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The Influence Leadership Style, Work Environment On Turnover Intentions Through Burnout Of Non-Permanent Employees At Jember University

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ABSTRAC:*The purpose of this study is to determine the effect of leadership style variables and work environment through burnout of turnover intentions non-permanent employees at Jember University. Respondents numbered 245 taken from 626 population that is the number non-permanent employees of Jember University. The data were analyzed by Structural Equation Modeling (SEM) using statistical software package AMOS version 22 and SPSS version 24. The result of this research is that leadership style has no effect on burnout, work environment has no effect on burnout. The leadership style has no effect on turnover intentions and the work environment has no effect on turnover intention, nor is the burnout variable affecting turnover intentions.*

KEYWORDS: *leadership style, work environment, turnover intentions, burnout*

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I. INTRODUCTION

The desire to move is a permanent dismissal of employees from companies either by voluntary employees or by the company or involuntary (Robbins, [1]). Turnover is one of the last options for employees if the conditions of work are not in accordance with his wishes. According to Suwandi and Indriantoro[2], the desire to move reflects the desire of individuals to leave the organization and look for alternative work other. This is because the desire to move employees will have a significant impact for companies and individuals concerned (Toly[3]) . According to Harninda[4] "Turnover intentions are essentially the same as the desire to move employees from one workplace to another." The opinion indicates that turnover intentions are the desire to move, not yet reached the stage of realization of moving from one place work to other workplace.

Research conducted by Wahyuni, et al [5] , concluded that the variable commitment and employee relationships with leaders have a significant positive effect on turnover intention. Salary and incentive variable and leadership attitude have a significant positive effect on employee intention turnover at construction service company. Shobirin, et al [6], . negatively affect the desire to move work, organizational commitment negatively affect the desire to move work, job satisfaction negatively affect the desire to move work.

Sun [7] in his research entitled The Turnover Intentions for Construction Engineers took a sample of construction workers from the Taiwanese consultant engineering consulting firm and concluded that job satisfaction and organizational commitment can be expected to reduce the need for job change, salary and promotion as well as affective factors of commitment have a significant effect against intention to leave. Bula [8] research on sugar industry employees in Kenya about turnover concluded that salary is the main factor causing turnover followed by training, promotion, performance appraisal and working conditions. While the style of leadership is not the main factor as the cause of turnover intention.

Tziner, et al [9], with the results of work stress studies and intentions to change the workplace of hospital doctors mediated by burnout variables and job satisfaction. Work stress is positively associated with fatigue. Burnout relates negatively to job satisfaction. job satisfaction is negatively related to the desire to move work.

II. METHODOLOGY

This research is explorative research or confirmatory research, also called testing of research hypothesis, which explains the effect of variables or causal relationships between variables through hypothesis testing. The population of this study are administrative or technician employees with non permanent employee status. Sampling method by using purposive sampling, that is sample determination technique with certain criteria so it is feasible to be used as sample. Each population is taken from each work unit with respondent criteria. The respondent criteria used as the research sample are as follows: (a) Respondents are administrative

or technician with non permanent employee status, (b) Minimum age of 25 years old and maximum 50 years old, (c) minimum secondary education qualification, (d) employment of respondents at least 5 years.

In order for this research to be more focused in accordance with the formulation of the problem and the purpose of the research to be achieved, the conceptual framework in this research is built with 5 (five) variables: Leadership style as first independent variable (X_1), Work environment as the second independent variable (X_2) , Burnout as intervening variable (Z), turnover intention as dependent variable (Y). The measurement indicators of the variables are described in Table 1.

Table 1 Indicators of Variables

Variabel	**Indicators of Variables**	
Leadership Style (X_1)	a.	Atmosphere of mutual trust (X1.1) ($X_{1.1}$)
	b.	Appreciation of ideas ($X_{1.2}$)
	c.	Understanding subordinate feelings ($X_{1.3}$)
	d.	Attention to work comfort ($X_{1.4}$)
Work environment (X2)	a.	The relationship between superiors and subordinates ($X_{2.1}$)
	b.	Relationship between fellow employees ($X_{2.2}$)
	c.	The existence of mutual openness ($X_{2.3}$)
	d.	Office Facilities ($X_{2.4}$)
Burnout (Z)	a.	Physical Exhaustion (Z_1)
	b.	Emotional exhaustion (Z_2)
	c.	Diminished personal accomplishment (Z_3)
	d.	Depersonalization (Z_4)
Turnover intention (Y)	a.	Feel dissatisfaction in his work (Y_1)
	b.	intention to leave (Y_2)
	c.	The desire to find a new job (Y_3)

This study uses Structural Equation Modeling (SEM) as a method of data analysis by using AMOS software (Analysis of Moment Structure) version 22, so it can know the influence of independent variable to dependent variable directly or indirectly.

