

THE INFLUENCE OF LEADERSHIP AND WORKLOAD ON *TURNOVER INTENTION* WITH JOB SATISFACTION AS AN INTERVENING VARIABLE (CASE STUDY ON EMPLOYEES OF PT USAHA KARYA KENCANA)

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ABSTRACT

This study examines and analyzes the effect of leadership and workload on turnover intention with job satisfaction as an intervening variable. In this study using quantitative research methods with primary data sources. The sampling technique in this study used the maximum likelihood (ML) technique. Respondents in this study were employees at PT Usaha Karya Kencana involving 100 employees. Data in the study used a seven-point likert scale measurement and were then collected through the distribution of the google form. The data analysis technique uses structural equation modeling (SEM) with the AMOS version 24 application tool. The results show that leadership has a negative effect on turnover intention, workload has a positive effect on turnover intention, leadership has a positive effect on job satisfaction, workload has a negative effect on job satisfaction, job satisfaction has a negative effect on turnover intention, leadership has no effect on mediated turnover intention by job satisfaction, workload affects turnover intention which is mediated by job satisfaction. It is hoped that future research will take variables that have not been studied about turnover intention, producing a wide and different research range.

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1. INTRODUCTION

In the current era of globalization organizations are faced with the challenges of globalization competition with all its implications. Business entities must feel it is important to carry out certain strategies in order to survive so that business entities have the courage to face change and win the competition. According to (Noor, 2017) The basis for the changes that occur and the amount of energy that exists is a determination in the future in the context of human resources. Employees are the core assets of an organization where an organization's achievements, growth, and success largely depend on the performance of its human resources. Human resources play a very important role as drivers in every company, where human resources are determinants of sustainability and contribute to the achievement of company goals effectively and efficiently. According to (Nasution, 2017) The company needs to manage and pay attention to human resources as well as possible so that the company does not lose the quality of human resources.

One of the negative problems caused by human resource management is turnover intention. Turnover intention employees refers to workers who leave their organization and are replaced by new employees. According to (Budun et al., 2021) turnover intention is the desire to move from one place to another but there is no stage of realization yet. The negative impact of turnover intention for the company is that it is related to the quality and ability of new employees in lieu of karyawan who leaves. According to (Fani & Pawirosumarto, 2017) Substitute employees who leave the company often lack mastery of the work, so it takes a long time and expensive costs to recruit new employees.

According to (Darmo, 2020) The high level of turnover intention has currently become a severe problem worldwide due to the possibility of costly consequences and can damage the functioning of the organization. According to (Subawa & Utama, 2013) The high level of turnover intention has currently become a severe problem worldwide due to the possibility of costly consequences and can damage the functioning of the organization.

According to (Sugiyanto & Ruknan, 2020) Leadership is the activity or art of influencing others to be willing to cooperate which is based on the person's ability to guide others in achieving the goals desired by the group. According to (Arianto, 2012) To achieve organizational goals must go through a

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process of encouragement and helping others to work is the meaning of leadership. According to (Febriastuti et al., 2015) To achieve organizational goals must go through a process of encouragement and helping others to work is the meaning of leadership.

PT Usaha Karya Kencana is a company engaged in the retail of building materials. The name kencana was inspired by the "kencana train" which is a respectable vehicle of the royal family that will take the company in a better direction in a respectable way. In an effort to meet the needs of the community for building materials with durable, sturdy, and friendly prices. Employees are required to be able to provide services in the provision of good and quality building materials, so that in their operational activities human resources are needed that are oriented towards service and provision. Based on the data obtained, there are problems related to *turnover* with the following details:

Table 1 *Turnover Rate* PT Usaha Karya Kencana 2019-2022

Year	Enter (1)	Out (2)	Beginning of the Year (3)	Year-End (4)	Turnover Rate (%)
2019	14	30	286	270	7,9%
2020	15	35	279	250	9,6%
2021	18	40	250	228	12,1%
2022	20	48	228	200	15,8%

