



**THE ROLE OF JOB SATISFACTION AS A MEDIATION VARIABLE ON THE
INFLUENCE OF WORK LIFE BALANCE, ISLAMIC WORK ETHICS AND
BURNOUT ON TURNOVER INTENTION**

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Abstract

This study aims to influence of work life balance, Islamic work ethics and burnout on employee turnover intention at PT Karya Toha Putra Semarang through job satisfaction as a mediating variable. This study uses quantitative methods by processing primary data through a questionnaire given to 104 respondents to the employee of PT Toha Karya Putra Semarang. Purposive sampling technique in sampling. The data was collected using a questionnaire and the data was processed using SPSS 26. Data analysis in this study used the classical assumption test, hypothesis test and path analysis test. The results showed that work life balance had a significant and negative effect on turnover intention, Islamic work ethics had a significant and positive effect on turnover intention, burnout had a significant and positive effect on turnover intention, work life balance had a significant and positive effect on job satisfaction, Islamic work ethics had an effect significant and positive on job satisfaction, burnout has a significant and negative effect on job satisfaction, job satisfaction has a significant and negative effect on turnover intention, job satisfaction is able to mediate the effect between work life balance and turnover intention, job satisfaction is able to mediate the influence between Islamic work ethics with turnover intention, job satisfaction is able to mediate the influence between burnout and turnover intention.

Keywords: Work Life Balance, Islamic Work Ethics, Burnout, Job Satisfaction, Turnover Intention

INTRODUCTION

Business organizations need maximum resource performance, especially human resources who have an important role in business success. However, in reality, companies experience various problems, one of which is turnover intention. Turnover intention or the desire to leave the company is one of the various employee behaviors that is difficult to prevent (Anggara & Nursanti, 2016). Turnover is a condition that usually occurs in companies, but when the employee turnover rate is high, it will disrupt the company's activities and

productivity, and will cause various costs to find replacement employees (Khotimah et al., 2019).

There are various factors that affect turnover intention, one of which is work life balance or the balance between life at work and life outside work that is felt by employees (Hafid, 2017). For companies, work life balance is important because companies realize that employees not only face roles and challenges at work but also in their personal lives (Aurantia & Rizal, 2020).

Islamic work ethics is one of the various factors that cause turnover intention (kurniadi & satrya, 2013).. Islamic work ethics play an important role in the company because it will affect how employees act and make decisions at work. By applying islamic work ethics, employee turnover intention will be reduced because basically islamic work ethics can create a sense of comfort in the work environment (oriana & violita, 2020). Burnout is also one of the various factors that cause turnover intention (setiawan & rocky, 2018)the effects of burnout will be seen when employee productivity and performance decrease. Not only that, employees who experience burnout will feel tired at work, lose involvement and decrease motivation, allowing employees to leave the company over time (setiawan & rocky, 2018).

The turnover phenomenon also occurs at PT. Karya Toha Putra Semarang. The following is a table of turnover data at PT. Karya Toha Putra Semarang:

Table.1. Turnover phenomenon of employees

Year	Employees enters	Employees out	Amount of employees
2018	0	12	158
2019	3	7	154
2020	7	11	150
2021	1	8	143

Based on table 1, it can be concluded that over the last four years the total number of employees of pt karya toha putra semarang has decreased every year and the number of employees leaving is more than employees entering.

This study aims to examine whether there is an influence of work life balance, Islamic work ethics and burnout on employee turnover intention of PT. Karya Toha Putra Semarang through job satisfaction as a mediating variable. This research is expected to provide benefits

for companies in overcoming employee turnover rates. Academics are expected to be able to optimize previous research and assist in the application of knowledge, especially in the field of human resource management.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Turnover Intention

Turnover intention is an indication or desire that comes from employees related to leaving the company (hafid, 2017). Turnover intention can also be interpreted as someone's desire to resign and look for various job options that are better than before (nafiudin & umdiana, 2017). According to audina & kusmayadi (2018) there are three indicators of turnover intention, namely the thought of leaving work, the intention to look for other job opportunities and the intention to leave the company in the future.

