTION AS AN INTERVENING VARIABLE AT PT BANK MESTIKA DHARMA, TBK PEMATANG SIANTAR CITY

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Abstrak

Hasil peneltiian dapat disimpulkan sebagai berikut: 1. Motivasi sudah baik, pengawasan sudah baik, leader member exchange sudah baik, turnover intention sudah rendah dan kinerja karyawan sudah baik. 2. Motivasi, pengawasan, leader member exchange berpengaruh negatif dan signfikan terhadap turnover intention baik secara simultan maupun parsial kemudian turnover intention berpengaruh negatif dan signifikan terhadap kinerja karyawan. 3. Terdapat hubungan antara variabel bebas dimana terdapat hubungan yang rendah antara motivasi dengan pengawasan kemudian terdapat hubungan yang sedang antara pengawasan dengan leader member exchange dan terdapat hubungan yang sedang antara motivasi dengan leader member exchange. Terdapat hubungan antara variabel bebas dan terikat, terdapat hubungan yang kuat antara motivasi dengan turnover intention. Hubungan yang kuat antara pengawasan dengan turnover intention. Hubungan yang kuat antara leader member exchange dengan turnover. Hubungan yang sangat kuat antara motivasi, pengawasan, leader member exchange dengan turnover intention. Hubungan yang sangat kuat antara turnover intention dengan kinerja karyawan. 4. Hasil uji hipotesis H0 ditolak, artinya motivasi, pengawasan dan leader member exchange berpengaruh negatif signfikan terhadap turnover intention baik secara simultan maupun parsial.

Keywords: Motivasi, Supervisi, Leader Member Exchange, Turnover Intention, Kinerja Karyawan

Abstract

The research results can be summarized as follows: 1. Motivation is good, Supervision is good, leader-member exchange is good, the turnover intention is low and employee performance is good. 2. Motivation, Supervision, leader member exchange have a negative and significant effect on turnover intention both simultaneously and partially then turnover intention has a negative and significant effect on employee performance. 3. There is a relationship between the independent variables with a low relationship between motivation and Supervision, a moderate relationship between Supervision and leader-member exchange, and a moderate relationship between motivation and leader member exchange. There is a relationship between the independent and dependent variables, there is a strong relationship between motivation and turnover intention. There is a strong relationship between supervision and turnover intention. There is a strong relationship between leader member exchange and turnover. There is a strong relationship between motivation, Supervision, leader member exchange and turnover intention. There is a very strong relationship between turnover intention and employee performance. 4. The results of the H0 hypothesis test are rejected, meaning that motivation, Supervision and leader member exchange significantly negatively affect turnover intention simultaneously and partially.

Keywords: *Motivation, Supervision, Leader Member Exchange, Turnover Intention, Employee Performance*

INTRODUCTION

PT Bank Mestika Dharma, Tbk Pematang Siantar City are two banks in Pematang Siantar City which are banking financial services. PT Bank Mestika Dharma, Tbk Pematang Siantar City has several products, namely in the form of savings, including: mustika savings (tames), tabanas, welfare, student savings (simple), my savings, dollar gems and batik gems. Some are in the form of consumer loans, including: multi-purpose loans, home ownership loans, car ownership loans and land ownership loans. In addition, there are also deposits and demand deposits.

The phenomenon of employee performance in the dimension of work accuracy still has to be taken into account in inputting customer transactions or filling out customer identity forms carried out by the operations department and credit completeness. Then on the dimensions of presence on the frontliners, some still need to arrive on time. One of the factors that affect performance is turnover intention. This was concluded from the research results (Asmara, 2017), suggesting that the intention to resign causes employees to do work that is not following existing procedures. In this study, turnover intention has three dimensions: thinking of quitting, intention to search and intention to quit.

The phenomenon of the problem of turnover intention on the intention to search dimension is because some employees are dissatisfied with the position or facilities in the office. Whereas on the dimensions of intentions to quit, where employees try to pursue better job opportunities elsewhere. It can be seen the employee turnover intention data of PT Bank Mestika Dharma, Tbk Pematang Siantar City in table 1. below:

Table 1. Employee Turnover Intention Data of PT Bank Mestika Dharma, Tbk City of Pematang Siantar

Year	Office	Position	Exit (person)	Enter (person)
2017	Branch	Frontliners	3	1
		Relationship Marketing	1	-
		accounting	1	-
	Capem	Frontliners	2	1
		Relationship Marketing	1	1
2018	Branch	Frontliners	1	-
		Relationship Marketing	-	1
		accounting	1	-
	Capem	Frontliners	2	1
2019	Branch	Relationship Marketing	1	-
	Capem	Frontliners	1	1
2020	Branch	Kasie.RM	1	-
		Frontliners	1	-
2021	Branch	Frontliners	2	3
	Capem	Frontliners	1	1

Source: Results of interviews with HRD (2022)

Table 1 above shows a turnover intention at the branch and sub-district offices of PT Bank Mestika Dharma, Tbk, Pematang Siantar City. Where positions with frequent turnover intentions are frontliners and relationship marketing in 2017 - 2021.

