The Influence of Job Satisfaction, Leadership, and Leader-Member Exchange on the Employee's Intention to Quit in PT. Pamapersada Nusantara Banjarmasin

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Abstract

Era of globalization is influential especially in the business world.The problem that companies encounter nowadays in the human resources management is the level of employee's intention. Job dissatisfaction has been frequently identified as one of the important reasons that cause individuals to leave their jobs behind, The phenomenon of employee's intention to quit, especially among the staff- and the manager-level employees, has also been encountered by PT. Pamapersana Nusantara Banjarmasin every year.Based on the results of analysis and discussion regarding the job influence has significant influence with negative direction toward the intention to quit among the employees. The leadership has significant influence with negative direction toward the intention to quit among the employees,The leader-member exchange variable had significant influence with negative direction toward the intention to quit among the employees.

Keywords : employee intention, job satisfaction, leader-member exchange

I.   INTRODUCTION

Era of globalization is influential especially in the business world. In the era of globalization, there are many heavy competition among companies in order to attain the targeted market; in addition, business domains inevitably are encouraged to achieve their organizational objectives effectively and efficiently. Effectiveness and efficiency in a company is very necessary in order that the company has both competitive edge and superiority in comparison to their competitors; by doing so, companies may survive in the world of competition.

The problem that companies encounter nowadays in the human resources management is the level of employee's intention to quit. The intention to quit is triggered by several factors namely job satisfaction, leadership style that causes discomfort in the job performance, inharmonious leadership-member exchange, and difficult performance standard (Hassan, 2014; Su, 2014; Oluwafemi, 2014).

Job dissatisfaction has been frequently identified as one of the important reasons that cause individuals to leave their jobs behind. Job dissatisfyaction has direct influence toward the manifestation of intention to quit (Iqbal et al., 2014; Mbah and Ikemefuna, 2014). Mahdi et al. (2012) explained that job satisfaction has negative relationship to employee's intention to quit. The high level of intention to quit will be a serious problem for many companies; in fact, it may even frustrate the companies as they found that the recruitment process that has successfully gathered well-qualified staff members becomes useless because these staff members decide to work for other companies (Rageb et al., 2013). The high level of intention to quit in a company will draw various potential costs namely the training cost that has been invested to the employees, the level of performance that should be sacrificed, and the re-recruitment and training cost.

Ali et al. (2014) and Salleh et al. (2012) stated that all aspects of job satisfaction that includes promotion, job, and supervision, except colleagues, is proven to have negative influence toward the employee's intention to quit. The negative influence that has been proven by such studies strives to explain that the higher the job satisfaction is the lower the intention to quit. The individuals who are satisfied with their job performance will try to stay in the company while the individuals who are less satisfied with their job performance will decide to leave the company. This statement is also supported by the findings from a study by Mbah and Ikemefuna (2012), which show that the job satisfaction of an employee has negative influence to the employee's intention to quit.

Another factor related to the employee's intention to quit is leadership. Yadav &Misra (2015) identified one of the factors that may have influenced the employee's intention to quit, namely leadership. When employees feel comfortable with their leader, they tend to stay in the company; on the contrary, when their leader becomes the source of their discomfort then the employee's intention to quit will improve (Ali et al., 2014). Leadership is a process of influencing members in determining the organizational objectives, of motivating members to achieve objectives, and of influencing group and culture (Robbins, 2014:186). Iqbal et al. (2014) argued that good leadership might motivate employees and might decrease their intention to quit.

In addition to job satisfaction and leadership, another factor that has also been related to the intention to quit is leader- member relationship. The leader-member relationship does not only pay attention to the leader's behaviors but also emphasizes the quality of the relationship between the leader and the members. Due to the limited time in having interaction with the subordinate, a leader establishes a special relationship with a small group of his or her subordinate.

