

FACTORS AFFECTING EMPLOYEE PERFORMANCE IN SAFETY HOME SERVICE COMPANY: AN EMPIRICAL APPROACH

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Abstract: Employee performance is a problem that is always faced by companies because employee performance is a goal to be achieved by the company. If employee performance increases, it will provide benefits to the company. In addition to employee performance, turnover intention is also a problem that is always faced by companies. Turnover intention is the tendency felt by employees to resign from the company. This study aims to analyze the effect of work overload and job satisfaction on turnover intention and employee performance at PT. Tekun Jaya Securindo Pekanbaru. Respondents in the study were employees who worked at PT. Tekun Jaya Securindo Pekanbaru as many as 45 people. The exogenous variables in this study are work overload and job satisfaction, while the endogenous variables are turnover intention and employee performance. The research tool used in this study is path analysis using SEM-PLS. The results and conclusion in this study indicate that work overload has a significant positive effect on turnover intention, job satisfaction has no significant effect on turnover intention, work overload and job satisfaction have no significant effect on employee performance, turnover intention has a significant positive effect on employee performance, turnover intention can mediate the effect of work overload on employee performance, and turnover intention can not mediate the effect of job satisfaction on employee performance.

Keywords: Work Overload, Job Satisfaction, Turnover Intention, Employee Performance

1. Introduction

In the current era of globalization, every company competes tightly in various aspects. One aspect that is a problem for every company is human resources (HR). Human resources is everyone who works and is involved in the company to achieve company goals. Human resources is a source of profit for the company and can realize the goals desired by the company. To realize the goals desired by the company, companies must pay attention to employee performance in the company. Employee performance is the result of quality work achieved by workers in doing their work in accordance with the rules and responsibilities that have been given by the company to workers (Suwatno and Priansa, 2011). If employee performance in the company is not going well, it will give a negative impact on the company, employees, and customers (Hafni and Musliadi, 2016).

In addition to employee performance, companies also need to pay attention to the problem of the number of employees working in the company. Turnover of the number of employees that occurs in a company can have a positive or negative impact on the company. If the number

of employees in a company is always increasing, of course it will accelerate the achievement of the company's desired goals. Meanwhile, if the number of employees continues to decline, the company will have difficulty finding replacements for workers who have quit the company. If the number of employees in a company is always decreasing, then the company is experiencing turnover problems. Turnover intention is a condition where workers feel they don't want to work anymore in the company so they decide to resign and look for work in other companies (Ksama, 2016).

PT. Tekun Jaya Securindo Pekanbaru is a company engaged in safety home service. PT. Tekun Jaya Securindo Pekanbaru was founded in 2018 and is still running today. PT. Tekun Jaya Securindo Pekanbaru is located at Soekarno-Hatta Street number. 123. PT. Tekun Jaya Securindo Pekanbaru has a vision that is to become a market leader company and become the first choice in terms of selling many innovative home security tools and have good product quality. There is a problem phenomenon that occurs to employee performance and turnover intention at PT. Tekun Jaya Securindo Pekanbaru. This can be seen from the Sales Target and Achievement Realization data and the company's Turnover data from 2018 - 2020. The Sales Target and Accomplishment Realization data shows the percentage of Sales Target and Achievement Realization results in 2018 of 103.80%, in 2019 of 96.18 %, and in 2020 it is 92.82%. It can be concluded that there is a decrease in the target and realization of employee performance at PT. Tekun Jaya Securindo Pekanbaru from 2018 - 2020. Meanwhile, the company's turnover data shows the turnover percentage in 2018 was 11.32%, in 2019 it was 19.80%, and in 2020 it was 19.57%. It can be concluded that there is an increase in turnover at PT. Tekun Jaya Securindo Pekanbaru from 2018 - 2020.

In this study, there is suspected as the factors cause a decrease in employee performance and increase turnover at PT. Tekun Jaya Securindo Pekanbaru are work overload and job satisfaction. Turnover intention is also suspected can cause a decrease in employee performance within the company. Widodo (2016) argues that turnover intention will have a negative impact on decreasing employee performance in the company if the company does not know the factors that influence the occurrence of turnover intention within the company. The results of research conducted by Hakim (2016), Syafrizal (2011), Susanti and Palupiningdyah (2016) suggest that turnover intention has a significant influence on employee performance. Meanwhile, according to research conducted by Sumarni (2011), Widayati and Frianto (2020) stated that turnover intention had no effect on employee performance.