One of the factors that influence turnover intention is motivation. This was concluded from the research results (Sartono, 2018), suggesting that employees with high motivation are less likely to change jobs. In this research, motivation has three dimensions: the need for achievement, the need for affiliation and power. The phenomenon of the problem of motivation in the dimension of the need for achievement, there are still some employees who have not worked optimally in terms of developing creativity (the way of work is still based on the old ways such as sorting money, closing cash tellers). Then on the

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dimensions of the need for power, where there is still low desire from in self for increase spirit at work for reach position certain.In addition, the factor that influences turnover intention is Supervision. This is concluded from the study results (Radianti, 2016). As forThe dimensions of supervision consist of Supervision Supervision as long as activities is on progress and supervision bait come back.The phenomenon of supervision problems in the dimension of Supervision introduction, where the leadership does not set supervision standards on employees. Meanwhile, in the dimension of Supervision during activities where leaders often collide with supervisory schedules, there needs to be more evaluating employee performance directly.

Then the factor that influences turnover intention is the leader member exchange. This can be concluded from the study's results (Kim and Mor Barak, 2015), suggesting that employees will feel a comfortable relationship between them and their leaders, focus on their respective job desc and reduce turnover intention. The dimensions of the leader member exchange (LMX) are respect, trust and obligation.

problem phenomenon*leader member exchange*on the trust dimension, where employees cannot be fully entrusted to work independently by the leader. In the obligation dimension, leaders must fully guarantee employees who are in trouble.

LITERATURE REVIEW

Motivation

According to(Widodo, 2015), motivation is an intention within oneself that will influence a person's decision. According to(Darojat, 2015), how a person's attitude to action creates a relationship. Meanwhile according to(Fahmi, 2014), an action of someone who works to achieve what he wants. According to McCelland in

the book(Sutrisno, 2014), there is three dimensions of motivation, namely:
1. Need for Achievement
   This need has a close relationship with work because this need is based on one's inner abilities.
2. The Need for Affiliation
   This need shows how we behave with colleagues or superiors. Create a close relationship with each other.
3. The need for Power / Need for Power
   This need is to influence others to be more dominant in a group. This can bring out someone's selfishness.

Supervision

According to(Effendi, 2014), good performance in unsupervised work is not true. Whereas according to(Fahmi, 2014), Supervision is a method of the company to produce effective and efficient performance of its employees.. According(Siagian, 2014), to ensure activities in the field have been carried out properly and correctly following company regulations. This is done so does not cause deviation which is detrimental.According to(Handoko, 2012), there are several dimensions of Supervision which include:
1. Preliminary Supervision (Freedforward Control). This method is designed during pre-employment to prevent deviations from occurring and also look for relationships between rules and deviations that have been made. So the impression is that this Supervision is more active and makes decisions when necessary
2. Supervision during the activity (concurrent control). This method observes before operational activities run. This can be checking the second time which will guarantee the accuracy of the implementation of an activity.
3. Monitoring feedback (feedback control). Assess the results of previous work that has been completed. The findings from these observations are in

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the form of deviations that occur from a predetermined plan for an operational activity. Or repeated findings, and will be followed up.

Leader Member Exchange(LMX)

According (Harthantyo and Rahardjo, 2017), the leader member exchange is the exchange of members and leaders who pay more attention to its quality. According to(Northhouse, 2013), leader member exchange is a rare method for approaching leaders and their subordinates by focusing on creating good relationships. According to Hsiun and Tsai, Hsieh, 2012), leader member exchange is the quality of exchange between leaders and their subordinates, which means that both leaders and subordinates have feedback to increase respect for each other.

According to Graen and Bien in(Wijanto, EA, and Susanto, 2013), there are three dimensions, namely:

1. *Respect* for each other's skills is essential to developing healthy relationships between superiors and subordinates.
2. *trusts,*there is a sense of trust from leaders, subordinates, or fellow co-workers.
3. *obligations,*ongoing obligations to develop a working relationship.

Turnover Intention

According to(Abdullah, 2014), turnover intention an employee has the conscious intention of looking for a new job in a different company. Meanwhile According(Dharmas, 2013), turnover intention is the level of employee habits to look for a new job elsewhere. Meanwhile according to(Mahdi, 2012), the intention of an employee not to work is his own decision. This is a big problem for the company.

According to Mobley, et al in(Halimah, 2016), suggests the dimensions of turnover intention consist of:

1. *Thinking of Quitting*
   Employees' dissatisfaction with their jobs often prompts them to consider other job opportunities, reflecting a desire to leave or a reluctance to remain in the existing work environment.
2. *Intention to search*
   Reflects the person is actively looking for work elsewhere. If employees frequently think about quitting, they will likely go elsewhere to find gainful employment.
3. *Intention to Quit*
   Reflects people planning to leave their current location. The employee plans to quit once he finds a better position, and his time at the company will be over whether he stays or leaves.