The phenomenon of employee's intention to quit, especially among the staff- and the manager-level employees, has also been encountered by PT. Pamapersana Nusantara Banjarmasin every year. PT. Pamapersada Nusantara (later on will be regarded as PAMA) Banjarmasin is a subsidiary company under PT. United Tractors Tbk, the distributor of Komatsu-branded heavy equipment in Indonesia. Nowadays,

PAMA has actively been managing a number of coal mine, gold mine, quarry, and alike; the same company has also been actively working on the projects o dam construction, road construction, excavation, and transportation. In addition, PAMA has also had subsidiary companies namely PT Kalimantan Prima Persada (KPP), and PT Prima Multi Mineral (PMM). The phenomenon that occurs in PAMA Banjarmasin is the high level of employee's intention to quit especially among the staff- and the manager-level employees. This high level of intention to quit is serious, recalling the fact that to be promoted to the staff-level and the manager-level employees this company has been investing massive costs for training, education and alike in order to expand the level of their skill and knowledge. The followings are the percentage (%) of the staff-level and the manager-level employees who have resigned from PAMA from 2008-2015.

Table 1.

MEAN OF RESIGNING STAFF-LEVEL AND MANAGER-LEVEL EMPLOYEES IN PT. PAMA PERSADA NUSANTARA BANJARMASIN FROM 2008-2015

No	Year	Number of Staff and Manager Level Employees	Resigned Employees (People)	Percentage (%)
1	2008	64	6	9.32%
2	2009	71	16	22.41%
3	2010	81	17	21.00%
4	2011	73	11	15.03%
5	2012	87	18	20.77%
6	2013	100	24	24.00%
7	2014	104	31	29.69%
8	2015	111	26	23.45%

Source: Data Recapitulation from PT Pamapersana Nusantara (PAMA) Banjarmasin Report, 2016.

Based on the results that have been displayed in the above table, it is apparent that the number of employees who have resigned among the staff and the manager level in PT. Pamapersada Nusantara (PAMA) Banjarmasin is high, from 9.32% in 2008 to 22.41% in 2009. In 2010, the percentage of the resigning employees in the staff and the manager level has decreased into 21.00% and in 2011 this percentage has declined into 15.03%. However, in 2012 the number of resigning employees has increased into 20.77% and in 2013 this figure has increased into 24.00%. On 2014, the percentage of resigning employees has increased into 29.69% but it has declined into 23.45% in 2015. Although the percentage has not been 50.00%, the high percentage of resigning employees in PAMA Banjarmasin is interesting to study. With the great brand and the good image, PAMA Banjarmasin should have been able to develop fair and harmonious in-group and out-group leader-member exchange and also to motivate the employees so that the

company might satisfy their employees; this satisfaction, thus, will lead to decreasing the employees' intention to quit from the company.

The intention to quit in a company is usually a final choice for an employee if the employee has found that the working conditions do not meet his or her expectation anymore. Every year, approximately around 19 employees in the staff and the manager level of PAMA Banjarmasin resign from the company without any clear reasons; there are also several employees who resign from the company in the middle of their training program. This figure is quite enormous, recalling the fact that the employees who have resigned are the staffs and the managers who have been highly skilled in their domain; not to mention, the applicants that the company have accepted are not able to compensate or to replace the employees who have resigned. The high intention to quit will bear negative consequence to the organization because it creates instable labor conditions, decreasing employee productivity, ill-conducive job atmosphere, and increasing human resources cost.

Based on the problems that have been detailed, through the study the researcher would like to test and analyze:

1. The influence of job satisfaction toward the employee's intention to quit in PT. Pamapersada Nusantara Banjarmasin

2. The influence of leadership toward the employee's intention to quit in PT. Pamapersada Nusantara Banjarmasin

3. The influence of leader-member exchange toward the employee's intention to quit in PT. Pamapersada Nusantara Banjarmasin

II. LITERATURE REVIEW

Job Satisfaction

Job satisfaction is a pleasant or unpleasant emotional state by which employees view their job. Job satisfaction reflects an individual's feelings toward his or her job. Job satisfaction is apparent in an employee's positive attitude toward the job and all matters that the employee deals with around his working environment. Department of Human Resources or Management should always monitor the job satisfaction because it influences the level of absence, the turnover, the job enthusiasm, the complaints, and the other vital problems related to personnel (Handoko, 2010:193).