Work overload or excessive workload is a condition where employees are required to do work that is not in accordance with the work ability of an employee and the work must be completed within the time specified by the company (Ahuja, 2012). Work overload can occur if the company provides work that exceeds the capabilities of the employee. Uncontrolled work overload will trigger conflicts for workers with the company, so that it will reduce the performance of employees who are in the company (Mansoor, 2011). The results of research conducted by Adityawarman et al. (2015), Authar (2019), Pelamonia (2019), Pricelda and Pramono (2021) suggest that work overload has a positive and significant effect on employee performance. Meanwhile, research conducted by Chandra and Adriansyah (2017) suggests that work overload has no effect on employee performance.

Besides being able to reduce employee performance within the company, work overload is also considered a factor that causes turnover intention within the company. According to Hardi et al. (2019), excessive work will reduce employee rest hours and this will interfere with employee health so that it will cause employees to have the desire to find other jobs that are suitable for employees. From the results of research conducted by Nisa and Malik (2016), Kurniawati et al. (2018) found that workload has a positive and significant effect on turnover

intention. Meanwhile, research conducted by Pradana and Salehudin (2013) suggests that work overload has no significant effect on turnover intention.

Job satisfaction is a different assessment of each individual describing feelings of pleasure or displeasure with the work done in the company (Osman et al., 2015). Each employee has a different level of job satisfaction. Employees will feel satisfied if the aspects of the job are fulfilled properly. If aspects of the job are not met properly, the employee will feel dissatisfied. The company will experience a decrease in employee performance if the company does not address the job dissatisfaction felt by the workers (Artadi, 2015). The results of previous research conducted by Hakim (2016), Paripurna et al. (2017) found that job satisfaction has a positive and significant effect on employee performance. Meanwhile, research conducted by Subakti (2013) suggests that job satisfaction has no effect on employee performance.

Work dissatisfaction experienced by workers can cause turnover intention in the company. According to Udriyah et al. (2017), if the dissatisfaction felt by employees lasts a long time, then the employee will choose to leave the company. In research conducted by Purwati and Elisabet (2018), Khaidir and Sugiati (2016), and Nasution (2017) it was found that job satisfaction has a positive and significant effect on turnover intention. Meanwhile, according to research conducted by Putri and Rumangkit (2017) stated that job satisfaction has no effect on turnover intention.

The purpose in this study is to analyze the effect of Work Overload on Turnover Intention, analyze the effect of Work Overload on Employee Performance, analyze the effect of Job Satisfaction on Turnover Intention, analyze the effect of Job Satisfaction on Employee Performance, analyze the effect of Turnover Intention on Employee Performance, analyze the effect of Work Overload on Employee Performance mediated by Turnover Intention, analyze the effect of Job Satisfaction on Employee Performance mediated by Turnover Intention at PT. Tekun Jaya Securindo Pekanbaru.

2. Literature Review

Employee performance

Employee performance is the result of quality work achieved by workers in doing their work in accordance with the rules and responsibilities that have been given by the company to workers (Suwatno and Priansa, 2011). This study uses employee performance indicators proposed by Bangun (2012), namely: (1) Number of Jobs, (2) Quality of Work, (3) Timeliness, (4) Attendance.

Work Overload

Work overload is a condition where employees are required to do work that is not in accordance with the work ability of an employee and the work must be completed within the time specified by the company (Ahuja, 2012). This study uses work overload indicators proposed by Satrini et al. (2017), namely: (1) Time pressure, (2) Working hours, (3) Responsibilities. Work overload that lasts a long time can have a negative impact on the company. Based on research conducted by Nisa and Malik (2016), Kurniawati et al. (2018) suggests that workload has a positive and significant effect on turnover intention. Meanwhile, research conducted by Pradana and Salehudin (2013) suggests that work overload has no significant effect on turnover intention.

H1: Work Overload has a positive and significant effect on Turnover Intention

Besides being able to increase turnover intention within the company, work overload is also a factor that causes a decrease in employee performance within the company. Based on research conducted by Adityawarman et al. (2015), Authar (2019), Pelamonia (2019),

Pricelda and Pramono (2021) suggest that work overload has a positive and significant effect on employee performance. Meanwhile, research conducted by Chandra and Adriansyah (2017) suggests that work overload has no effect on employee performance.

