

INFLUENCE FACTORS TURNOVERS INTENTION THROUGH JOB SATISFACTION

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ABSTRACT :This research was conducted to analyze the effect of coworker support, political ineptness, despotic leadership, work-life balance, job stress, and workload, with the mediating variable of job satisfaction, on turnover intention in Indonesian companies. Data was collected using an online Google Form questionnaire, resulting in 285 respondents. Data analysis method using PLS-SEM. The results of testing the first hypothesis showed that coworker support did not have a negative or significant effect on job stress. (H1) is not supported by the data. The same pattern is also seen in hypotheses (H2) and (H3), both of which do not support the hypothesis statement. (H4) is not supported by data, while (H5) is supported by data. (H6) and (H7) do not support the hypothesis statement. (H8) is not supported by data, while (H9) and (H10) are supported by data. Overall, the results of this study indicate that some of the factors tested have no effect according to the hypothesis, while others show a significant effect. This shows the complexity of understanding the factors that influence job stress, job satisfaction, and the desire to change jobs.

KEYWORDS-Coworker Support, Political Ineptness, Despotic Leadership, Work Life Balance, Job Stress, Workload, Job Satisfaction, Turnover Intention.

I. INTRODUCTION

The many problems faced by an employee in a company can lead to an intention to change jobs [1]. Thus the need for an evaluation of the factors that can encourage work *Turnover Intention* in an employee [2]. A company to achieve its goals requires competent human resources, so the company always improves and maintains its human resources so that they remain of high quality so that the company is better prepared in entering increasingly fierce business competition. Not infrequently this effort becomes the basis for *Turnover Intention* [3]. *Turnover Intention* This is an opportunity for companies to update their human resources with more competent ones. However, if *Turnover Intention* occurs in a sustainable manner, it will cause problems for the company because recruiting quality employees is futile, therefore *Turnover Intention* must be addressed immediately. Often employees decide to leave the company voluntarily for various reasons such as inappropriate compensation, increased career opportunities that are unlikely to occur, conflicts between employees and so on. Conflicts between employees occur as a result of unhealthy competition by prioritizing emotions and justifying any means that can cause tension, confrontation, fights, stress and frustration [4]. [1], [2], And [3] states that the employee's intention to leave the company is the impact of the problems they face because of that, an evaluation of the symptoms of the employee's intention to move or leave the company needs to be done. [5] argues that the cause of *Turnover Intention* in companies is because many employees have not been able to balance their work life, it is still necessary *Coworker Support* for employees, then *Political Ineptness* employees in the understanding that employees have as well as *Despotic Leadership* which can cause employees to experience *Job Stress* where this will result in decreased *Job Satisfaction* for employees and can have an impact on high *Turnover Intention* for the company. One of the problems faced by human resource management at the company is the high employee *Turnover Intention* that occurs every month [6].

This phenomenon proves that companies need to evaluate policies related to human resources in the company, especially on aspects that can cause high turnover rates that occur in the company [7]. [8] stated that if the company allows these conditions to occur continuously, in the long term it will cause a decrease in the company's performance. This proves that with high turnover, the company will lose a lot of workforce besides that high *Turnover Intention* will increase HR costs, because the process of recruiting, selecting and training new employees requires more costs and time which can further hinder company productivity [9].

One way to reduce *Turnover Intention* is by giving *Coworker Support* so as to reduce the level of *Job Stress* on employees. [10] stated that social support has a positive and significant effect on *Job Stress*, meaning that social support contributes to employees in dealing with stress. [11] argue if Social support has an important role in preventing stress levels in employees, employees who have little social support are more likely to experience stress symptoms, this social support is related to mental formation and can be *Job Satisfaction* for employees in terms of *Turnover Intention*.

In addition to social support, which is a stress-causing influence that can reduce employee *Job Satisfaction* and have an impact on *Turnover Intention*, according to [12] political ineptness has a negative and significant effect on social support for *Job Stress*. [13] opinion that political incompetence is something that needs to be understood by employees to be able to anticipate the occurrence of *Job Stress* due to a lack of social support for employees in dealing with *Job Stress*. Political incompetence plays a role in strengthening the use of social support to reduce *Job Stress*, which can then reduce the possibility of employees looking for alternative jobs [14]. *Despotic Leadership* can also reduce the social support felt by employees. This will cause *Job Stress* for employees in carrying out their work and cause feelings of dissatisfaction with their performance achievements and lead to *Turnover Intention* in the company [15]. If a company has *Despotic Leadership* it will result in a lack of social support for employees which can then hinder employee development and result in work stress for employees with depot leadership and lead to the emergence of employee intentions to seek alternatives other work.

