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The Influence of Compensation and Democratic Leadership Style on Employee Turnover at the Central Mail Processing Office (SPP) in Yogyakarta

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Abstract

Employee turnover can disrupt workforce stability and operational continuity in logistics services. Interviews at the Central Postal Processing Office (SPP) in Yogyakarta identified 24 employees who had left or been replaced, representing a reported 15.69% of the workforce. This study examined how compensation and democratic leadership style were associated with employee turnover at the office. Using a quantitative causal-associative design, the study surveyed 156 employees through total population sampling. Responses to Likert-scale questionnaires were analyzed using multiple linear regression in SPSS. Compensation was negatively associated with turnover (coefficient = −0.199, p = .036). The association between democratic leadership style and turnover was statistically nonsignificant (coefficient = −0.012, p = .937). The model accounted for 2.4% of the variance in turnover (adjusted R^2 = .024), indicating limited explanatory power. The findings suggest that management could review compensation policies, particularly employee benefits, while maintaining supportive leadership practices as part of its retention efforts.

Keywords: Compensation; Democratic Leadership Style; Employee Turnover; Employee Retention; Postal Logistics

INTRODUCTION

Human resources constitute a strategic component in determining organizational effectiveness, competitiveness, and long-term sustainability. Employees are not merely

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responsible for carrying out operational activities but also serve as essential contributors to the achievement of organizational objectives. Consequently, effective human resource management is necessary to optimize employees' competencies, productivity, and individual contributions (Ali et al., 2025). In an increasingly competitive business environment, organizations are required not only to recruit qualified personnel but also to retain them to ensure operational continuity and organizational stability (Sella & Riofita, 2024). Strategic human resource management therefore plays a significant role in developing competitive advantages by ensuring that employees' capabilities are effectively utilized to support organizational performance (Gusti Septiyan Nurhasan & Mamayanti, 2026).

One of the major challenges in human resource management is employee turnover. Turnover refers to the movement of employees out of an organization, which may occur voluntarily or through organizational termination procedures. This phenomenon deserves particular attention because it can disrupt workforce stability and reduce operational effectiveness. A high turnover rate may also increase organizational expenditure through recruitment, selection, and employee training, while simultaneously resulting in the loss of experienced personnel and their accumulated job-related knowledge (Yücel, 2021). Therefore, employee turnover should not be regarded merely as a workforce replacement issue but as a managerial concern that potentially affects organizational productivity and sustainability (Wahyudi et al., 2024). Identifying the factors underlying employees' decisions to leave is consequently essential for developing effective employee retention strategies.

Previous literature indicates that employee turnover is influenced by various organizational and individual factors, including work-related stress, interpersonal relationships, compensation, working conditions, job satisfaction, organizational culture, and organizational commitment (L. Halim & Antolis, 2021). Leadership practices, workplace environments, and organizational conflicts may also influence employees' decisions to remain with or leave their organizations (Hapsari et al., 2020). In this regard, the present study considers compensation and democratic leadership style as two relevant dimensions of human resource management. Compensation represents the rewards provided in exchange for employees' contributions, whereas democratic leadership concerns organizational interactions, employee participation, and involvement in managerial decision-making processes.

Compensation is particularly important because it is closely associated with employees' economic needs and the recognition of their professional contributions. It encompasses both financial and non-financial rewards provided by organizations in appreciation of employees' efforts, dedication, and achievements (Yusianto et al., 2023). Appropriate compensation can strengthen employees' perceptions that their contributions are valued by the organization. Conversely, discrepancies between the rewards received and the responsibilities undertaken may generate dissatisfaction and encourage employees to consider alternative employment opportunities (Kurnia Saputra & Abriyoso, 2022). Dissatisfaction arising from inadequate compensation may also contribute to employees' intentions to leave their current organizations (Achmad Dwi Putro et al., 2020). Accordingly, compensation functions not only as financial remuneration but also as an important organizational mechanism for retaining employees.

Apart from compensation, leadership style represents another organizational dimension that shapes employees' workplace experiences. Leadership plays an important role in directing, coordinating, and establishing working relationships that facilitate organizational objectives (Batubara, 2020). Selecting an appropriate leadership approach according to organizational circumstances is essential for maintaining effective coordination and work implementation (Kuncoro & Permatasari, 2024). One relevant approach is democratic leadership, which emphasizes employee participation in managerial decision-making. This leadership style recognizes employees as important organizational members whose opinions, suggestions, and contributions should be considered in workplace activities (Irdayanti et al., 2023) . Furthermore, supportive and communicative leadership may establish a more constructive working environment and potentially reduce employees' intentions to leave their organizations (Patria et al., 2024).