H2: Work Overload has a positive and significant effect on Employee Performance

Job satisfaction

Job satisfaction is a different assessment of each individual describing feelings of pleasure or displeasure with the work done in the company (Osman et al., 2015). This study uses job satisfaction indicators proposed by Robbins and Judge (2013), namely: (1) Work, (2) Payment, (3) Promotion opportunity, (4) Leader attitude, (5) Colleagues.

Employees will feel dissatisfied at work if aspects of the job are not fulfilled properly. Based on research conducted by Purwati and Elisabet (2018), Khaidir and Sugiati (2016), and Nasution (2017) suggest that job satisfaction has a positive and significant effect on turnover intention. Meanwhile, according to research conducted by Putri and Rumangkit (2017) stated that job satisfaction has no effect on turnover intention.

H3: Job Satisfaction has a positive and significant effect on Turnover Intention

Job dissatisfaction experienced by workers can also cause a decrease in employee performance in the company. Based on research conducted by Hakim (2016), Paripurna et al. (2017) suggested that job satisfaction has a positive and significant effect on employee performance. Meanwhile, research conducted by Subakti (2013) suggests that job satisfaction has no effect on employee performance.

H4: Job Satisfaction has a positive and significant effect on Employee Performance

Turnover Intention

Turnover intention is a condition where workers feel they don't want to work anymore in the company so they decide to resign and look for work in other companies (Ksama, 2016). This study uses job satisfaction indicators proposed by Budiyo (2016), namely: (1) Thinking of Quitting, (2) Intention to Search, (3) Intention to Quit.

If the level of turnover intention in the company continues to increase, it will provide losses for the company. Based on research conducted by Hakim (2016), Syafrizal (2011), Susanti and Palupiningdyah (2016) suggest that turnover intention has a significant influence on employee performance. Meanwhile, according to research conducted by Sumarni (2011), Widayati and Frianto (2020) suggest that turnover intention has no effect on employee performance.

H5: Turnover Intention has a positive and significant effect on Employee Performance

Framework

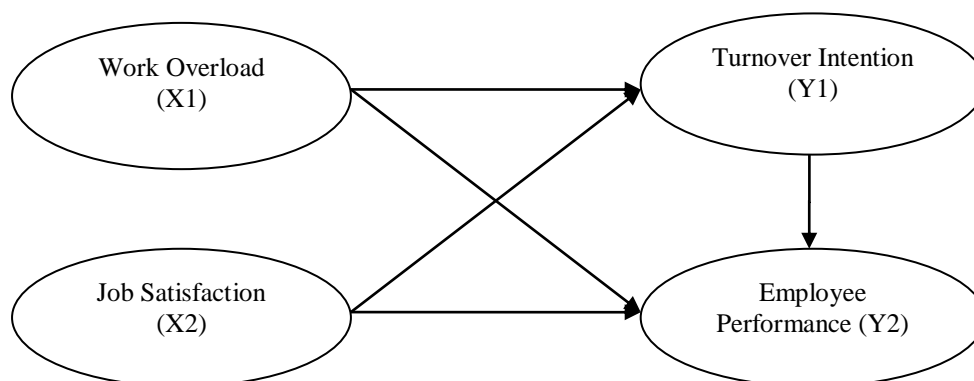


Figure 1: Framework
Sources: Processed Data, 2021

3. Method

Object of Research

Place of research conducted at PT. Tekun Jaya Securindo Pekanbaru which is located at Soekarno Hatta Street number 123, East Labu Baru Village, Payung Sekaki District.

Population and Sample

The population in this study were all employees at PT. Tekun Jaya Securindo Pekanbaru totaling 45 employees. This study used a saturated sampling technique, which is a sampling technique where all members of the population are used as samples.

Operational Definition of Research Variables

This study has two types of variables, namely the independent and dependent variable. Independent variable is a variable that affects other variables consisting of work overload and job satisfaction. Dependent variable is a variable that influenced by other variables consisting of turnover intention and employee performance.

Path Analysis With SEM-PLS

This study used SmartPLS program as a data analysis tool. Partial Least Square test is a variant-based structural equation approach (Structural Equation Modelling or SEM). SEM-PLS test was used to examined the direct and indirect effects of exogenous variable (work overload and job satisfaction) and endogenous variable (turnover intention and employee performance) in this study.