[16]–[19] states that *Turnover Intention* can be influenced by *Job Stress* either directly or indirectly. *Job Stress* is related to *Job Satisfaction* and commitment, there is role ambiguity, role conflict, organizational politics, anxiety about job security, and excessive *Workload* which makes a person feel dissatisfied in his job which results in the employee wanting to leave his job [20].

[21]–[24] states that *Turnover Intention* is strongly influenced by *Job Satisfaction*, research conducted. It can be said that if the employee's *Job Satisfaction* is not obtained properly, it will trigger the employee's plan to stop working, then it will lead to the employee's intention to find another alternative job, which has a negative impact on the company.

[25] stated that one of the factors that can cause high employee turnover rates is due to problems in *Work Life Balance*. Employees must be able to maintain a balance between work life, personal life, and family. *Work Life Balance* is a choice between managing work obligations, personal and family life obligations, which is a condition to be able to create and support achieving targets and provide added value and benefits to the company. However, there are still many employees who are not professional at work which results in a decrease in the company's target. To achieve company targets, employees are required to overtime, tasks must be completed in a short time, *Workload* is added but compensation is never matched, causing problems for daily life because needs cannot be fulfilled [26]. [16] states that there is no direct effect between *Work Life Balance* and *Turnover Intention*. [27], as well as [28] found results that strengthen the previous statement that *Workload* has a positive and significant effect on *Turnover Intention*.

[8], [10], [11], [29] states that *Coworker* support has a negative effect on work stress, while the study [30], [31] proves that *Coworker* support has a positive effect on work stress.

Work stress has a negative effect on *Job Satisfaction* [32]–[34]. The results of these studies are not in line with research [35], and [36] which proves that work stress has a positive effect on *Job Satisfaction*.

[37], [38], [39] And [40] argues that *Work Life Balance* has a positive effect on *Job Satisfaction*, is being studied [41] states that *Work Life Balance* does not affect *Job Satisfaction*.

Workloads effect on *Job Satisfaction* [42], [43], [44]. [35] states that *Workload* has a positive effect on *Job Satisfaction*. [19] *Workloads* negative impact on *Job Satisfaction*. But research conducted by [45] found that the *Workload* has no effect on *Job Satisfaction*.

[46], [47], [26], [48] proves that *Job Satisfaction* has a negative effect on *Turnover Intention*. However [49] as well as [50] believes that *Job Satisfaction* has a positive impact on *Turnover Intention*. Different from [51], [52] which states that *Job Satisfaction* has no impact on *Turnover Intention* employee.

[53] arguing that *Work Life Balance* has a positive effect on *Turnover Intention*, where as [54], [55], [25], and [56] proves that there is a negative influence of *Work Life Balance* on *Turnover Intention*. In contrast to [57] which proves that *Work Life Balance* has no impact on *Turnover Intention*.

There is a positive influence between *Workload* variables on *Turnover Intention* [58]–[61]. However [62], [63] found different results where *Workload* did not affect *Turnover Intention*. Whereas [51] states that *Workload* has a negative effect on *Turnover Intention*.

[64] proving that *Job Stress* does not affect employee *Turnover Intention* is not in line with research [65], [17], [66], [67] which states that work stress can affect *Turnover Intention*.

The inconsistency of the results of previous research is one of the authors' reasons for reviewing what psychological factors can influence *Turnover Intention*. However, what distinguishes this research from previous research is the moderation of *Coworker* support, political ineptness and *Despotic Leadership* in *Coworker* support for *Job Stress* related to *Job Satisfaction* in company *Turnover Intention*. Based on the differences in the research above, the purpose of this study is to analyze the *Turnover Intention* of company employees. With the variables *Work Life Balance*, *Workload*, *Coworker* support, political ineptness, *Despotic Leadership*, *Job Stress*, and *Job Satisfaction*.