According to Werther (1996:501), job satisfaction is the favorableness or unfavorableness with which employees view their work. The statement implies that job satisfaction related to how employees view their job as something profitable or not. Similar to motivation, job satisfaction is also influenced by the environment; on the other hand, the job itself might trigger satisfaction through its design. A job that is related to the element of behaviors such as autonomy, job identity, significant job, and feedback will

provide contribution to the employee satisfaction. In short, each element that is related to the job environment may increase or decrease the job satisfaction.

Robbins (2014:99) stated that job satisfaction can be defined as a positive feeling toward an individual's job which has been the results of his or her characteristics. Handoko (2010:36) stated that job satisfaction is a reflection of a worker upon his work. Job satisfaction is a feeling that has been related to the job and that involves the aspects such as wage, or accepted payroll, career development opportunities, relationship with other employees, job place, job type, organizational structure of a company, and monitoring quality. On the other hand, the feelings that have been related to the workers are namely age, health conditions, capacities, and education.

Leadership

Leadership refers to the manner in which a leader persuades his subordinate though the form of behavioral or personality pattern. Leadership is basically defined as a manifestation of a leader's behavior with regards to his capacities of leading the group. This manifestation usually shapes certain pattern or form. Such definition of leadership is in accordance to the opinion by Davis and Newstrom (2015), who proposed that a leader's pattern of action in overall is similar to the one that has been perceived or been referred by the subordinate. Leadership represents philosophy, skills, and attitudes of the leader in politics.

Leadership is a pattern of behaviors that has been designed to integrate organizational objectives and individual objectives in order to achieve certain goals (Heidjrachman and Husnan, 2013), on the other hand according to Tjiptono (2012) leadership is a manner that a leader exerts in establishing interaction with his subordinate. Another opinion also stated that leadership is a pattern of behaviors (words and actions) of a leader that has been perceived by other people (Hersey, 2014).

Leader-Member Exchange

Leader-member exchange within an organization implies that information flows from the higher authority to the lower authority (Pace and Faules, 2000:281). Top-bottom relationship displays the messages that flow from the superordinate or the leaders to the subordinate. Most of the top-bottom relationship is utilized to convey messages related to direction, objective, discipline, order, question, and general policy. According to Yukl (2004:119), the underlying paradigm of LMX theory is that leaders develop different leader-member exchange with different subordinate. On the other hand, according to Robbins (2014:321), Leader-Member Exchange (LMX) is an interpersonal exchanging relationship between the subordinate and their superordinate. As having been updated in a study by Graen et al. (2012) and Sandjaja (2012), leader-member exchange is focused on the assessment toward the relationship and the interaction between the supervisor (superordinate) and the subordinate. The level of proximity in the relationship between the superordinate and the subordinate that displays the indication and the leader-member exchange in the company within an organization enables the manifestation of different relationship between the leader and

the employees as the subordinate. Kambu et al., (2012) and Ekin and Terri (2013) stated that leader member exchange has been a level of relationship quality between the supervisor and the employees which may improve the performance of both parties.

Employee's Intention to Quit

Intention to quit is a employee's desire or tendency to quit from his or her job voluntarily according to his or her own option. The intention to quit is heavily influenced by the job dissatisfaction, the low level of organizational commitment, and the high level of job stress that has been caused by the job stressor (Firth, 2004:219). The intention to quit explains individual desires to quit from and leave the organization where the individual has been working. In this study, this variable is used in wide coverage that includes the overall withdrawal cognitions that the employees perform according to Nugroho (2008:46).

According to Mellor et al (2004:129), intention is a function of three fundamental determinants: first is individual attitude toward behaviors, second is individual perception toward social pressure to perform or not to perform the given behaviors, and third is the aspect of control upon the behaviors that have been lived. Zeffane et al. (1995:88) defined intention as a desire of performing something that comes from an individual. On the contrary, Kitcapi et al. (2005:98) stated that intention is a desire that comes from an individual in performing something. It might be stated that the definition of intention itself is a desire that comes from an individual in performing something.