Employee performance

According to(Mankunegara, 2017), an employee's performance is the sum of the quality and quantity of the work he produces in the context of the tasks assigned to him. On the other hand, as stated by(Edison, 2016),performance can be inferred from observations of ongoing operations from time to time and comparisons of these observations with previously existing norms and standards. As defined by(Moeheriono, 2012), performance is the extent to which a program contributes to actualizing the company's vision and goals.

According toSK (Decree)(PT Bank Mestika Dharma, 2013) indicators performance consists from:

1. Work Accuracy
   That is indicators that measure the results of employee performance by looking at the accuracy of employees. This is to avoid existing irregularities.
2. Presence
   Namely the obligation of employees to be at work during the operational hours determined by the company.
3. Discipline

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That is, employees must comply with the rules set by the company where they work.

METHOD

This study used a library and field research design. The research object is a permanent employee at PT Bank Mestika Dharma, Tbk Pematang Siantar City, where the research was conducted at PT Bank Mestika Dharma, Tbk Pematang Siantar City. The type of data used is qualitative and quantitative data. Source of data comes from primary data and secondary data. Research data was collected by conducting interviews, documentation and distributing questionnaires. The data collection tool uses several books and laptops. The research instrument test consisted of a validity test and a reliability test. Three data analysis techniques are used: normality test, qualitative descriptive analysis and quantitative descriptive analysis.

RESULTS AND DISCUSSION
Qualitative Descriptive Analysis

Qualitative descriptive analysis provides an overview of the influence of motivation, Supervision and leader member exchange on employee performance with turnover intention as an intervening variable at PT Bank Mestika Dharma, Tbk Pematang Siantar City. After the data has been tested, a qualitative analysis is carried out to get a clear picture of the current research variables. The determination of the criteria for the average value of the respondents' answers is included in the following interval classes:

Table 2. Interval Values and Respondent Answer Category

Nilai Interval	Kategori
1,00 - 1,80	Sangat Tidak Baik (STB)
1,81 – 2,60	Tidak Baik (TB)
2,61 – 3,40	Cukup Baik (CB)
3,41 – 4,20	Baik (B)
4,21 – 5,00	Sangat Baik (SB)

Source: data processing results (2022)

Description of Motivation at PT Bank Mestika Dharma, Tbk City of Pematang Siantar

Overall motivation variable has an average of 3.28. The highest score is 4.31 with very good answer criteria on the dimension of the need for affiliation with the appreciation given by colleagues for your work. The lowest score with an average score of 3.28 with a fairly good answer criterion on the dimensions of the need for achievement with indicators of employee effort to develop creativity at work.

Overview of Supervision at PT Bank Mestika Dharma, Tbk Pematang Siantar City

kindly the overall control variable has an average of 3.54. For the highest score, namely 4.13 with exact answer criteria both in the inadequate supervision dimension with indicators of leadership efficiency in determining job descriptions. The lowest score is with an average score of 3.35 with the criteria of a good enough answer on the dimension of Supervision during the activity with indicators of leadership in carrying out planned Supervision.

Overview of Leader Member Exchange at PT Bank Mestika Dharma, Tbk Pematang Siantar City

Overall the leader member exchange variable has an average of 3.82. The highest score is 3.95 with a good answer criterion on the obligation dimension with an indicator of the effectiveness of the working relationship between leaders and employees. The lowest score is with an average score of 3.18 with the criteria of a good enough answer on the trust dimension with the

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leadership indicator allowing employees to work independently.

Description of Turnover Intention at PT Bank Mestika Dharma, Tbk City of Pematang Siantar

Overall, the variable turnover intention has an average of 4.18. The highest score is 4.18 with a low answer criterion on the thinking of quitting dimension with indicators of employee efforts to pursue better opportunities. The lowest score with an average score of 2.85 with a fairly low answer criterion is on the intention to search dimension with the indicator that employees are looking for alternative jobs with more satisfying salaries, facilities and positions.

Overview of Employee Performance at PT Bank Mestika Dharma, Tbk City of Pematang Siantar

Overall, employee performance variables have an average of 4.15. For the highest score, namely 4.26 with very good answer criteria on the attendance dimension with an indicator of employee attendance at work. The lowest value with an average value of 3.46 is in the dimension of accuracy with the indicator of employee accuracy minimizing errors in work.

Quantitative Descriptive Analysis
Multiple Linear Regression Analysis

Multiple linear analysis is used to determine the effect of independent variables (X1), (X2), (X3), intervening variables (Y) and dependent variables (Z), where variable X1 is motivation, variable X2 is Supervision, variable X3 is leader member exchange and variable Y is turnover intention and variable Z is employee performance. So data processing using calculation assistance using the SPSS version 21 program can be described below in this table:

Table 3. Multiple Linear Regression Results

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	63,757	1,691	
Motivasi	-,187	,047	-,345
Pengawasan	-,147	,037	-,383
LMX	-,113	,029	-,382

a. Dependent Variable: Turnover Intention
Source: data processing results (2022)

Table 3 abovethe results of multiple linear regression can be obtained $\hat{Y}$ =63,757- 0.187X1 - 0.147X2 - 0.113X3 using SPSS version 21 assistance, meaning that there is a negative effect between motivation, supervision and leader member exchange on turnover intention at PT Bank Mestika Dharma, Tbk Pematang Siantar City.