Hypothesis testing based on previous research and theory, namely:

2.1 Influence Leadership style on burnout

Heidjrachman dan Husnan [10] states "The various styles of leadership applied in an organization can help to minimize burnout levels".

H1: Leadership style has no effect on burnout of non-permanent employees at Jember University

2.2 Influence of working environment on burnout

Prawirosentono [11] states "The more conducive and comfortable a work environment it will affect the increased job satisfaction so that the level of employee burnout will decrease and the end goal of an organization can be achieved".

H2: Work enviorement have no effect on burnout of non-permanent employees at Jember University.

2.3 Influence of leadership style on turnover intentions

Research conducted by Bula [8] with the result that salary is the main factor causing turnover followed by training, promotion, performance appraisal and working conditions. While the style of leadership is not the main factor as the cause of turnover intention.

H3: Leadership style has no effect on the turnover intentions of non-permanent employees at Jember University.

2.4 Influence of the work environment on turnover intentions

Chairani [12] proves that the work environment has a negative influence on turnover intentions.

H4: Work environment have no effect on the turnover intentions of non-permanent employees at Jember University.

2.5 Influence of burnout on turnover intentions

Previous research by Tjiner [9] concluded that work stress was positively related to fatigue but burnout was negatively related to job satisfaction and job satisfaction was negatively related to the desire to leave the workplace.

H5: Burnout positively affects the turnover intentions of non-permanent employees at Jember University

III. RESULTS AND DISCUSSION

3.1 Data Analysis

3.1.1 Test Validity

The validity of a data when the factor loading of the indicator variable has a value above 0.5, then it can be said that the question item as a compiler of unobserved variables in the SEM test is valid (Ghozali, [13]). Based on the results of the analysis that has been done, obtained the test results validity with Test Convergent Validity as shown in Table.2

Table 2 Validity Test Results

No	Variables	Indicator	Estimates	Explanation
1	leadership style (X_1)	X11	0.534	Valid
		X12	0.650	Valid
		X13	0.753	Valid
		X14	0.749	Valid
2	work environment (X_2)	X21	0.622	Valid
		X22	0.706	Valid
		X23	0.706	Valid
		X24	0.676	Valid
3	Burnout (Z)	Z1	0.522	Valid
		Z2	0.711	Valid
		Z3	0.642	Valid
		Z4	0.608	Valid
4	Turn over intentions (Y)	Y1	0.930	Valid
		Y2	0.972	Valid
		Y3	0.943	Valid

Based on Table 2 it can be seen that each indicator used in the research variables have a value factor loading greater than 0.5. This means that the indicators used in this research variable are feasible or valid to be used as data collectors.

3.1.2 Test Reliability

The second measurement (questionnaire) test is reliability, an index showing the extent to which the measuring instrument is reliable or reliable. In this study to calculate the reliability used composite contruct reliability with a cut off value of at least 0.70. The reliability test results are presented in Table 3.

Tabel 3. Reliability Test Results

No.	Indicator	Loading	λ^2	$1 - \lambda^2$	CR
1	$X_{1.1}$	0.534	0,285	0,715	**0.769**
	$X_{1.2}$	0.650	0,423	0,578	
	$X_{1.3}$	0.753	0,567	0,433	
	$X_{1.4}$	0.749	0,561	0,439	
		2,686	**1,836**	**2,164**	
2	$X_{2.1}$	0.622	0,387	0,613	**0.773**
	$X_{2.2}$	0.706	0,498	0,502	
	$X_{2.3}$	0.706	0,498	0,502	
	$X_{2.4}$	0.676	0,457	0,543	
		2,710	**1,841**	**2,159**	
3	Z_1	0.522	0,272	0,728	**0.716**
	Z_2	0.711	0,506	0,494	
	Z_3	0.642	0,412	0,588	
	Z_4	0.608	0,370	0,630	
		2,483	**1,560**	**2,440**	
4	Y_1	0.930	0,865	0,135	**0.964**
	Y_2	0.972	0,945	0,055	
	Y_3	0.943	0,889	0,111	
		2,845	**2.699**	**0,301**	

Based on the above table it can be seen that each indicator used in the study gives CR value above its cut-off value of 0.7 so it can be said that each indicator is reliable.