4. Result and Discussion

Characteristics of Respondents

Respondents in this study were all employees who work at PT. Tekun Jaya Securindo Pekanbaru. Characteristics of respondents in this study were divided into five, namely based on gender, age, graduate, salary, and years of service.

Table 1. Characteristics of Respondents

Characteristics	Category	Frequency	%
Gender	Male	28	62,2
	Female	17	37,8
	Total	45	100
Age	20 - 26 Years	18	40
	27 - 36 Years	20	44,4
	37 - 46 Years	7	15,6
	Total	45	100
Graduate	Senior High School	19	42,2
	Bachelor	26	57,8
	Total	45	100
Salary	< 2,5 Million	16	35,6
	2,5 - 3,5 Million	23	51,1
	> 3,5 Million	6	13,3
	Total	45	100
Tenure	< 1 Year	11	24,4

Characteristics	Category	Frequency	%
	1 - 2 Years	24	53,3
	> 2 Years	10	22,2
	Total	45	100

Sources: Excel Processed Data, 2021

Based on table 1, the gender category shows that the majority of respondents are male, as many as 28 people with a percentage of 62.2%. In the age category, it shows that the majority of respondents are aged 27 - 36 years, namely as many as 20 people with a percentage of 44.4%. In the graduate category, it shows that the majority of respondents are bachelor, namely as many as 26 people with a percentage of 57.8%. In the salary category, it shows that the most respondents are in the salary of 2.5 - 3.5 million, namely as many as 23 people with a percentage of 51.1%. And in the category of tenure, it shows that the most respondents are in the working period of 1 - 2 years, namely as many as 24 people with a percentage of 53.3%. It can be concluded that PT. Tekun Jaya Securindo Pekanbaru recruits more male employees than female employees. PT. Tekun Jaya Securindo Pekanbaru recruits more employees with an average productive age of 27 - 36 years, with the education of most of the employees working in it are undergraduate education. Then the average employee is given a salary of 2.5 - 3.5 million. And the average employee works at PT. Tekun Jaya Securindo Pekanbaru is for 1 - 2 Years.

Preliminary Test

Validity test

Validity test is used to measure whether a questionnaire is valid or not. The questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire. The measuring instrument used to test the validity is Corrected Item Total Correlation in the SPSS program. According to Ghazali (2011), the statement item requirements are said to be valid if the Corrected Item Total Correlation value is > 0.3 .

Based on the data from the validity test results in this study, it shows that every statement or indicator on the variables of work overload, job satisfaction, turnover intention and employee performance in the questionnaire is considered valid because the Corrected Item Total Correlation value of each indicator is > 0.3 .

Reliability Test

Reliability test is used to determine the consistency of the measurement results if the measurement is used again on the same object. Reliability testing was carried out using Cronbach Alpha. According to Ghazali (2011), the statement requirements are said to be reliable if the Cronbach Alpha value is > 0.6 .

Based on the data from the reliability test in this study, it showed that each independent variable and the dependent variable in this study were declared reliable because the Cronbach Alpha value of each variable was > 0.6 .

Path Analysis with SEMP-PLS

Analysis of the Measurement Model (Outer Model)

Reflective Indicator Measurement

Convergent Validity Test (Convergent Validity)

Convergent validity test is a measurement model with reflective indicators based on the correlation between component item scores and PLS. The loading factor value < 0.7 must be removed and re-estimated. In the first processing in this study, it was found that the loading

factor value was < 0.7 . Then retested by removing the loading factor value < 0.7 . The test was carried out five times by removing the loading factor value < 0.7 and the total loading factor value was > 0.7 (fit). So, it can be concluded that the convergent validity of all groups of endogenous constructs is valid.

Discriminant Validity Test

Discriminant validity test was conducted to ensure that each concept of each latent variable was different from other variables. The discriminant validity test can be seen on AVE value (Average Variance Extracted) and by comparing the AVE root value with the correlation value. The results of the discriminant validity test in this study indicate that all variables have an AVE value > 0.5 . However, some variables have an AVE root value that is lower than the correlation coefficient between one variable and another, so it can be said that the research data has poor discriminant validity.