Nevertheless, previous empirical findings have not demonstrated entirely consistent relationships between leadership practices and employee turnover. Adeline, (2022) examined the relationship between leadership style, employee loyalty, and turnover intention. (Fadillah & Santoso, 2025) investigated compensation and working conditions in relation to nurses' performance by positioning turnover intention as an intervening variable. Meanwhile, Kalsum et al. (2024) reported that democratic leadership had a negative but statistically insignificant relationship with turnover intention when examined alongside workload and work-related stress. These findings suggest that the influence of democratic leadership on

employees' decisions to leave organizations requires further examination across different organizational settings.

Differences are also evident in previous studies concerning compensation. Astuti & Dewi, (2022) identified a significant relationship between compensation and employee turnover intention. Similarly, Harahap et al. (2023) reported a negative and significant relationship between compensation and turnover intention alongside organizational commitment and job satisfaction. Other studies have examined different organizational mechanisms, including leadership as a mediating variable in the relationship between working conditions and turnover (Surbakti et al., 2025). Fadillah & Santoso, (2025) also investigated compensation and workload in relation to turnover intention by incorporating job satisfaction as a mediating variable. Differences in research variables, respondent characteristics, and organizational settings indicate the importance of examining turnover within specific institutional contexts.

Research gap in the present study concerns the limited empirical examination of compensation and democratic leadership simultaneously in relation to employee turnover within the postal and logistics sector, particularly at the Central Postal Processing Office (SPP) in Yogyakarta. Previous studies have investigated compensation and leadership in connection with turnover, but several have incorporated additional variables, mediation mechanisms, or different research settings.(Falakhiyah, (2025), for instance, examined work stress, compensation perceptions, and leadership style in relation to turnover intention, whereas Lestari & Handayani, (2024) focused on leadership practices and employee turnover in a hospital setting. (Prayoga & Sebayang, 2023) incorporated job satisfaction as an intervening variable when examining the relationship between work pressure, democratic leadership, and turnover intention. Therefore, further empirical investigation is necessary to understand these relationships within postal and logistics organizations, where workforce continuity is particularly relevant to operational performance.

The significance of this investigation is reinforced by the turnover phenomenon identified at the Central Postal Processing Office (SPP) Yogyakarta. Preliminary interviews with the company's manager indicated that 24 employees had left or been replaced, representing 15.69% of the workforce. This condition highlights the need to examine employee turnover, particularly because the organization employs both permanent and contract-based personnel. As an organization involved in postal processing and logistics

distribution, SPP Yogyakarta requires workforce continuity to maintain operational efficiency. Employee departures may result in the loss of accumulated experience and job-specific competencies, while replacement employees require an adjustment period to understand operational procedures and responsibilities. Consequently, maintaining workforce stability is essential to supporting the continuity and effectiveness of organizational activities.

Novelty of this study lies in examining compensation and democratic leadership simultaneously as determinants of employee turnover within a postal and logistics organization, specifically SPP Yogyakarta. This contribution is reflected not only in the selection of an organizational setting with distinctive operational characteristics but also in reassessing the relevance of both factors within a context that differs from those investigated in previous studies. The theoretical foundation incorporates Maslow's Hierarchy of Needs to explain how the fulfillment of employees' needs influences their considerations when deciding whether to remain employed. This perspective highlights the importance of compensation in satisfying individual needs. Furthermore, Herzberg's Two-Factor Theory conceptualizes compensation as a hygiene factor whose inadequate provision may generate dissatisfaction and encourage employees to consider leaving their organizations (Ginting, 2026). These theoretical perspectives provide a conceptual basis for understanding the relationship between organizational rewards, workplace experiences, and employee retention decisions.

Based on this background, the present study focuses on the effects of compensation and democratic leadership style on employee turnover at the Central Postal Processing Office (SPP) Yogyakarta. Specifically, it aims to examine the individual effects of compensation and democratic leadership on employee turnover and to assess their simultaneous influence. The findings are expected to contribute empirical insights to human resource management research while providing practical considerations for organizational management in developing compensation policies and leadership practices that support workforce stability.