Simple Linear Regression Analysis

A simple regression analysis was carried out to find the effect of the independent variables (X1), (X2), (X3), the intervening variable (Y) and the dependent variable (Z), where the X1 variable is motivation, the X2 variable is Supervision, the X3 variable is leader member exchange , variable Y is turnover intention and variable Z is employee performance. So data processing using the help of SPSS version 21 calculations can be described:

The Effect of Motivation on Turnover Intention

Simple linear regression testing to analyze the influence of motivation on turnover intention.

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Table 4. Simple Linear Regression Results of Motivation on Turnover Intention

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	58,686	2,450	
Motivasi	-,352	,067	-,652

a. Dependent Variable: Turnover Intention
Source: data processing results (2022)

Tabel4 shows that when using SPSS version 21 for menganalisis data, the negative effect of the variableImotivation for turnover intention at PT Bank Mestika Dharma, Tbk Pematang Siantar City, from the resultsIregressionIsimple inier dieroIuh = 58.686 - 0.352 X1, where is thisIai -0.352 existsIah regression coefficient (b1).

Effect of Supervision on Turnover Intention

Simple linear regression testing to analyze the magnitude of the influence of Supervision on turnover intention.

Table 5. Results of Simple Linear Regression Monitoring of Turnover Intention

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	57,642	1,800	
Pengawasan	-,280	,043	-,733

a. Dependent Variable: Turnover Intention
Source: data processing results (2022)

Table 5 abovelinear regression results can be obtainedsimple Y = 57.642 - 0.280 X2, where nilai negative regression coefficient (b2) of -0.280 indicates that the variableIsupervision hurts turnover intention at PT Bank Mestika Dharma, Tbk Pematang Siantar City.

Effect of Leader Member Exchange on Turnover Intention

In this section a simple linear regression test is performed to analyze the influence of leader member exchange on turnover intention.

Table 6. Simple Linear Regression Results of Leader Member Exchange on Turnover Intention

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	55,400	1,450	
LMX	-,217	,033	-,735

a. Dependent Variable: Turnover Intention
Source: data processing results (2022)

TabeI6 shows that when using SPSS version 21 for menganalisis data, the negative effect of the variableIleader member exchange on turnover intention at PT Bank Mestika Dharma, Tbk Pematang Siantar City, from the resultsIregressionIsimple inier dieroIuh =55.400 - 0.217 X3, where is thisIai -0.217 existsIah regression coefficient (b$_3$).

Effect of Turnover Intention on Employee Performance

In this section a simple linear regression test is carried out to analyze the magnitude of the effect of turnover intention on employee performance.

Table 7. Simple Linear Regression Results of Turnover Intention on Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	81,306	3,679	
Turnover Intention	-,663	,080	-,806

a. Dependent Variable: Employee Performance
Source: data processing results (2022)

Table 7 shows that when using SPSS version 21 for menganalisis data, the negative effect of the variableIturnover intention on employee performance at PT Bank Mestika Dharma, Tbk Pematang Siantar City, from the resultsIregressionIsimple inier dieroIuhZ = 81.306 - 0.663Y, where is thisIai -0.663 existsIah regression coefficient (b_3).

Correlation Analysis and Determinant Coefficient (KD)

Calculate the high and low relationship between motivation, Supervision and leader member exchange. Then the relationship between motivation and turnover intention, the relationship between supervision and turnover intention, the relationship between leader member exchange and turnover intention and the relationship between turnover intention and employee performance. Correlation coefficient (r), the calculated r value can be calculated with the SPSS Version 21 program.

Relations of Motivation, Supervision and Leader Member Exchange

Correlation analysis calculates the high and low relationship between motivation, Supervision and leader member exchange. The relationship between independent variables can be seen in the following table:

Table 7. Correlation Analysis and Coefficient of Determination (1)

		Motivasi	Pengawasan	LMX
Motivasi	Pearson Correlation	1	,397*	,405*
	Sig. (2-tailed)		,012	,011
	N	39	39	39
Pengawasan	Pearson Correlation	,397*	1	,555**
	Sig. (2-tailed)	,012		,000
	N	39	39	39
LMX	Pearson Correlation	,405*	,555**	1
	Sig. (2-tailed)	,011	,000	
	N	39	39	39

Source: data processing results (2022)

A correlation value of 0.397 is obtained from table 7. above shows a low relationship between motivation and Supervision, followed by a correlation value of 0.555, indicating a moderate relationship between Supervision and leader member exchange, and a correlation value of 0.405 indicating a moderate relationship between motivation and leader member exchange at PT Bank Mestika Dharma, Tbk Pematang Siantar.

