

The Effect of Employee Silence on Turnover Intention, with Burnout As a Mediation Variable and Coworker Support As a Moderating Variable

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ABSTRACT

This research was conducted to investigate the effect of Employee Silence to Turnover Intention by exploring the role of mediation Burnout which is moderated by Coworker Support which is designed using a survey design with a survey tool that uses a questionnaire and is distributed online. Respondents in this study were selected using the method convenience sampling with the criteria of generation Z employees who work in the mining industry in Indonesia, which are then analyzed using a structural equation technique, namely SEM PLS. The research results reveal that employee silence cause burnout resulting in increased withdrawal behavior and intention turnover intention of generation Z who work in the site office and head office; burnout mediate this direct relationship. In addition, as well as with coworker support can support the relationship between employee silence and turnover intention. This study can help managers to realize that employee silence have an influence on turnover intention from generation Z, and also helps managers identify the psychological consequences of employee silence.

INTRODUCTION

As it is known that organizations thrive on the ideas, suggestions, and opinions of employees who serve as important resources for their success (Shaukat & Khurshid, 2022). Thus, nowadays in organizations, employees often express their ideas and share their knowledge which leads to high organizational performance. However, some employees unknowingly refrain from voicing their ideas, opinions, and concerns about matters in their organization. This phenomenon is known as employee silence. Although seen by many as a sign of loyalty, employee silence can create disastrous problems for organizations. Due to the lack of feedback, employee silence can have negative effects on decision making, learning, and change at the organizational level (Morrison & Milliken, 2000); On the other hand, at the individual level, negative consequences such as stress, feelings of weakness and worthlessness, misery, bad conscience, lack of motivation, reduced job satisfaction and production, and even the intention to leave work may arise (Çakıcı, 2007; Kılınç, 2014). This is very unfortunate because considering employee turnover is a serious problem at this time.

Turnover Intentions in the organization can result in negative consequences for the organization because it can cause disruption in the team and employee relations (Shaukat & Khurshid, 2022). The cost of employee turnover can be very large. O'Connell & Chuan Kung (2007) also highlighted that employee turnover is expensive and the cost of employee turnover includes other costs such as lost productivity and workplace safety issues.

In research conducted by Shaukat & Khurshid (2022) said that employee silence does exist and can cause severe psychological problems, which, in turn, can lead to their withdrawal behavior. This means that Employee Silence is related to Turnover Intentions. In addition, the effect of Employee Silence on Turnover Intentions is also in line with previous studies (Kashif, Petrovskaya, Samad, & Wijenayake, 2021; Aylak & Serap, 2016; Knoll & van Dick, 2013; Chung-Hee & Min-Jeong, 2018).

Research by Shaukat & Khurshid (2022)) also explains that the factor that mediates Employee Silence with Turnover Intentions is Burnout. Employee Silence has a positive effect on Burnout (Knoll, Hall, & Weigelt, 2018). On the other hand there is also research that states Burnout has a positive effect on Turnover Intentions (Marchand & Vandenberghe, 2016; Lu & Gursay, 2016; Ducharme, Knudsen, & Roman, 2008).

Explorations related to the effect of Employee Silence on Turnover Intention have been carried out by several previous researchers. However, only considering several forms of employee silence and no one has considered the moderating variable, so this study uses internal factors, coworker support as a moderating variable. This goes hand in hand with the recommendation of previous research by Lourenca, Jugindar, Noraini, & Devinder, (2020) which stated that other dimensions of employee silence and moderation variables should be considered. The moderating variable is taken into consideration because when the intention to continue working is weakened and eventually they leave their jobs, then in such conditions employees need several elements

to be able to encourage them to stay (Kashif, Petrovskaya, Samad, & Wijenayake, 2021). Based on that assumption, Coworker Support can bring positive work results, namely employee productivity and retention. Experts highlight the role of co-worker support as an element that can minimize stress at work (Kashif, Petrovskaya, Samad, & Wijenayake, 2021).