Hypotheses

Based on the background, the problem formulation, the research objective, the literature review, and the conceptual framework, the researcher would like to design the following hypotheses:

1. Job satisfaction has significant influence with negative direction toward the intention to quit among the employees of PT. Pamapersada Nusantara Banjarmasin.
2. Leadership has significant influence with negative direction toward the intention to quit among the employees of PT. Pamapersada Nusantara Banjarmasin.
3. Leader-member exchange has significant influence with negative direction toward the intention to quit among the employees of PT. Pamapersada Nusantara Banjarmasin.

III. METHOD

Design

This study was an explanatory research, which according to Sekaran (2012:318) has been a research that analyzes inter-variable relationship and that will explain the causal relationship between the independent variable and the dependent variable through a hypothesis testing. This study would also made use of descriptive approach in order to depict and analyze the actual phenomenon.

Population, Sample, and Sample Gathering Technique

a.   Population

The population in this study was the employees, especially the staffs and the managers, in PT. Pamapersada Nusantara Banjarmasin who accounted 11 people.

Table 2

POPULATION

Working Area	Number of Staff and Manager Level Employees
KM 73 Office	30
KM 64 Office	28
Wara	28
Megashop 2	25
Total Staff and Manager	111

Source: Processed data, 2017

b.   Sample

The sample who had been selected in this study was the one that had been gathered from the population whose characteristics would be studied, namely the staffs and the managers of PT. Pamapersada Nusantara Banjarmasin

Location and Period

The study was conducted in four mining sites of PT. Pamapersada Nusantara Banjarmasin which had been located in TabalongTanjung Regency, South Borneo, from KM 73 office working area, KM 64 office working area, wara, and megashop 2. Then, the study was conducted for three months from March 2016 until May 2016.

Data Analysis Technique

The data analysis technique that had been implemented was the theory and concept-based structural equation modeling (SEM) in combination with the package of Analysis of Moment Structure (AMOS). The strength of SEM in a managerial research was that it has been able to display a comprehensive model with its capacities in measuring the relationship of influence that has theoretically been present.

IV. ANALYSIS

Structural Equation Model Assumption Test

Normality Test

The SEM analysis could be conducted if the data had been normally distributed. Therefore, data normality test became important. The researcher conducted the data normality test by using the univariate normality method and by viewing the index skew univariate coefficient (tendency) and the index kurtosis univariate (high-plain). The data would meet the data normality requirements if the index skew univariate coefficient and the index kurtosis univariate had been between $\pm$ 2.58 (-2.58 $\leq$ CR $\leq$ +2.58). if the index had been beyond this requirement, then it might be regarded that the data had been abnormal. The results of normality test would be shown in Table 3.

Table 3

RESEARCH DATA NORMALITY

Variable	Min	Max	Skew	C,R,	Kurtosis	C,R,
Y2.1	3,000	10,000	-,831	-3,636	-1,148	-1,512
Y2.2	3,000	10,000	-,990	-4,333	-,867	-1,897
Y2.3	3,000	10,000	-1,409	-6,168	,243	,531
Y2.4	3,000	10,000	-,327	-1,431	-1,816	-1,976
X3.1	3,000	10,000	-1,007	-4,409	-,863	-1,889
X3.2	3,000	10,000	-,578	-2,530	-1,544	-1,380
X3.3	3,000	10,000	-,884	-3,872	-1,083	-1,371
X3.4	3,000	10,000	-,552	-2,418	-1,588	-1,475
X2.1	3,000	10,000	-,655	-2,867	-1,451	-1,176
X2.2	3,000	10,000	-,702	-3,071	-1,380	-2,020
X2.3	3,000	10,000	-,914	-4,000	-1,018	-1,229
X2.4	3,000	10,000	-,963	-4,214	-,904	-1,978
X1.1	3,000	10,000	-,637	-2,788	-1,454	-1,182
X1.2	3,000	10,000	-,443	-1,939	-1,693	-1,706
X1.3	3,000	10,000	-1,035	-4,533	-,742	-1,625
X1.4	3,000	10,000	-,703	-3,078	-1,413	-2,094
X1.5	3,000	10,000	-,664	-2,907	-1,430	-1,130
Multivariate					206,405	32,635

Source: Appendix IV with processing

By utilizing the CR criteria that had been equal to 2.58 at the level of significance 5.00%, through the observation toward the numbers in the CR column that had been displayed in the above table the researcher might conclude that there was not any number that had been higher than +/- 2.58 and the range of the number in the skewness column had not been higher than +/-1.96 at the level of significance 5.00%. These findings showed that the data that had been processed had normal distribution.