Construct Reliability Test (Construct Reliability)

The next stage is testing the consistency of measurement (reliability) with Average Variance Extract (AVE) and Composite Reliability (CR). High reliability indicates that the indicator has high consistency in measuring its latent construct.

Table 2. Construct Reliability

Variabel	Composite Reliability	AVE
Work overload (X1)	0,914	0,602
Job Satisfaction (X2)	0,935	0,707
Turnover Intention (Y1)	0,910	0,670
Employee Performance (Y2)	0,914	0,680

Sources: Excel Processed Data, 2021

From table 2, it can be seen that all variables have a composite reliability value > 0.7 and an AVE value > 0.5 . So it can be concluded that the variables are reliable in constructing exogenous constructs.

Formative Indicator Measurement

Multicollinearity Test

Multicollinearity test is used to ensure that the independent variables are not correlated or multicollinear.

Table 3. Multicollinearity Test

	Turnover Intention (Y1)	Employee Performance (Y2)
Work overload (X1)	1,054	3,877
Job Satisfaction (X2)	1,054	1,055
Turnover Intention (Y1)		3,801

Sources: Excel Processed Data, 2021

From table 3, the results of the VIF test for each variable show a number less than 10. So it can be concluded that the variables are free from multicollinearity symptoms.

Structural Model Analysis (Inner Model)

R-Square Uji Test

The coefficient of determination (R-Square) is used to measure how far the model's ability to explain the variation of the independent variables.

Table 4. R-Square Test

Variable	R Square	Adjusted R Square
Turnover Intention (Y1)	0,737	0,724
Variable	R Square	Adjusted R Square
Employee Performance (Y2)	0,905	0,898

Sources: Excel Processed Data, 2021

Table 4 shows that the Adjusted R-Square value for the turnover intention variable is 0.724. This means that the percentage of the effect of work overload and job satisfaction on turnover intention is 72.4% while the remaining 27.6% is influenced by other factors. The Adjusted R-Square value for the employee performance variable is 0.898, which means that the employee performance variable is influenced by work overload, job satisfaction, and turnover intention of 89.8%, while the remaining 10.2% is influenced by other factors.

Q-Square Test (Predictive Relevance)

In addition to using R-Square, goodness of fit model can also be measured by Q-Square or predictive relevance (Q²) for structural models, measuring how well the observed values are generated by the model and also the estimated parameters. The value of Q² has the same meaning as the coefficient of determination (R-Square). The value of Q-Square (Q²) > 0 indicates that the model has predictive relevance. If the value (Q²) < 0 indicates that the model lacks predictive relevance. Consideration of the value of Q² can be done as follows:

$$Q^2 = 1 - (1 - R_1^2) (1 - R_2^2) \dots (1 - R_n^2)$$

$$Q^2 = 1 - (1 - 0.737^2) (1 - 0.905^2)$$

$$Q^2 = 1 - (1 - 0.543) (1 - 0.819)$$

$$Q^2 = 1 - (0.457) (0.181)$$

$$Q^2 = 1 - 0.082$$

$$Q^2 = 0.918$$

From the calculation results obtained the value of Q² of 0.918. This means that the diversity of the research data can be explained by the structural model developed in this study, which is 91.8%. Based on these results, the structural model in this study has a good goodness of fit.

F-Square Test (Effect Size)

Effect Size (f²) is used to determine whether the predictor variable has a weak, sufficient or strong influence at the structural level.

Table 5. F-Square Test

	Turnover Intention (Y1)	Employee Performance (Y2)
Work overload (X1)	2,678	0,023
Job Satisfaction (X2)	0,001	0,001
Turnover Intention (Y1)		2,077

Sources: Excel Processed Data, 2021

From table 5, it can be seen that work overload has a strong influence on turnover intention, while job satisfaction has a weak influence on turnover intention. Work overload and job satisfaction have a weak influence on employee performance, while turnover intention has a strong influence on employee performance.

Hypothesis Test

Hypothesis test is carried out based on the results of structural model testing which includes the R-Square output value, parameter coefficients and t-statistics that are useful for

determining whether a hypothesis can be accepted or rejected. This value can be seen through the results of bootstrapping in path analysis. In the simultaneous test, used p-values based on a significance level of 0.05. If the p-values < 0.05 , the independent variable is said to have a direct influence on the dependent variable. Meanwhile, if the p-values > 0.05 , the independent variable is said to have no direct influence on the dependent variable.