II. LITERATUR REVIEW

2.1 Coworker Support

Coworker support is a form of interaction between colleagues in the workplace that involves building good communication with them. In this study, job control is operationalized in terms of work autonomy, and the source of *coworker* support considered is colleagues. Thus, environmental factors in the workplace can help individuals cope with the stress caused [29]. *Coworker* support involves a person's network of connections with other humans. This network provides psychological or emotional support, care, guidance, assistance, information, feedback, assessment, and motivation [68]. The presence of *coworker* support in the organization provides additional resources that enable and empower nursing staff to better cope with their job stress [11]. [69] mention that in the *coworker* support indicator, there are nine indicators.

2.2 Political Ineptness

The unfavorable relationship between workers' perceptions of support from coworkers and job stress is energized by political incompetence. According to COR theory, the resource-enhancing effects of positive interpersonal interactions are stronger when employees' resource positions are threatened by perceived limitations in their abilities. Good relationships among employees might help them access social resources like support and attention, which helps lower stress barriers at work [70]. Additionally, according to COR theory, the advantages of work environments that offer tools to lower stress levels among employees are particularly pertinent when unfavorable circumstances exist that could result in the loss of resources in the future [8]. [71] state that political incompetence implies that workers' abilities are limited.

2.3 Despotic Leadership

Despotic leadership is defined as poor leadership behavior that goes against the legitimate interests of the company and undermines the motivation and well-being of subordinates. *Despotic leadership*, in other words, refers to leadership that is very disrespectful to others and does not behave socially constructively [72]. *Despotic leadership* is associated with employee deviance as well as unethical work behavior, and it is *not* suitable for organizations because instead of focusing on organizational growth and success, it focuses on self-interest and personal growth [6]. Despotic leaders lack vision and are incapable of inspiring their teams, motivating their subordinates, or creating long-term core values for the firm [73]. Despotic leadership is defined as authoritative behavior and personal dominance that serves the leader's goals while exploiting others and enriching oneself. Hegemonic, spiteful, and domineering is the nature of despotic leadership. Employees lose respect, trust, and pride in their organizations when they perceive their leaders are manipulating them to attain personal goals or when their relationships with leaders are unequal. As a result, they are unlikely to be motivated to align with leaders or organizations [15]. [74] indicate that there are six indicators for dictatorial leadership.

2.4 Work-life balance.

Work-life balance is a state of balance between the two demands of work and personal life [7]. *Work-life balance* is formed to guide employees in balancing the demands of work in family life and their roles and to minimize and manage work life [75]. *Work-life balance* is very important for the lives of individuals who seek free time for their social activities [5]. Work and family highlighting individual needs and desires to reduce conflict and achieve balance between the two domains of work-life responsibilities is very important, but the importance of individuals also has personal interests that must be balanced with work [76]. *Work-life balance* is a person's ability to manage time, energy, and pressure in the work environment and personal life in society, which includes hobbies, studies, sports, and volunteerism [77]. [16] in their research explained six indicators of *work-life balance*, namely: The company facilitates work-life balance. My supervisor emphasizes *work-life balance*. There is enough time for leisure activities. I don't have to work overtime like I used to get work done during working hours. I have enough time for my family and friends. I appreciate the social benefits that the company offers me.

2.5 Workloads

Workloads are defined operationally based on various factors, such as job demands, or the effort exerted to work [78]. With more workloads received by employees, *job satisfaction* will be lower [79]. Increased workloads can reduce the work ability of employees, which can result in very low-quality work for employees to complete their work [63]. *Workload* is a load that refers to the amount of work that must be done in a job; a heavier *workload* creates more stress for employees [33]. Bautista et al. (2020) mention that the indicators in Workloads are five, namely: There is not enough time to complete all my nursing assignments. There is not enough time to provide emotional support to the patient. Too many non-bedside nursing assignments are required, such as paperwork (e.g., a weakness assessment form). There is not enough staff to handle the unit adequately. Computer crash.

2.6 Job Stress

Job stress is an adaptive response, which is a matter related to individual psychological features and processes, and it is a result of every action in the situation or of occurrences that create specific psychological or

physical demands on a person. Stress is a reaction to humans' limits in achieving their requirements [30]. Job stress occurs when a person is confronted with opportunities, limits, or demands connected to something wanted, and the outcome is viewed as unknown. Furthermore, professional stress promotes excessive physical and mental weariness [18]. The urge to shift employment is a result of high workplace stress, which includes workloads and unfavorable feelings [68]. Extreme occupational stress has a substantial influence on both physical and mental well-being [33]. Reduced quality of work due to employee weariness resulting in stress [81].[82] state that there are four signs of occupational stress: Task demands are factors connected to a person's job, such as working circumstances and physical location processes. Role demands are the pressures placed on an individual because of their position in an organization. Structure of organizations: If the organization's shape and structure remain uncertain for an extended length of time, this can be stressful.

