



The Effect of Workload and Job burnout on Turnover Intention with Job satisfaction as mediation variable (Study at PT.Indiratex Spindo)

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ABSTRACT

This research investigates the influence of workload and job burnout on turnover intention, with job satisfaction serving as a mediating factor at PT Indiratex Spindo. A quantitative methodology was employed, utilizing Partial Least Square (PLS) analysis. The study involved 60 employees, selected based on the Slovin formula. Data was collected through a questionnaire using a Likert scale. The findings reveal that workload does not have a significant impact on turnover intention but positively affects job satisfaction. Meanwhile, job burnout has a significant negative effect on job satisfaction but does not directly influence turnover intention. Additionally, job satisfaction negatively and significantly affects turnover intention. Moreover, job satisfaction mediates the relationship between workload, job burnout, and turnover intention. These results offer valuable insights for organizations in managing workload and job burnout to enhance job satisfaction and minimize turnover rates.

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1. INTRODUCTION

An organization's development and sustainability are greatly aided by human resource management, or HRM. One of the common issues faced in HRM is turnover intention, or the intention to leave a job. Turnover intention not only affects organizational stability but also has the potential to decrease productivity and increase recruitment and training costs for new employees [1]. According to [2], turnover intention is an individual's desire to leave the organization where they work. Factors such as high workload, job dissatisfaction, and lack of support from the work environment contribute to the emergence of this intention. [2] emphasized that A high intention to leave could be a sign of problems in human resource management and negatively impact productivity and organizational culture. Additionally, [3] described turnover intention as an employee's tendency or aspiration to leave their current job and seek other opportunities outside the organization. Turnover intention is considered an important indicator in identifying the actual likelihood of an employee leaving their job, making it

crucial to understand the factors influencing this intention for organizational sustainability. Several factors influence turnover intention, including workload and job burnout. Excessive workload can cause stress and fatigue, ultimately increasing the desire of employees to leave the organization [2]. [4] stated that excessive workload not only disrupts work-life balance but can also decrease job satisfaction and trigger turnover intention.

Job burnout, marked by a lack of personal achievement, apathy, and emotional weariness [5], also significantly contributes to turnover intention. [6] found that job weariness had a significant impact on both job satisfaction and desire to leave. Furthermore, job satisfaction acts as a mediator in the link between workload and job burnout toward the intention to quit. High job satisfaction can reduce an employee's intention to leave, whereas dissatisfaction tends to increase that intention. In this context, the Job Demands-Resources (JD-R) theory developed by Bakker and Demerouti [7] becomes relevant. This theory states that the two primary elements of every job are job demands and job resources. Examples of workplace demands that require both mental and physical effort that can lead to burnout if not properly managed include workload and time pressure. On the other side, working resources consist of components that help achieve work goals, lower working expectations, and promote personal growth. In this case, work satisfaction could be a tool that mitigates the negative impact that employment expectations have on the desire to quit. Another study conducted by [4] demonstrated how exhaustion has a major impact on job satisfaction and turnover intention. Workload, however, has no bearing on job satisfaction or intention to leave. These results are consistent with the study by [8], It found that the relationship between workload and intention to leave could not be mediated by job satisfaction.

The impact of workload and job burnout on turnover intention, both directly and through the mediation of job satisfaction, has been the subject of conflicting findings in a number of prior research. [4]; [8]. Thus, with job satisfaction acting as a mediating variable, this study aims to offer a deeper understanding of the impact of workload and job burnout on turnover intention. Based on theoretical studies and previous research, the hypotheses of this study are: **H1**: Workload has a positive effect on turnover intention. **H2**: Workload has a positive effect on Job satisfaction. **H3**: Job burnout has a positive effect on turnover intention. **H4**: Job burnout has a negative effect on Job satisfaction. **H5**: Job satisfaction has a negative effect on turnover intention. **H6**: Job satisfaction mediates the relationship between Workload and turnover intention. **H7**: Job satisfaction mediates the relationship between Job burnout and turnover intention. With job satisfaction serving as a mediating variable, this study attempts to offer a deeper understanding of the relationship between workload and job burnout and turnover intention. It is anticipated that the findings of this study would advance organizational human resource management both theoretically and practically.

2. METHOD

Research Design This study examines the connections between workload, job burnout, job satisfaction, and turnover intention using a cross-sectional survey design and a quantitative methodology [9].

Population and Sample

$$n = \frac{70}{1 + 70 (0,05)^2}$$
$$= 59,57 \text{ rounded to } 60$$

The sample size of 60 respondents was determined using the Slovin formula with a 5% margin of error, guaranteeing appropriate representation of the population, which is made up of employees of PT Indiratex Spindo [10]. **Data Collection Techniques** Structured questionnaires containing closed-ended questions on a 5-point Likert scale, with 1 denoting "strongly disagree" and 5 denoting "strongly agree,"

were used to gather data [10]. To increase response rates, the surveys were disseminated both digitally and physically.