Source : PT Usaha Karya Kencana, 2023

Based on table 1, it shows that the turnover rate in 2019 to 2022 in PT Usaha Karya Kencana was 7.9%, 9.6%, 12.1% and 15.8%, respectively. Referring to Gillis's opinion (in Hartono & Setiawan, 2013) the turnover level is said to be normal if it is in the range of 5-10% at year. If the employee's turnover rate is more than 10% at years then the employee's turnover is said to be high. Turnover at PT Usaha Karya Kencana successively at year has increased turnover rate, so turnover PT Usaha Karya Kencana is said to be high, for this reason, it is necessary to know the factors causing employee turnover intention at PT Usaha Karya Kencana.

2. METHOD

The use of quantitative research methods in this study is considered very appropriate. Quantitative method is a method that aims to find the truth of a hypothesis by collecting data, processing data, presenting data and then analyzing the data.

The population in this study was employees of PT Usaha Karya Kencana in the section of sales supervisors, sales staff, sales, warehouse heads, loading and unloading crews, financial supervisors, financial staff, forklift operators, logistics, checking, kenek, drivers, security guards, and office boys.

According to (Santoso, 2011) to analyze with SEM, the appropriate sample size is between 100-200, namely with the maximum likelihood (ML) technique or at least five times the indicator. The way to determine the number of samples is by means of the number of indicators 20 multiplied by 5 which means it produces 100.

In this study the process of distributing questionnaires was carried out using an online survey uses google forms (google form). The questionnaire used in this study used a seven-point likert scale, which consisted of very disagree (1), strongly disagree (2), disagree (3), neutral (4), agree (5), strongly agree (6), and totally agree (7).

Data Analysis Techniques

1. Confirmatory Analysis

Confirmatory analysis is an analysis aimed at testing the validity of a theoretical construct. According to (Ghozali, 2017) the analysis in research aims to test indicators based on theoretical concepts are valid indicators as a measure of latent constructs.

Validity Test

Used to test the unidimensionality of dimensions that explain the latent factors of exogenous variables as well as endogenous variables. To see the correlation of each exogenous variable and endogenous variable, it can be seen from the loading factor value and the weight of each indicator.

Reliability Test

Reliability is a measure of the internal consistency of an indicator of a formed variable that indicates the degree to which each variable indicates a common variable. There are two methods used, namely, variance extracted and reliability construct.

2. SEM Assumption Test

Data Normality Test

Normality tests are performed to test whether the data is close to or within the normal distribution standards. Evaluation of data normality was carried out using a critical skewness value ratio of <2.58 with a significance of 0.01. According to (Ghozali, 2017) data is considered normal if the value of the critical ratio skewness value is below 2.58.

Test Outliers

According to (Ghozali, 2017) outliers are unique characteristics of an observation condition of a data that looks far different from others, this difference takes the form of extreme values, be it a single variable or a combination variable. According to (Ghozali, 2017) the outliers criteria used are based on the value of chi-squares on degree of freedom with a significant level of $p < 0.001$. By observing the expensive value of distance, it will be able to detect the value of multivariate outliers from the data.

Residual Analysis

The residual value in SEM studies should show small or close to zero. It must also be symmetric between the frequency distributions of residual covariance. If you want to modify it, you must also consider according to the strength of the theoretical foundation and the model must have a high value on residual covariances, namely > 2.58 .

3. Goodness of Fit Model

The model conformity test aims to test how good the model level of the study is. There are several statistical conformity tests :

CMIN/DF

CMIN/DF is the value of chi square divided by degree of freedom. According to (Ghozali, 2017) the fit measure is when the ratio value is smaller than 2.

Root Mean Square Residual (RMSEA)

The results of the RMSEA empirical test are suitable for testing strategy models with a large number of samples. The RMSEA value is acceptable if the \leq value is 0.08. RMSEA is a measure that tries to correct the statistical tendency of *chi square* by rejecting models in large sample numbers.