Work Life Balance

Work life balance is a person's ability to balance between responsibilities and demands at work and needs outside of work kerja (stephen & sibarani, 2019). Work life balance refers to a person's ability to balance demands and obligations at work with personal interests outside of work (hafid, 2017). There are three indicators in work life balance, namely time balance, involvement balance and satisfaction balance (nugraha, 2019).

Islamic Work Ethics

Islamic work ethics is a view that can shape and influence the involvement and participation of adherents in work (azizah & ma'rifah, 2018). There are seven indicators of islamic work ethics namely work intention, trust (amanah), type of work, work results for muslims, truth and justice, cooperation and collaboration and work is the only tool for the distribution of wealth in islam (chanzanagh & akbarnejad, 2011).

Burnout

Burnout is a psychological response to work stress which can cause losses such as decreased employee performance, changes in time spent on work and outside work activities, decreased organizational commitment, increased employee absenteeism and increased turnover (setiawan & rocky, 2018). There are three indicators that affect burnout, namely emotional exhaustion, depersonalization and low levels of personal achievement (oktariana & hidayat, 2017).

Job Satisfaction

Job satisfaction is a positive feeling about work because of the assessment of job characteristics. Someone who is dissatisfied with their job will have a negative view of their job (farid, 2021). Job satisfaction refers to employees' feelings of pleasure towards their jobs which are marked by better expectations (ardi saputra et al., 2020). There are six indicators to measure job satisfaction, namely the work itself, supervision, salary, promotion/career development, colleagues and working conditions (zainal et al., 2014). examining the previous framework of thinking, a conceptual description of the research is presented in figure

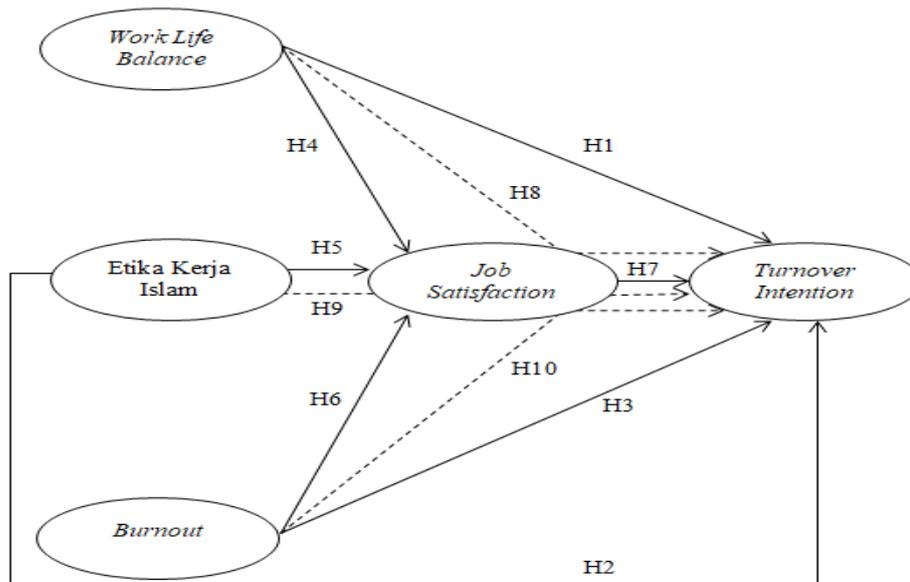


Figure 1. Manifesting thoughts

Based on this framework, the research hypothesis is presented

- H1: work life balance has a significant negative effect on turnover intention.
- H2: Islamic work ethics has a significant negative effect on turnover intention.
- H3: burnout is significantly positive in influencing turnover intention.
- H4: work life balance is significantly positive in influencing job satisfaction.
- H5: Islamic work ethics are significantly positive in influencing job satisfaction.
- H6: burnout has a significant negative effect on job satisfaction.
- H7: job satisfaction has a significant negative effect on turnover intention.
- H8: job satisfaction is able to mediate the effect of work life balance on turnover intention
- H9: job satisfaction is able to mediate between the influence of islamic work ethics on turnover intention
- H10: job satisfaction is able to mediate between the effects of burnout on turnover intention.

