

The Effectiveness of Leadership Style, Workload, And Turnover Intention on High and Low Employee Performance

Irma Puspita Angnessianti¹, Musoli²
^{1,2}Aisyiyah University of Yogyakarta, Indonesia



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ABSTRACT

Objective: The study aims to (1) test the effect of leadership style and workload on turnover intention and (2) test the effect of leadership style, workload, and turnover intention on employee performance. **Method:** This study was quantitative using primary data obtained through questionnaires. The sample of the study was all employees of PT. Pos Indonesia KCU (Branch Office) Yogyakarta, totaling 50 respondents. The sampling technique was census sampling on all employees of PT. Pos Indonesia KCU Yogyakarta. **Results:** It can be concluded that leadership style has a positive and significant effect on turnover intention, workload has a positive and significant effect on turnover intention, turnover intention has a significant and positive effect on employee performance, leadership style has a positive and significant effect on employee performance, and workload has a positive and significant effect on employee performance. Turnover intention can mediate the effect of leadership style and workload on employee performance. **Novelty:** The equation of this study with previous research lies in several variables measured, namely leadership style, workload, turnover intention, and employee performance, while the difference lies in the subjects and objects studied and based on the literature search that the researchers conducted, no similar research titles have been found that were studied at the Large Post Office in Yogyakarta.

INTRODUCTION

In the world of work in the company, employees are the most important thing that needs attention, if the people in the company, namely human resources, have good performance, then the company will also continue to progress better. Human resource management (HR) must be managed as well as possible to be effective in achieving the company's goals and mission, according to (Prima et al, 2022; Hasibuan, 2017) Human Resource Management is the art and science of managing and the role of labor so that they can effectively and efficiently help realize company goals. The current phenomenon, a lot of employees.

Human resources are the main factor in the development process and achieving the goals of an organization. Although the organization has large capital, advanced technology and abundant natural resources, the success of the organization cannot be achieved if the organization does not have human resources who can manage and understand it. Therefore, human resources (HR) are very important as the main component and controller of organizational success.

Table 1. Hay group survey.

Country	Turnover Rate
India	26.9%
Russia	26.8%
Indonesia	25.8%
Brazil	24.4%
US	21.8%
China	21.3%
UK	14.6%

Source: Hay Group

According to the Hay Group Survey results from 2010 to 2018. The average employee turnover intention ratio in the next five years will increase by 23.4% with Indonesia ranking third with the highest employee turnover intention rate at 25.8%. According to a Central Bureau of Statistics report conducted in 2022, there was an increase in job applications after Lebaran, which dropped in early May. In the last three months since Lebaran, job applications have increased significantly, reaching 23.2% in June. There are many factors that can cause Turnover Intention such as leadership style in the company, workload, coworker attitude and many others.

Leadership style is a way in which a leader influences his subordinates, the leader uses this leadership style to motivate subordinates to work together and achieve organizational goals productively (Muangsal et al., 2022; Hasibuan 2013).

Inevitably, in the work performed there will always be a workload that is obtained according to the abilities and fields of each employee. Workload can be defined as something that is influenced by several factors including task demands, work environment, skills possessed, behavior and views of workers (Prima et al, 2022; Kasmarani, 2012) As in this definition, workload can be caused by several factors, namely external factors and internal factors.

Turnover is someone who leaves his job voluntarily or involuntarily (Kusuma et al; Robbins 2010). (Prima et al, 2022; Sudarmanto, 2015) say that performance is the key to organizational success or effectiveness with employees who have good performance. Allah says in QS At-Taubah verse 105 which means "Work, then Allah and His Messenger and the believers will see your work, and you will be returned to Allah, who knows the unseen and the real, then He will tell you what you have done."

The objectives of this study are: Testing the effect of leadership style on turnover intention in large postal employees of Yogyakarta, Testing the effect of workload on turnover intention in large postal employees of Yogyakarta, Testing the effect of turnover intention on the performance of large post office employees of Yogyakarta, Testing the

effect of leadership style on the performance of large post office employees of Yogyakarta, Testing the effect of leadership style on the performance of large post office employees of Yogyakarta.

The benefits in this study are for Company Institutions: The results of this study are expected to be a reference in knowing the effect of leadership style, workload and turnover intention on the performance of Yogyakarta post office employees in order to evaluate the company. For educational institutions: As a literature guide to add insight and knowledge for educational institutions of the Faculty of Economics, Social Sciences and Humanities. For the community: Become a reference and consideration regarding the causes of things that affect employee performance when working in a company. For researchers: As an initial reference for the application of social economics with a specialization in human resource management at the Faculty of Economics, Social Sciences and Humanities.

