



Workload Analysis Turnover Intention With Work Life Balance and Burnout as a Variable Intervening at PT. Merak Jaya Beton

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ABSTRACT

Human resources are the main important factor in a company. One of the problems that affects the workforce in a company is level turnover. High level turnover intention has become a problem that has a negative impact on the company. That's why it's important for companies to pay attention to employee welfare, such as workload. Each individual has different resistance to workload, the higher the workload given, the higher the level turnover intention. Besides that Work life balance The company also needs to pay attention. the higher the quality work life balance employees then the lower the level turnover intention employees or even none at all. Burnout It should also be noted that work burnout can be the main consideration for employees who experience a high workload turnover intention.

INTRODUCTION

Since human resources are one of the variables that determine whether a company succeeds or fails in reaching its goals, they are the most crucial component in helping a firm accomplish its goals and objectives (Anton Budi & Yuliantika, 2022). Therefore, in order to accomplish the aim, the firm must focus on employee welfare in order for workers to deliver high-quality work, stay with the company, and not quit because management is not paying enough attention to them. An employee's propensity or intention to leave their position is known as turnover intention (Dewi et al., 2023). The firm has issues as a result of frequent turnover. If the departing personnel are highly skilled, hold significant roles, and have a lot of experience, the company will lose money. Instead, the company will be fortunate if the departing person holds a job that is not very vital (Iskandar & Rahadi, 2021).

The tendency for an employee to quit and decide to leave the company is a big problem for the company which will later be detrimental to the company (Egarini & Prastiwi, 2022). Negative impact turnover intention for companies, including additional time and costs to recruit new employees to replace employees who leave (Widyadmono, 2017). Besides that, turnover has a positive impact on the organization, namely bringing the organization to a higher level of efficiency. Companies need turnover for underperforming personnel, but they also need to regulate turnover so that the company can increase the performance of new hires, which will outweigh the expenses of hiring new staff. (Iskandar & Rahadi, 2021). Intention turnover employees can be seen from several factors namely: Workload (Wardati, 2018), Burnout (Dewi et al., 2023), And Work Life balance (Maulidah et al., 2022).

Various job demands often create a workload for employees which then leads to the occurrence of turnover because the employee concerned chooses to get out of a stressful situation. More and more workloads are emerging and likely to occur turnover of course it will affect employee and even company productivity (Arifani & Kusmaryani, 2022). Meanwhile, too little workload, where the work occurs due to repetition of movements, will cause boredom for employees (Purwati & Maricy, 2021). Considering the tendency for workloads to vary between workers, workload management needs to adjust the assigned workload and the capacity of the assignee so that the assignee will not have the intention to stop working (turnover intention).

In completing their work, employees are required to use all their abilities and the company provides critical jobs, forcing workers to put in extra hours, which may mean less time for leisure activities. As a result, many struggle to strike a balance between their personal and professional lives (Pertiwi et al., 2023).

Burnout is a chronic stress condition where employees feel physically, mentally and emotionally exhausted from work. Continuous fatigue can have consequences that impact employee performance and can even make employees intend to leave their jobs (Dewi et al., 2023).

LITERATURE REVIEW

Workload

A workload is a collection of duties and commitments that an organization assigns to workers based on their ability to complete them within a specific time frame (Maulidah et al., 2022). Workers are frequently required to perform two or more jobs at the same time. To finish these duties, time, effort, and other supporting resources are undoubtedly needed. Employee performance will undoubtedly suffer from the strain of supplying resources, which are frequently few, and he may decide to leave his job (turnover intention) (Rolos et al., 2018). According to Ratnasari and Lestari's (2020) research, workload significantly influences turnover intention. According to this connection, employees' intentions to leave their jobs increase with increasing workloads and decrease with decreasing workloads.

H1: Workload has a positive and significant effect on turnover intention among PT Merak Jaya Beton employees

Burnout

Burnout is work boredom that develops a fatigue syndrome, both physical and mental, which results in depersonalization and has an impact on reducing work performance. If this is not resolved quickly, it can burden workers in carrying out activities and make workers increasingly less confident in themselves and their abilities, which in the end an organization or company experiences company losses (Sara, 2021). Employee perceptions of workload will of course vary, but the heavier the workload, the greater the negative impact on their work, and employees will feel excessively tired so that the worst impact is wanting to quit their current job and look for a better job than before (Dewi et al., 2023)

In Wardati's (2018) research, workload factors mediated by work saturation have a significant effect on turnover intention employee at PT.Pulau Baru Group Banjarmasin. This shows that work boredom can be the main consideration for employees who experience a high workload turnover intention.