Multicolinearity and Singularity Test

In order to see whether there had been multicolinearity and singularity within the variable combination, the researcher should pay attention to the determinant of covariance matrix (Ferdinand, 2002). The completely small determinant indicated the presence of multicolinearity or singularity; as a result, the data might not be processed for the analysis that had been undergone. The results of this study showed that the value of determinant of sample covariance matrix = 48.432 and it had been higher than zero (Appendix 4). Thereby, the researcher might conclude that the data in this study might be processed in the analysis.

Outlier Evaluation

Outliers were the observations that appeared with extreme values both in univariate and multivariate manner; these observations appeared due to the combination of unique characteristics that the variables have and these observations completely different than the other observations (Ferdinand, 2002:52). The evaluation toward the multivariate outliers should be conducted because, although the data under analysis did not show the presence of outliers in the univariate level, the observations might be the outliers when they were combined.

The detection toward the outliers was conducted by using Mahalanobis distance that displayed the distance of the data from certain central point. The data would be considered as outliers if they had p1 and p2 score that had been less than 0.05 (Santoso, 2007). In this study, the researcher found 7 data units (0.02%) which became the outliers (Appendix 4). Because the number of the outliers had been lower than 5.00% and the normality test requirement had been met, these data were still processed. Therefore, the researcher might conclude that within the existing data the disturbing factors were not found; as a result, the data might be processed. Then, within the analysis of this study, if there were not any special reason to exclude any case that contained the outlier than the case should be included in the further analysis (Ferdinand, 2002:108).

Research Variable Confirmatory Test

In order to ensure the validity of each indicator that shaped a construct (variable), there should be a confirmatory factor analysis in order to confirm all of the indicators that shaped each variable or construct.

All of the constructs should be assessed at least by two indicators. Several criteria that would be applied in measuring the reliability of a construct were namely Alpha Cronbach coefficient value, composite reliability coefficient value, and extracted variance proportion. A construct would be considered reliable if the Alpha Cronbach coefficient had at least been equal to 0.60 (Sekaran, 2012). The reliability of a construct would be achieved if the composite reliability value had been higher than 0.70 (Ferdinand, 2002).

In addition, the proportion of variance from each indicator in a construct was expected to be at least 0.50 (Hair et al. 1995). The inspection of validity was determined by the size of loading standardize estimate that had been attained. If the loading value had been higher than 0.40, then the presence of an indicator would be considered moderately strong to measure a construct. The results of variable (construct) confirmatory analysis might be seen in Table 5.24 as follows.