2.7 Job Satisfaction

Job satisfaction is a form of emotional attitude that is pleasant and loves the work one does towards his work, which can be in the form of a positive attitude [83]. *Job satisfaction* can also be defined as feeling enthusiastic and happy with his job [84].[85]mention that for *job satisfaction*, there are five indicators, namely: Satisfaction with the job itself, how much work gives someone interesting assignments, opportunities to learn, and opportunities to accept responsibility. Salary satisfaction, how much financial reward is received, and how much is considered appropriate, or fair compared to awards in other organizations. Satisfaction with promotion and the opportunity to advance in the organization. Supervisory satisfaction, the provider's ability to provide technical assistance, and behavioral support. Satisfaction with co-workers depends on how well a colleague is technically skilled and socially supportive.

2.8 Turnover Intention

Turnover intention is when an employee plans to quit a job and then intends to look for another job [1]. Job shifts occur when an employee leaves a company and his position must be replaced [3]. *Turnover intention* can be weakened by employee perceptions regarding the extent to which the organization cares about their professional goals and the benefits that develop in their workplace. Companies must pay attention to employees so that they can contribute properly. If employees feel dissatisfied, they will leave work (*turnover intention*) and will become an obstacle for the company to achieve its goals [2].[16] mentioned that there are 4 indicators of *turnover intention*, namely: I am thinking of leaving the organization that I serve now. I thought about leaving the type of job I was working on. I've been looking for a new job recently. I am looking for a new job next year.

III. RELATIONSHIP BETWEEN VARIABLES

3.1 The Effect of Coworker Support on Job Stress

Coworker support is an illustration of the extent to which the behavior of co-workers encourages fellow workers through learning in the workplace[86]. Coworker support can cover various aspects and have positive benefits for individuals and the team, to reduce the risk of job stress.[87] argues that co-workers' support can include helping colleagues who experience difficulties at work, sharing useful ideas or experiences, providing constructive feedback, and mutually appreciating the roles and contributions of each team member. As is Coworker Support With this work, employees will feel more bound and connected to the team, so it can help reduce the level of job stress caused by factors such as injustice, violations, or pressure within the company. By working in a mutually supportive environment, employees feel more comfortable coping with challenges and problems and could learn from their colleagues. Research conducted by [8], [10], [11], [29] prove that co-worker support has a negative effect on work stress. Based on the statement above, the hypothesis proposed is as follows: H1: Coworker support has a negative and significant effect on support.

3.2 The Moderation Effect of Political Ineptness on Coworker Support for Job Stress

Coworker support refers to the level of emotional, informational, or practical support provided by co-workers in a work environment that can help individuals deal with stress and challenges that arise in their work. However, the impact provided by the support will vary because the work stress experienced by each employee has different levels. Coworker support can have a stronger impact in reducing job stress if a person's level of political ineptness can be minimized, but if the level of "political ineptness" is high, the impact of coworker support will weaken because high political ineptness allows employees not to be able to fully access or take advantage of coworker support. This can make the positive impact of coworker support less significant in reducing job stress[13]. Employees equipped with lower political skills experience lower task performance [88]. Thus, political ineptness strengthens the effect of coworker support on work stress. Based on the findings of employees limited political inability to understand situations of social support and lack of developing good relationships with others so that they can trigger job stress, the results are known to have a significant negative effect on coworker support on job stress, so this indicates that there is a need for knowledge-related skills. Political Ineptness [8], [14], [89], [90]. Based on the statement above, the hypothesis proposed is as follows: H2: Political ineptness can strengthen the negative influence of coworkers' stress.