An interesting thing to examine is that currently, Generation Z has started to enter the world of work, and previous research has not tested empirically the influence of dimension employee silence on the intention to leave the organization by generation Z employees. In addition, most previous studies were carried out in the health sector, rarely considering sectors other than health, so that in this research testing was carried out on generation Z who worked in the mining industry in Indonesia who worked in site office and head office.

So the purpose of this research is to explore the effect of Employee Silence on Turnover Intentions Generation Z with Burnout as mediation moderated by Coworker Support. This study will provide employers with further information about the need to provide support to attract and retain Generation Z employees. Understanding the impact of employee silence can increase retention of Generation Z employees and minimize costs associated with employee turnover.

LITERATURE REVIEW

Employee Silence, burnout, coworker support and turnover intention.

According to Morrison & Milliken, (2000), withholding information related to a problem or issue is known as employee silence. Similarly, Pinder & Harlos (2001) define employee silence as the intentional avoidance or absence of voice involving a number of employee behaviors or intentions that include objections or support. Knoll & van Dick, (2013) suggest that employees choose not to disclose due to several factors. First, employees choose to be silent because they believe they will be ignored when expressing opinions, ideas and so on, so employees tend to ignore their choices and are reluctant to pursue or seek anything. Second, employees sometimes do not provide information out of doubt, fear, or self-protection, employees hesitate to get involved, thus withholding information for fear of being punished, dismissed from their jobs or being classified as troublemakers. Third, the purpose of retaining ideas or information by employees is for the benefit of other employees in the organization, employees choose to remain silent to protect other employees and the organization. Fourth, employees withhold their idea because they have selfish motives in the sense of withholding information to maintain a knowledge advantage or remaining silent to avoid additional workload. They conceptualize it into four (4) dimensions of employee silence which include Acquiescent, Quiescent, prosocial and Opportunistic silence.

Employee silence that is carried out allows employees not to get involved in organizational matters, this can affect their level of commitment, as well as their trust and sense of belonging to the organization. So when, employee

silence is carried out by employees regarding issues or problems that ultimately results in feelings of being unappreciated, and makes them more vulnerable in a stressful environment. Such feelings lead to job dissatisfaction and subsequent Turnover Intentions.

The link between Employee silence and Turnover Intentions has previously been studied, how employee silence greatly affects Turnover Intentions. (Shaukat & Khurshid, 2022; Chung-Hee & Min-Jeong, 2018; Knoll & van Dick, 2013). Based on the literature above, the hypothesis is built as follows: H1: Employee silence has a positive effect on Turnover Intentions.

Employee silence often involve high levels of emotional and cognitive self-regulation, as employees must suppress responses to disturbing situations. In addition to the self-regulation resources consumed in certain moments where employees' opinions and concerns are withheld, employee silence it can even persist as a low-level stressor if employees continually reflect on situations in which they did not express their ideas or views (Nolen-Hoeksema, Wisco, Lyubomirsky, 2008). According to self-regulation theory (Bandura, 1991), human beings can override their initial responses to bring their own thoughts, feelings, and behaviors into line with goals or standards. Such self-regulation demands attention and emotional resources, and when it is prolonged it produces tension, and when it is sustained it results burnout.

As previous research roughly states that the silent behavior of employees affects burnout. However, there are also several studies which state that it is influential but not significant and low. (Akin & Ulusoy, 2016; Knoll, Hall, & Weigelt, 2018; Nitafan, 2020) Based on the above, the following hypothesis can be taken : H2: Employee silence has a positive effect on Burnout of gen Z.

When employees feel that the condition of holding back self-expression will not subside, coupled with feelings burnout, they may seek a more lucrative workplace. This unpleasant environment adds to their suffering, social isolation, and withdrawal behavior can weaken their bond with their organization because employees feel tired and may find their work tiring because they exert their efforts to restrain self-expression (Knoll, Hall, & Weigelt, 2018; Nechanska, Hughes, Dundon, 2020).

Several previous studies have explored the effect Burnout to Turnover Intention either directly or indirectly (Shaukat & Khurshid, 2022; Khan, Scholar, Nazir, Khuram, & Assistant, 2021; Marchand & Vandenberghe, 2016; Lu & Gursay, 2016). H3: Burnout has a positive on turnover intention.