Measurement Variables

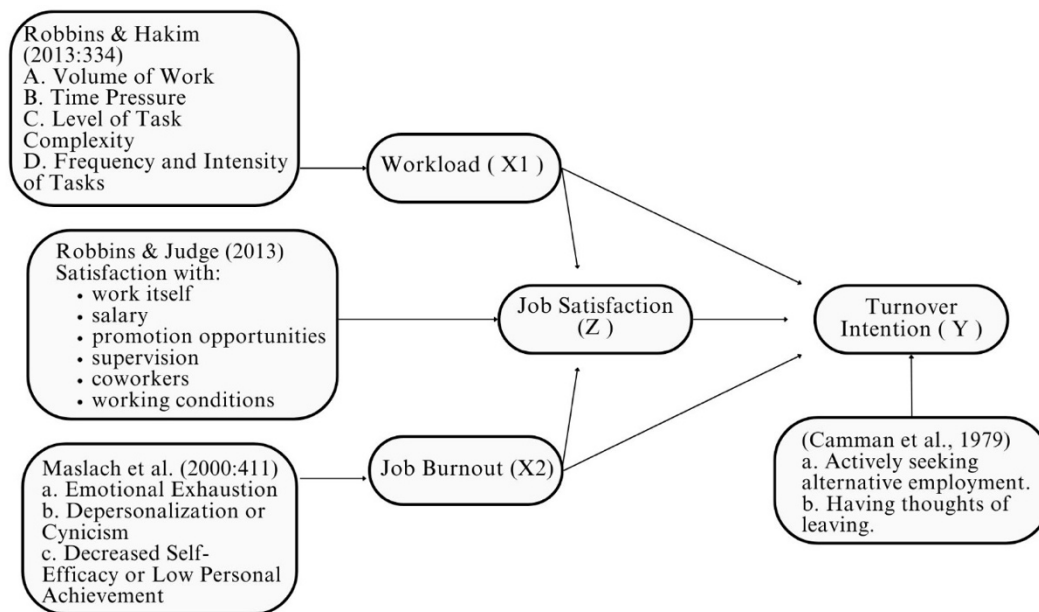


Figure 1. Measurement Variabel

Data Analysis Techniques To test the hypotheses, SmartPLS software was used to do partial least squares (PLS) analysis. The Partial Least Squares-Structural Equation Modeling (PLS-SEM) approach, which can handle data with a comparatively small number of samples and permits testing of both direct and indirect correlations between variables, was used to analyze the data [11]. Validity and reliability tests were conducted using the outer model (Convergent Validity, Average Variance Extracted, Heterotrait-Monotrait Ratio, Composite Reliability), while hypothesis testing was conducted by looking at the path coefficient value and specific indirect effect by considering the p-value in the inner model.

3. RESULTS AND DISCUSSION

PT. Indiratex Spindol is one of the manufacturing companies located in Malang Regency, East Java. PT Indiratex Spindo in its activities carries out yarn production, more precisely, namely spinning cotton into yarn with ring spinning. PT. Indiratex Spindo is located at Jl. Raya Randuagung No.KM.75, Randutelu, Randuagung, Kec. Singosari, Malang Regency, East Java 65153.

3.1. Responden characteristic

The demographic profile of study participants at PT Indiratex Spindo, including gender, age, and term of employment, is shown in this section. According to gender, 70% of the sample as a whole consisted of male respondents, with the remaining 30% being female. This suggests that men make up the majority of PT Indiratex Spindo's staff. Regarding age distribution, most respondents were within the 30-40 and above 40 age groups, each comprising 38.3% of the total respondents. Meanwhile, 23.3% of the respondents were under the age of 30. This suggests that the workforce is largely composed of individuals in their mature working years, potentially contributing to higher levels of experience and stability within the company. In terms of length of employment, the majority of respondents (88.3%) had been employed for more than two years, indicating that most employees have significant tenure with the company. A smaller portion, 11.7%, had been employed for between one to two years, while no respondents had a tenure of less than one year. This reflects a stable and experienced workforce.

This demographic data provides essential context for understanding the research findings and highlights the characteristics of the sample population involved in the study.

3.2. Results of Descriptive Statistical Analysis

3.2.1. Workload

The descriptive analysis shows that the average score for workload is at a moderate level. Respondents generally agreed that their workload is manageable, although some experienced periods of high demands. The standard deviation shows a moderate range of replies, indicating varying opinions about how intense the workload is.