H2: Workload has a positive and significant effect on Turnover intention through Burnout to employees of PT Merak Jaya Beton

Work Life Balance

An individual's career and aspirations should be equally balanced between work and life, which includes family, leisure, religion, and employment (Nafriana, 2021). Workers who prioritize work-life balance will feel more at ease at work and prevent work-life conflicts. This can positively affect employee loyalty to the company, which in turn lowers turnover intention (System & Lataruva, 2020). Work-life balance has a substantial detrimental impact on turnover intention, according to Hafid and Prasetyo's 2019 research findings. The results of this study showed that workers with high work-life balance also had a lower turnover rate.

H3: Workload has a positive and significant effect on Turnover intention through Work life balance to employees of PT Merak Jaya Beton

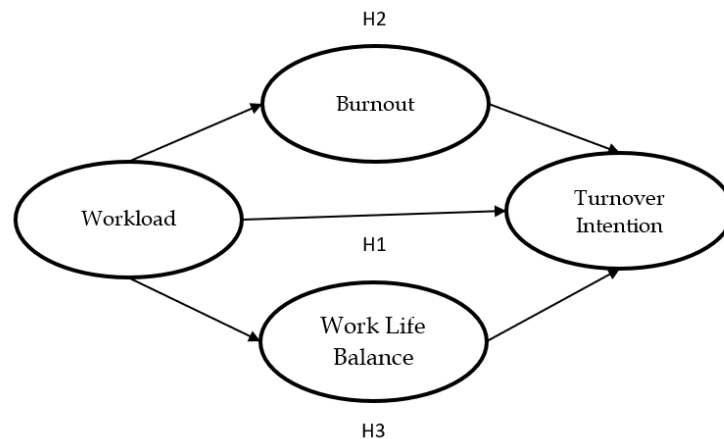


Figure 1. Conceptual Framework

METHODOLOGY

This research was designed to explore information related to Turnover intention on the workload at PT Merak Jaya Beton. Primary data in the study were collected from questionnaires which were analyzed statistically to evaluate the influence of these variables and explore their role burnout And work life balance as a mediating variable. With a quantitative approach, this research can produce measurable and objective information regarding the influence of these variables on PT Merak Jaya Beton.

As a data source that reflects certain features in a study, the population is the complete research object, which may include live things, objects, symptoms, test results, or events (Abdullah et al., 2022). There were 2695 workers at PT Merak Jaya Beton who made up the study's population.

A sample is a portion of data that is an object from the population taken (Abdullah et al., 2022). To determine the sample size, the Solvi formula can be used. Based on the Slovin formula calculation, the sample taken in this research amounted to 97 employees

RESEARCH RESULTS

An application is used for data processing in this study. The purpose of this data processing is to ascertain each latent variable's relevance, loading factors, and model shape. PLS data processing involves rerunning the data to ensure that the reliability and validity criteria are satisfied. Convergent validity, discriminant validity, and composite validity are the three measurement criteria used to evaluate the outer model.

The link between the indicators and the construct value demonstrates convergent validity with reflecting indicators. A loading value of 0.5 to 0.6 is seen enough for research in the early phases of creating a measuring scale, although indicators with loading factor values are deemed legitimate or trustworthy if their correlation value is more than 0.7. However, the indicator is deemed incorrect and must be eliminated from the model, necessitating a rerun of data processing (running data) if the result is less than 0.5.