3.3 The Moderation Effect of Despotic Leadership on the Effect of Coworker Support on Job Stress

Besides coworker support, support from superiors is also one of the determining factors for employee stress levels. Often, companies led by an authoritarian leader have a high level of job stress. Despotic leadership is a leadership style characterized by a high degree of control and dominance by a leader over subordinates. Leaders with this style tend to make decisions without involving subordinates, curb creativity and participation, and limit subordinate autonomy [14]. Despotic leadership has low moral standards and remains unable to motivate subordinates to achieve individual or organizational goals causing stress. If destructive leadership is very strong, the individual will have limitations in interacting with colleagues or feel afraid to seek support. As a result, employees become powerless to maintain appropriate behavior, and deviations can occur, such as ignoring the achievement of organizational goals, enjoying stealing resources, and encouraging other employees to get involved in these actions. This condition indicates a decrease in the level of social support, which creates stress on employees due to a lack of social support from employees. Despotic Leadership[91]. Based on the findings, destructive leadership is one of the roles that results in a decrease in the existence of coworker support and support for job stress [20], [92]–[94]. Based on the statement above, the hypothesis proposed is as follows: H3: Despotic leadership can strengthen the negative influence of coworkers' stress.

3.4 Effect of Job Stress on Job Satisfaction

Job stress is a significant negative factor of job satisfaction since it results in job discontent. Stress at work can influence job search behavior and intention to leave. Increased stress leads to decreased job satisfaction [33]. Stress at work has an impact Employees' physical and mental health is primarily caused by stress. Job stress has a considerable and negative effect on job satisfaction. Job satisfaction will decline as job stress rises. Job satisfaction will rise as stress levels drop [32]–[34]. Drawing from the remark, the following theory is put forth: H4: Workplace stress significantly and negatively impacts job satisfaction.

3.5 Effect of Work-Life Balance on Job Satisfaction

Employees in the workplace must maintain a work-life balance. Employee work-life balance comprises the balance of time, work pressure, and income between work and life outside of work; if these requirements are met, an employee will be satisfied[38]. The work-life balance adopted in a firm is predicted to boost employee job satisfaction, leading to work excitement in carrying out their duties and commitments to the organization [40]. For all employees, having a healthy work-life balance is crucial to boosting job happiness. Many firms are currently developing work-life balance programs to retain the quality and dedication of employees required to meet the set targets. The study's findings show a favorable and significant relationship between work-life balance and job satisfaction. Increasing work-life balance increases job satisfaction, which indirectly affects employee performance and benefits both the company and the employee's life balance, demonstrating that work-life balance improves job satisfaction[37], [38], [40]. Drawing from the remark, the following theory is put forth: H5: Job satisfaction is positively and significantly impacted by work-life balance.

3.6 Effect of Workload on Job Satisfaction

Workloads are the amount of energy, time, and mental effort required for a worker to do the duties for which he is accountable. Employees will feel more at ease working with the proper workload, leading to increased job satisfaction. Task requirements, the environment in which activities are performed, individual perceptions, and talents combine to create workloads, which are incurred by individuals to reach a particular level of performance. The results show that a high workload combined with consistency will have a good effect, whereas a high workload alone will have a negative effect. Workload is a major factor of job happiness. The findings indicate that workload has a detrimental impact on job satisfaction. Thus, the organization considers the talents and conditions of employees before assigning jobs, demonstrating that workload influences job satisfaction[42]–[44]. Based on the preceding statement, the hypothesis suggested is as follows: H6: Job satisfaction is negatively impacted by workload.

3.7 Effect of Job Satisfaction on Turnover Intention

Job satisfaction is negatively impacted by a lack of suitable assistance. When an employee is dissatisfied with their employment and does not receive what they expect, they will hunt for another job [48].

Human resources are dynamic resources that are always required in the production of goods and services, hence a company's ability to successfully manage its people resources is critical to its operations. Employee turnover is undesirable since the higher the turnover rate, the larger the impact of losses to be borne, and it can also have an impact on goals. The likelihood of turnover is significantly impacted negatively by job satisfaction. Work targets will be impacted by turnover in work processes. Work procedures will be impacted by turnover, preventing work targets from being met correctly. Aside from that, it can result in investment losses. Satisfaction behavior in working with employees will give an attitude; the lower the job satisfaction, the higher the intention to leave (Alameddine et al., 2021; Dyah et al., 2021; Labrague & de, 2021; Warden et al., 2021). Based on the preceding statement, the hypothesis suggested is as follows: H7: The intention to leave a job is significantly and negatively impacted by job satisfaction.