Table 4

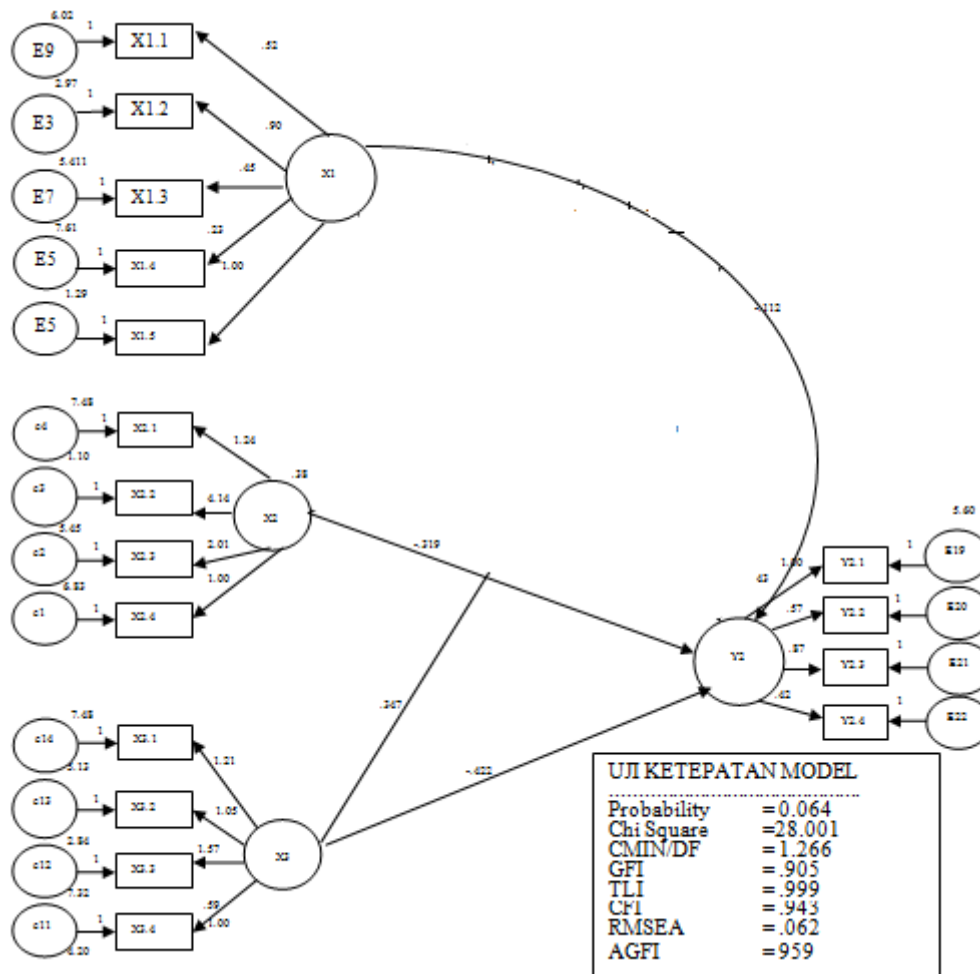**RESULTS OF RESEARCH VARIABLE CONFIRMATORY ANALYSIS**

Variable/Indicator		Standardized Coefficient	S,E	C,R	P-Value
X₁	**Job Satisfaction**				
X1.1	The Job Itself	7.174	.259	27.648	0.000
X1.2	Salary	6.965	.264	26.347	0.000
X1.3	Promotion	7.826	.243	32.196	0.000
X1.4	Monitoring	7.209	.264	27.316	0.000
X1.5	Colleague	7.287	.257	28.384	0.000
X₂	**Leadership**				
X2.1	Ideal Influence	7.270	.265	27.385	0.000
X2.2	Inspirational Motivation	7.322	.255	28.666	0.000
X2.3	Intellectual Stimulation	7.565	.247	30.656	0.000
X2.4	Individual Consideration	7.678	.254	30.196	
X₃	**Leader-Member Exchange**				
X3.1	Contribution	7.583	.248	30.543	0.000
X3.2	Loyalty	7.200	.268	26.916	0.000
X3.3	Affection	7.478	.254	29.408	0.000
X3.4	Respect toward Profession	7.078	.264	26.807	0.000
Y₂	**Employee's Intention to Quit**				
Y2.1	Job Quantity	7.574	.248	30.596	0.000
Y2.2	Job Quality	6.652	.273	24.411	0.000
Y2.3	Punctuality	8.191	.225	36.348	0.000
Y2.4	Attendance	7.696	.253	30.473	0.000

Source: Appendix IV with processing

As having been displayed in Table 4, the confirmatory factor analysis toward all research variables displayed significant results. The significant results were confirmed by the CR value that had been higher than 2.00 or p-value < 0.05 and the overall standardize estimate that had been higher than 0.40. these results also confirmed that each indicator had high level of validity toward the construct.

Goodness of Fit Model Test

After the measurement model had been analyzed through the Confirmatory Factor Analysis and after having viewed that each variable might be utilized in defining a latent construct, a full-model SEM might be analyzed. The results of data processing by means of AMOS program might be viewed in the following figure.