Relationship of Motivation and Turnover Intention

Correlation analysis calculates the high or low relationship between motivation and turnover intention. The value of r can be seen in the following table:

Table 8. Correlation Analysis and Coefficient of Determination (2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,652ª	,425	,410	,962

a. Predictors: (Constant), Motivation
b. Dependent Variable: Turnover Intention
Source: data processing results (2022)

Table 8 shows the processed data, and the resulting correlation value (r) of 0.652 indicates a strong relationship between motivation and turnover intention at PT Bank Mestika Dharma, Tbk Pematang Siantar City. Furthermore, the value of 0.425 in the column R Square, also known as the coefficient of determination indicates that a large motivational contribution can be explained of 42.5%, while the contribution of variables not discussed in this study is 57.5%, such as intellectual abilities, teamwork, communication organization.

Supervision Relations and Turnover Intention

Correlation analysis serves to calculate the relationship between

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supervision and turnover intention. The value of r can be seen in the following table:

Table 9. Correlation Analysis and Coefficient of Determination (3)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,733a	,537	,524	,864

a. Predictors: (Constant), Monitoring
b. Dependent Variable: Turnover Intention
Source: data processing results (2022)

Table 9 shows the processed data, and the resulting correlation value (r) of 0.733 indicates a strong relationship between supervision and turnover intention at PT Bank Mestika Dharma, Tbk Pematang Siantar City. Furthermore, the value of 0.537 in the column R Square, also known as the coefficient of determination indicates that it can be explained that the large supervisory contribution is 53.7%, while the contribution of variables not discussed in this study is 46.3%,such as organizational culture, work discipline, work environment and other variables that can affect turnover intention.

Relationship between Leader Member Exchange and Turnover Intention

Correlation analysis serves to calculate the relationship between leader member exchange and turnover intention. The value of r can be seen in the following table:

Table 10. Correlation Analysis and Coefficient of Determination (4)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,735a	,540	,527	,861

a. Predictors: (Constant), Leader Member Exchange
b. Dependent Variable: Turnover Intention
Source: data processing results (2022)

Table 10 shows the processed data, and the resulting correlation value (r) of 0.735 indicates a strong relationship between leader member exchange and turnover intention at PT Bank Mestika Dharma, Tbk Pematang Siantar City. Furthermore, the value of 0.540 in the column R Square, also known as the coefficient of determination shows that it can be explained that the contribution of a large leader member exchange is 54%, while the contribution of variables not discussed in this study is 46%,such as social support, conscientiousness, work engagement and other variables that can affect turnover intention.

Relationship of Motivation, Supervision and Leader Member Exchange and Turnover Intention

Correlation analysis serves to calculate the high and low relationship between motivation, Supervision and leader member exchange with turnover intention. The value of r can be seen in the following table:

Table 11. Correlation Analysis and Determination Coefficient (5)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,887a	,787	,768	,603

a. Predictors: (Constant), Motivation, Monitoring, Leader Member Exchange
b. Dependent Variable: Turnover Intention
Source: data processing results (2022)

Table 11 shows the processed data, and the resulting correlation value (r) of 0.887 indicates a significant relationshipvery strong between motivation, Supervision and leader member exchange with turnover intentionat PT Bank Mestika Dharma, Tbk City of Pematang Siantar. Furthermore, the value of 0.787 in the column R Square, also known as the

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coefficient of determination indicates that the contribution can be explainedmotivation, supervision and leader member exchange se78.7%, while the contribution of variables not discussed in this study is 21.3%,such as work family, job crafting, innovative work behavior and other variables that can affect turnover intention.

Relationship between Turnover Intention and Employee Performance

Correlation analysis serves to calculate the level of turnover intention relationship. The value of r can be seen in the following table:

Table 12. Correlation Analysis and Coefficient of Determination (6)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,806ᵃ	,649	,640	,619

a. Predictors: (Constant), Turnover Intention
b. Dependent Variable: Employee Performance
Source: data processing results (2022)

Table 12 shows the processed data, and the resulting correlation value (r) of 0.806 indicates that there isvery strong relationship between turnover intention and employee performanceat PT Bank Mestika Dharma, Tbk City of Pematang Siantar.

Furthermore, the value of 0.806 in the column R Square, also known as the coefficient of determination indicates that the contribution can be explained*turnover intention*se64.9%, while the contribution of variables not discussed in this study is 35.1%,such as job satisfaction, incentives, employee engagement and other variables that can affect employee performance.