3.2.2. Job Burnout

The average score for job burnout indicates a low to moderate level among respondents. Most employees reported occasional feelings of exhaustion and detachment from their work, though it was not frequent. The variation in responses suggests that experiences of burnout differ depending on individual circumstances and job roles.

3.2.3. Job Satisfaction

Job satisfaction levels among respondents were relatively high. Most employees expressed satisfaction with aspects such as salary, supervision, and working conditions. However, opportunities for promotion and career development received slightly lower satisfaction ratings. This suggests that while basic job conditions are met, long-term growth opportunities could be enhanced.

3.2.4. Turnover Intention

The analysis reveals that turnover intention among respondents is low to moderate. Most employees did not express a strong desire to leave the organization, although a few indicated that they occasionally consider seeking alternative employment. The overall trend suggests that while most employees are currently committed, factors like career progression could influence future intentions. Overall, the descriptive statistical analysis provides a comprehensive overview of the current state of the key variables. These insights are valuable for understanding the general attitudes and experiences of employees within the organization and form the basis for further inferential analysis.

3.3. Analysis Result

3.3.1. Outer Model

Tabel 1. Factor Loading

	JB	JS	TI	WL
JB1	0.869			
JB2	0.903			
JB3	0.856			
JS1		0.822		
JS3		0.727		
JS4		0.792		
JS5		0.893		
JS6		0.911		
TI1			0.908	
TI2			0.945	
WL1				0.915
WL3				0.829
WL4				0.730

Based on the table, the selected indicators show a loading factor above 0.7, so that these indicators have met the specified criteria and can represent the variables studied well. Where the instruments that cannot be used due to errors and do not meet the requirements are Salary (Z.2) and Time Pressure (X1.2)

Tabel 2. AVE

	Average variance extracted (AVE)
<i>Job burnout (X2)</i>	0.767
<i>Job satisfaction (Z)</i>	0.692
<i>Turnover intention (Y)</i>	0.859
<i>Workload (X1)</i>	0.686

The model has an appropriate degree of convergence when the average variance extracted (AVE) of all variables is more than 0.50. This indicates that the concept measures the variables under study in a valid and reliable manner.

Tabel 3. HTMT

	Job burnout (X2)	Job satisfaction (Z)	Turnover intention (Y)	Workload (X1)
Job burnout (X2)				
Job satisfaction (Z)	0.886			
Turnover intention (Y)	0.564	0.734		
Workload (X1)	0.177	0.412	0.201	

The table shows that each pair of variables' HTMT value is less than 0.90, showing sufficient discriminant validity. This suggests that there are no issues with construct overlap and that each variable in this study can be easily identified.

Tabel 4. Composite Reliability

	Composite reliability (rho_a)	Composite reliability (rho_c)
<i>Job burnout (X2)</i>	0.853	0.908
<i>Job satisfaction (Z)</i>	0.896	0.918
<i>Turnover intention (Y)</i>	0.874	0.924
<i>Workload (X1)</i>	0.888	0.867

3.3.2. Inner Model

Tabel 5. R-Square

	R-square
<i>Job satisfaction (Z)</i>	0.668
<i>Turnover intention (Y)</i>	0.415

Based on the data, the R Square value of the Job satisfaction variable is 0.668 or 66.8% Moderate ($0.50 \leq R^2 < 0.75$): With this R^2 value, Job satisfaction is in the moderate category. This indicates that the factors influencing job satisfaction and the turnover intention variable of 0.415, or 41.5%, are well explained by the model. Although this value does not meet the criteria for the weak category, this R^2

value is considered to be below the moderate threshold. This shows that the model is only able to explain a small part of the variation in employee turnover intentions.

Tabel 6. Effect Table

No Variable	Direct Effect	Indirect Effect	P-values
1 <i>Workload -> Turnover intention</i>	0.071	-	0.281
2 <i>Workload -> Job Satisfaction</i>	0.261	-	0.002
3 <i>Job Burnout -> Turnover intention</i>	-0.037	-	0.426
4 <i>Job Burnout -> Job Satisfaction</i>	-0.739	-	0.000
5 <i>Job Satisfaction -> Turnover intention</i>	-0.695	-	0.000
6 <i>Workload -> Job Satisfaction -> Turnover intention</i>	-	-0.182	0.012
7 <i>Job Burnout -> Job Satisfaction -> Turnover intention</i>	-	0.514	0.000