Goodness of Fit Index (GFI)

GFI is a non-statistical measure whose value ranges from 0 (poor fit) to 0.90 (perfect fit). A high GFI value indicates good fit and an acceptable GFI value as a viable value is not yet standardized, but many researchers advocate values above 90% to be a measure of good fit.

Adjusted Goodness of Fit Index (AGFI)

AGFI is a GFI development that adjusts the ratio of degree of freedom to proposed models to degree of freedom to null models. The recommended value is equal to or greater than 0.9.

Tucker Lewis Index (TLI)

TLI is a measure that compares the baseline of the model and the model being tested. The TLI value is ≥ 0.90 . The recommended TLI value is equal to or greater than 0.90.

Comparative Fit Index (CFI)

CFI is a measure of the size of the index not influenced by sample size because, it is very good when measuring the acceptance rate of the model. The index is highly recommended, as is the CFI, because the index is relatively insensitive to the size of the sample and less influenced by the complexity of the CFI value model of ≥ 0.90 . A value close to indicates good fit.

4. Test the Hypothesis

After conducting the SEM assumption test and the goodness of fit model, the next step is to test the hypothesis of the causality relationship of the research variables. According to (Ghozali, 2017) the C.R criterion equal to or greater than 2 is the basic criterion for rejecting the null hypothesis and accepting the alternative hypothesis that the regression coefficient obtained is significant not equal to zero.

3. RESULTS AND DISCUSSION

This study used structural equation modeling (SEM) with AMOS 24 software. The series of data processing processes include confirmatory analysis, sem assumption test, goodness of fit model and hypothesis test.

1. Confirmatory Analysis

a. Validity Test

1) Confirmatory Analysis of Exogenous Variables

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Table 2 Exogenous Variable Feasibility Test Results

Size index criteria	Reference Value	Result	Information
	X ² with df;34 p;5%		Good
X ² Chi-Square	= 48,602	17,005	
Probability	≥ 0.05	0,993	Good
CMIN/DF	≤ 2.00	0,500	Good
GFI	≥ 0.90	0,969	Good
AGFI	≥ 0.90	0,949	Good
RMSEA	≤ 0.08	0,000	Good
TLI	≥ 0.90	1,016	Good
CFI	≥ 0.90	1,000	Good

Signification Test

According to (Ferdinand, 2006) the stages of analysis are loading factor and weight factor. The loading factor requirement value must reach ≥ 0.70 then it is declared valid. Below are the results of loading factor testing :

Table 3 Exogenous Variable Loading Factor

	Estimate
KPM1 <--- KPM	,940
KPM2 <--- KPM	,929
KPM3 <--- KPM	,933
KPM4 <--- KPM	,934
KPM5 <--- KPM	,939
BK1 <--- BK	,943
BK2 <--- BK	,939
BK3 <--- BK	,946
BK4 <--- BK	,930
BK5 <--- BK	,953

Based on the test results in the table, it can be seen that each indicator on leadership and workload has a loading factor value of ≥ 0.70 . So it is concluded that each indicator together presents the undimensionality of the latent variables of leadership and workload. Below are the results of factor weight testing:

Table 4 Weights of Exogenous Variable Factors

	Estimate	S.E.	C.R.	P
KPM1 <--- KPM	1,000			
KPM2 <--- KPM	,969	,054	18,059	***
KPM3 <--- KPM	1,009	,055	18,327	***
KPM4 <--- KPM	,959	,052	18,425	***
KPM5 <--- KPM	1,009	,053	18,881	***
BK1 <--- BK	1,000			
BK2 <--- BK	1,005	,052	19,154	***
BK3 <--- BK	,994	,050	19,829	***
BK4 <--- BK	1,016	,055	18,344	***
BK5 <--- BK	,993	,049	20,463	***