METHOD

This research is a quantitative study with a total population of 141 employees of PT. Karya Toha Putra. The method used for sampling is purposive sampling method. the analysis technique uses multiple linear regression with the SPSS analysis tool. each research variable was measured through a questionnaire with a range of answers following the likert scale, namely 1 to strongly disagree to 5 to strongly agree. as for the size depreciation based on the criteria of affective depreciation, depreciation and normative depreciation

RESULT AND DISCUSSION

Tabel 2. Table Result
First equation

coefficients ^a						
model		unstandardized coefficients		standardized coefficients	t	sig.
		b	std. error	beta		
1	(constant)	8,064	2,375		3,396	0,001
	Work Life Balance	-0,325	0,126	-0,239	-2,585	0,011
	Etika Kerja Islam	0,156	0,065	0,208	2,387	0,019
	Burnout	0,527	0,124	0,354	4,264	0,000
	Job Satisfaction	-0,232	0,081	-0,271	-2,882	0,005
a. dependent variable: turnover intention						

Based on table from the results of calculating the first equation. it can be concluded that:

The variable work life balance (x1) t count is greater than t table, namely $-2.585 > 1.983$ and its significance is less than 0.05, namely 0.011. so it can be concluded that the work life balance variable (x1) has a significant and negative effect on turnover intention.

in the variable islamic work ethics (x2) t count is greater than t table, namely $2.387 > 1.983$ and its significance is less than 0.05, namely 0.019. so it can be concluded that the islamic work ethics variable (x2) has a significant and positive value in influencing turnover intention (y).

in the burnout variable (x3) t count is greater than t table, namely $4.264 > 1.983$ and its significance is less than 0.05, namely 0.000. so it can be concluded that the burnout variable (x3) has a significant and positive value in influencing turnover intention (y).

In the variable job satisfaction (z) t count is greater than t table, namely $-2.882 > 1.983$ and the significance is less than 0.05, namely 0.005. so it can be concluded that the variable job satisfaction (z) has a significant and negative effect on turnover intention (y).

Tabel 3. second equation

coefficients ^a						
model		unstandardized coefficients		standardized coefficients	t	sig.
		b	std. error	beta		
1	(constant)	13,331	2,631		5,066	0,000
	work life balance	0,586	0,145	0,369	4,046	0,000
	etika kerja islam	0,184	0,079	0,211	2,335	0,022
	burnout	-0,312	0,150	-0,180	-2,075	0,041
a. dependent variable: job satisfaction						

from the results of calculating the second equation in table 6. it can be concluded that:

in the variable work life balance (x1) t count is greater than t table, namely $4.046 > 1.983$ and its significance is less than 0.05, namely 0.000. so it can be concluded that the variable work life balance (x1) has a significant and positive value in influencing job data (z).

The variable islamic work ethics (x2) t count is greater than t table, namely $2.335 > 1.983$ and its significance is less than 0.05, namely 0.022. so it can be concluded that the islamic work ethics variable (x2) has a significant and positive value influence on job data (z).