3.3.3. Hypothesis Results

1. H1) claims that the intention to leave has a favorable relationship with workload. The findings suggest that this theory is rejected, as workload does not significantly influence turnover intention.
2. (H2) posits that workload negatively affects job satisfaction. The findings indicate that this theory is rejected. Rather, job satisfaction is significantly improved by workload This suggests that when workload is well-managed, it can lead to higher job satisfaction among employees.
3. (H3) proposes that job burnout positively affects turnover intention. The results reveal that this hypothesis is rejected, as job burnout does not have a significant impact on turnover intention.
4. (H4) suggests that job burnout negatively affects job satisfaction. The results confirm that this hypothesis is accepted, indicating that higher levels of burnout significantly decrease job satisfaction.
5. (H5) states that job satisfaction negatively affects turnover intention. This hypothesis is accepted, as the results show that higher job satisfaction significantly reduces turnover intention.
6. (H6) proposes that job satisfaction mediates the relationship between workload and turnover intention. The results confirm that this hypothesis is accepted, indicating that although workload does not directly influence turnover intention, job satisfaction plays a mediating role in this relationship.
7. (H7) suggests that job satisfaction mediates the relationship between job burnout and turnover intention. The results show that this hypothesis is accepted. Although job burnout does not directly influence turnover intention, job satisfaction serves as a mediating factor in this relationship.

3.3.4. Discussion

Workload and Turnover Intention The findings show that workload has a positive but insignificant effect on turnover intention. This indicates that although employees face high workloads, they are capable of managing their tasks effectively, reducing the likelihood of seeking alternative employment. Therefore, workload is not the primary factor influencing turnover intention in this context.

Workload and Job Satisfaction Workload significantly and positively affects job satisfaction. Well-managed workloads can enhance job satisfaction by offering challenges that motivate employees to perform better. This aligns with Hackman & Oldham's [12] theory, suggesting that task complexity and skill variety can foster satisfaction when appropriately managed.

Job Burnout and Turnover Intention Job burnout has a negative but insignificant effect on turnover intention. Employees experiencing burnout may develop adaptive mechanisms, such as

lowering expectations, to manage stress, thus reducing their intention to leave. This suggests that while burnout affects well-being, it does not directly drive turnover intention.

Job Burnout and Job Satisfaction Burnout significantly and negatively affects job satisfaction. Emotional exhaustion and depersonalization reduce employees' satisfaction levels, as they struggle to meet job demands. This emphasizes the need for organizations to implement strategies that mitigate burnout and support employee well-being.

Job Satisfaction and Turnover Intention Higher job satisfaction significantly reduces turnover intention. Satisfied employees, particularly those content with promotion opportunities, are less motivated to think about leaving. This underscores the importance of maintaining a supportive work environment and providing career development opportunities.

Mediating Role of Job Satisfaction in Workload and Turnover Intention The correlation between workload and intention to leave is mediated by job satisfaction. When employees perceive challenging tasks as growth opportunities, their satisfaction increases, subsequently reducing turnover intention. Proper workload management, coupled with recognition and support, can enhance job satisfaction and promote retention.

Mediating Role of Job Satisfaction in Burnout and Turnover Intention The relation between burnout and intention to leave is also mediated by job satisfaction. Reduced job satisfaction due to high levels of burnout raises the risk of turnover. Addressing burnout through well-being programs and stress management initiatives can enhance job satisfaction and minimize turnover risks.

4. CONCLUSION

The Effect of Workload on Turnover Intention The findings revealed that workload had a positive but insignificant effect on turnover intention. This suggests that high workloads do not necessarily increase the desire to leave when employees can manage their tasks effectively. The Effect of Workload on Job Satisfaction Workload significantly and positively influenced job satisfaction. Well-managed workloads, perceived as meaningful challenges, contributed to higher levels of job satisfaction among employees. The Effect of Job Burnout on Turnover Intention Job burnout showed a negative but insignificant effect on turnover intention. Although burnout impacts well-being, it does not directly lead to higher turnover intention, likely due to employees' adaptive coping mechanisms. The Effect of Job Burnout on Job Satisfaction Job burnout negatively and significantly affected job satisfaction. Employees experiencing high levels of burnout reported lower satisfaction, emphasizing the need for proactive burnout management. The Effect of Job Satisfaction on Turnover Intention Job satisfaction had a significant negative effect on turnover intention. Higher levels of satisfaction reduced the likelihood of employees considering leaving the organization. The Mediating Role of Job Satisfaction between Workload and Turnover Intention Job satisfaction significantly mediated the relationship between workload and turnover intention. Well-managed workloads that increase satisfaction can reduce employees' intention to leave. The Mediating Role of Job Satisfaction between Job Burnout and Turnover Intention Job satisfaction also mediated the relationship between burnout and turnover intention. Lower satisfaction levels resulting from burnout increased turnover intention, highlighting the importance of addressing burnout to sustain satisfaction.

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