Employee silence cause stress and frustration in individuals (Morrison, 2014) because there is no place where they can vent their feelings. The resulting feelings of hopelessness and helplessness employee silence consequently impeding action through intentional or unintentional processes. (Morrison, 2014). As a result of this behavior eventually makes a loss of self-expression and can cause other losses in the form of burnout. Burnout is defined as a persistent, negative, work-related state of mind in an individual characterized primarily by fatigue, which is accompanied by distress, a sense of reduced effectiveness, decreased motivation, and the development of dysfunctional attitudes and behaviors at work. (Schaufeli & Enzmann, 1998). Employees who experience

burnout will result in their personal resources being expended, and eventually they are likely to engage in avoidance or withdrawal coping behaviors to protect against further damage to their well-being (Cole & Bedeian, 2007). Following the theory of COR, and based on some of the recommendations of previous research, we therefore propose that employees' sedentary behavior can lead to further harm manifesting as loss of energy and urge not to work, as it induces feelings of powerlessness, social isolation, apathy and withdrawal and they start seriously considering other options (Shaukat & Khurshid, 2022). Based on the literature, we postulate that from previous research, H2 and H3 above, it is possible that Burnout will be able to mediate the relationship between Employee Silence and Turnover Intentions generation Z. H4: Burnout mediates the relationship between employee silence and Turnover Intention.

In an environment full of anxiety and stress, workers need positive support from colleagues and supervisors to perform challenging tasks (Kashif, Petrovskaya, Samad, & Wijenayake, 2021). Coworker Support it is believed that it can effectively reduce fatigue and can directly or indirectly reduce the likelihood of employees leaving their jobs. Support from colleagues has a greater influence, than support from family, friends, or individuals who receive support from peers, they feel social recognition, which makes them less sensitive to all the injustices they feel at work (Hüffmeier & Hertel, 2011). Besides that, coworker support is a source of identity formation among individuals and helps them form friendships at work outside of work. (McGuire, 2007; Kim et al., 2017) When there is a good relationship with colleagues and coworker support as one of the most important aspects of their work, especially in the service industry (Dusek et al., 2016).

Based on the published literature studies of coworker support are limited, whereas studies that incorporate support measures tend to have methodological or measurement weaknesses that reduce the potential value of their findings. In particular, many of these studies measured supervisor or organizational support, but not peer support, or they combined these three workplace supports into one measure. *coworker support* as moderation, this is in line with some previous studies. (Ducharme, Knudsen, & Roman, 2008; Kashif, Petrovskaya, Samad, & Wijenayake, 2021). Based on these studies, related variables regarding *Coworker Support*, then the hypothesis obtained in this study, as follows: H5: Coworker Support will moderate the relationship between Employee silence and Turnover Intentions, so this relationship is stronger when Coworker Support is higher

Based on the hypothesis above, the following research model framework is obtained:

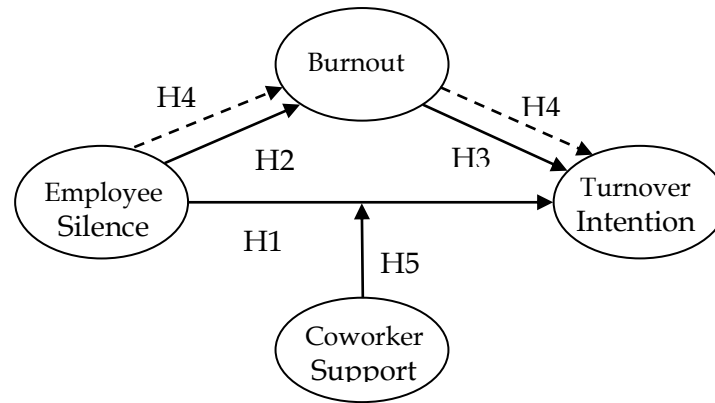


Figure 1. Research Model

METHODOLOGY

Collecting data in this study used a survey method by distributing questionnaires online. Likert scale with a scale of 1-5 (1 indicates strongly disagree and 5 indicates strongly agree) is used to measure variables. Variable Measurement Employee silence associated with four different motivations adopting the dimensions of Knoll & van Dick, (2013) which consist of 4 (four) dimensions and 12 (twelve) indicators. Measurement Burnout uses dimensions from Schaufeli et al., 1996 in (Bravo, Suárez-Falcón, Bianchi, Segura-Vargas & Ruiza, 2021) contains 2 (two) dimensions and 10 (ten) indicators. Measurement Turnover Intention using the dimensions developed by Mobley, Horner & Hollingsworth, (1978)) includes 3 (three) indicators and Coworker Support using the criteria mentioned by Ducharme, Knudsen, & Roman, (2008) has 8 (eight) indicators. Total measurements amounted to 33 indicators.

The population of this study are employees who work in coal and mineral mining companies. The sampling technique used in this study was non-probability sampling, namely convenience sampling or sampling by chance. Because the population in this study was not known, the number of samples was 33 (number of indicators) multiplied by 5, so that the minimum number of samples was 165 respondents. Population (Hair, Black, Babin & Anderson, 2014). The sample used in this study were employees who had worked for more than 6 months to 3 years in the coal and mineral mining industry. In addition to these criteria, there were also other sample criteria, namely generation z employees.

This study is a quantitative research method Structural Equation Model (SEM PLS), and data processing and analysis using Smart PLS software. The latent variable SEM model was used for a series of initial confirmatory factor analyzes (CFA), which were estimated to assess the quality of the measures of action Employee silence, Turnover Intention, Burnout and Coworker Support. The CFA model is also used to test whether the factor structure of these measures remains invariant over time, a necessary prerequisite for a structural model used to test hypotheses (Knoll, Hall, & Weigelt, 2018).

RESEARCH RESULT

Measurement Model Evaluation Test

This measurement model aims to show how indicators can represent latent variables to be measured. Evaluation of the measurement model consists of

three stages, namely convergent validity test, discriminant validity test and composite reliability test. Hair et al., (2014) stated that the evaluation of the reflective measurement model consisted of a loading factor ≥ 0.70 , composite reliability ≥ 0.70 , Cronbach's alpha and AVE ≥ 0.50 , as well as discrimination validation, namely Fornell and Lacker criteria and HTMT below 0.90.

Table 1. Measurement Model Results

Variabel	Sub Variabel	Item Pengukuran	Outer Loading	Cronbachs Alpha	Composite Reliability	AVE
Employee Silence	Quiescent Silence	QS1	0,881	0,852	0,910	0,771
		QS2	0,864			
		QS3	0,889			
	Prosocial Silence	PS1	0,902	0,826	0,894	0,738
		PS2	0,811			
		PS3	0,860			
	Opportunistic Silence	OS1	0,853	0,772	0,867	0,686
		OS2	0,875			
		OS3	0,751			
	Acquiescent Silence	AQS1	0,860	0,825	0,895	0,740
		AQS2	0,866			
		AQS3	0,856			
Burnout	Emotional Exhaustion	EE1	0,912	0,931	0,950	0,827
		EE2	0,591			
		EE3	0,874			
		EE4	0,903			
		EE5	0,904			
	Cynicism	C1	0,663	0,844	0,896	0,684
		C2	0,874			
		C3	0,469			
		C4	0,688			
		C5	0,840			
Turnover Intention		TI1	0,921	0,907	0,942	0,843
		TI2	0,924			
		TI3	0,910			
Coworker Support		CS1	0,620	0,908	0,928	0,684
		CS2	0,420			
		CS3	0,826			
		CS4	0,876			
		CS5	0,849			
		CS6	0,806			
		CS8	0,850			

Employee silence variable consists of 4 (four) dimensions and 12 (twelve) valid indicators where the outer loading value lies between 0.751 – 0.902 which indicates that the twelve measurement items have a strong correlation in explaining employee silence. The level of reliability of the variable employee silence is also acceptable as indicated by the composite reliability value between

0.867 - 0.910 and Cronbach's alpha between 0.772 - 0.852 above 0.70 and the AVE value 0.686 - 0.771 > 0.50 which indicates convergent validity.