The weight of this factor is aimed at showing the strength of the dimensions forming its latent factor. Based on the results in table 4 it can be seen that each indicator has a cr value > 1.96 and at a signification level of < 0.01 . Then the indicators of leadership and workload are significantly the dimensions of the latent factors formed.

a. Validity Test

2) Confirmatory Analysis of Endogenous Variables

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Table 5 Endogenous Variable Feasibility Test Results

Size index criteria	Reference Value	Result	Information
	X ² with df;34 p;5%		Good
X ² Chi-Square	= 48,602	20,169	
Probability	≥ 0.05	0,971	Good
CMIN/DF	≤ 2.00	0,593	Good
GFI	≥ 0.90	0,965	Good
AGFI	≥ 0.90	0,944	Good
RMSEA	≤ 0.08	0,000	Good
TLI	≥ 0.90	1,014	Good
CFI	≥ 0.90	1,000	Good

Signification Test

According to (Ferdinand, 2006) the stages of analysis are loading factor and weight factor. The loading factor requirement value of reaching ≥ 0.70 is declared valid. If the loading factor is lower than 0.70, it is considered that the variable has no dimensions explaining the latent variable. Below are the results of loading factor testing :

Table 6 Endogenous Variable Loading Factor

	Estimate
KPS1<---KPS	,939
KPS2<---KPS	,927
KPS3<---KPS	,932
KPS4<---KPS	,924
KPS5<---KPS	,937
TI1 <---TI	,932
TI2 <---TI	,923
TI3 <---TI	,942
TI4 <---TI	,908
TI5 <---TI	,944

Based on the test results in table 6, it can be seen that each indicator on job satisfaction and turnover intention has a loading factor value of ≥ 0.70 . So it is concluded that each indicator together presents the undimensionality of latent variables of job satisfaction and turnover intention. And below are the results of factor weight testing :

Table 7 Weights of Exogenous Variable Factors

	Estimate	S.E.	C.R.	P
KPS5 <--- KPS	1,000			
KPS4 <--- KPS	,991	,057	17,455	***
KPS3 <--- KPS	,983	,054	18,044	***
KPS2 <--- KPS	,982	,056	17,673	***
KPS1 <--- KPS	1,018	,055	18,586	***
TI5 <--- TI	1,000			
TI2 <--- TI	,964	,054	17,857	***
TI3 <--- TI	1,021	,053	19,404	***
TI4 <--- TI	,984	,058	16,828	***
TI1 <--- TI	,985	,053	18,608	***

Based on the results in table 7 it is seen that each indicator has a cr value > 1.96 and at a signification level < 0.01 . Then the indicator is significantly the dimension of the formed latent factor.

b. Reliability Test

Variance extracted is the substantiation of indicators that represent the structure well. Reliability construct is a statement of internal consistency measures of indicators on the construct that displays the degree each indicator may indicate a common construct or latent one.

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Table 8 Average Variance Extracted (AVE) Validity Values and Construct Reliability (CR) Reliability (CR)

Indicator	SLF	Error	SLF ²	AVE	CR
KPM1	0.940	0.235	0.884	0.776	0.946
KPM2	0.929	0.266	0.863		
KPM3	0.932	0.274	0.869		
KPM4	0.934	0.240	0.872		
KPM5	0.939	0.244	0.882		
BK1	0.943	0.231	0.889	0.789	0.949
BK2	0.939	0.252	0.882		
BK3	0.946	0.216	0.895		
BK4	0.930	0.299	0.865		
BK5	0.952	0.189	0.906		
KPS1	0.939	0.227	0.882	0.780	0.946
KPS2	0.927	0.259	0.859		
KPS3	0.932	0.240	0.869		
KPS4	0.924	0.274	0.854		
KPS5	0.937	0.227	0.878		
TI1	0.932	0.232	0.869	0.781	0.947
TI2	0.923	0.253	0.852		
TI3	0.941	0.212	0.885		
TI4	0.907	0.327	0.823		
TI5	0.945	0.189	0.893		

From the size of AVE, known value of AVE, it is known that the entire AVE value > 0.5, which means that it has met the properties of good convergent validity based on the size of AVE. Meanwhile, based on the value of construct reliability (CR), the entire value of construct reliability (CR) > 0.70, which means that it has met the convergent validity property which is good based on construct reliability (CR) size.