Hypothesis testing
Simultaneous Test (Test F)

Simultaneous test carried out simultaneously motivation (X1), supervision (X2) and leader member exchange (X3) to

the variable turnover intention (Y) to find out whether the hypothesis is accepted or rejected. With the condition that if Fcount > Ftable or significance ≤ 0.05, then H0 is rejected. To test the truth, hypothesis testing is carried out using the help of the SPSS version 21 calculation which is described in the table below:

Table 13. Estimated Value of Fcount

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	46,875	3	15,625	43,012	,000ᵇ
Residual	12,715	35	,363		
Total	59,590	38			

a. Dependent Variable: Turnover Intention
b. Predictors: (Constant), Motivation, Monitoring, Leader member exchange
Source: data processing results (2022)

Based on the results of data processing in table 13 above, it can be seen that Fcount is 43.012 > Ftable with (0.05; 2 VS (39-3-1 = 35)) of 2.87 or with a significance in column table 13 above of 0.000 <0.05, then H0 is rejected,meaning that motivation, Supervision and leader member exchange have a significant effect on turnover intention at PT Bank Mestika Dharma, Tbk Pematang Siantar City.

Partial Test (t test)

Partial Test 1 Effect of Motivation on Turnover Intention

Partial tests carried out individually or separately (X1) to motivationthe variable turnover intention (Y) to find out whether the variable motivation affects turnover intention and whether the hypothesis results are accepted or rejected. The calculation of t motivation on turnover intention is assisted by using the SPSS version 21 calculation assistance which is described in the table below:

Table 14. Results of the t-test of Motivation on Turnover Intention

Model		t	Sig.
1	(Constant)	23,957	,000
	Motivasi	-5,321	,000

Dependent Variable: Turnover Intention
Source: data processing results (2022)

The results of data processing in table 14 above are obtainedthe tcount value for the motivation variable is -5.231, while the ttable with df = nk-1 (39-3-1 = 35) is -2.03011 or with significance, then H0 is rejected, meaning that motivation has a negative and significant effect on turnover intention at PT Bank Mestika Dharma, Tbk City of Pematang Siantar. This is in line with research conducted by(Bonenberger et al., 2014; Sartono, 2018).

Partial Test 2 Effect of Supervision on Turnover Intention

Partial tests are carried out one-on-one or separately monitoring (X2) on turnover intention (Y) toto determine whether the monitoring variables affect turnover intention and whether the hypothesis results are accepted or rejected. Calculation of t monitoring of turnover intention is assisted by using the SPSS version 21 calculation assistance which is described in the table below:

Table 15. Results of t-test monitoring of Turnover Intention

Model		t	Sig.
1	(Constant)	32,029	,000
	Pengawasan	-6,546	,000

a. Dependent Variable: Turnover Intention
Source: data processing results (2022)

Processing results data in table 15 at above obtained valuetcount on the monitoring variable is -6.546, while ttable with df = nk-1 (39-3-1 = 35) is -2.03011 or with significance, then H0 is rejected, meaning that Supervision has a negative and significant effect on turnover intention at PT Bank Mestika Dharma, Tbk City of Pematang Siantar. This is in line with research conducted by(Qureshi et al., 2013; Radianti, 2016).

Partial Test 3 Effect of Leader Member Exchange on Turnover Intention

Partial tests were carried out individually or separately on leader member exchange (X3) on turnover intention (Y) to find out whether the variable leader member exchange affects turnover intention and whether the results of the hypothesis are accepted or rejected. Calculation of t leader member exchange on turnover intention is assisted by using SPSS version 21 calculation assistance which is described in the table below:

Table 16. Leader Member Exchange t-test results on Turnover Intention

Model		t	Sig.
1	(Constant)	38,219	,000
	LMX	-6,585	,000

Dependent Variable: Turnover Intention
Source: data processing results (2022)

The results of data processing in table 16 above obtained valuestcount on the leader member exchange variable is -6.585, while ttable with df = nk-1 (39-3-1 = 35) is -2.03011 or with significance, then H0 is rejected, meaning that the leader member exchange has a negative and significant effect on turnover intention at PT Bank Mestika Dharma, Tbk Pematang Siantar City. Thing this in line with research which is conducted by(Kim and Mor Barak, 2015).

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Partial Test 4 Effect of Turnover Intention on Employee Performance

turnover intention(Y) on employee performance (Z) to find out whether the turnover intention variable affects employee performance and whether the hypothesis results are accepted or rejected. Calculation of t turnover intention on employee performance is described in the table below:

Table 17. Turnover Intention t Test Results on Employee Performance

Model		t	Sig.
1	(Constant)	22,098	,000
	Turnover Intention	-8,274	,000

a. Dependent Variable: Employee Performance
Source: data processing results (2022)

The results of data processing in table 17 above obtained valuestcount on the turnover intention variable is -8.274, while the ttable with df = nk-1 (39-3-1 = 35) is -2.03011 or with significance, then H0 is rejected, meaning that turnover intention has a negative effect and significant on employee performance at PT Bank Mestika Dharma, Tbk Pematang Siantar City. This is in line with research conducted by(Tim, Woon and Sum, 2014; Asmara, 2017).

DISCUSSION

Motivation at PT Bank Mestika Dharma, Tbk City of Pematang Siantar

Highly motivated employees will likely continue to provide quality work for their employers. Internal and external factors may play a role in this. Motivation at PT Bank Mestika Dharma, Tbk Pematang Siantar City it can be said to be good and can be improved again, because previously the author had distributed questionnaires to respondents and the questionnaire results became statements as a whole obtained an average value of 4.03 with good criteria. In general, employees have a good attitude and acted according to company regulations.