Source: Appendix IV with processing

Figure 1. Structural Equation Model

The results of goodness of fit model test in the above figure showed that the chi-square value had been equal to 28.001 and the probability values had been equal to 0.64 which had been higher than the significant limite namely 0.05. In addition, the goodness of fit model test index value that covered GFI (0.905), AGFI (0.959), TLI (0.999), CFI (0.943), RMSEA (0.062), and CMIN/DF (1.266) fell under the range of the expected values (Table 5). All of these results showed that there had not been any differences between the sample covariance matrix and the population covariance matrix that had been estimated; as a result, the full model SEM might be accepted.

Table 5.

RESULTS OF STRUCTURAL EQUATION MODEL TEST

Goodness of Fit Measure	Cut off Value	Model Results	Model Evaluation
Chi Square (λ^2)	Expected to be small	28.001	Good
Significance Probability (*p*)	≥ 0.05	0.064	Good
RMSEA	Between 0.03-0.08	0.062	Good
GFI	$\geq 0.90 < 1.00$	0.905	Good
AGFI	$\geq 0.90 < 1.00$	0.959	Good
CMIN/DF	≤ 2.00	1.266	Good
TLI	$\geq 0.95 < 1.00$	0.999	Good
CFI	$\geq 0.95 < 1.00$	0.943	Good

Source: Appendix IV with processing

Structural Model Equation Analysis

Hypothesis Testing

The hypothesis testing was conducted by observing the probability (p) that had been resulted from the regression weight estimate for the structure equation model (Appendix 4). The regression weight estimates of the structural equation model for the influence of job satisfaction, leadership, and leader-member exchange to the intention to quit among the employees of PT. Pamapersada Nusantara Banjarmasin were shown in Table 6. If the p-value had been lower than 0.05, then the hypothesis would be accepted.

Table 6

RESULTS OF STRUCTURAL MODEL HYPOTHESIS TEST

Hypothesis	Path Direction	Coefficient of Regression	C.R	p-value	Result
H1	The influence of job satisfaction to the employee's intention to quit in PT. Pamapersada Nusantara Banjarmasin	-0.112	4.221	0.000	Accepted
H2	The influence of leadership to the employee's intention to quit in PT. Pamapersada	-0.319	3.741	0.000	Accepted

	Nusantara Banjarmasin				
H3	The influence of leader-member exchange to the employee's intention to quit in PT. Pamapersada Nusantara Banjarmasin	-0.422	3.377	0.000	Accepted

Source: Appendix IV with processing

Based on the regression weight estimates of the structural equation model in the above table, then the results of hypotheses testing might be concluded as follows:

1. The job satisfaction variable had significant influence with negative direction toward the intention to quit among the employees of PT. Pamapersada Nusantara Banjarmasin. This finding had been confirmed with the regression coefficient value which had been negative, namely -0.112, the critical ratio value which had been 4.221 (higher than 2.000), and the probability (p) value which had been 0.000 (lower than the significance rate (α)) namely 0.05. Therefore, the first hypothesis, namely "The job satisfaction has significant influence with negative direction toward the intention to quit among the employees of PT. Pamapersada Nusantara Banjarmasin," might be accepted.

2. The leadership variable had significant influence with negative direction toward the intention to quit among the employees of PT. Pamapersada Nusantara Banjarmasin. This finding had been confirmed with the regression coefficient value which had been negative, namely -0.339, the critical ratio value which had been 3.741 (higher than 2.000), and the probability (p) value which had been 0.000 (lower than the significance rate (α)) namely 0.05. Therefore, the second hypothesis, namely "The leadership has significant influence with negative direction toward the intention to quit among the employees of PT. Pamapersada Nusantara Banjarmasin," might be accepted.

3. The leader-member exchange variable had significant influence with negative direction toward the intention to quit among the employees of PT. Pamapersada Nusantara Banjarmasin. This finding had been confirmed with the regression coefficient value which had been negative, namely -0.422, the critical ratio value which had been 3.377 (higher than 2.000), and the probability (p) value which had been 0.000 (lower than the significance rate (α)) namely 0.05. Therefore, the first hypothesis, namely "The leader-member exchange has significant influence with negative direction toward the intention to quit among the employees of PT. Pamapersada Nusantara Banjarmasin," might be accepted.