Tabel 1. Improvement Loading Factor

	Work Load	Burnout	Turnover Intention	Work Life Balance
WL 1	0,844			
WL 2	0,876			
BO 1		0,611		
BO2		0,929		
OF 1			0,811	
OF 2			0,898	
OF 3			0,862	
WLB 1				0,662
WLB 2				0,844
WLB 3				0,836

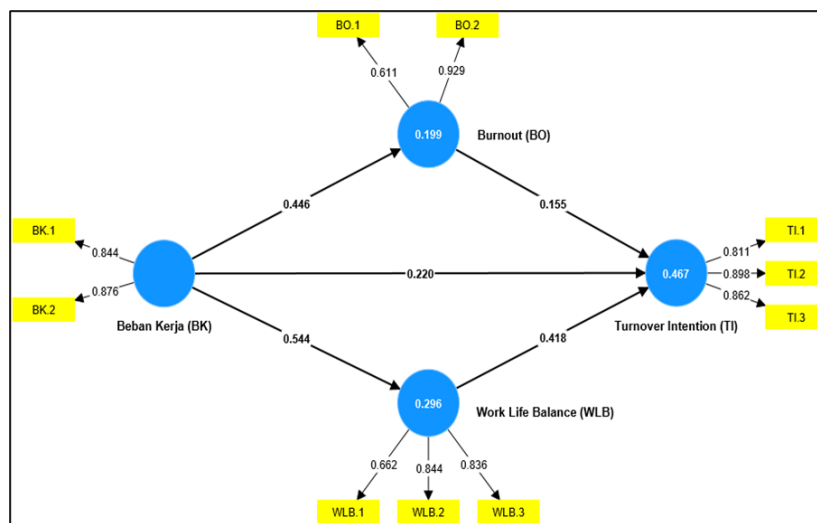


Figure2. Diagram of Factor Loading Value of Outer Model Evaluation

Convergent validity is met because, according to the outer loading table, the loading factor (for instance, for indicators on the Work Load (BK) variable, BK.1 = 0.844, BK.2 = 0.876, and so on) is more than 0.5. Workload, Burnout, Work-Life Balance, and Turnover Intention are all indications in the research variables, according to the analysis results in the above table. Convergent validity is met by the indicator if its loading factor is greater than 0.5.

To determine if indicators of one concept do not have a strong correlation with indicators of other constructs, discriminant validity is employed. The

measurement's cross loading with the concept is used to evaluate the discriminant validity of the measurement model using reflecting indicators. The latent construct predicts the measure in the block more accurately than the measure of the other block if the correlation between the construct and the measurement item is higher than the measure of the other construct.

Table 2. Discriminant validity

	Work Load	Burnout	Turnover Intention	Work Life Balance
Work Load	0,861			
Burnout	0,446	0,787		
Turnover Intention	0,517	0,540	0,858	
Work Life Balance	0,544	0,685	0,644	0,785

Conducting a Composite Reliability test is the final step in the Outer Model review process. When assessing reliability in the SEM model, the Composite Reliability Test performs better than the Cronbach alpha value. Internal consistency and Cronbach's alpha are the two types of measurements that may be used to assess composite reliability, which assesses a concept.

Table 3. Reliability test results

	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
Work Load	0,765	0,766	0,851	0,741
Burnout	0,743	0,759	0,757	0,619
Turnover Intention	0,820	0,825	0,893	0,736
Work Life Balance	0,769	0,738	0,827	0,616

The result of the Average Variance Extracted (AVE) measurement model, which comes next, indicates the amount of indicator variance that the latent variable has. Good validity for the latent variable is also indicated by a convergent AVE value larger than 0.5. Regarding variables The average variance extracted (AVE) value for each construct (variable) shows reflective indicators. If each construct's AVE value is higher than 0.5, a suitable model is needed. Because the AVE value for the construct (variable) Workload, Burnout, Work Life Balance, and Turnover Intention is more than 0.5, the test results demonstrate that it is legitimate.

Full Structural Equation Modeling (SEM) model analysis using smartPLS is used for hypothesis testing. In addition to forecasting the model, PLS in the

complete SEM model also clarifies whether or not latent variables are related. The following are the findings of hypothesis testing for the three hypotheses that will be attempted to be addressed in this study:

Table 4. Results of path coefficient values and t-count

	Original sample (o)	Sample mean (m)	Standard deviation (stdev)	T Statistics	P Values
WL - TI	0,220	0,216	0,100	2,204	0,028
WL - BO - TI	0,069	0,070	0,067	1,024	0,306
WL - WLB - TI	0,228	0,238	0,078	2,928	0,003