However There are still several factors that could be bette other indicators, namely on the dimensions of the need for performance with indicators of employee effort in developing creativityin work obtained the average value is 3.28 with good enough criteria. The way to improve it is that the boss must be more sensitive inrelations between employees so that they create a work environment that has positive vibes, so that they support each other and there are no more obstacles to highlight creativity. On indicators of employee enthusiasm in working for achievement work which maximum obtained score an average of 3.62 with criteria pretty good, method increase it is awards as wrong one motivation for employees achievers.

Motivationin PT Bank Mestika Dharma, Tbk City of Pematang Siantar in this case it is categorized as good. Even though it has been categorized as good, all employees should increase their motivation, especially developing creativity to benefit employees and the company so that company goals are more easily achieved. This is found in factor theory internal and external influences on motivation in chapter two, according to(Sutrisno, 2014), Employees will be motivated if they have a work environment that has positive vibes, is supportive and mutually supports one another. This can make employees more enthusiastic at work.

Supervision at PT Bank Mestika Dharma, Tbk City of Pematang Siantar

Supervision have role which is very important because Supervision can prevent its occurrence deviations and if deviations occur then Thing can be corrected as soon as possible Supervision includes three stages, namely inadequate

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Supervision, Supervision during the activity and monitoring feedback as stated by(Handoko, 2012). Oversight at PT Bank Mestika Dharma, Tbk Kota Siantar District could said good, becausepreviously author have distributed questionnaires to respondents and the results of the questionnaire became a statement as a whole obtained average value of 3.81 with good criteria.

However there is the monitoring indicators at PT Bank Mestika Dharma, Tbk Pematang Siantar Branch that are of concern are the dimensions of supervision introduction with the attitude indicator of the leadership in setting supervision standards obtained an average value of 3.54 with good criteria, how to improve it the leadership emphasized that each unit head makes a daily report on the performance of each member and submits it to the leadership so that there are no repeated findings from the audit.On the dimension of Supervision During activity is taking place with indicator leadership in carrying out planned Supervision obtained an average value of 3.51 with good criteria, how to improve superiors can arrange schedules so that they can carry out supervision in accordance with that was planned.

Supervisionin PT Bank Mestika Dharma, Tbk Kota Pematang Siantar is categorized as good. This can be seen from the inadequate Supervision according to(Handoko, 2012), Supervision that is designed during pre-employment and Supervision that relates to one another from the regulations on working hours to the company's operational standards have been properly implemented. Even so, the leadership should further increase its Supervision and emphasize the head of the unit to pay more attention to his subordinates to avoid irregularities. The report must be carried out quickly and accurately if there is a deviation. Each finding must explain why it happened and what elements influenced it and simultaneously provide a solution for solving it.

*Leader Member Exchange*At PT Bank Mestika Dharma, Tbk City of Pematang Siantar

Employees who have a strong relationship with their leader are more invested in their work, more willing to take initiative, and more productive overall. The best thing happens to workers who have a bad relationship with their leader, they perform poorly and rarely leave their position.. The leader member exchange at PT Bank Mestika Dharma, Tbk Pematang Siantar City can be said to be good because previously the author had distributed questionnaires to respondents and the results of the questionnaire became statements which as a whole obtained an average value of 3.65 with good criteria.

However, there are several indicators of the leader member exchange at PT Bank Mestika Dharma, Tbk, Pematang Siantar City, which are of concern, such as the dimension of trust, with the leader indicator letting employees do the work independently, an average value of 3.18 is obtained with good enough criteria, the way to improve it is the leadership. and employees are open to each other in terms of communication. If employees are unable or there is no solution to the problems, immediately discuss with the leadership. Leaders can also listen to employees and work that can be done independently, leaders can place their trust or responsibility on the heads of their respective units.

On dimensions*obligation*with the indicator that the leadership is willing to guarantee that employees who are in trouble with what they have obtained an average score of 3.28 with the criteria being good enough, the way to improve it is to build reciprocal relationships and develop a level of mutual respect for one another. Employees show their loyalty to the leader

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when they follow the leader's vision and mission as their own decision.

*Leader member exchange*in PT Bank Mestika Dharma, Tbk Kota Pematang Siantar in this case is categorized as good. Even though it has been categorized as good, companies must pay more attention to the relationship between leaders and employees. This can be seen from respect, trust and obligation according to Graen and Bien in(Wijanto and Susanto, 2013)Quality relationships between management and employees must be balanced between respect, trust and obligation. In order for employees to feel comfortable, the leadership is friendly and takes the initiative to help employees in distress so that the distance between the two is not too tenuous. So that it can facilitate communication between the two.