Literature review

Leadership Style

Leadership can be formulated as a person's personality that is able to arouse the desire in groups of people to imitate or follow it. According to (Musoli, 2021) Leadership is the ability to influence, move and replace action in certain situations on a person or group of people to achieve certain goals, this leader also has the ability to bring all members of the organization towards common ideals and goals. So, high employee performance is one of the things that must be considered in addition to equipment, facilities and methods of carrying out certain jobs. Leadership according to Robbins (2006) is the ability to influence a group to achieve goals is known as leadership.

Workload

Workload theory first emerged in relation to a concept first described by Frederick Herzberg in 1959. The term workload has been recognized since the 1970s, many experts have tried to define this concept, so several different definitions related to workload have emerged. Workload according to Faradina (2016) is the amount of work that must be completed within a certain period of time.

Turnover Intention

According to (Mobley 1978) Turnover Intention is assumed to be a surrogate for actual Turnover, and the desire to resign also has a positive correlation with actual resignation.

Employee Performance

According to (Robbins 2006) Performance is defined as a measure of the extent to which a person carries out tasks and seeks to achieve predetermined goals. Based on the discussion above, the research hypothesis is formulated as follows:

H1: Leadership Style Has a Positive and Significant Effect on Turnover Intention

H2: Workload Has a Positive and Significant Effect on Turnover Intention

H3: Turnover Intention Has a Positive and Significant Effect on Employee Performance

H4: Leadership Style Has a Positive and Significant Effect on Employee Performance

H5: Workload Has a Positive and Significant Effect on Employee Performance

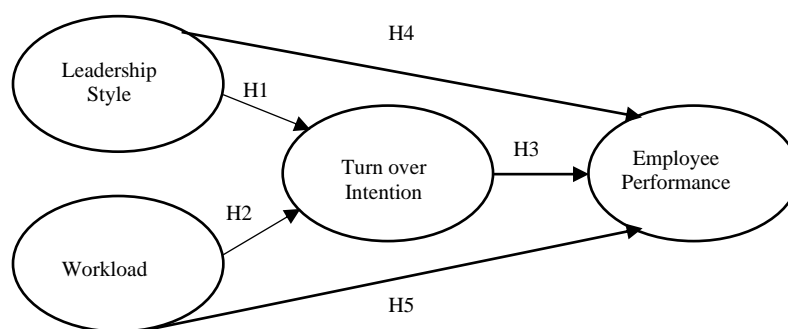


Figure 1. Framework of thought.

RESEARCH METHOD

The method in this research is to use quantitative methods. The type of data to be used is primary data. (Sugiyono, 2019) defines primary data sources as sources that directly provide data to data collectors. The primary data used comes from employees of the DI Yogyakarta Large Post Office through a questionnaire. The tool used in data collection in this study is the direct distribution of questionnaires. The data collection method used in this study is the Likert Scale.

The population in this study were employees of the DI Yogyakarta Large Post Office. In this study, the population and samples taken were all employees of the DI Yogyakarta Large Post Office, whose population was 50 people who would be sampled in this study. The sample technique that will be used in this study is the Census Sampling Technique. The variables in this study are Leadership Style (X1), Workload (X2), Turnover Intention (Z), Employee Performance (Y). Instrument tests use validity and reliability tests. The data analysis techniques used are the Assumption Test, multiple linear regression test, T test, coefficient of determination test, Hypothesis Test and finally the Mediation Test using the Process macro 4.2 by Hayes test.

RESULTS AND DISCUSSION

Results

Validity Test

Based on the validity test results in Table 2, all instruments used in the statement items in this study were declared valid because all instrument items had a significance value <0.05 so it can be concluded that the data can be continued to the next testing stage.

Table 2. Validity test.