3.1.3 Test of Model Assumptions

After testing the validity and reliability of each latent variable, then tested the assumption to see whether the required prerequisites in SEM modeling can be met. Prerequisites to be met are normal multivariate assumptions, the absence of multicollinearity or singularity and outliers.

1. Normality Test

To test the presence or absence of assumption of normality, it can be done with the statistic value of z for skewness and its kurtosis empirically can be seen in Critical Ratio (CR) used 1% significance level, then CR value is at $-1.96 \leq CR \leq 1$, 96 is said to be normal distributed data, either univariat or multivariate (Ghozali, [13]). Normality test results are presented in Table 4.

Table 4. Test Results Data Normality

Variable	min	max	skew	c.r.	kurtosis	c.r.
Y3	1.000	5.000	-.838	-1.437	1.162	1.074
Y2	1.000	5.000	-.208	-1.099	.090	.239
Y1	1.000	5.000	.115	.610	-.043	-.113
Z4	1.000	5.000	-.233	-1.235	.328	.867
Z3	1.000	5.000	-.013	-.068	-.024	-.063
Z2	1.000	5.000	.052	.276	.286	.756
Z1	1.000	5.000	-.184	-.974	-.162	-.427
X24	1.000	5.000	-.037	-.197	-.282	-.746
X23	1.000	5.000	.134	.709	-.349	-.924
X22	1.000	5.000	-1.748	-1.250	1.344	1.140
X21	1.000	5.000	-1.078	-1.703	2.277	1.083
X14	1.000	5.000	-1.044	-.525	2.095	.542
X13	1.000	5.000	-1.058	-.600	1602	1.238
X12	1.000	5.000	-.674	-.564	.394	1.043
X11	1.000	5.000	-1.067	-1.647	1.223	.235
Multivariate					24.839	**1.414**

Normality test results obtained total CR value of 1.414 which means CR is at -1.96 ≤ CR ≤ 1.96 so it can be stated that multivariate data is normally distributed. In addition, the normal univariate data is indicated by all Critical Ratio values of all indicators located at -1.96 ≤ CR ≤ 1.96.

2. Multicolinearity test

Multicollinearity can be seen through the determinant of covariance matrices. The determinant value is very small or close to zero, indicating the presence of multicolinearity or singularity problem, so the data can not be used for research (Ghozali, [13]). The multicollinearity test result gives the determinant of sample covariance matrix value of 16,534. This value is far above the zero so it can be concluded that there is no problem of multicolinearity and singularity in the data being analyzed.

3. Test Outliers

Outliers test results in this study shows the magnitude of Mahalanobis d-squared is smaller than Chi Square value of 24.996. This means that in this study all cases did not experience outliers or can be said there is no significant difference between the observed data with the actual data group.

4. Structural Equation Modeling (SEM) Analysis

This stage will be discussed about the model suitability test and the significance test of causality. Test results with AMOS program version 22 gives the result of SEM model as shown in the following figure which shows the influence of leadership style, work environment to turnover intention through burnout of non permanent employees at Jember University.