CLOSING

Conclusion

Based on the results of analysis and discussion regarding the influence of job satisfaction, leadership, and leader-member exchange to the intention to quit among the employees of PT. Pamapersada Nusantara Banjarmasin, the researcher would like to draw the following conclusions:

1. The job influence has significant influence with negative direction toward the intention to quit among the employees of PT. Pamapersada Nusantara Banjarmasin. If the employees are satisfied with their job then they will stay in the organization where they have been working. On the other hand, if the employees are not satisfied with their job then they will decide to leave the organization where they have been working. The perceived job satisfaction might influence an individual's intention to quit. This finding is in line with the results of the study by Mahdi et al. (2012); Mbah and Ikemefuna (2012); Iqbal and Ehsan (2014); Ali et al. (2014); Salleh et al. (2012); Widyantara and Ardana (2015); Irzani and Witjaksono (2014); and Setyanto et al. (2013).

2. The leadership has significant influence with negative direction toward the intention to quit among the employees of PT. Pamapersada Nusantara Banjarmasin. If the company leader is the source of comfort for the employees then their intention to quit will decrease. Company leaders should establish good interaction in order that the employees feel comfortable in performing their activities within the company. This finding is in line with the results of a study by Hamstra et al. (2011); Dewi and Subudi (2015); Setyaningsih and Witjaksono (2014); and Sartika (2014).

3. The leader-member exchange has significant influence with negative direction toward the intention to quit among the employees of PT. Pamapersada Nusantara Banjarmasin. The harmonious relationship between the superordinate and the subordinate will be achieved if there is agreement and common vision between them in relation to their position and role as fellow producers. On the other hand, a balanced job relationship can be achieved if the superordinate and the subordinate pay attention to their needs from one to another. This finding is in line with the results of the study by Michael and Columbus (2014) and also Muhaimin et al. (2011).

Suggestions

Based on the conclusions, the researchers would like to provide the following suggestions for the company and the future researchers.

Suggestions for the Company Practice

Based on the above conclusions, the researcher would like to provide the following suggestions to the leaders, the employees, and the company:

1. It is apparent that performance has positive influence toward the intention to quit; therefore, the researcher would like to expect that the company is able to decrease the employee's intention to quit from the internal and the external aspect. In other words, the employees are provided with freedom in exploring their capacities and in maintaining harmonious situation so that they may maintain their good performance with good harmony in order to stay in the company.

2. Especially in the company, the leaders should be able to create good and harmonious job atmosphere as well as to improve the cooperation between the superordinate and the subordinate.

3. The company might establish a special institution for the employees in order to establish interaction among fellow employees so that there will be a bridge between the top management and the employees. By doing so, the top management will be able to develop a good and strong relationship between the superordinate and the subordinate.

4. The employees should be able to optimize their relationship in order to display the achievement that they may attain; in doing so, the job satisfaction and the leadership can be a motivator along with their commitment to the company.

Suggestions for the Future Studies

Based on the limitations on the results of this study, the researcher would like to provide the following suggestions in order to improve the subsequent scientific development:

1. For the future studies, the researcher would like to expect that the future researchers might perform more in-depth study, which is not limited on the variables that have been studied (the influence of job satisfaction, leadership, and leader-member exchange to the employee's intention to quit); instead, the future researcher might add other variables that may be related to the performance and the intention to quit such as organizational culture, compensation, commitment, and alike.

2. In the future studies, especially in relation to the leader-member exchange, the researcher would like to expect that the future researchers develop the measurement aspect and expand the supporting theory instead of being limited to the contribution, the loyalty, the affection, and the respect toward the profession.

3. The researcher would also like to expect that the future researchers may use wider coverage of object; the object may not only one company but also two or three companies that can be compared.

4. The researcher would expect as well that the future researchers might develop the existing analytical model and to consider the other analytical tools which might be more accurate and update.

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