METHODS

This study employed a quantitative approach with a causal-associative design to examine the effects of compensation and democratic leadership style on employee turnover at the Yogyakarta Central Postal Processing Office (SPP). Employees' perceptions were

measured and analyzed statistically to assess the effects of both independent variables individually and jointly.

The research design comprised three variables operationalized through the indicators specified in the thesis. Compensation (X1), based on Yusianto and Halim (2023), was measured through direct financial compensation, comprising salary, bonuses, and incentives; indirect financial compensation; and non-financial compensation. Democratic leadership style (X2), following Adeline (2022), was assessed using six indicators: decision-making capacity, ability to motivate, communication skills, ability to manage employees, responsibility, and emotional control. Employee turnover (Y), drawing on Ali et al. (2025), was measured through thoughts of quitting, intention to leave the organization, and intention to search for another job. The indicators were represented by questionnaire statements rated on a five-point Likert scale, from strongly disagree (1) to strongly agree (5).

The population consisted of all 156 SPP Yogyakarta employees, including permanent and contract staff. Saturated sampling, or a census, was applied; every member of the population participated as a respondent. This technique was appropriate because the population size was known and all members were accessible. Thus, the sample comprised 156 employees.

Primary data were collected directly through printed questionnaires distributed to all respondents. The instrument contained statements concerning compensation, democratic leadership style, and employee turnover, as well as a section on respondent characteristics. Participants answered based on their work experiences and conditions at SPP Yogyakarta. Data collection took place in September 2026; however, the thesis does not specify the exact starting and ending dates or the total collection period. Instrument validity was tested using Pearson correlation, with a 5% significance level and comparison of the calculated and critical r-values. Reliability was assessed using Cronbach's alpha, with values above 0.70 indicating reliability.

Data were analyzed using SPSS. Descriptive statistics, including the mean, median, and standard deviation, were calculated to summarize the variables. The instrument was assessed for validity and reliability, followed by classical assumption tests for normality, multicollinearity, and heteroscedasticity. Multiple linear regression examined the effects of compensation and democratic leadership style on turnover. Adjusted R^2 assessed the model's explanatory capacity, while t-tests evaluated the partial effect of each independent variable.

Hypothesis testing used a significance threshold of 0.05. These analytical procedures followed the study's stated research objectives.

RESULTS

This study involved 156 employees of the Yogyakarta Central Postal Processing Office (SPP), comprising permanent and contract employees. All members of the population were included through a saturated sampling technique. Data were collected using a questionnaire measuring three principal variables: compensation, democratic leadership style, and employee turnover. The collected data were subsequently examined through descriptive statistical analysis, instrument testing, classical assumption tests, and multiple linear regression to identify the relationships between the independent and dependent variables.

Tabel 1. Descriptive Statistical Analysis

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Compensation	156	16	40	30.21	4.692
Democratic Leadership Style	156	7	25	20.33	2.948
Turnover	156	6	29	19.73	4.954

Source: Primary data processed, 2026.

Table 1. Descriptive Statistical Analysis presents the descriptive statistics for the three research variables. Compensation recorded a mean score of 30.21 and a standard deviation of 4.692. Democratic leadership style obtained a mean of 20.33, with a standard deviation of 2.948, while employee turnover had a mean score of 19.73 and a standard deviation of 4.954. These results provide an overview of respondents' assessments of the variables examined in the study. The differences in standard deviations also indicate variations in response distributions across the variables. In particular, turnover displayed a wider distribution of scores than the other two variables. Nevertheless, these descriptive findings provide only an initial account of the observed data and do not establish the statistical relationships between the variables.

Before conducting regression analysis, the research instrument was assessed to determine whether its items adequately measured the intended constructs. Instrument validity was examined using Pearson product-moment correlations by comparing the calculated r-values with the critical r-value. With 156 respondents, the critical r-value was established at 0.1572 at the 5% significance level. The results indicated that all questionnaire items measuring compensation, democratic leadership style, and employee turnover had

calculated r-values exceeding the critical value. Accordingly, all items were classified as valid and retained for subsequent analysis.

Tabel 2. Instrument Reliability Test Results

Variable	Cronbach's Alpha	Criterion	Assessment
Compensation	0.737	>0.70	Reliable
Democratic Leadership Style	0.705	>0.70	Reliable
Turnover	0.839	>0.70	Reliable

Source: Primary data processed, 2026.