IV. RESEARCH METHODS

Measurements relating to the factors evaluated were adapted from earlier research. Co-worker support was examined using 9 questions derived from [69]. The political ineptness variable was assessed using 18 questions from [71]. The autocratic leadership variable was assessed using six questions from [74]. The work-life balance variable was examined using six questions derived from [16]. The workload variable was assessed using five questions adapted from [80]. Four questions taken from [82] were used to test the work stress variable. The job satisfaction variable includes five items adapted from [85]. Four questions from were used to gauge turnover intention [95]. All items were scored on a Likert scale with four levels ranging from one (strongly disagree) to four (strongly agree). The overall measurement consisted of 57 items, which are detailed in appendices 2 (operational variables) and 3 (questionnaire).

The survey approach is used to acquire research data by distributing questionnaires online with the Google Form application. The research sample was chosen using a purposive sampling method, and samples were taken using a non-probability sampling method based on purposive sampling, requiring this research to identify the intended sample itself. Respondents must be at least 20 years old, have a salary of at least Rp 4 million, and have been employed for at least six months. In March, data was gathered for a month. Data was collected for one month between March and April 2023. In this study, samples were collected from enterprises throughout Indonesia and included sociodemographic information such as gender, age, length of employment, wage, and education. The data-gathering technique involved giving an initial questionnaire (pre-test) to 30 respondents.

This is a quantitative study that uses the SEM-PLS 4 statistical software analysis approach. The average variance extracted (AVE) and outer loading values were used by researchers to assess the validity and reliability of the pretest data; indicators are considered valid when they have AVE values > 0.5 and outer loading values > 0.7 [96].

The validity test employs Convergent Validity and Discriminate Validity, whilst the reliability test employs Composite Reliability and Cronbach's Alpha. Cronbach's Alpha values near 1 imply that the reliability test is improving [97].

V. RESULT AND DISCUSSION

This research was conducted using a survey method by distributing questionnaires online. The sample was selected based on a purposive sampling method involving companies throughout Indonesia. Responses were obtained during the period from March to April 2023. Respondent selection criteria included working for a minimum of 6 months having a minimum salary of IDR. 4 million and being at least 20 years old. Demographic analysis of 285 respondents showed that the majority were men (53%). Almost half of the respondents were women, (47%). In terms of age, most respondents were in the age range of 26 to 35 years (53.7%), 20 to 25 years (26.3%), and 36 to 45 years (18.6%). Only a small number of respondents were over the age of 45 (1.4%). In terms of length of service, most respondents had worked between 1 and 2 years (46%), followed by those who had worked 6 months (11.6%) and between 7 and 12 months (22.1%). About a quarter of respondents worked for more than 5 years (20.4%). Most respondents have a salary of Rp. 4,600,000 (67%), followed by those with a salary of Rp. 5,000,000 (18.9%), and a small portion have a salary of Rp. 4,000,000 (14%). In terms of education level, most respondents had a high school or vocational school education background (55.1%), followed by those with a diploma (23.5%), a bachelor's degree (16.8%), and a small number had a master's degree (4.6%).

Provide reliability and validity in your construction. The loading factor value needed in SmartPLS 4 was above 0.70, with the lowest tolerance value being 0.5. Tests on the reflective measuring model were conducted in accordance with the guidelines from [98]. Most indicators for each variable have a loading factor value between 0.5 and 0.70, which indicates that the construct validity measurement in this study is acceptable and deemed valid.

The results of this study's composite reliability (CR) and average variance extracted (AVE) calculations meet the overall standards. [98] defines the required values as $CR \geq 0.70$ and $AVE \geq 0.50$. The study's findings demonstrate that every variable examined satisfies the reliability and validity standards established by [98], with average variance extracted ($AVE \geq 0.50$) and composite reliability ($CR \geq 0.70$). The workload variable has high reliability and validity, with a CR of 0.837 and an AVE of 0.510. The coworker support variable has good reliability and validity, with a CR of 0.826 and an AVE of 0.543. With an AVE of 0.870 and a CR value of 0.870. Depostic leadership has an AVE of 0.530 and a CR score of 0.870. The job satisfaction variable has a correlation coefficient of 0.814 and an average value of 0.524. Work-life balance is highly reliable, with CR 0.833 and AVE 0.500. Political ineptness has a CR rating of 0.873 and an AVE of 0.533, indicating strong reliability and validity. The job stress variable has adequate reliability and validity, with a CR of 0.821 and an AVE of 0.534. Finally, the turnover intention variable, which has an AVE of 0.719 and a CR value of 0.885, demonstrates very strong validity and reliability. Overall, the measurement results demonstrate the strong