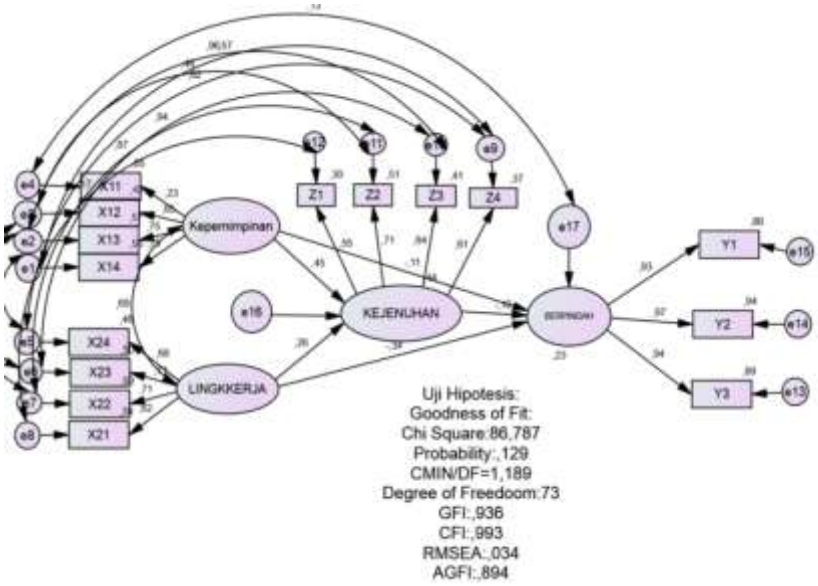

Figure 1. Results of Structural Equation Model Analysis

5. Testing Goodness of Fit Full Model Structural

Tests on the SEM model aim to see the suitability of the model. The results of model conformity testing in this study are presented in Table 5.

Tabel 5 Testing Goodness of Fit Full Model Structural

Criteria	Cut Off value	Test result	Explanation
Chi Square	Expected to be smaller than X2 at df = 73 at a significance level of 5% = 93.945	86,787	Good Fit
Probability	≥ 0,05	0,129	Good Fit
RMSEA	≤ 0,08	0,034	Good fit
GFI	≥ 0,90	0,936	Good Fit
AGFI	≥ 0,90	0,894	Marginal fit
CMIN/DF	≤ 2 or 3	1,189	Good Fit
TLI	≥ 0,95	0,984	Good Fit
CFI	≥ 0,90	0,993	Good Fit

Based on Table 5 it can be seen that from the eight criteria used to assess whether or not a model is feasible. So it can be stated that the model is acceptable, which means there is a suitability model with the data.

6. Causality Test

After testing the suitability of the research model, the next step is to test the causality developed in the study. From the appropriate model can be interpreted each path coefficient. Detailed path coefficient testing is presented in Table 6.

Table 6 Causality Test Results

Influence			Estimates	S.E	C.R	P	Label
Burnout	<---	Leadership Style	-.330	,078	4,218	***	significant
Burnout	<---	Work environment	-.231	,093	2,492	,013	signifikan
Turnover	<---	Burnout	-.283	,314	-,901	,368	not significant
Turnover	<---	Leadership Style	-.353	,396	-,890	,374	not significant
Turnover	<---	Work environment	-1.107	,376	-2,942	,003	significant

Based on Table 6 it can be stated that the results of the path coefficient test for leadership style (X_1) to burnout (Z) has negative path of -0.330 with CR of 4.218 and the probability (p) of *** which means that leadership style (X_1) significant to burnout (Z). The hypothesis that the leadership style (X_1) negatively affects the burnout (Z) of non-permanent employees at Jember University is proven to be true or H_1 accepted. This means that if the leadership style is well received then it can be concluded there is no burnout felt by non-permanent employees at Jember University..

The result of coefficient test for work environment (X_2) to burnout (Z) has negative path equal to -0,231 with C.R equal to 2,492 and probability (p) equal to 0,013 which mean that work environment (X_2) have significant negative effect to burnout (Z). The hypothesis that the work environment (X_2) negatively affects the burnout (Z) of non-permanent employees at Jember University is proven true or H_2 accepted. This means that if the working environment is conducive then it can be concluded that there is no burnout felt by non-permanent employees at Jember University.

The result of the coefficient test of path for leadership style (X_1) to turnover intentions (Y) has negative path equal to -0.353 with CR equal to 0,890 and probability (p) 0,374 meaning that leadership style (X_1) have negative but not significant effect to turnover intention Y). The hypothesis that leadership style (X_1) negatively affects the turnover intention (Y) of non-permanent employees at Jember University is proven true or H_3 accepted. This means that if the leadership style is better then it will affect the lower intentions turnover intention of non-permanent employees at Jember University.