Table 2. Instrument Reliability Test Results indicates that all research variables achieved Cronbach's Alpha coefficients above the minimum threshold of 0.70. Compensation recorded a coefficient of 0.737, democratic leadership style obtained 0.705, and employee turnover achieved 0.839. These findings demonstrate that the questionnaire items had acceptable levels of internal consistency. Therefore, the instrument was considered sufficiently reliable for measuring the three constructs investigated in this study.

Classical assumption tests were subsequently performed to assess the suitability of the regression model. The normality assessment, based on the Normal P-P Plot, showed that the residual points were distributed around and generally followed the diagonal line. Although several points deviated from the line, the deviations did not indicate a pronounced departure from the expected pattern. This visual result suggested that the regression residuals were approximately normally distributed. The multicollinearity test produced a tolerance value of 0.790 and a VIF value of 1.226 for both independent variables. These values met the required criteria of tolerance above 0.10 and VIF below 10, indicating no evidence of multicollinearity. Furthermore, the heteroscedasticity test yielded significance values of 0.273 for compensation and 0.417 for democratic leadership style. Both values exceeded the 0.05 threshold, suggesting that the model did not exhibit heteroscedasticity.

Tabel 3. Classical Assumption Test Results

Test	Variable/Indicator	Result	Criterion	Conclusion
Normality	Normal P-P Plot	Points generally follow the diagonal line	Points follow the diagonal line	Satisfied
Multicollinearity	Compensation	Tolerance 0.790; VIF 1.226	Tolerance > 0.10; VIF < 10	No multicollinearity
Multicollinearity	Democratic Leadership Style	Tolerance 0.790; VIF 1.226	Tolerance > 0.10; VIF < 10	No multicollinearity

Test	Variable/Indicator	Result	Criterion	Conclusion
Heteroscedasticity	Compensation	Sig. 0.273	Sig. > 0.05	No heteroscedasticity
Heteroscedasticity	Democratic Leadership Style	Sig. 0.417	Sig. > 0.05	No heteroscedasticity

Source: Primary data processed, 2026.

Table 3. Classical Assumption Test Results show that Following the instrument and classical assumption assessments, multiple linear regression was employed to examine the direction of the relationships between compensation, democratic leadership style, and employee turnover. The estimated regression coefficients are presented in Table 4.

Tabel 4. Multiple Linear Regression Results

Variable	Unstandardized Coefficient (B)	Std. Error
Constant	25.997	3.099
Compensation (X1)	-0.199	0.094
Democratic Leadership Style (X2)	-0.012	0.150

Source: Primary data processed, 2026.

Table 4. Multiple Linear Regression Results shows that compensation had a negative regression coefficient of -0.199, while democratic leadership style recorded a negative coefficient of -0.012. Based on these estimates, the regression equation was formulated as $Y = 25.997 - 0.199X1 - 0.012X2$. The equation indicates that both independent variables exhibited negative relationships with employee turnover. Specifically, a one-unit increase in compensation was associated with a predicted decrease of 0.199 units in turnover, assuming the other variable remained constant. Similarly, a one-unit increase in democratic leadership style was associated with a predicted decrease of 0.012 units in turnover.

Tabel 5. Coefficient of Determination

Model	R	Adjusted R Square
1	0.192	0.024

Source: Primary data processed, 2026.

Table 5. Coefficient of Determination presents an R-value of 0.192 and an Adjusted R Square of 0.024, equivalent to 2.4%. This result indicates that compensation and democratic leadership style jointly accounted for 2.4% of the variation in employee turnover, after adjustment for the number of predictors and the sample size. The remaining 97.6% of the variation was associated with factors outside the research model. Thus, the explanatory capacity of the model was relatively limited,

indicating that the two predictors represented only a small proportion of the factors associated with employee turnover in the research setting.

The partial hypotheses were examined using t-tests at a significance level of 0.05. The critical t-value was 1.9756, based on 153 degrees of freedom. The test results are presented in Table 6.

Tabel 6. Partial Hypothesis Testing Results (t-Test)

Variable	t-value	Significance	Decision
Compensation (X1)	-2.115	0.036	Significant effect
Democratic Leadership Style (X2)	-0.079	0.937	No significant effect

Source: Primary data processed, 2026.

