

The Influence of Job Burnout, Work Stress, and Work-Family Conflict With Leadership Mediation on Employee Turnover Intention At KSPPS BMT Mandiri Sejahtera East Java

Moh Rifqi Ulul Albab*, Yesti Nefinda Sari, Abid Muhtarom, Yunni Rusmawati DJ,
Luluk Nur Azizah

Lamongan Islamic University

*Corresponding author. Email: rifqiulul@unisla.ac.id,

ABSTRACT

The purpose of this study was to ascertain how work-family conflict, work stress, and job burnout mediated by leadership affect the desire of employees to leave their jobs at KSPPS BMT Mandiri Sejahtera East Java. This work takes a quantitative approach with 137 samples, and SEM analysis using the Smart PLS version 3.0 tool is the analytical technique. The inner model test, hypothesis test, mediation test, and outer model test are the employed tests. It is deemed valid as the loading factor value is greater than 0.7 and the AVE value is greater than 0.5, according to the validity test findings. Reliability tests define composite reliability and Cronbach's alpha scores above 0.7 as dependable. The study finds that employee turnover intention (y) is significantly and favorably impacted by the job burnout variable (X1). Although the variables work-family conflict (X3) and job stress (X2) have a little but beneficial impact on employee turnover intention (y), it is argued that partial mediation occurs in the mediation test when leadership mediates the job burnout variable on employee turnover intention. We call the work stress variable that leadership mediates on employee turnover intention complete mediation. It is claimed that the work-family conflict variable is fully mediated by leadership for the purpose of employee turnover.

Keywords: Job Burnout, Work Stress, Work-family Conflict, leadership, Employee Turnover Intention.

1. INTRODUCTION

According to Hasibuan in (Yurinda, R. P., 2020), human resources (HR) is the science of managing the relationships and roles of labor to effectively and efficiently contribute to the achievement of company, employee, and community goals. All these human resource potentials influence an organization's efforts to achieve its objectives. The most serious challenge faced by companies is employee turnover intention. The success of a company is greatly determined by the factors it possesses, including its employees. The more experienced employees there are in their field within a company, the higher the likelihood of success, whereas the more inexperienced employees there are, the smaller the likelihood of the company achieving success.

Turnover Intention is an action taken by employees to resign voluntarily from a company due to certain factors (Astuti, et al., 2020). The turnover intention among employees at KSPPS BMT Mandiri Sejahtera in East Java is relatively high as it continues to increase each month with a significant number. Based on data sourced from KSPPS BMT Mandiri Sejahtera in East Java from January to December 2023, the turnover intention rate among employees was quite high, with 27 employees leaving the company. This can be seen from the number of employees leaving almost every month, with the highest turnover intention occurring in June 2023, where 4 employees left the company.

Several factors can influence the occurrence of turnover intention among employees in a company, such as leadership referring to leadership styles, job burnout, work stress, and work-family conflict. These factors can affect an employee's decision to quit or switch jobs if they feel dissatisfied, such as inadequate compensation provided by the company, excessive working hours, and perceived pressure. The phenomenon of turnover intention caused by factors like leadership, job burnout, work stress, and work-family conflict is increasingly intriguing for research, given the numerous negative impacts it can have on young employees, employees with families, or even on the overall work environment perceived as uncomfortable.

There is a novelty in this research, which involves adding variables. The independent variables are job burnout, work stress, and work-family conflict. The dependent variable is turnover intention, and the mediating variables between the independent and dependent variables are leadership and the research location in Desa Karangcangkring, Kecamatan Dukun, Kabupaten Gresik.

2. RESEARCH METHODS

This research employs a quantitative technique. The methodology utilized is conducting a survey that involves the direct collection of data or information through the use of questionnaires. This study comprises three independent variables: job burnout, work stress, and work-family conflict. The variable being influenced is turnover intention, while the variable that acts as an intermediary is leadership. The population for this study consists of the employees of KSPPS BMT Mandiri Sejahtera in East Java, with a sample size of 137 employees. The research used the Structural Equation Modeling (SEM) and Partial Least Squares (PLS) data analysis methods.