2. SEM Assumption Test

a. Data Normality Test

Based on from the results of normality calculations the value of the critical ratio (cr) for skewness and quoritosis is above 2.58. According to (Ghozali, 2017) the evaluation of data normality is said to be normal if the value of the critical ratio skewness value is below 2.58. Then it can be concluded that the data is abnormal. According to (Ghozali, 2017) one way to overcome the presence of non-normal data is to use the bootstrap procedure. Bootstrap is a resampling procedure in which the original sample is treated as a population. The following are the results of the analysis of the output explanation of the bootstrap procedure :

Table 9 Output Bollen Stine Bootstrap

Bollen-Stine Bootstrap (Default model)

The model fit better in 50 bootstrap samples.

It fit about equally well in 0 bootstrap samples.

It fit worse or failed to fit in 450 bootstrap samples.

Testing the null hypothesis that the model is correct, Bollen-Stine bootstrap p = ,900

In the original model without bootstrapping the chi square value = 107.222 with a probability of 1.000. While the result of the bollen stine bootstrap probability = .900 (obtained from the file to fit 450 divided by the total bootstrap sample 500) and this value is greater than the signification level (> 0.05). So it was concluded that with bollen stine bootstrap analysis the model is acceptable.

b. Test Outliers

In this study using 20 indicators. The value of the mahalonobis distance $\chi^2(0.001;20) = 45.31475$. This means that if there is a data value for the mahalonobis distance above 45.31475 it is categorized as outliers. the mahalanobis value exceeds 45.31475 meaning that there are outliers in the data used. However, the Bollen stine bootstrap has been carried out in the normality test and the results show p = 0.900, meaning that the value is greater than the significance level > 0.05. That is, the bootstrap results match the model where the results show that bootstrap testing for hypothesis testing can be carried out. Therefore there is no need to remove outliers.

c. Residual Analysis

From the results of statistical analysis conducted in this study, no standardized value of covariance risk was found to be more than 2.58 so it can be said that the residual requirement was met.

3. Goodness of Fit Model

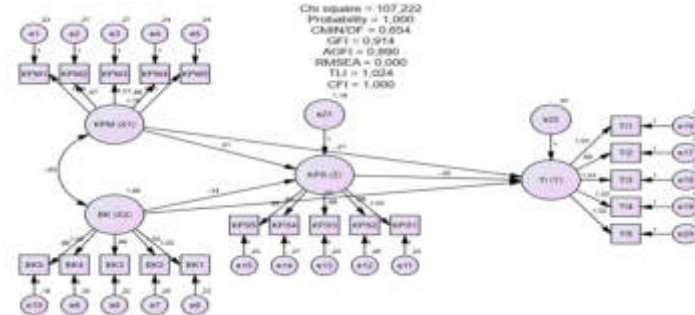


Figure 1 Full Model Structural Fit

4. Test the Hypothesis

The *critical ratio* (CR) value shows the value obtained from the estimated value divided by the standard error (SE). According to (Ferdinand, 2014) the C.R criterion equal to or greater than 2 is the basic criterion rejecting the null hypothesis and accepting the alternative hypothesis that the regression coefficient obtained is significantly not equal to zero. Based on the results of the analysis, the following outputs were obtained:

Table 10 Regression Weight

	Influence	Estimate	S.E.	C.R.	P
KPS	<-- BK	-,338	,091	-3,739	***
KPS	<-- KPM	,306	,092	3,325	***
TI	<-- KPM	-,268	,072	-3,714	***
TI	<-- KPS	-,397	,080	-4,975	***
TI	<-- BK	,250	,072	3,490	***

Table 11 Standardized Regression Weight

	Estimate
KPS <--- BK	-,354
KPS <--- KPM	,314
TI <--- KPM	-,290
TI <--- PPP	-,418
TI <--- BK	,275

5. Mediation Relationship Testing

In the structural model, there are two mediating relationships, namely job satisfaction mediates the relationship between leadership and turnover intention, and job satisfaction mediates the relationship between workload and turnover intention.