Burnout variable was measured by 10 (ten) indicators from 2 (two) dimensions but only 6 (six) indicators were declared valid with an outer loading between 0.840 - 0.912, 2 (two) of which were declared invalid so they were not continued for the next analysis with an outer loading value of less than 0.7. After the two measurement items were evaluated, the measurement items that were declared valid were tested for reliability and were declared reliable with CA values of 0.8444 and 0.931, CR values of 0.896 and 0.950 more than 0.70. With a convergent validity level of 0.684 and 0.827 > 0.50.

Turnover intention variable with 3 (three) measurement indicators that are declared valid with outer loading values between 0.910 - 0.924, CA values of 0.907 and CR values of 0.942 and convergent validity of 0.843 > 0.50.

Coworker support variable is measured by 8 (eight) measurement indicators but only 6 (six) indicators are declared valid with outer loading values between 0.806 - 0.876 while 2 (two) indicators are invalid with outer loading values of 0.620 and 0.420. Valid measurement items with a CA value of 0.908, a CR value of 0.928 and an AVE value of 0.684 > 0.50.

Table 2. Discriminant Validity

Method : Fornell-Larcker								
Criterion								
	AQS	C	CS	EE	OS	PS	QS	TI
AQS	0,860							
C	0,658	0,932						
CS	-0,191	0,388	0,808					
EE	0,371	0,484	-0,002	0,910				
OS	0,696	0,272	-0,290	0,279	0,828			
PS	0,300	0,543	0,110	0,432	0,202	0,859		
QS	0,675	0,666	-0,040	0,470	0,599	0,458	0,878	
TI	0,516	0,932	-0,260	0,414	0,500	0,284	0,528	0,918

Method : Heterotrait-Monotrait Ratio (HTMT)								
	AQS	C	CS	EE	OS	PS	QS	TI
AQS								
C	0,668							
CS	0,215	0,435						
EE	0,415	0,477	0,326					
OS	0,878	0,703	0,339	0,326				
PS	0,345	0,339	0,143	0,480	0,232			
QS	0,809	0,731	0,068	0,521	0,740	0,521		
TI	0,589	0,743	0,275	0,447	0,578	0,320	0,597	

Evaluation of discriminant validity is a measure to ensure that a variable is theoretically different from being tested statistically. The method used is the Fornell and Lacker criteria and HTMT. Fornell and Lacker's criterion is that the root of the variable AVE is greater than the correlation between variables. The employee silence variable has a root AVE (0.828 – 0.860) which has a greater correlation with cynicism (0.658) and so on, meaning that these results reflect that the discriminant validity of the employee silence variable is met. For the HTMT criteria (Hair et al., 2014) recommends that the HTMT value be below 0.90, so that the test results for the pair of discriminant validity variables are achieved because the HTMT value from this test is below 0.90.

Structural Model Evaluation Test

The evaluation of this structural model aims to demonstrate the hypothesis testing of the influence between variables whether they are related or not. Hair, Risher, Sarstedt, Ringle, (2019) stated that for the evaluation test the structural model consisted of no multicollinearity between variables with an inner VIF (Variance Inflated Factor) size below 5, hypothesis testing and a 95% confidence interval, estimated path coefficient parameters, influence the direct variable is the direct effect with the f square measure (0.02 low, 0.15 moderate, and 0.35 high), as for the mediating effect using the upsilon v statistical measure obtained by means of the square of the mediation coefficient (0.02 low, 0.075 moderate and 0.175 high). Overall evaluation of the model according to Chin, (1998) with R square criteria of 0.19 (low effect), 0.33 (moderate effect), and 0.66 (high influence), Q square above 0 means the model has predictive relevance (Hair et al., 2019), SRMR dibawah 0,08 - 0,10 (acceptable fit), PLS predict yang SRMR below 0.08 - 0.10 (acceptable fit), PLS predict shown by RMSE and MAE PLS models are lower than liner regression models (LM), and Robustness checks consist of linearity and structural model heterogeneity with FIMIX PLS.