The result of the path coefficient test for work environment (X_2) on turnover intention (Y) has negative path equal to -1,107 with CR equal to -2,942 and probability (p) 0,003 which mean that work environment (X2) has significant negative effect to turnover intention). The hypothesis that the work environment (X2) negatively affects the turnover intention (Y) of non-permanent employee at Jember University is proven true or H4 accepted. This means that if the working environment is conducive it will affect the lower turnover intention (Y) non-permanent employees at the University of Jember.

The results of the path coefficient test for burnout (Z) on turnover intentions (Y) have negative paths of - 283 with CR of - 901 and probability (p) of .368 which means that burnout (Z) has a negative but not significant effect on turnover intentions (Y). The hypothesis that burnout (Z) has a positive effect on turnover intentions (Y) can be rejected. This means that if there is a burnout felt by non permanent employees at Jember University then it can not be concluded there is turnover intentions.

5.4.4 Influence between Variables

1. Influence of Direct Variable

Research on direct effect relationships occurs between exogenous latent variables of leadership style (X_1), work environment (X_2) with endogenous intervening burnout (Z) and endogenous latent variables bound to turnover intentions (Y). A summary of the direct effects of these variables can be seen in Table 7 below:

Tabel 7 Direct Variable Influence

Direct Effect		Endogen Variables	
		Burnout (Z)	**Turnover intentions (Y)**
Exogenous Variables	Leadership Style (X_1)	0.454	-0.106
	Work environment (X_2)	0.260	-0.339
	Burnout (Z)	0.000	-0.096
	Turnover intentions (Y)	0.000	0.000

Based on the test it can be stated that leadership style (X_1) has the biggest direct effect on burnout (Z).

2. Indirect Variable Influence

The indirect relationship occurs between exogenous variables of leadership style (X_1), work environment (X_2) with endogenous intervening burnout (Z) and endogenous latent variables bound to turnover intentions (Y).

Table 8 Indirect Variables Effect

Indirect Variables Effect		Endogenous variables	
		Burnout (Z)	**Turnover intentions (Y)**
Exogenous Variables	Leadership Style (X_1)	-0.000	-0.043
	Work environment (X_2)	-0.000	-0.025
	Burnout (Z)	0.000	0.000
	Turnover intentions (Y)	0.000	0.000

Based on the test it can be stated that the leadership style (X_1) has the largest indirect effect on turnover intentions (Y), besides the working environment (X_2) also has the largest indirect effect on turnover intentions (Y).

1. Total Influence between Variables

Total influence is the effect caused by the existence of various relationships between variables either directly or indirectly. A summary of the direct effects of these variables can be seen in Table 9.

Tabel 9 Total Influence between Variables

Total Influence		Endogen Variables	
		Burnout (Z)	**Turnover intentions (Y)**
Variabel Eksogen	Leadership Style (X_1)	-0.454	-0.149
	Work environment (X_2)	-0.260	-0.364
	Burnout (Z)	0.000	-0.096
	Turnover intentions (Y)	0.000	0.000

Based on the test it can be stated that the leadership style (X_1) has the largest total effect on burnout (Z). In addition the work environment (X_2) also has the greatest total effect on turnover intentions (Y).

IV. CONCLUSION

Based on the description and discussion in the previous chapter both hypothesis testing and discussion of research results, it can be concluded: 1. Leadership style that can be accepted by subordinates can provide motivation and increase passion in completing tasks assigned to them. The next impact is to minimize the desire of the subordinate to move the workplace or out or quit the workplace now. 2. A conducive working environment, both the working environment of the physical dimension and non-physical dimension also affect the burnout and turnover intentions. Sufficient work support facilities, as well as a working atmosphere that supports each other, the existence of good cooperation between the leadership with subordinates, among colleagues can provide motivation and passion of work that remains well preserved. Thus turnover intentions and employee burnouts can be eliminated.

Factors affecting employee turnover intentions of an organization are not only influenced by leadership style variables, work environment and burnout, but should also be analyzed for factors of compensation, career certainty, incentives, and work motivation.

The compensation variable in this study was not included in the variables studied. The next research should be able to add this variable because compensation also affects a worker in making a decision whether to keep working for the company or want to move the workplace.

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