3. RESULT AND DISCUSSION

3.1. Outer Model Analysis

Table 1. Composite Reliability and Convergent Validity

Construct	Item	Factor Loading	AVE	Composite Reliability	Cronbach's Alpha
Job Burnout (X1)	X1.1	0,755	0,654	0,883	0,823
	X1.2	0,840			
	X1.3	0,812			
	X1.4	0,824			
Work Stress (X2)	X2.1	0,783	0,752	0,877	0,813
	X2.2	0,812			
	X2.3	0,782			
	X2.4	0,823			
Work-family Conflict (X3)	X3.1	0,771	0,755	0,843	0,722
	X3.2	0,802			
	X3.3	0,829			
Leadership (Z)	Z 1	0,851	0,640	0,901	0,835
	Z 2	0,857			
	Z 3	0,892			
Turnover Intention Employee (Y)	Y 1	0,849	0,62	0,902	0,837
	Y 2	0,856			
	Y 3	0,901			

Table 1 indicates that the indicator values for each variable in the Loading Factor are above 0.70, and the Average Variance Extracted (AVE) values are above 0.50. From these statements, it can be concluded that the validity of the variables displayed in Table 1 has been verified. Additionally, Table 1 also shows the indicator values for each variable in Cronbach's Alpha above 0.70, and the Composite Reliability values above 0.70. Therefore, based on these statements, the results of the validity test on the displayed variables can be considered reliable.

3.3. R-Square Test

According to Ghazali (Wardani, 2021), R-Square is a test used to demonstrate the extent of the influence of the relationship between variable X and variable Y. If the R-Square value is 0.67, it can be considered strong; a value of 0.33 is considered moderate, and a value of 0.19 is considered weak.

Table 2. R-Square Test

	R-Square	R Square Adjusted
Leadership (Z)	0,605	0,596
Turnover Intention Employee(Y)	0,677	0,668

Based on the above Table 2, it can be concluded that the combined influence of X1, X2, and X3 on Y, as indicated by the R-Square value, is 0.677 with an adjusted R-Square value of 0.668. Therefore, it can be explained that all

exogenous constructs (X1, X2, X3, and X4) collectively influence Y by 66.8%, indicating a moderate impact of all exogenous constructs X1, X2, and X3 on Y.

3.3. Hypothesis test

Table 3. Path Analysis

	Sample Mean (M)	T Statistics	P Values
Job Burnout (X1) -> Turnover Intention Employee (Y)	0,227	2,462	0,016
Work Stress (X2) -> Turnover Intention Employee (Y)	0,140	1,421	0,156
Work-Family Conflict (X3) -> Turnover Intention Employee (Y)	0,081	0,834	0,405
Leadership (Z) -> Turnover Intention Employee (Y)	0,469	4,071	0,000
Job Burnout (X1) -> Leadership (Z)	0,362	3,057	0,002
Work Stress (X2) -> Leadership (Z)	0,226	2,059	0,040
Work-Family Conflict (X3) -> Leadership (Z)	0,291	2,509	0,012

Table 4. Specific Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Burnout (X1) -> Leadership (Z) -> Turnover Intention Employee (Y)	0,173	0,176	0,082	2,107	0,036
Work Stress (X2) -> Leadership (Z) -> Turnover Intention Employee (Y)	0,110	0,101	0,050	2,201	0,028
Work-Family Conflict (X3) -> Leadership (Z) -> Turnover Intention Employee (Y)	0,130	0,138	0,065	1,988	0,047

In Table 3, the path coefficients of the job burnout variable on turnover intention reveal a positive link since the P values are $0.016 < 0.05$. In Table 4, the specific indirect effect of the job burnout variable mediated by leadership on turnover intention demonstrates a positive association with a P value of $0.036 < 0.05$. Therefore, this relationship is defined as having partial mediation.

The path coefficients of the job stress variable on turnover intention reveal a negative association because the P values are $0.156 > 0.05$. However, in Table 4.17, the specific indirect effect of the job stress variable mediated by leadership on turnover intention demonstrates a positive association with a P value of $0.050 < 0.05$. Therefore, this connection is defined as having full mediation.

In Table 3, the path coefficients of the work-family conflict variable on turnover intention reveal a negative association since the P values are $0.405 > 0.05$. However, in Table 4, the specific indirect effect of the work-family conflict variable mediated by leadership on turnover intention demonstrates a positive association with a P value of $0.047 < 0.05$. Therefore, this connection is defined as having full mediation.

3.3.1. The Effect of Job Burnout on Employee Turnover Intention

For the job burnout variable on turnover intention, the coefficient value of $0.234 > 0.000$ with T-Statistic $> T$ -Table ($2.462 > 1.656$) and a P value of $0.016 < 0.05$ suggests a low level of relationship. H_0 is rejected while H_{a1} is accepted, implying it has a positive and meaningful effect.