According to (Preacher & Hayes, 2004) states that to determine the significance of the mediation relationship, can be compared value to the critical value with a significance level of 5%, is $z_{Sobel} > z_{kritis} = \pm 1,96$ If $|z_{sobel}| > |z_{kritis}|$, then the indirect influence or mediation is statistically significant at a significance level of 5%. Table 12 presents the results of direct influence and indirect influence testing.

Table 12 Regression Weight

	Influence	Estimate	S.E.	C.R.	P
KPS	<-- BK	-,338	,091	-3,739	***
KPS	<-- KPM	,306	,092	3,325	***
TI	<-- KPM	-,268	,072	-3,714	***
TI	<-- KPS	-,397	,080	-4,975	***

		Influence	Estimate	S.E.	C.R.	P
<i>TI</i>	<--	BK	,250	,072	3,490	***

In this study, it also used sobel test calculations. The goal is to test the strength of the indirect influence of the variable to another variable with additional mediation. The sobel test is carried out with the help of an online calculator accessed via link <http://quantpsy.org/sobel/sobel.htm>.

Input:		Test statistic:	Std. Error:	p-value:
a	0.306	Sobel test: -0.49081716	0.24750968	0.62355577
b	-0.397	Aroian test: -0.47045777	0.25822084	0.638028
s _a	0.092	Goodman test: -0.51407129	0.23631353	0.60720215
s _b	0.80	Reset all	Calculate	

Figure 2 Sobel Test Results Leadership → Job Satisfaction → *Turnover Intention*

Based on the results of the sobel test in figure 2, it is known that the calculated t value is -0.490 < from t table 1.96. So the result of the calculation is that job satisfaction is not able to mediate the influence of leadership on turnover intention.

Input:		Test statistic:	Std. Error:	p-value:
a	-0.338	Sobel test: 2.97361	0.04512562	0.00294319
b	-0.397	Aroian test: 2.93565295	0.04570908	0.00332846
s _a	0.091	Goodman test: 3.0130785	0.04453452	0.00258612
s _b	0.080	Reset all	Calculate	

Figure 3 Sobel Test Results Workload → Job Satisfaction → *Turnover Intention*

Based on the results of the sobel test results in figure 3, it is known that the calculated t value is 2.973 > from t table 1.96. So the result of the calculation is that job satisfaction is able to mediate the effect of workload on turnover intention.

DISCUSSION

1. The influence of leadership on *turnover intention*

In hypothesis 1, the standardized value of the parameter coefficient on the influence of leadership on turnover intention is -0.290 and the CR value is -3.714 > 2. Which means that leadership negative affects turnover intention, proving the research hypothesis accepted. The results of the research that have been tested and hypothesized in the study are in accordance with the reality experienced by employees. The results of other studies conducted by (Dhananjaya & Dewi, 2019) stating that the leadership variable has a signification rate of 0.000 < 0.05, with a beta value of -0.622, then it can be said that leadership has a negative and significant effect on turnover intention. Other results of the research conducted by (Ridwan & Jahrizal, 2020) states that the leadership variable with a path coefficient value of -0.178 and has a signification rate of 0.03 < 0.05, then it can be said that leadership has a negative and significant effect on turnover intention. Other relevant research conducted by (David & Solichin, 2021) It is described that leadership has a significant negative effect on turnover intention because the study showed the results of leadership variables of 0.000 < 0.05 with a path coefficient of -4.423.