H1 : Workload significant positive effect on Turnover Intention with a path coefficient of 0.220 where the p-values = 0.028 smaller than the value $\alpha = 0.05$ (5%)

H2: Workload non-significant effect on Turnover Intention through Burnout with a path coefficient of 0.069 where the p-values = 0.306 greater than the value $\alpha = 0.05$ (5%)

H3 : Workload significant positive effect on Turnover Intention melalui Work Life Balance with a path coefficient of 0.228 where the p-values = 0.003 smaller than the value $\alpha = 0.05$ (5%)

DISCUSSION

Workload on Turnover Intention

In this study, the results of the workload test had an effect on turnover intention it can be interpreted that the higher the employee's workload, the higher the level turnover intention will be higher in a company. Likewise, the lower the workload, the lower the level Turnover in the Company (Wardati, 2018).

A large amount of work can have an impact on the quality of work decreasing so that it can reduce employee concentration and energy to complete their tasks. Employees are often required to complete two or more tasks simultaneously. These tasks certainly require concentration of time, energy and other resources for completion. The burden of providing limited resources can cause employee performance to decline. Other problems that arise are usually decreased employee endurance, as well as depressed psychological feelings (Yulianto et al., 2020).

In line with the results of this research, based on the results of research by Latansa, Rahmawati, and Yasin (2024), the results showed that workload had a significant effect on turnover intention. This means that the more work given to employees, the greater the workload given to PT Sinar Indah Kertas employees so that turnover intention will increase or employees will leave the company.

Workload has an effect on Turnover Intention through Burnout

The research results show that workload has no effect on turnover intention through burnout, because the large amount of work that has become a routine for

employees makes it normal. So that the workload of each employee means that employees do not feel burdened by the work they do (Sari Dewi, Alhadar & Mustafa 2023).

In terms of the characteristics of the respondents studied, the status of married employees is higher than unmarried employees, so that employees with a high workload still have a large responsibility to the family. In addition, employees who have children tend to have higher levels burnout which is lower because they are generally older, more stable and more mature. Thus reducing employees' desire to move (Ayudytha & Putri, 2019).

This is in line with the research results of Sari Dewi, Alhada, and Mustafa (2023) which stated that workload has no effect on turnover intention through burnout at Bank Negara Indonesia (BNI) Ternate Branch. So the workload has not been able to cause behavior turnover intention through burnout. The research results show that workload has no effect on turnover intention through burnout, because the employee's level of ability and good understanding of the nature and type of work can mean that employees do not feel burdened by the routine work they do every day.

Workload has an effect on Turnover Intention through Work Life Balance

In this study, it is stated that workload has an effect on Turnover intention through Work life balance. So it can be interpreted work life balance in this company can affect the workload on turnover intention.

This is related to the large amount of work resulting in employees feeling emotionally tired after work and disrupting and having an impact on employee productivity and work performance, but can also disrupt personal lives, relationships and overall mental health. This shows that the gap between working conditions is balanced with the facts in place (M. Savitri & Gunawan, 2023).

CONCLUSIONS AND RECOMMENDATIONS

Workload has an effect on Turnover intention. So it can be interpreted that the higher the workload, the higher the level Turnover intention at the company. PT Merak Jaya Beton. Workload in the form of an excessive amount of work will have a negative impact on a work environment that is less than optimal and can affect work performance and accuracy in completing work.

Workload has no effect on Turnover intention through Burnout. So that the employees of PT Merak Jaya Beton Burnout cannot explain or cannot influence the workload on Turnover intention. Burnout with a lack of job self-actualization with no career development in the Company. It is difficult for employees to be motivated and employees feel they are not contributing enough to their work and doubt themselves

Workload has an effect on Turnover Intention through Work life balance. So it can be interpreted as employees of PT Merak Jaya Beton Work life balance can affect the workload of Turnover intention. This can be related to the amount of work that causes employees to feel emotionally tired after work and disrupts and impacts employee work performance, but can also disrupt personal lives, relationships and overall mental health.

ADVANCED RESEARCH

For further research who are interested in examining levels Turnover intention, It is necessary to carry out further research by adding other variables such as job satisfaction, motivation, or work environment so as to produce more accurate research.

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