*Turnover Intention*At PT Bank Mestika Dharma, Tbk City of Pematang Siantar

Companies should avoid*Turnover Intention*high employee turnover, because it will cause a high staff turnover rate that can disrupt the company's operations. Employee turnover planning will lead to costly and time-consuming recruitment for the company. Turnover intention at PT Bank Mestika Dharma, Tbk Pematang Siantar City can be said to be low, because previously the author had distributed questionnaires to respondents and the results of the questionnaire became statements which as a whole obtained an average value of 3.83 with low criteria.

However, there are several indicators of turnover intention at PT Bank Mestika Dharma, Tbk, Pematang Siantar City, which are of concern, such as the intention to search dimension, with indicators of employees looking for alternative jobs, facilities and positions that are more satisfying, with an average value of 2.85 with sufficient criteria. low, the way to improve it is that the leadership evaluates employees who have a good history of

performance (no history of findings) the company can reward them with an acknowledgment as important as the financial benefits provided by the company to employees. For example, by offering career paths, employees will realize that they have a future in the company. On the intention to quit dimension with the indicator that employees have a desire to leave the company because they are dissatisfied with work, an average value of 3.38 is obtained with quite low criteria, the way to improve it is to rotate employees who have worked for 10 years to other departments or other offices . Employees will feel the atmosphere of the new office, new colleagues and new leaders. So that employees can make decisions to stay or leave the company after getting a new office atmosphere.

*In this case, turnover intention*in PT Bank Mestika Dharma, Tbk City of Pematang Siantar is categorized as low. To reduce the possibility of employee turnover, HR (Human Resources) within a company must be more responsive to the wishes of employees or staff so that high turnover intention does not occur in a company. Like office facilities that support employee performance, having complete office facilities will create comfort for the employees. The company also pays attention to how long the employee has been pursuing his field, because if he works too long in the same field it will cause boredom at work. This is clear in the theory of the impact of turnover intention according to(Dharmas, 2013), turnover intention occurs because the employee decides to leave the company, because the desire to leave comes from oneself.

Employee Performance at PT Bank Mestika Dharma, Tbk City of Pematang Siantar

Companyusing performance appraisal to determine the success of an organization. If the employee's performance is good, then the company's goals can be

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easily achieved, the performance indicators at PT Bank Mestika Dharma, Tbk Kota Pematang Siantar are already in the good category. Because previously the author had distributed questionnaires to respondents and the results of the questionnaire became statements with an overall average of 3.93 with good answer criteria.

However, several indicators need attention because the value is still below average, such as in the dimension of accuracy with the employee indicator minimizing errors in work, an average value of 3.46 is obtained with good criteria. The way to improve it is that employees must commit to cross-check input again. On the presence dimension with indicators of imposing sanctions regarding employee attendance at work, an average value of 3.46 is obtained with the criteria for a good answer. The way to improve it is to reinforce existing sanctions from before so that employees are more committed to always being on time.

Performanceemployees at PT Bank Mestika Dharma, Tbk Pematang Siantar City are categorized as good. Even though it is categorized as good, there should be encouragement to self-discipline then the employee will become a disciplined person who obeys the rules, is careful at work to avoid irregularities and is always diligent in coming to work. This can be seen in chapter two of the dimensions of performance by(Wake Up, 2012), it is the obligation of employees to come at a predetermined time. In this case the company can give awards to employees with a history of good attendance or work. So that these employees have the enthusiasm to improve their performance, other colleagues will be triggered to provide good performance to get rewards from the company.

CONCLUSIONS AND SUGGESTION

Conclusion

The regression analysis results calculated through the SPSS version 21 application show a negative effect between motivation, supervision, leader member exchange on turnover intention and turnover intention on employee performance at PT Bank Mestika Dharma, Tbk Pematang Siantar City. Furthermore, the results of the correlation analysis prove that there is a strong relationship between motivation, Supervision, leader member exchange with turnover intention and turnover intention with employee performance. The results of the analysis of the coefficient of determination state whether or not turnover intention can be explained by motivation, Supervision and leader member exchange and the results of the analysis of the coefficient of determination indicate whether employee performance is good or not can be explained by turnover intention. Then the results of testing the hypothesis simultaneously with the F H0 test are rejected, meaning that there is a negative and significant effect between motivation, Supervision and leader member exchange on turnover intention. The results of testing the hypothesis partially with the t H0 test are rejected, meaning that there is a negative and significant effect between motivation, supervision and leader member exchange on turnover intention and turnover intention on employee performance.

Suggestion

Based on the conclusions above, it is necessary to put forward some suggestions that can be useful for companies, namely, companies should hold outbound or togetherness events to improve employee relations with each other to become more intimate to create a supportive work environment. It can develop creativity in work. The leadership should be more assertive so that each unit head makes a daily report on the performance of each member and submits it to the leadership. Leaders or employees should be more open in communication to avoid being rigid or misscommunication. Like, having lunch

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together at work. To reduce the turnover intention rate in the company, the company should determine employee rotation if the employee has reached 10 years of working in that field so that employees can feel a new atmosphere, new colleagues, new team. To improve employee performance, companies are also expected to be able to provide training or training for employees to evaluate themselves and create commitment to work.

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