There is a positive direction of interaction because high job demands and pressure might contribute to stress for employees. Continuous stress can result in burnout, which in turn can lead to employees desiring to quit (turnover intention). This risk develops owing to heavy workloads that produce frustration among staff. Therefore, KSPPS BMT Mandiri Sejahtera in East Java should pay more attention to the burden allocated to personnel to ensure it does not exceed their capacities. The more employees feel weary, dissatisfied, and hopeless in their work, the higher the chance of burnout, which will then affect turnover intention.

This is supported by the study of Paramita and Hendratmoko (2021) titled "Examining the influence of burnout, job insecurity, work-family conflict, and transformational leadership style on turnover intention at PT. Sri Rejeki Isman, Tbk," which shows a positive and significant influence on turnover intention.

3.3.2. The Influence of Work Stress on Employee Turnover Intention

For the work stress variable on Turnover Intention Employee, the coefficient value of $0.136 > 0.000$ with T-Statistic $< T\text{-Table}$ ($1.421 < 1.656$) and P Value of $0.156 > 0.05$ indicates a very low level of relationship. H_0 is accepted and H_{a2} is rejected, meaning it has a positive but not significant effect.

Based on the results of this study, it is shown that the work stress variable has a positive but non-significant direction towards Turnover Intention Employee. This is because excessive workload, limited working hours, lack of feedback from leaders regarding their work, lack of authority in their work, and high responsibility towards the organization can cause employees at KSPPS BMT Mandiri Sejahtera in East Java to feel stressed at work, which can influence them to consider changing jobs (turnover intention). However, high work stress among employees will not significantly affect the high turnover intention at KSPPS BMT Mandiri Sejahtera in East Java, and conversely, low work stress among employees will not significantly affect the occurrence of turnover intention at KSPPS BMT Mandiri Sejahtera in East Java.

In this regard, there is a difference from the study by Ananda et al., (2023) titled "The Influence of Job Stress and Work-Family Conflict on Turnover Intention in the Manufacturing Company PT. X," which shows a positive and significant influence on turnover intention.

3.3.3. *The Influence of Work-family Conflict on Employee Turnover Intention*

For the work-family conflict variable on turnover intention, a coefficient value of $0.081 > 0.000$ with a T-statistic $< T\text{-table}$ ($0.834 < 1.656$) and a P value of $0.405 > 0.05$ suggests a very low level of association. H_0 is accepted and H_{a3} is rejected, implying it has a positive but not substantial effect.

Based on the results of this study, it is revealed that the work-family conflict variable has a positive but non-significant tendency towards turnover intention. This is because the better people handle the work-family conflict they suffer, the less it affects the turnover intention experienced by employees at KSPPS BMT Mandiri Sejahtera in East Java. Work-family conflict alone is regarded as insufficient to affect individuals' willingness to leave their jobs (Turnover Intention). Although work-family conflict may not have a direct significant impact on turnover intention, this does not mean it should be ignored because high discontent might create feelings of pressure among employees, hence potentially leading them to seek other employment options.

Supported by the study of Dewanti et al. (2023) titled "The Influence of Work-family Conflict and Workload on Turnover Intention mediated by Job Satisfaction," which reveals a favorable but not significant influence on turnover intention.

3.3.4. *The Effect of Job Burnout on Leadership*

For the job burnout variable on Leadership, the coefficient value of $0.369 > 0.000$ with T-Statistic $> T\text{-Table}$ ($3.057 > 1.656$) and P Value of $0.002 < 0.05$ indicates a low level of relationship. H_0 is rejected and H_{a4} is accepted, meaning it has a positive and significant effect.

Based on the results of this study, it is shown that the job burnout variable has a positive direction and a significant influence on Leadership. This means that job burnout experienced by employees at KSPPS BMT Mandiri Sejahtera in East Java can affect a leader's leadership style. Job burnout occurs due to prolonged stress experienced by employees and excessive workload, leading to frustration and ultimately burnout among employees. The more employees experience job burnout, the more likely it is that a leader's leadership style will be affected, as leaders are responsible for what their employees experience. More employees experiencing job burnout can be detrimental to their superiors and the company itself, making it difficult for the company to achieve its goals.

In this study, no supporting journal related to job burnout on Leadership was found because this research introduces novelty by introducing Leadership as a moderator, whereas Leadership is typically considered an independent variable.