validity and reliability of the research model. The discriminant validity test is deemed valid because the AVE root of each latent variable is greater than the correlation with other latent variables (Fornell-Larcker criterion), and the indicators have a greater correlation with each latent variable than with other latent variables (cross-loading). The study's findings show that discriminatory validity was attained for each construct variable. Each variable has a square root of average variance extracted (AVE) that is higher than its correlation with other variables, as can be seen from the Fornell-Larcker matrix table. With a diagonal value of 0.734, coworker support has discriminant validity because its value exceeds the correlation value of other constructs. The variables Turnover Intention (0.848), Political Ineptness (0.730), Job Stress (0.731), Work-Life Balance (0.707), Job Satisfaction (0.724), Depostic Leadership (0.728), and Workload (0.714) are likewise affected by this. As a result, it is possible to conclude that each construct in this study fits the criteria for discriminant validity, showing that each construct can describe a distinct phenomenon and differs from the other constructs in the model.

Heterotrait-Monotrait Ratio Test (HTMT) < 0.90 (Henseler, Ringle, & Sinkovics, 2009). Based on the heterotrait-monotrait (HTMT) analysis above, it shows that each pair of constructs in this study shows good discriminant validity. This metric is used as an alternative in assessing discriminatory validity in Partial Least Squares Structural Equation Modeling (PLS-SEM), with a generally accepted cutoff value of 0.85 or 0.90. In this study, coworker support and workload had an HTMT value of 0.630, which is much lower than the threshold, indicating good discriminant validity. Similar things were also found in other pairs of constructs such as Democratic Leadership and Workload (HTMT = 0.733), Job Satisfaction and Workload (HTMT = 0.694), Work-Life Balance and Workload (HTMT = 0.703), and so on. Even the highest value in this matrix, between job stress and workload (HTMT = 0.807), is still below the specified threshold. Therefore, these results indicate that each construct in the model has good discriminant validity, confirming that each construct covers unique and distinct aspects of the phenomenon under study. The results of the discriminant validity test can be seen in the picture.

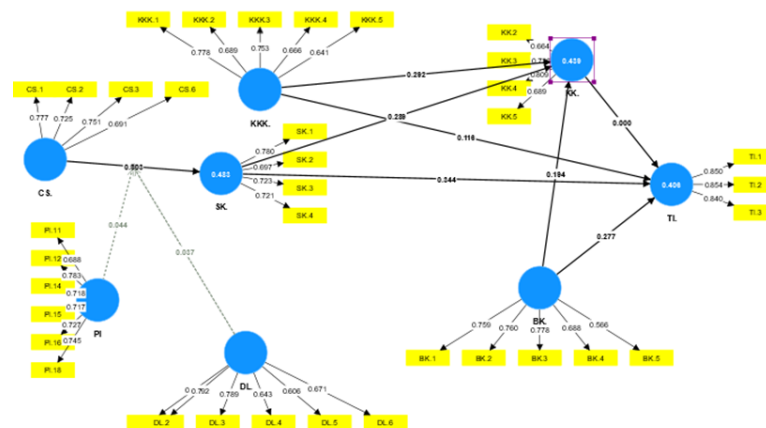


Figure 2 The discriminant validity test

The quality model testing findings indicate a good fit. This is seen in the R squared and SRMR readings. The impact of the independent variable on the dependent variable is rather modest in the study, with each R square having a value of more than 0.33 but less than 0.67. 43.9%, or 56.1%, of the impact on job satisfaction, is determined by additional factors not examined in this study.

Impacts on job stress are 48.3%, or 41.7%, impacted by other variables; job satisfaction is 43.9%, or 56.1%, impacted by other variables not included in this study; and turnover intention is 40.6% with the phrases an additional 59.4% is impacted by factors not included in the study. The above-listed variables encompass other factors such as work fit, remuneration, group cohesiveness, organizational commitment, and organizational culture. The acronym SRMR stands for standardized root mean square residual. When the difference between the data correlation matrix and the SRMR estimated correlation matrix is less than 0.08, the SRMR value indicates the size of the model fit and indicates that the fit model is appropriate[96]. The model is fit, as indicated by the SMR value of 0.061 in the SRMR table above.