The burnout variable (x3) the t count is greater than the t table which is $-2.075 > 1.983$ and the significance is less than 0.05 which is 0.041. so it can be concluded that the burnout variable (x3) has a significant and negative effect on job data (z).

tabel 4. (simultan Test)

anova ^a

model		sum of squares	df	mean square	f	sig.
1	regression	289,073	4	72,268	14,496	0,000 ^b
	residual	493,542	99	4,985		
	total	782,615	103			

a. dependent variable: turnover intention

based on the results of calculating the first equation in the table above, it can be seen that the significant value is less than 0.05, namely 0.000 and the calculated f is greater than the f table, namely $14.496 > 2.69$. so it can be concluded that the variables work life balance (x1), islamic work ethics (x2), burnout (x3) and job datsifaction (z) can significantly affect turnover intention (y). in the results of calculating the second equation in the table above, it can be seen that the significant value is less than 0.05, namely 0.000 and the calculated f is greater than the f table, namely $12.781 > 2.69$. so it can be concluded that the variables work life balance (x1), islamic work ethics (x2) and burnout (x3) can significantly influence and job satisfaction (z)

1. Work life balance on turnover intention

based on the t test on the variable work life balance (x1), the calculated t value is greater than t table, namely $-2.585 > 1.983$ and the significance is less than 0.05, namely 0.011. it can be concluded that the variable work life balance (x1) has a significant and negative value in influencing turnover intention (y), so that h1 can be accepted. these results are supported by research from (nugraha, 2019) and (hafid, 2017) which states that work life balance has a significant and negative effect on employee turnover intention. this means that if an employee has a very good quality work life balance, then turnover intention will decrease, and vice versa.

2. Islamic work ethics on turnover intention

Based on the t test on the variable islamic work ethics (x2) the value of t count is greater than t table $2.387 > 1.983$ and its significance is less than 0.05, namely 0.019. so it can be concluded that the islamic work ethics variable (x2) has a positive effect and value on turnover intention (y) so that h2 is rejected. these results are supported by research from (nafiudin & umdiana, 2017) and (fatmawati, 2019) which state that islamic work ethics are significant and have a positive value in influencing turnover intention. factors

that cause a decrease in turnover intention are not only from islamic work ethics, but also from other factors such as an uncomfortable work environment, fatigue at work, salaries that are not commensurate with the burden and promotions given and so on that make employees want to find another job. and will eventually leave the company.

3. Burnout on turnover intention

based on the t test on the burnout variable (x3) the value of t count is greater than t table, namely $4.264 > 1.983$ and its significance is less than 0.05, which is 0.000. so it can be concluded that the burnout variable (x3) has a significant and positive value in influencing turnover intention (y), so that h3 is accepted. these results are supported by research from (oktariana & hidayat, 2017) and (ekawati & hadiyanti, 2021) stating that burnout is significant and has a positive value in influencing turnover intention. this means that if the level of burnout in employees increases, it will cause turnover intention to also increase, and vice versa.

4. Work life balance on job satisfaction

Based on the t test on the variable work life balance (x1) the t count is greater than the t table, namely $4.046 > 1.983$ and the significance is less than 0.05, which is 0.000. so it can be concluded that the variable work life balance (x1) has a significant and positive value in influencing job data (z), so that h4 is accepted. these results are supported by research (rene & wahyuni, 2018)) and (rodhiyatu aliya & saragih, 2020), namely work life balance is significant and has a positive value in influencing job satisfaction. this provides an explanation that when employees feel their work life balance decreases, the job satisfaction they feel will also decrease, and vice versa.

5. Islamic Work Ethics on Job Satisfaction

Based on the t test on the variable islamic work ethics (x2) the t count is greater than the t table, namely $2.335 > 1.983$ and the significance is less than 0.05, which is 0.022. so it can be concluded that the variable islamic work ethics (x2) has a significant and positive value in influencing job data (z), then h5 is accepted. these results are supported by (mustofa & mohamad, 2019) dan (rini et al., 2022) that islamic work ethics are significant and have a positive value in influencing employee job satisfaction. this means that islamic work ethics have an important role in influencing the level of employee job satisfaction. the better the application of islamic work ethics in the workplace, the better the job satisfaction will be.