2. Effect of workload on *turnover intention*

In hypothesis 2, the standardized value of the parameter coefficient on the effect of workload on turnover intention is 0.275 and the CR value is 3,490 > 2. Which means, workload has a positive effect on turnover intention, it is proven that the research hypothesis is accepted. The results of the research that has been tested are in accordance with the hypothesis in the study and are in line with the reality experienced by employees.

The results of (Sutikno, 2020) states that workload has a t count value of 4.630, with a significant level of 5% obtained t table 1.985 which means that t count 4.630 > t table 1.985, a significance value of 0.000 < 0.05, it is said that workload has a positive and significant effect on turnover intention. Concluded that a high workload can encourage turnover intention. That is, the more workload borne by employees, the greater the desire of employees to leave the company and look for work in other places that are more comfortable. The results of another study conducted by (David & Solichin, 2021) state that the workload

variable with a path coefficient value of 2.569 has a significant probability of $0.015 < 0.05$. This result states that the workload variable has a positive and significant effect on turnover intention. The results of other relevant studies conducted by (Kristin, 2022) yielded a significance value of $0.000 < 0.05$ and a beta value of 3,874. This means that workload has a positive and significant effect on turnover intention.

3. The influence of leadership on job satisfaction

In hypothesis 3, the standardized value of the parameter coefficient on the influence of leadership on job satisfaction was 0.314 and the CR value was $3,325 > 2$. Which means that leadership has a positive effect on job satisfaction, proving the research hypothesis accepted. The results of significant research hypothesized in the study correspond to the reality experienced by employees.

The results of the study conducted by (Rahadian & Suwandana, 2017) stated that the leadership variable has a signification rate of $0.006 < 0.05$ with a beta coefficient value of 0.315, so it can be said that leadership has a positive and significant effect on employee job satisfaction. The results of other relevant studies conducted by (Novita & Kusuma, 2021) which states that it produces a p value = $0.009 < 0.05$ and a regression coefficient value of 0.375 then it can be said that leadership has a positive and significant effect on job satisfaction. The results of other different studies were carried out by (Sugiono et al., 2021) which states that producing a p value = $0.019 < 0.05$ and a C.R value = 2.351 then it can be said that leadership has a positive and significant effect on job satisfaction. This means that leaders who are willing to accept opinions, criticisms, and suggestions from their subordinates and prioritize cooperation in order to achieve goals will cause job satisfaction felt by employees will increase.

4. Effect of workload on worksatisfaction

In hypothesis 4, the standardized value of the parameter coefficient on the relationship of workload to job satisfaction is -0.354 and the CR value is $-3,739 > 2$. Which means, workload negatively affects job satisfaction, proven research hypothesis accepted.

The results of research conducted by (Zaki & Marzolina, 2016) states that the workload variable has a signification rate of $0.003 < 0.05$ then, so these result indicates that workload has a negative and significant effect on job satisfaction. The results of other different studies were carried out by states that the workload variable has a signification rate of $0.003 < 0.05$ then, this indicates that workload has a negative and significant effect on job satisfaction. The results of other different studies were carried out by (Sutikno, 2020) which states that job satisfaction is created because of the comfort felt by employees who have the characteristic of being more disciplined and responsible. However, if the amount of workload is borne by employees, it will reduce the level of satisfaction with employees. Then the results of his research showed that the workload variable has a signification rate of $0.000 < 0.05$, with a beta value of -5.230, so it can be said that workload has a negative and significant effect on job satisfaction. The results of other relevant studies conducted by (Novita & Kusuma, 2021) resulting in a significance value of $0.01 < 0.05$ and a beta value of -0.315. This means that workload can have a negative and significant effect on job satisfaction.

5. The effect of job satisfaction on turnover intention

In hypothesis 5, the standardized value of the parameter coefficient in the relationship of job satisfaction to turnover intention is -0.418 and the CR value is $-4.975 > 2$. Which means, job satisfaction negatively affects turnover intention, it is proven that the research hypothesis is accepted.