Variables	Sig Value	Sig on Data	Description
Leadership Style	0,05	0,001	Valid
	0,05	0,000	Valid
	0,05	0,000	Valid
	0,05	0,000	Valid
	0,05	0,000	Valid
	0,05	0,000	Valid

Variables	Sig Value	Sig on Data	Description
	0,05	0,008	Valid
Workload	0,05	0,000	Valid
	0,05	0,000	Valid
	0,05	0,000	Valid
	0,05	0,037	Valid
	0,05	0,011	Valid
Turnover Intention	0,05	0,000	Valid
	0,05	0,000	Valid
	0,05	0,001	Valid
	0,05	0,000	Valid
	0,05	0,000	Valid
	0,05	0,001	Valid
Employee Performance	0,05	0,000	Valid
	0,05	0,000	Valid
	0,05	0,000	Valid
	0,05	0,000	Valid
	0,05	0,000	Valid
	0,05	0,000	Valid
	0,05	0,000	Valid
	0,05	0,000	Valid
	0,05	0,000	Valid
	0,05	0,000	Valid

Source: Primary data processed, 2024

Reliability Test

Based on the reliability test in Table 3, it shows that all indicators of each statement item in this study can be said to be reliable and can be trusted as a variable measuring instrument, because all of the indicators used have a Cronbach Alpha value > 0.70.

Table 3. Reliability test.

Variables	Cronbach's Alpha	Description
Leadership Style	0,824	Reliabel
Workload	0,702	Reliabel
Turnover Intention	0,869	Reliabel
Employee Performance	0,806	Reliabel

Source: Primary data processed, 2024

Multiple Linear Regression Analysis

The results of multiple linear regression analysis can be seen from Table 4 below:

Table 4. Multiple linear regression analysis.

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	1,819	1,564	
X1	,398	,077	,425
X2	,272	,044	,387
X3	,269	,044	,406

Dependent variabel: Employee Performance (Y)

Source: Primary data processed, 2024

From the results of the multiple linear regression test calculations above as follows:

$$Y = 1.819 + 0.398 + 0.272 + 0.269 + e$$

The constant value is 1.819. B1 = 0.398 means that Leadership Style has a significant positive effect on Employee Performance. B2 = 0.272 means that Workload has a significant positive effect on Employee Performance. B3 = 0.269 means that Turnover Intention has a significant positive effect on Employee Performance.

So it can be concluded that the variable that has the most dominant influence is the leadership style variable with a value of 3.98%.

Partial Test (T Test)

The T statistical test basically determines whether the independent variable has an influence on related variables. The provisions used in assessing the results of the T test hypothesis are to use a significance level of 0.05 or 5% with degrees of freedom (df) = n-2 (Ghozali, 2018).

Table 5. T-test of leadership style on turnover intention.

Model	Unstandardized Coefficients		Standardized Coefficients	t	sig
	B	Std, Error	Beta		
<i>Constant</i>	2,924	5,976		0,489	6,27
Leadership Style	0,928	0,155	0,655	6,008	0,000

a. Dependent Variable: *Turnover Intention*

Source: Primary data processed, 2024

Based on table 5, it can be interpreted that the Leadership Style variable has a significant positive effect on Turnover Intention. This is shown in the significance value which produces a number 0.000 which means that the Leadership Style has a significant

positive effect on Turnover Intention because $0.000 < 0.05$. While based on the calculation of the t value $> t$ table value can be seen in the statistical table at a significance of 0.05 or 5% with degrees of freedom $df = n-2$ or $50-2 = 48$, the results obtained for the t table are 1.677.

Based on this data, the significance value of the effect of Leadership Style (X1) on Turnover Intention (Y) is $0.000 < 0.05$ and the t value is $6.008 > 1.677$. This means that there is a positive and significant influence of Leadership Style on Turnover Intention.

Table 6. T test of workload on turnover intention.

Model	Unstandardized Coefficients		Standardized Coefficients	t	sig
	B	Std. Error	Beta		
Constant	23,730	5,400		4,395	0,000
Workload	0,394	0,140	0,376	2,815	0,007

a. Dependent Variable: *Turnover Intention*

Source: Primary data processed, 2024

Based on table 6, it can be interpreted that the Workload variable has a significant positive effect on Turnover Intention. This is shown in the significance value which produces a number 0.007 which means that Workload has a significant positive effect on Turnover Intention because $0.007 < 0.05$. Meanwhile, based on the calculation of the t value $> t$ table value can be seen in the statistical table at a significance of 0.05 or 5% with degrees of freedom $df = n-2$ or $50-2 = 48$, the results obtained for the t table are 1.677.

Based on this data, the significance value of the effect of Workload (X1) on Turnover Intention (Y) is $0.007 < 0.05$ and the t value is $2.815 > 1.677$. This means that there is a positive and significant effect of Workload on Turnover Intention.

Table 7. T test of turnover intention on employee performance.