Table 3. Testing of Structural Models and Hypotheses

Hipotesis	Path Coefficients	T Value	P Value	95 % Confidence Interval Path Coefficients		Hipotesis dapat diterima atau tidak	Vif	F Square/ Upsilon v	R Square	Q Square
				Batas Bawah	Batas Atas					
Pengaruh Langsung										
H1. Employee Silence --> Turnover Intention	0,229	3,275	0.001	0,098	0,373	Diterima	1,938	0,058	0,529	0,43
H2. Employee Silence --> Burnout	0,661	15,998	0.000	0,580	0,742	Diterima	1,000	0,777		
H3. Burnout --> Turnover Intention	0,463	6,940	0.000	0,326	0,586	Diterima	1,813	0,251	0,437	0,294
Pengaruh Tidak Langsung										
H4. Employee Silence--> Burnout --> Turnover Intention	0,306	6,467	0.000	0,211	0,401	Diterima	-	0,094	-	-
H5. Moderasi Coworker Support ES--> TI	0,126	2,683	0.008	0,038	0,223	Diterima	1,225	0,035	-	-

The results of this study from the structural model show that the model is acceptable, namely there is no multicollinearity between variables where the inner VIF value is below 5, then the R square value of the research results reflects that the magnitude of the joint influence of employee silence, burnout, coworker support moderation on turnover intention is 43.7%, the effect is close to high, while for the large influence with employee silence, turnover intention,

and coworker support moderation on burnout, it is 52.9%, almost close to high. The Q square value indicates the suitability of the model prediction where the results of the q square value in this study are above 0, namely 0.294 and 0.430, meaning that the exogenous variables used to predict the endogenous variables are correct. As for the value of the SRMR model is 0.090 so it can still be said to be acceptable fit. Furthermore, the PLS predict evaluation shows that the RMSE and MAE of the PLS model measurements are lower than the LM model (linear regression), so the proposed PLS model has medium predictive power.

Based on the table above for hypothesis testing, the first hypothesis can be accepted, meaning that there is a positive and significant influence between employee silence and turnover intention with a path coefficient (0.229), p value (0.001) and T-statistic $1.938 > 1.96$, although the effect is at a low structural level because f square is 0.058, for the second hypothesis it can be accepted in the sense that there is a positive and significant influence between employee silence and burnout with a path coefficient value (0.661), p-value (0.000) and T-statistic $15.998 > 1.96$ with a high structural level because of the f square value of 0.777. Testing the third hypothesis can also be accepted where there is a direct effect between burnout and turnover intention with a path coefficient value (0.463), p-value (0.000) and T-statistic $6.940 > 1.96$ and a direct effect at a moderate structural level with an f square value of 0.251. As for the partial relationship, it was found that there was a positive and significant influence where burnout mediated between employee silence and turnover intention with a path coefficient (0.306), p-value (0.000) and T-statistic $6.467 > 1.96$ with an upsilon v value of 0.094 which means that at the structural level it is low to moderate. The fourth hypothesis, namely the influence of coworker support as a moderating variable is acceptable, where coworker support has a significant effect on employee silence and turnover intention with a path coefficient value (0.126), p-value (0.008) and T-statistic $2.683 > 1.96$ and a direct influence on moderate structural level with f square value of 0.035 which means low.