Table 6. Partial Hypothesis Testing Results (t-test) indicates that compensation obtained a calculated t-value of -2.115 and a significance level of 0.036. Since the significance value was below 0.05 and the absolute calculated t-value exceeded the critical value, compensation had a statistically significant negative effect on employee turnover. Accordingly, the first hypothesis was accepted. In contrast, democratic leadership style recorded a calculated t-value of -0.079 and a significance level of 0.937. As this significance value exceeded 0.05, its effect on employee turnover was not statistically significant. Therefore, the second hypothesis was rejected.

Overall, the findings demonstrate that compensation had a statistically significant relationship with employee turnover at SPP Yogyakarta, whereas democratic leadership style did not exhibit a significant partial effect. Although both regression coefficients indicated negative directions, statistical significance was established only for compensation. These findings provide the empirical basis for the subsequent discussion of the roles of compensation and leadership in the context of employee turnover.

DISCUSSION

The findings demonstrate that compensation has a negative and statistically significant effect on employee turnover at the Yogyakarta Central Postal Processing Office (SPP). The regression coefficient of -0.199 and significance value of 0.036 indicate that higher compensation is associated with a lower tendency among employees to leave the organization. This finding suggests that compensation functions not merely as a reward for work performed but also as an important consideration in employees' decisions to remain employed. In line with the research objectives, compensation was examined through direct

financial compensation, indirect financial compensation, and non-financial compensation. These dimensions indicate that employees' assessments extend beyond salary, bonuses, and incentives to include benefits and forms of organizational recognition. Therefore, the significant negative relationship suggests that the perceived adequacy of employment rewards is relevant to employee retention at SPP Yogyakarta.

The relationship can be interpreted through Herzberg's Two-Factor Theory, which classifies compensation as a hygiene factor. Hygiene factors are employment conditions that may generate dissatisfaction when they are perceived as inadequate or unfair. In this regard, insufficient compensation may encourage employees to consider alternative employment, whereas compensation perceived as appropriate may reduce one potential reason for leaving an organization (Ginting, 2026). The descriptive findings provide additional context: compensation recorded a mean score of 30.21 out of a possible 40, indicating a relatively positive overall assessment among respondents. Nevertheless, this average should not be interpreted as evidence that every component of compensation has fully met employees' expectations. The thesis specifically recommends that management periodically evaluate employee benefits because some respondents still perceived that their needs or expectations had not been adequately fulfilled. Thus, the significant effect should be understood as evidence of the relevance of compensation adequacy to turnover, rather than proof that the existing compensation system is already optimal.

This result is consistent with (Harahap et al. (2023), who reported a negative and significant relationship between compensation and employee turnover intention at Ria Catering Pekanbaru. A similar finding was reported by Fadillah & Santoso, (2025), whose study of BPR KS employees in Bandung also identified a negative and significant effect of compensation on turnover intention. The consistency across these studies reinforces the argument that compensation is an important human resource management consideration in retaining employees. The present study extends this evidence to the postal and logistics service context, particularly a central postal processing office with both permanent and contract employees. Its contribution therefore lies not only in supporting the established relationship between compensation and turnover but also in providing empirical evidence from an organizational setting in which workforce stability is relevant to postal processing and distribution activities.

In contrast, democratic leadership style did not have a statistically significant effect on employee turnover. Its regression coefficient was -0.012, with a significance value of 0.937. Although the coefficient indicates a negative direction, the statistical result does not provide sufficient evidence to conclude that democratic leadership influences turnover in this research setting. This finding is important because it demonstrates that employees' relatively positive perceptions of leadership do not necessarily translate into a measurable reduction in their intention to leave. Democratic leadership was examined through decision-making, motivation, communication, employee management, responsibility, and emotional control. The mean score of 20.33 out of 25 suggests that respondents generally evaluated democratic leadership positively. However, this favorable assessment was not accompanied by a statistically significant partial effect on turnover. Consequently, leadership quality, as measured in this study, cannot independently explain employees' turnover tendencies.