Model	Unstandardized Coefficients		Standardized Coefficients	t	sig
	B	Std. Error	Beta		
Constant	20,246	2,666		7,594	0,000
Turnover Intention	0,460	0,069	0,695	6,700	0,000

a. Dependent Variable: Employee Performance

Source: Primary data processed, 2024

Based on table 7, it can be interpreted that the Turnover Intention variable has a significant positive effect on Employee Performance. This is shown in the significance value which produces a number 0.000 which means that Turnover Intention has a significant positive effect on Employee Performance because $0.000 < 0.05$. Meanwhile, based on the calculation of the t value $> t$ table value can be seen in the statistical table at

a significance of 0.05 or 5% with degrees of freedom $df = n-2$ or $50-2 = 48$, the results obtained for the t table are 1.677.

Based on this data, the significance value of the effect of Turnover Intention (X1) on Employee Performance (Y) is $0.000 < 0.05$ and the t value is $6.700 > 1.677$. This means that there is a positive and significant effect of Workload on Turnover Intention.

Table 8. T-test of leadership style on employee performance.

Model	Unstandardized Coefficients		Standardized Coefficients	t	sig
	B	Std. Error	Beta		
Constant	4,913	2,098		2,342	0,023
Leadership Style	0,858	0,054	0,916	15,819	0,000

a. Dependent Variable: Employee Performance

Source: Primary data processed, 2024

Based on table 8, it can be interpreted that the Leadership Style variable has a significant positive effect on Employee Performance. This is shown in the significance value which produces a number 0.000 which means that the Leadership Style has a significant positive effect on Employee Performance because $0.000 < 0.05$. Meanwhile, based on the calculation of the t value $>$ t table value can be seen in the statistical table at a significance of 0.05 or 5% with degrees of freedom $df = n-2$ or $50-2 = 48$, the results obtained for the t table are 1.677.

Based on this data, the significance value of the effect of Turnover Intention (X1) on Employee Performance (Y) is $0.000 < 0.05$ and the t value is $15.819 > 1.677$. This means that there is a positive and significant effect of Workload on Turnover Intention.

Table 9. T test of workload on employee performance.

Model	Unstandardized Coefficients		Standardized Coefficients	t	sig
	B	Std, Error	Beta		
Constant	20,680	2,979		6,941	,000
Beban Kerja	,453	,078	,645	5,848	,000

a. Dependent Variable: Kinerja Karyawan

Source: Primary data processed, 2024

Based on table 9, it can be interpreted that the Workload variable has a significant positive effect on Employee Performance. This is shown in the significance value which produces a number 0.000 which means that Workload has a significant positive effect on Employee Performance because $0.000 < 0.05$. Meanwhile, based on the calculation of the t

value > t table value can be seen in the statistical table at a significance of 0.05 or 5% with degrees of freedom $df = n-2$ or $50-2 = 48$, the results obtained for the t table are 1.677.

Based on this data, the significance value of the effect of Turnover Intention (X1) on Employee Performance (Y) is $0.000 < 0.05$ and the t value is $5.848 > 1.677$. This means that there is a positive and significant effect of Workload on Turnover Intention.

Coefficient of Determination

The coefficient of determination (R^2) is a measure that shows how much change in the dependent variable can be explained by the independent variable. In other words, the coefficient of determination is used to measure the extent to which the independent variable (Independent) can explain variations in the dependent variable (Dependent) (Hamarto, 2019).

Table 10. Coefficient of determination.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,960a	,922	,916	,412

a. Predictors: (Constant), Turnover Intention, Beban Kerja, Gaya Kepemimpinan

Source: Primary data processed, 2024

Based on the Adjusted R Square test results in table 10. the amount of Adjusted R Square is 0.916. This means that the variables of Leadership Style, Workload and Turnover Intention are able to explain Employee Performance by 91.6% while the remaining ($100\% - 91.6\% = 8.4\%$) 8.4% is explained by other factors from outside this study.

Mediation Test

Mediation Test or Mediator Role Test is a test conducted to measure the level of influence of variable Z in mediating variables X and Y. If the range of BootLLCI and BootULCI values does not cover the value of zero (0) then the estimation of significance and the mediation effect occurs (Dinda, 2023) states that if BootLLCI and BootULCI do not cover the value of zero (0) then it can be concluded that the mediation effect occurs.

Turnover Intention has an effect in mediating Leadership Style on Employee Performance

Table 11. Mediation test of leadership style.