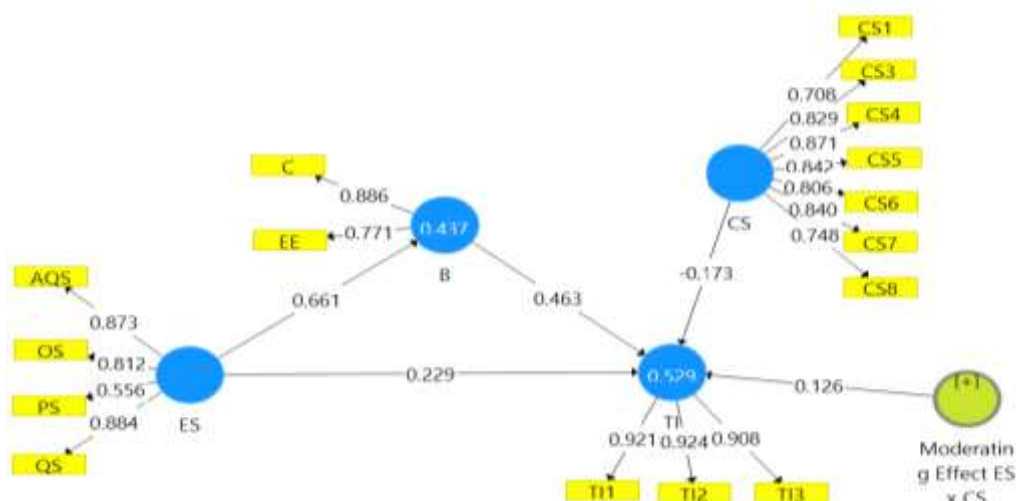


Figure 2. Structural Model Diagram

DISCUSSION

This study aims to explore whether there is influence and attraction between Employee Silence and Turnover Intention. Moreover, it also explores the underlying mechanism by proposing Burnout as a mediator that connects the relationship indirectly and also proposes Coworker Support as a moderating variable, the overall findings support the hypotheses outlined.

In testing the first hypothesis shows that employee silence has a positive and significant influence on turnover intention from generation Z, the results show that there is a direct and indirect influence between employee silence and turnover Intention which also means that it is getting bigger employee silence then even higher turnover intention. Descriptive data shows that employee silence was not a step event in the organization, with almost half of the research respondents who were Generation Z, reporting that they chose to remain silent in situations where their input could be valuable to the organization at least once in the last six months, but it was also found that employee silence more common in Generation Z employees working in a head office than in site office, and is more common in women than men. Most of the respondents chose silence because they were afraid of getting negative consequences (Quiescent Silence) and the feeling to protect others (Prosocial Silence), when they choose to be silent and have no place to express their ideas or feelings, a sense of not belonging to the organization arises and they will eventually choose to leave the organization. This is in line with research from Shaukat & Khurshid (2022) which states that there will be withdrawal when employees choose to be silent, similarly Lourencia et al., (2020) states that employee silence as the most important predictor of employee intention to leave the organization. that finding employee silence positive effect on turnover intention in this research is expected to add to the enrichment of the theory that the process employee silence can threaten the organization because withholding information and ideas can weaken the process of decision making, error correction, innovation and improvement. This study also makes several theoretical contributions. Employee silence is a relatively new concept and there is still ongoing research on this concept. From a theoretical perspective, this study reveals some new insights such as the significant role of dimensions employee silence to turnover intention by Generation Z employees. This study contributes to the existing literature on employee silence by providing a deeper understanding of the relationships between dimensions employee silence that is Acquiescent, Quiescent, prosocial and Opportunistic silence to turnover intention.(Shaukat & Khurshid, 2022; Chung-Hee et al., 2018; Knoll & van Dick, 2013).

This study also proves that employee silence has a positive and significant influence with burnout. The findings show that employee silence can have far-reaching damaging effects on individuals as they lose the energetic drive necessary to do their jobs (emotional exhaustion) and become least interested in their jobs (cynicism). Researchers found that Generation Z employees who work at the head office or at the site experience together burnout but what really matters is emotional exhaustion and the most common among female employees. This is based on the thought that because employee silence makes employees feel less engaged in work, then a slump or boredom is created and the employee suffers burnout. Silence creates stress and frustration for employees, where employees are forced to hold back ideas and feelings, then feelings of hopelessness and helplessness arise, resulting in high costs for individuals and organizations when employees begin to withdraw. Therefore Burnout will also affect the increase turnover in organization.

The third thing that was proven in this study was that there was a positive and very significant effect between burnout with turnover intention. When burnout the higher the company will increase turnover intention. Burnout disclose the risks involved in holding back feelings, ideas, and opinions in the workplace. This study validates the proposition of a resource depletion process in which employees lose their self-expression and cease to exchange work-related ideas, viewpoints, and perspectives, and this loss leads to poor taskcontextual performance and increased turnover intention. In this study, it was also found that the turnover intention of Generation Z employees who worked at the head office was greater than that of employees who worked at the main office Site.