6. Burnout (x3) on job satisfaction (z)

Based on the t test on the burnout variable (x3), the t count is greater than the t table, namely $-2.075 > 1.983$ and the significance is less than 0.05, which is 0.041. so it can be concluded that the burnout variable (x3) has a significant and negative value in influencing job data (z). so h6 is accepted. these results are supported by (ramadhan & friendika, 2022) and (martini & sarmawa, 2019) stating that burnout is significant and has a negative value in influencing job satisfaction. this can be interpreted that the more employees who experience burnout, the lower the level of job satisfaction for employees.

7. job satisfaction on turnover intention

Based on the t test on the variable job satisfaction (z), the t count is greater than the t table, namely $-2.882 > 1.983$ and the significance is less than 0.05, which is 0.005. so it can be concluded that the variable job satisfaction (z) has a significant and negative effect on turnover intention (y), so that h7 can be accepted.

these results are supported by (anastia et al., 2021) and (susilo & satrya, 2019) which state that job satisfaction is significant and has a negative value in influencing turnover intention. that is, when job satisfaction increases, it will reduce the level of turnover intention, and vice versa.

8. Work life balance on turnover intention through job satisfaction

Based on the path analysis test, the magnitude of the direct effect of the work life balance variable (x1) is -0.325 while the indirect effect is $0.586 \times (-0.232) = -0.1359$. with a total effect of $-0.325 + (-0.1359) = -0.4609$ and calculations on the sobel test t count is greater than t table, namely $-2.331 > 1.659$. this means that job satisfaction is able to mediate the influence between work life balance and turnover intention. so it can be concluded that variable z is able to mediate the influence between x1 and y, then h8 is accepted. these results are supported by research from (nuridin & rohaeni, 2020) and (sismawati & backgrounduva, 2020) which explain that job satisfaction is able to mediate the effect of work life balance on turnover intention.

9. Islamic work ethics on turnover intention through job satisfaction

Based on the path analysis test, the direct effect of variable x2 is 0.156, while the indirect effect is $0.184 \times (-0.232) = -0.0426$. with a total effect of $0.156 + (-0.0426) = -0.1134$ and calculations on the sobel test t count is greater than t table, namely $-1.760 > 1.659$. this means that job satisfaction is able to mediate the influence between islamic work ethics and turnover intention. so it can be concluded that variable z is able

to mediate the effect between x2 and y, then h9 is accepted.

10. Burnout on turnover intention through job satisfaction

Based on the path analysis test, the direct effect of variable x2 is 0.527, while the indirect effect is $(-0.312) \times (-0.232) = 0.0723$. with a total effect of $0.527 + 0.0723 = 0.5993$ and calculations on the sobel test t count is greater than t table, namely $1.662 > 1.659$. this means that job satisfaction is able to mediate the influence between burnout and turnover intention. so it can be concluded that variable z is able to mediate the effect between x3 and y, then h10 is accepted. these results are supported by research from (gharakhani & zaferanchi, 2019) and (chen et al., 2019) which state that job satisfaction is able to mediate between the effects of burnout and turnover intention.

CONCLUSION AND ACKNOWLEDMENT

Many companies fail to maintain their business due to lack of company management, this includes the management of its human resources, so it is necessary to have good management to obtain quality human resources in order to provide optimal results. improving work life balance, islamic work ethics and burnout will certainly have an impact on the level of job satisfaction among employees which will ultimately affect the level of employee turnover intention.

the three variables above are some of the factors that cause employees to decide to turn over. therefore, it is necessary to pay attention to the implementation of work life balance for employees and pay attention to the physical and mental condition of employees so that they do not experience prolonged work stress which will make employees experience burnout. taking into account these conditions is expected to reduce employee turnover.

in future research, it is hoped that it can provide even better research development regarding the turnover intention variable. it is expected to add the latest variables such as work engagement in order to develop research and provide information related to factors that cause turnover intention. it is expected to add population and samples so that the research results are more accurate.

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