3.3.5. *The Influence of Work Stress on Leadership*

For the work stress variable on Leadership, the coefficient value of $0.235 > 0.000$ with T-Statistic $> T\text{-Table}$ ($2.059 > 1.656$) and P Value of $0.040 < 0.05$ indicates a low level of relationship. H_0 is rejected and H_{a5} is accepted, meaning it has a positive and significant effect.

Based on the results of this study, it is shown that the work stress variable has a positive direction and a significant influence on Leadership. This means that work stress experienced by employees at KSPPS BMT Mandiri Sejahtera in East Java can affect a leader's leadership style. Work stress occurs due to excessive workload, short timeframes for completing assigned tasks, and internal or external conflicts. The more employees experience stress in their work, the

more likely it is that a leader's leadership style will be affected, meaning the leadership style will be adjusted for the better, as leaders are responsible for what their employees experience. More employees experiencing stress can be detrimental to their superiors and the company itself, making it difficult for the company to achieve its goals.

In this study, no supporting journal related to work stress on Leadership was found because this research introduces novelty by introducing Leadership as a moderator, whereas Leadership is typically considered an independent variable.

3.3.6. *The Influence of Work-family Conflict on Leadership*

Based on the results of this study, it is shown that the work-family conflict variable has a positive and significant effect on leadership, indicating that the coefficient value of $0.277 > 0.000$ with T-Statistic $> T$ -Table ($2.509 > 1.656$) and a P value of $0.012 < 0.05$ indicates a very low level of relationship. H_0 is refused while H_a6 is accepted, implying it has a positive and significant effect.

Based on the results of this study, it is revealed that the work-family conflict variable has a positive direction and a significant influence on leadership. This suggests that the work-family conflict experienced by employees at KSPPS BMT Mandiri Sejahtera in East Java can alter a leader's leadership style. Work-family conflict develops when many employees believe that their time is dominated by work, leaving very limited time for family gatherings. This state likely emerges due to an imbalance between job and family matters, both of which seek fulfillment. Work-family conflict affects both men and women.

In this context, a leader's leadership style is vital when employees are confronting serious family issues, as employees in such situations are likely to lose concentration at work. If a leader adopts a sensible leadership style, it is feasible that work-family conflicts may not emerge among employees. The fewer employees facing family issues, the easier it will be for the organization to fulfill its goals.

In this analysis, no supportive publications connected to work-family conflict on leadership were found since this research introduces novelty by proposing leadership as a moderator, although leadership is normally regarded as an independent variable.

3.3.7. *The Influence of Leadership on Employee Turnover Intention*

For the Leadership variable on Turnover Intention Employee, the coefficient value of $0.469 > 0.000$ with T-Statistic $> T$ -Table ($4.071 > 1.656$) and P Value of $0.000 < 0.05$ indicates a low level of relationship. H_0 is rejected and H_a7 is accepted, meaning it has a positive and significant effect.

Based on the results of this study, it is shown that the Leadership variable has a positive direction and a significant influence on Turnover Intention Employee. This means that poor, authoritarian, incompetent, and non-receptive leadership styles that do not accept input from employees can trigger Turnover Intention Employee, whereas good leadership can reduce turnover intention among employees. Therefore, enhancing the quality of supervision and fostering good relationships with subordinates at KSPPS BMT Mandiri Sejahtera in East Java is essential, even if the quality of supervision is already good, because effective supervision can help prevent Turnover Intention Employee.

Supported by the study of Wahyuni et al., (2023) titled "The Role of Leadership, Job Insecurity, and Work Stress on Turnover Intention at CV. Fortuna Berkah Sejahtera Gempol Pasuruan," which demonstrates a positive and significant influence on turnover intention. This means that effective leadership can reduce turnover intention.

4. CONCLUSIONS

This study employed primary data gathered from the distribution of questionnaires to 136 respondents who are workers of KSPPS BMT Mandiri Sejahtera in East Java. Based on the research findings, it can be concluded that job burnout has a positive and significant influence on turnover intention among employees. Work stress has a favorable but not substantial effect on turnover intention. Work-family conflict has a positive but not substantial effect on turnover intention. Job exhaustion has a positive and significant effect on leadership. Work stress has a positive and significant effect on leadership. Work-family conflict has a good and important influence on leadership. Leadership has a good and strong influence on turnover intention.

For the job burnout variable mediated by leadership on turnover intention, it is considered partial mediation. The work stress variable mediated by leadership on turnover intention is termed full mediation. Work-family conflict handled by Leadership on Turnover Intention Employee is deemed full mediation.

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