Indirect effect(s) of X on Y:				
	Effect	BootSE	BootLLCI	BootULCI
Z	,1022	,1094	,0223	,3833
Completely standardized indirect effect(s) of X on Y:				
	Effect	BootSE	BootLLCI	BootULCI
Z	,1091	,1141	,0239	,3948

Source: Primary data processed, 2024

Based on table 11, it can be explained that the interpretation shows that the BootLLCI and BootULCI values do not include the value 0 with the results of 0.0223 in the BootLLCI value and 0.3833 in the BootULCI value. In other words, it can be explained that Turnover Intention can mediate the effect of Leadership Style on Employee Performance.

Turnover Intention has an effect in mediating Workload on Employee Performance

Table 12. Workload mediation test.

Indirect effect(s) of X on Y:				
	Effect	BootSE	BootLLCI	BootULCI
Z	,7958	,1966	,2771	1,0389
Completely standardized indirect effect(s) of X on Y:				
	Effect	BootSE	BootLLCI	BootULCI
Z	,7486	,2062	,2430	1,0265

Source: Primary data processed, 2024

Based on table 12, it can be explained that the interpretation shows that the BootLLCI and BootULCI values do not include the value 0 with the results of 0.2771 in the BootLLCI value and 1.0389 in the BootULCI value. In other words, it can be explained that Turnover Intention can mediate the effect of Workload on Employee Performance.

Discussion

The first hypothesis proposed in this study is that Leadership Style has a significant positive effect on Turnover Intention. The T test results show that the leadership style variable has a significance level of 0.000. These results indicate that leadership style has a positive and significant effect on turnover intention or in other words the first hypothesis (H1) is accepted. This means that if the higher the leadership style method, it will cause an increase in turnover intention. This research is in line with (Herawati & Romandhini, 2021) which shows that Leadership Style has a significant positive effect on Turnover Intention.

Then in the age characteristics of the most dominant respondents, namely the age of 30-40 years, it is stated that leadership style can affect turnover intention so that the result is that leadership style has a significant positive effect on turnover intention where employees at the age of 30-40 years are mature enough and have work experience so that they understand what kind of leadership style is good that needs to be applied to the Large Post Office in Yogyakarta. Proven by research (Jannah et al., 2021) at the age of 30-40 years entering a productive age, the age of stabilization both in the field of work and life, the age of commitment, and emotional maturity.

The second hypothesis proposed in this study is that Workload has a significant positive effect on Turnover Intention. The T test results show that the workload variable has a significance level of 0.007. These results indicate that leadership style has a positive and significant effect on turnover intention or in other words the second hypothesis (H2)

is accepted. This means that if the workload increases, Turnover Intention increases. This research is in line with (Solehah et al, 2019) which shows that Workload has a positive and significant effect on Turnover Intention.

Based on the characteristics of respondents in the male gender and based on the characteristics of respondents aged 30-40 years, it is stated that workload is one of the factors that cause turnover intention, meaning that if the work conditions provided by the company are not in accordance with the wishes of the employees, employee activities will be hampered, with conditions like this it will be able to cause Turnover Intention. So it can be concluded that the higher the Workload on employees, the higher the employee Turnover Intention.

The third hypothesis proposed in this study is that Turnover Intention has a significant positive effect on Employee Performance. The T test results show that the turnover intention variable has a significance level of 0.000. These results indicate that turnover intention has a positive and significant effect on employee performance or in other words the third hypothesis (H3) is accepted. This means that Turnover Intention is one of the factors that can affect employee performance. This research is in line with (Vera, 2023) which shows that Turnover Intention has a significant positive effect on Employee Performance. This shows that employee performance can be influenced by Turnover Intention.

Based on the characteristics of respondents in staff positions, Turnover Intention is one of the influences on employee performance, this means that when employees' intention to leave, employee performance will also increase. This means that even though employees actually have the intention to leave the company, employees at the DI Yogyakarta Post Office also have high performance. This can happen when employees at the DI Yogyakarta Post Office want to have a better job from the company but employees have not found a job outside the company itself so that employees of the DI Yogyakarta Post Office have high performance and to maintain their jobs and positions at the DI Yogyakarta Post Office so that they are not expelled by the company due to deteriorating performance.

The fourth hypothesis proposed in this study is that Leadership Style has a significant positive effect on Employee Performance. The T-Test results show that the leadership style variable has a significance level of 0.000. The results indicate that leadership style has a positive and significant impact on employee performance, in other words, the fourth hypothesis (H4) is accepted. This means that if the Leadership Style improves, it can positively affect Employee Performance. Conversely, if Leadership Style decreases, it can affect the decline in Employee Performance. This research is in line with (Hasrullah 2022) which shows that Leadership Style has a significantly positive effect on Employee Performance. This indicates that the higher the Leadership Style, the higher the Employee Performance.