Table 1 Research Model Hypothesis Test

| Hypothesis | Hypothesis Statement | T-Statistik Value | Explanation |
|------------|--|-------------------|------------------------------------|
| H1 | Coworker Support berpengaruh negatif dan signifikan terhadap Job Stress | 5.977* | Data supports the Hypothesis |
| H2 | Political Ineptness Dapat memperkuat pengaruh negatif Coworker terhadap Job Stress | 0.861 | Data do not support the hypothesis |

| Hypothesis | Hypothesis Statement | T-Statistik Value | Explanation |
|--|--|--------------------------|-------------------------------------|
| H3 | <i>Despotic Leadership</i> Dapat memperkuat pengaruh negatif Coworker terhadap <i>Job Stress</i> . | 0.614 | Data do not support the hypothesis |
| H4 | <i>Job Stress</i> berpengaruh negatif dan signifikan terhadap <i>Job Satisfaction</i> | 4.607* | Data supports the Hypothesis |
| H5 | <i>Work Life Balance</i> berpengaruh positif dan signifikan terhadap <i>Job Satisfaction</i> | 3.810 | Data supports the Hypothesis |
| H6 | <i>Workload</i> berpengaruh negatif terhadap <i>Job Satisfaction</i> | 2.781 | Data do not support the hypothesis |
| H7 | <i>Job Satisfaction</i> berpengaruh negatif dan signifikan terhadap <i>Turnover Intention</i> | 0.004 | Data do not support the hypothesis |
| H8 | <i>Work Life Balance</i> berpengaruh negatif dan signifikan terhadap <i>Turnover Intention</i> | 1.736 | Data do not support the hypothesis |
| H9 | <i>Workload</i> berpengaruh positif dan signifikan terhadap <i>Turnover Intention</i> | 4.242 | Data supports the Hypothesis |
| H10 | <i>Job Stress</i> berpengaruh positif dan signifikan terhadap <i>Turnover Intention</i> | 4.953* | Data do not support the hypothesis |
| Note:* When testing the validity of the questions, the questions are reversed; therefore, the results shown in the hypothesis test are the opposite. | | | |

VI. CONCLUSION

6.1 Conclusion

The purpose of this study was to investigate how psychological variables affect employee job satisfaction and intention to leave. Only four of the ten hypotheses that have been formulated—the negative impact of coworker support on job stress, the negative impact of job stress on job satisfaction, the positive and significant relationship between work-life balance and job satisfaction, and the positive and significant relationship between workload and turnover intention—are supported by the data.

Meanwhile, coworker support apparently does not have a negative and significant effect on job stress (H1), political ineptness and despotic leadership do not have a negative and significant effect on job stress through coworker support (H2 and H3), both of which do not support workload on job satisfaction (H6), and job satisfaction on turnover intention (H7), which is also not supported by the data, as is H8, which tests the influence of work-life balance on turnover intention, and the hypothesis that job stress has a positive and significant effect on turnover intention.

Statistical tests show that the R square value of influence on job satisfaction is 43.9%, or 56.1%, which is influenced by other variables not included in this research; job stress is 48.3%, or 41.7%, which is influenced by other variables; and turnover intention is 40.6%, or 59.4%, which is influenced by other variables outside of this research.

6.2 Suggestion

This study still has many limitations that need to be improved, including the criteria for respondents using employees who have only worked for 6 months, the use of variables that only use 4 independent variables to determine the factors that influence turnover intention, the questionnaire only using 57 questions, and respondents who only numbered 285 people. For further research, other variables can be added, such as organizational commitment, organizational culture, compensation, group cohesiveness, and personality job fit.

6.3 Managerial Implications

As for the implications of this research, it can be said that it is important for employees to always manage and maintain work-life balance and job stress so that the value of the job satisfaction obtained can be felt, or, in other words, employees can feel satisfied with the achievements obtained in their work. To minimize the occurrence of high turnover intention, companies can manage workload and job stress for employees by balancing workload and job stress by providing moral support to employees or giving awards for the achievements of their employees. This means that the lower the job stress and workload, the lower the employee turnover intention. On the other hand, if job stress and workload are high, turnover intentions will also be higher. In contrast to Work-Life Balance, although it cannot influence reducing turnover rates, it can increase job satisfaction among employees because Work-Life Balance was formed to guide employees in balancing work demands in family life and their roles and to minimize and manage work life.

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