Table 6. Hypothesis Test

Conection	Original Sampel (O)	T Statistics	P-Values	Consclusion
Work Overload -> Turnover Intention	0,862	18,295	0,000	Significant
Work Overload -> Employee Performance	0,093	1,002	0,317	Not Significant
Job Satisfaction -> Turnover Intention	0,016	0,173	0,863	Not Significant
Job Satisfaction -> Employee Performance	-0,010	0,170	0,865	Not Significant
Turnover Intention -> Employee Performance	0,868	10,890	0,000	Significant
Work Overload -> Turnover Intention -> Employee Performance	0,748	10,227	0,000	Significant Mediate
Job Satisfaction -> Turnover Intention -> Employee Performance	0,014	0,173	0,863	Not Significant Mediate

Sources: Excel Processed Data, 2021

Based on table 6, it can be seen that work overload has a positive and significant effect on turnover intention. The test results on the parameter coefficients between work overload and turnover intention show that there is a relationship between work overload and turnover intention with a coefficient value of 0.862 and a significant p-value of 0.000. So, hypothesis 1 is accepted.

Based on table 6, it can be seen that work overload has a positive and significant effect on employee performance. The test results on the parameter coefficients between work overload and employee performance show that there is no relationship between work overload and employee performance with a coefficient value of 0.093 and not significant with p-values of 0.317. So, hypothesis 2 is rejected.

Based on table 6, it can be seen that job satisfaction has a positive and significant effect on turnover intention. The test results on the parameter coefficients between job satisfaction and turnover intention show that there is no relationship between job satisfaction and turnover intention with a coefficient value of 0.016 and not significant with p-values of 0.863. So, hypothesis 3 is rejected.

Based on table 6, it can be seen that job satisfaction has a positive and significant effect on employee performance. The test results on the parameter coefficients between job satisfaction and employee performance indicate that there is no relationship between job satisfaction and employee performance with a coefficient value of -0.010 and not significant with p-values of 0.865. So, hypothesis 4 is rejected.

Based on table 6, it can be seen that turnover intention has a positive and significant effect on employee performance. The test results on the parameter coefficient between turnover intention and employee performance indicate that there is a relationship between turnover intention and employee performance with a coefficient value of 0.868 and a significant p-value of 0.000. So, hypothesis 5 is accepted.

Based on table 6, it can be seen that work overload has a positive and significant effect on employee performance mediated by turnover intention. The test results on the parameter

coefficients between work overload and employee performance through turnover intention show that there is a relationship between work overload and employee performance through turnover intention with a coefficient value of 0.748 and a significant p-value of 0.000. So, hypothesis 6 is accepted.

Based on table 6, it can be seen that job satisfaction has a positive and significant effect on employee performance mediated by turnover intention. The test results on the parameter coefficients between job satisfaction and employee performance through turnover intention show that there is no relationship between job satisfaction and employee performance through turnover intention with a coefficient value of 0.014 and not significant with p-values of 0.863. So, hypothesis 7 is rejected. For more details, the results of hypothesis test are shown in this following picture:

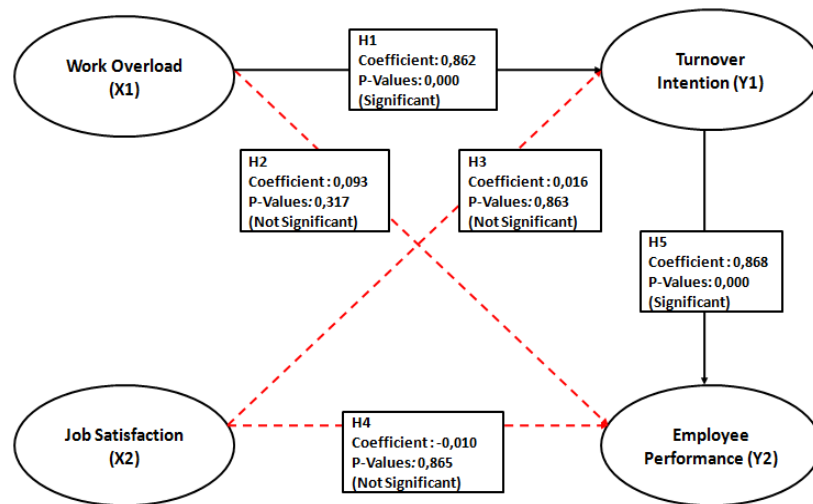


Figure 2: Result Analysis Path in Hypothesis Test

Sources: Excel Processed Data, 2021

Discussion of Study Results

The Effect of Work Overload on Turnover Intention

Based on table 6, it can be concluded that work overload has a positive and significant effect on turnover intention of PT. Tekun Jaya Securindo Pekanbaru. This shows that the work overload felt by employees can affect the level of turnover intention in the company. The existence of a significant influence can be seen from the results of descriptive analysis on the work overload variable, in the statement that has the lowest score, "I have enough rest time" with a total score of 3.07. From these results it can be concluded that, some employees feel that the rest time provided is not enough so that employees become tired and work completion is delayed and increases the workload of employees. As a result, this affects employees looking for other companies to work for as can be seen from the results of the descriptive analysis on the turnover intention variable in the statement "I started looking for another job" which is the statement with the highest score of 3.71.

The results of this study are in line with research conducted by Nisa and Malik (2016), Kurniawati et al. (2018), and Purwati and Elisabet (2018) who suggest that work overload has a positive and significant effect on turnover intention. And the results of this study are not in line with research conducted by Pradana and Salehudin (2013) which suggests that work overload has no significant effect on turnover intention.

The Effect of Work Overload on Employee Performance

Based on table 6, it can be concluded that work overload has no significant effect on the performance of employees of PT. Tekun Jaya Securindo Pekanbaru. It can be concluded that the work overload experienced by employees does not affect the performance of employees in the company. The absence of a significant effect can be seen from the results of the descriptive analysis on the work overload variable in the statement that has the highest score, namely "Feeling responsible for the work given" with a total score of 3.44. From these results it can be concluded that employees do not feel burdened by the work that has been given because it is a responsibility that must be done by employees. Supported by the results of the analysis of the characteristics of the respondents, which shows that the average employee who works in the company is male, where men are the backbone of the family so they do not feel burdened by the work that has been given.

The results of this study are in line with research conducted by Chandra and Adriansyah (2017) which suggests that work overload has no significant effect on employee performance. And the results of this study are not in line with the research conducted by Adityawarman et al. (2015), Authar (2019), Pelamonia (2019), Pricelda and Pramono (2021) who suggest that work overload has a positive and significant effect on employee performance.

The Effect of Job Satisfaction on Turnover Intention

Based on table 6, it can be concluded that job satisfaction has no significant effect on turnover intention of PT. Tekun Jaya Securindo Pekanbaru. It can be concluded that the job satisfaction felt by employees does not affect the turnover rate in the company. Although the results of the descriptive analysis show that the job satisfaction variable has a total average score of 2.53, it does not cause employees to resign from the company. It can be seen from the results of the descriptive analysis on the job satisfaction variable in the statement "I am satisfied with my work environment", with the highest score of 2.82. That is, some employees feel quite satisfied with the perceived work environment in the company. A good work environment can increase employee loyalty to the company so that employees do not want to look for other companies.

The results of this study are in line with research conducted by Putri and Rumangkit (2017) suggesting that job satisfaction has no significant effect on turnover intention. And the results of this study are not in line with research conducted by Purwati and Elisabet (2018), Khaidir and Sugiati (2016), and Nasution (2017) which suggest that job satisfaction has a positive and significant effect on turnover intention.

The Effect of Job Satisfaction on Employee Performance

Based on table 6, it can be concluded that job satisfaction has no significant effect on the performance of employees of PT. Tekun Jaya Securindo Pekanbaru. It can be concluded that job satisfaction felt by employees does not affect the performance produced by employees. The absence of this significant effect can be seen from the results of the descriptive analysis on the employee performance variable in the statement "My work results are in accordance with the specified standard" which has the highest score of 3.73. It can be concluded that although the results of the descriptive analysis show the average value for the job satisfaction variable is not good, namely 2.53, it does not affect the performance produced by employees in the company.

The results of this study are in line with research conducted by Subakti (2013) which suggests that job satisfaction has no significant effect on employee performance. And the results of this study are not in line with research conducted by Hakim (2016), Paripurna et al. (2017) which suggests that job satisfaction has a positive and significant effect on employee performance.