The result may be interpreted in relation to Maslow's hierarchy of needs, which is used in the thesis to explain the relative importance of employees' basic needs and welfare. Employees may consider economic security and personal welfare when deciding whether to remain in their jobs. Accordingly, participation in decision-making and constructive communication with supervisors may not be sufficient to outweigh financial considerations and family responsibilities. The respondent profile provides contextual information: employees aged 21–30 constituted the largest age group, with 58 respondents (37.18%), while 107 respondents (68.59%) were married. These characteristics may indicate the relevance of welfare and family-related considerations in employment decisions. Nevertheless, this interpretation should be treated cautiously because the study did not directly test the relationship between demographic characteristics and turnover. The findings therefore suggest a possible contextual explanation rather than establishing a causal relationship between marital status, age, and employees' decisions to leave.

The non-significant result for democratic leadership is consistent with l. Kalsum et al. (2024) , who found that democratic leadership had a negative but non-significant effect on employee turnover intention. It also corresponds with Falakhiyah, (2025), who reported that leadership style did not significantly influence turnover intention. These similarities suggest that democratic leadership does not necessarily constitute the dominant consideration in employees' decisions to remain with or leave an organization. However, the finding should not be interpreted as indicating that leadership is irrelevant to human resource management. Rather, it shows that the partial effect of democratic leadership was not

statistically established within the particular organizational context, respondent group, and research model examined. Leadership practices therefore remain relevant, particularly through more supportive approaches involving open communication, recognition of employee contributions, and attention to work performance.

Theoretically, this study contributes to human resource management research by demonstrating that compensation and democratic leadership may have different empirical relationships with turnover within the same organization. Compensation showed a significant partial effect, whereas democratic leadership did not. This distinction adds contextual evidence from the postal and logistics sector, suggesting that employment rewards may have a more demonstrable relationship with turnover than employees' perceptions of democratic leadership in the setting examined. Practically, SPP Yogyakarta management should periodically review the appropriateness of salaries, incentives, bonuses, benefits, insurance, and non-financial recognition in relation to employees' responsibilities and needs. Particular attention to employee benefits is warranted because the thesis identifies this aspect as requiring further evaluation. Regarding leadership, managers should continue strengthening supportive practices through open communication, recognition of contributions, and attention to employee performance. Such measures should complement, rather than replace, improvements in compensation management.

Several limitations should be considered when interpreting these findings. First, the research model included only two independent variables: compensation and democratic leadership style. Employee turnover, however, may be associated with other factors that were not examined. The Adjusted R Square of 0.024 indicates that the two predictors explained only 2.4% of the variation in turnover within the model, leaving a substantial proportion unexplained. Second, the research was conducted exclusively at SPP Yogyakarta, whose working conditions, human resource policies, and employee characteristics may differ from those of other organizations. Consequently, the findings should not be generalized directly to other institutional settings. Future studies could broaden the research context and incorporate additional variables to provide a more comprehensive explanation of employee turnover. Overall, this study highlights the importance of compensation in understanding turnover at SPP Yogyakarta while demonstrating that the relationship between democratic leadership and turnover requires consideration of the organizational context.

CONCLUSION

This study examined the effects of compensation and democratic leadership style on employee turnover at the Central Postal Processing Office (SPP) in Yogyakarta. The findings indicate that compensation has a negative and statistically significant effect on employee turnover, suggesting that higher compensation is associated with a lower tendency among employees to leave the organization. In contrast, democratic leadership style does not demonstrate a statistically significant effect on turnover. These findings establish compensation as a relevant factor in explaining employee turnover within the organization, whereas the influence of democratic leadership remains statistically unsupported in the context examined. Accordingly, the research objectives have been addressed by identifying the distinct effects of the two organizational factors on employee turnover.

The study contributes to human resource management research by demonstrating that the relationship between organizational factors and employee turnover may vary across workplace contexts. In particular, it extends the discussion of compensation and leadership to the operational setting of postal and logistics services. Practically, the findings provide a basis for SPP Yogyakarta management to conduct periodic reviews of compensation policies, particularly the adequacy and relevance of employee benefits. Although democratic leadership was not found to have a significant effect, managers should continue to foster supportive leadership practices through open communication, recognition of employee contributions, and attention to work performance.

Future research should incorporate additional factors that may explain employee turnover, including job satisfaction, workload, work environment, and organizational commitment. Studies involving multiple organizations or companies with different operational characteristics are also recommended to improve the broader applicability of the findings. Such investigations may provide a more comprehensive understanding of the determinants of employee turnover and offer stronger empirical foundations for developing effective employee retention strategies.

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