Based on the characteristics of male respondents, it is stated that Leadership Style can influence Employee Performance. This explains that Leadership Style can influence the improvement of employee performance. Conversely, this can also lead to a decline in

employee performance. Leaders who play the role of the main holder are usually very important. Employees greatly hope that there is a leader who can act as the main leader and set an example, and a leader with a good reputation will make employees trust and willingly follow that leader.

The fifth hypothesis proposed in this study is that Workload has a significant positive effect on Employee Performance. The T-Test results show that the workload variable has a significance level of 0.000. The results indicate that workload has a positive and significant effect on employee performance, in other words, the fifth hypothesis (H5) is accepted. This means that as the Workload increases, it can improve Employee Performance, and conversely, if the Workload decreases, Employee Performance will also decline. This research is in line with (Neksen et al., 2021) which shows that Workload has a significant positive effect on Employee Performance. This indicates that employee performance can be influenced by workload.

Based on the characteristics of respondents of the male gender, it is stated that workload can affect employee performance. This can explain that if the workload increases, employees will rush and complete their tasks on time; conversely, if the workload decreases, it will lead to boredom due to reduced activity.

The sixth hypothesis proposed in this study is that Turnover Intention can Mediate the Influence of Leadership Style on Employee Performance. The results of the mediation test show that the indirect effect with a BootLLCI value of 0.0223 and a BootULCI value of 0.3833 does not include the value 0, in other words, it is significant, meaning that the turnover intention variable mediates the influence of leadership style on employee performance.

The seventh hypothesis proposed in this study is that Turnover Intention can Mediate the Effect of Workload on Employee Performance. The results of the mediation test show that the indirect effect with a BootLLCI value of 0.2771 and a BootULCI value of 1.0389, which means it does not include the value 0, or in other words, it is significant, indicating that the turnover intention variable mediates the effect of workload on employee performance.

CONCLUSION

Fundamental Finding : Leadership Style has a significant positive effect on Turnover Intention. This means that if the leadership style method is lower, it will lead to a decrease in turnover intention. Workload has a significant positive impact on Turnover Intention. This means that if the work conditions provided by the company do not align with the employees' desires, the employees' activities will be hindered, and such conditions can lead to Turnover Intention among the employees of the Main Post Office in Yogyakarta. Turnover Intention has a significant positive effect on Employee Performance. This means that Turnover Intention is one of the factors that can influence the Performance of employees at the Main Post Office in Yogyakarta. Leadership Style has a significant positive influence on Employee Performance. This means that if the Leadership Style can influence the improvement of Employee Performance. Conversely,

this can also affect the decline in Employee Performance among employees at the Main Post Office in Yogyakarta. Workload has a significantly positive impact on Employee Performance. This means that as the Workload increases, it can improve Employee Performance, and conversely, if the Workload decreases, Employee Performance will also decline. Leadership Style on Employee Performance through Turnover Intention as a mediating variable is accepted based on the results of the mediation test. This can be interpreted that turnover intention can function as a mediating variable between the leadership style variable and employee performance. Workload on Employee Performance through Turnover Intention as a mediating variable is accepted based on the results of the mediation test. This can be interpreted that turnover intention can function as a mediating variable between the workload variable and employee performance. **Implication** : this research proves that there is both a direct and indirect influence of leadership style and workload on employee performance, mediated by turnover intention, thus it is expected to serve as input and consideration for the organization in making decisions related to these variables. **Limitation** : the limitation of this research only focuses on the variables of leadership style, workload, turnover intention, and employee performance, as well as on the object of the main post office in the Special Region of Yogyakarta. **Future Research** : Based on the conclusions that have been explained, this research is expected to provide several contributions, including: For future researchers, it is hoped that they can expand the scope or range of the research. For future researchers, it is hoped that they can add variations of other variables in similar or related studies that may influence Turnover Intention and Employee Performance. For future researchers, they could conduct a deeper exploration using interview methods to uncover more aspects related to what can influence Turnover Intention and Employee Performance.

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Irma Puspita Angnessianti

Aisyiah University of Yogyakarta, Indonesia

Email: Irmapuspita075@gmail.com

***Musoli (Corresponding Author)**

Aisyiah University of Yogyakarta, Indonesia

Email: musoli@unisayogya.ac.id