The Effect of Turnover Intention on Employee Performance

Based on table 6, it can be concluded that turnover intention has a positive and significant effect on the performance of employees of PT. Tekun Jaya Securindo Pekanbaru. It can be concluded that the level of turnover intention can affect the performance of employees in the company. This significant influence can be seen from the results of the descriptive analysis on the turnover intention variable in the statement "I started looking for another job" which is the statement that has the highest score of 3.71. This indicates that some employees have looked for work in other companies. This can cause employees to be careless in their work because they always think about leaving the company, thereby reducing employee performance within the company.

The results of this study are in line with research conducted by Hakim (2016), Syafrizal (2011), Susanti and Palupiningdyah (2016) who stated that turnover intention has a positive and significant effect on employee performance. And the results of this study are not in line with research conducted by Sumarni (2011), Widayati and Frianto (2020) which suggests that turnover intention has no significant effect on employee performance.

The Effect of Work Overload on Employee Performance is mediated by Turnover Intention

Based on table 6, it can be concluded that work overload has a positive and significant effect on the performance of employees of PT. Tekun Jaya Securindo Pekanbaru mediated by turnover intention. It can be concluded that turnover intention can mediate the effect of work overload on employee performance in the company. It can be seen from the results of the descriptive analysis on the work overload variable in the statement "I have enough rest time", which is the statement with the lowest score of 3.07 and is related to the statement on the turnover intention variable, namely "I started looking for another job", which is the statement with the highest score of 3.71. It can be concluded that employees start looking for other jobs because employees feel that the rest time provided by the company is not enough so that the completion of work is delayed because employees feel tired and result in an increase in the workload of employees. This can reduce employee performance in the company because employees always think about leaving the company.

The results of this study are in line with research conducted by Pricelda and Pramono (2021), Pelamonia (2019) which suggests that work overload has a positive and significant effect on employee performance mediated by turnover intention. And the results of this study are not in line with research conducted by Authar (2019) which suggests that work overload has no significant effect on employee performance mediated by turnover intention.

The Effect of Job Satisfaction on Employee Performance Mediated by Turnover Intention

Based on table 6, it can be concluded that job satisfaction has no significant effect on the performance of employees of PT. Tekun Jaya Securindo Pekanbaru mediated by turnover intention. It can be concluded that turnover intention cannot mediate the effect of job satisfaction on employee performance in the company. This can be seen from the results of the descriptive analysis of the employee performance variable in the statement "My work results are in accordance with the specified standards" which has the highest score of 3.73, supported by the results of the descriptive analysis of the job satisfaction variable in the statement that has the highest score, "I am satisfied with my work environment", with a score of 2.82. It can be concluded that some employees feel that the work environment in the company is quite good and it can support the performance produced by employees. So that

the turnover intention variable cannot mediate the effect of job satisfaction on employee performance in the company.

The results of this study are in line with research conducted by Widayati and Frianto (2020) which suggests that job satisfaction has no significant effect on employee performance mediated by turnover intention. And the results of this study are not in line with research conducted by Syafrizal (2011), Susanti and Palupiningdyah (2016) which suggests that job satisfaction has a positive and significant effect on employee performance mediated by turnover intention.

5. Conclusions

The conclusions in this study is work overload has a positive and significant effect on turnover intention of PT. Tekun Jaya Securindo Pekanbaru, which means that if work overload increases, it will increase turnover intention within the company. Work overload has no significant effect on the performance of employees of PT. Tekun Jaya Securindo Pekanbaru which means that if the work overload increases it will not affect the performance of employees within the company. Job satisfaction has no significant effect on turnover intention of PT. Tekun Jaya Securindo Pekanbaru, which means that if job satisfaction increases or decreases, it will not affect turnover intention in the company. Job satisfaction has no significant effect on the performance of employees of PT. Tekun Jaya Securindo Pekanbaru, which means that if job satisfaction increases or decreases, it will not affect the performance of employees within the company. Turnover intention has a positive and significant effect on the performance of employees of PT. Tekun Jaya Securindo Pekanbaru, which means that if turnover intention increases, it will reduce employee performance in the company. Turnover intention can only be a mediator variable to mediate work overload on employee performance and turnover intention cannot be a mediator variable to mediate job satisfaction on employee performance at PT. Tekun Jaya Securindo Pekanbaru.

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For further research, that is expected to add other variables related to turnover intention and employee performance that have not been used in this study.

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