The results of other relevant studies conducted by (Sijabat, 2018) resulting in a CR value of -2.105 with a probability of 0.035, because the CR value is greater than the signification value of 0.05 and the probability value shows 0.035 or $>$ of 0.05, causing job satisfaction to have a negative and significant effect on the turnover intention variable. The results of other different studies were carried out by (Sutikno, 2020) resulting in a CR value of -2.105 with a probability of 0.035, because the CR value is greater than the signification value of 0.05 and the probability value shows 0.035 or $>$ of 0.05, causing job satisfaction to have a negative and significant effect on the turnover intention variable. The results of other different studies were carried out by (Widyanti & Agustina, 2022) which results in a regression coefficient value of -0.193 with a probability of $0.000 < 0.05$. This means that job satisfaction can have a negative and significant effect on turnover intention.

6. The influence of leadership on turnover intention mediated by job satisfaction

In hypothesis 6 states, leadership affects turnover intention mediated by job satisfaction, the research hypothesis is not proven. Because the results showed at count of $-0.490 <$ from t table 1.96.

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From this test, leadership of turnover intention through job satisfaction showed no mediating effect. This means that although job satisfaction cannot mediate the effect of leadership on turnover intention, other factors come from individual employees or outside factors that can result in an increase in turnover incentive rates.

The results of other studies conducted by (Dewi et al., 2018) shows a calculated t of $1.639 <$ from t table 1.96. This causing job satisfaction cannot be an intervening variable of leadership to turnover intention. The results of research conducted by (Rambi et al., 2020) shows a calculated t of $0.283 <$ from t table 1.96. This causing job satisfaction unsuccessful mediation of leadership variables to turnover intention. If the increase in leadership capabilities and turnover rates increase together, then the capabilities of the leadership are not in accordance with what is expected of employees, causing employees to have the desire to leave work. The results of other relevant different studies were carried out by (Yelfira & Soeling, 2021) shows a calculated t of $-0.527 <$ from t table 1.96. This causing job satisfaction does not mediate leadership against turnover intention.

7. The effect of workload on turnover intention mediated by job satisfaction

In hypothesis 7 states, workload affects turnover intention mediated by job satisfaction, it is proven that the research hypothesis is accepted. The results showed a calculated t value of $2.973 >$ from t table 1.96. From this test on workload on turnover intention through job satisfaction, it shows a mediating effect. This means that the role of mediation by job satisfaction, the workload felt by employees can have an influence on turnover intention.

The results of other studies conducted by (Sutikno, 2020) which produced a t -statistics value of $2,394 >$ from t table 1.96. This means that the workload on turnover through job satisfaction has been shown to have a mediating effect. The results of research conducted by (Novel & Marchyta, 2021) Generating job satisfaction variables as mediation, then, workload can affect turnover intention. Where this study resulted in a t -statistics value of $5,721 >$ from t table 1.96 and a p value of $0.000 < 0.05$. This means that the workload alone cannot cause turnover intention so it is necessary to have an employee who is dissatisfied with his work and chooses to leave the company. Other different research results are relevant (Sundari & Meria, 2022) which results in a t -statistics value of $5,976 >$ from t table 1.96 and a p value of $0.000 < 0.05$. This means that the workload on turnover through job satisfaction shows a mediating effect.

4. CONCLUSION

Based on the results of research on the influence of leadership, the workload on the turnover intention of PT Usaha Karya Kencana can be concluded: Leadership negative affects turnover intention in employees of PT Usaha Karya Kencana. Workload has a positive effect on turnover intention in employees of PT Usaha Karya Kencana. Leadership has a positive effect on job satisfaction in employees of PT Usaha Karya Kencana. Workload negative affects job satisfaction in employees of PT Usaha Karya Kencana. Job satisfaction negative affects turnover intention in employees of PT Usaha Karya Kencana. Leadership has no effect on turnover intention mediated by job satisfaction in PT Usaha Karya Kencana employees. Workload affects turnover intention mediated by job satisfaction in employees of PT Usaha Karya Kencana.

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