In this study also shows that burnout as a mediating variable, mediates the relationship between employee silence which also strengthens the researcher's hypothesis that when employees lose their self-expression, they stop engaging in social exchanges, stop communicating, no longer help their co-workers and their shortcomings. empathy negatively affects their contextual performance. In addition, partial mediation from burnout and employee silence which results in serious repercussions for individuals as well as their organizations by reducing their engagement with their organization, which ultimately leads to their withdrawal behavior. (Shaukat & Khurshid, 2022; Khan et al., 2021; Marchand & Vandenberghe, 2016; Lu & Gursoy, 2016; Rhee et al., 2014).

Another finding in this study is that there is a positive and significant effect of coworker support as a role or moderating effect between employee silence with turnover intention of generation Z, coworker support will weaken the relationship between employee silence with turnover intention, The

researchers propose that coworker support normalizes employees' emotions keeping them intact and fights against aggressive behavior. Coworker support is an important element to prevent employees from leaving the organization. According to the proposed hypothesis, in a situation indicating high co-worker support, employee silence not lead to turnover intention. This highlights an important role coworker support, as argued in previous research (Kashif et al., 2021). The results of this study can contribute to strengthening previous findings that coworker support has a role to strengthen the influence of the process employee silence especially and turnover intention generally against burnout in organizations (Ducharme et al., 2008; Kashif et al., 2021).

CONCLUSIONS AND RECOMMENDATIONS

All hypotheses in this study have been proven that there is a relationship between employee silence, turnover intention, burnout and coworker support in the relationship between variables. Employee silence have a positive influence on Turnover intention with with burnout as mediation, and with moderation coworker support then it can decrease turnover intention. Thus, our research stimulates more research in the field employee silence and work behavior from a broader perspective.

This research has several managerial implications that can help organizations namely the first to remember that employee silence have an influence on turnover intention from generation Z, the researchers asked managers and practitioners of human resource management (HR) to realize that employee silence it exists and can lead to severe psychological problems, which, in turn, can lead to employee withdrawal behavior. Managers must identify the factors responsible for promoting employee silence on employees and trying to eliminate these factors. It's important to recognize what's really preventing them from voicing concerns about their work. Burnout symptoms such as exhaustion and cynicism are warning signs that trigger the withdrawal process. Therefore, interventions for open communication must be introduced for preventing the onset of fatigue and the subsequent development towards a negative outcome. Human resource managers and leaders must develop and implement policies and procedures to create a work environment where employees can speak up and voice their opinions and ideas without fear. In the work environment, organizational support and supervisory support are also important to encourage employees to speak up. The behavior of leaders and supervisors should encourage and support employees to make them more confident to speak up and voice their ideas and opinions. In addition, the trust

of the manager is very important which can help openness in the relationship between employees and managers.

ADVANCED RESEARCH

This study still has limitations, these limitations may pave the way for future research. First, this research is limited to generation Z employees engaged in the mining sector in Indonesia, so it is too broad. Employees from other sectors and districts may be affected differently and each sector or district may have a different culture that may differ from other sectors or districts. Therefore, it is recommended that respondents be taken from other sectors or districts in further research. Second, as a result employee silence limited to turnover intention. It is recommended that future studies include additional dependent variables which include employee commitment, and employee performance. In addition, moderators and intermediaries can be included to provide a better understanding of the relationship between employee silence and turnover intention. Proposed mediators such as stress, anxiety and psychological distance should also be explored to provide an explanation of alternative mechanisms. In this quantitative study, closed questions were used.

There was no face-to-face contact with respondents and no probing or open-ended questions were asked. For the future it is suggested that qualitative research be carried out with a phenomenological approach. Phenomenological studies refer to the life experiences of the respondents. In-depth study of respondents who were actually involved in employee silence will provide richer and in-depth information related to employee silence. The respondent's life experience through phenomenological studies will override preconceived biases and assumptions about human experience.

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