

**THE EFFECT OF BURNOUT AND EMPLOYEE ENGAGEMENT ON
TURNOVER INTENTION WITH WORK-LIFE BALANCE AS A MEDIATING
VARIABLE IN MILLENNIAL EMPLOYEES OF PT. ABC AND PT. XYZ IN
BEKASI REGENCY**



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Abstract

After Covid-19 that occurred in early 2020, the world of work has undergone dramatic changes over the past few decades. The technological revolution, especially the development of the internet and digital communication has made it possible for many employees to work from anywhere. Work that can be accessed anytime and anywhere results in many people having difficulty separating work from their personal lives. This can lead to an imbalance between work and life, where work becomes more dominating of an individual's time and attention. The purpose of this study is to create and develop an empirical conceptual model of how burnout and employee engagement can affect turnover intention with work-life balance being a mediating variable. The research method is a quantitative method with the distribution of questionnaires which are then processed using SmartPLS 3.0. The result of the study was Burnout has a positive and significant effect on turnover intention. Employee involvement has a positive but not significant influence on turnover intentions. Burnout has a negative but not significant effect on work-life balance. Employee engagement has a positive and significant effect on work-life balance. Work-life balance has a negative but not significant effect on turnover intentions. Work-life balance cannot mediate burnout and employee engagement against turnover intentions.

Keywords: Burnout, Employee Engagement, Work-Life Balance, Turnover Intention

INTRODUCTION

In the era of globalization and rapid technological development, the dynamics of the world of work have undergone significant changes, especially for the millennial generation who currently dominate the workforce (Isbahi et al, 2022; Cakranegara et al, 2022). Millennials, born between 1981 and 1996, (Rosariana, 2021) Currently aged 27-42, are known for their unique characteristics, such as openness to technology, a search for meaning in work, and a balance between personal and professional lives. However, the challenges faced by this generation in the workplace are not few. This generation also tends to prioritize their quality of life over other factors in their careers, such as salary or status (Muliawati & Frianto, 2020). After Covid-19 that occurred in early 2020, the world of work has undergone dramatic changes over the past few decades. The technological revolution, especially the development of the internet and digital communication has made it possible for many employees to work from anywhere. Work that is accessible anytime and anywhere results in many people having difficulty separating work from their personal lives. This can lead to an imbalance between work and life, where work becomes more dominating of an individual's time and attention. Some employees face increasing job demands, including heavy workloads, tight deadlines, and rapid changes in the work environment. This can affect their ability to achieve a balance between work and personal life so that not a few employees have a turnover intention (Alfirdaus, 2022). Turnover intention refers to an employee's desire or intention to leave their current company and look for other opportunities (Marcella & Ie, 2022). Turnover intention is the tendency or intention of an employee to voluntarily quit his or her job or move from one workplace to another of his or her own choice (Masita, 2021).

The workload problem is one of the issues that causes turnover intention. Schultz (2010) in (Lestari & Diana, 2023) stated that burnout is a form of stress caused by excessive workload that causes a decrease in energy in employees for their work. With the phenomenon of burnout in employees, this can lead to a high turnover rate. When the turnover rate is high, it can show an indication that the level of engagement in employees can be very worrying. Pella (2020) in her book quoted by (Andriprianto & Maridjo, 2022) said that employee engagement is a state of employees who have a sense of attachment, the willingness of employees, and high loyalty to maximize their potential to provide performance for the

company. Fostering employee engagement is measured by the level of employee pride in the company, their willingness to give their best performance to the company, selflessness and being a good employee, and the belief that the company encourages employees to do their best (Zulkarnain et al, 2022; Probosari et al, 2024).

According to Lockwood in (Asepta & Maruno, 2017), Work-life balance is a state of balance on two demands, namely work and a person's condition. The level of satisfaction in exercising a dual role in the individual is concerned with balance by maintaining all aspects of his life. Work-life balance is a broad concept that involves work priorities (career and ambition) and life (happiness, leisure, family, and spiritual development) (Rohmah & Budiarti, 2018).

Based on the phenomenon of burnout among millennials, the purpose of this study is to create and develop an empirical conceptual model of how burnout and employee engagement can affect turnover intention with the work-life balance being a mediating variable.

REVIEW OF LITERATURE

Turnover Intention

According to Kartono (2017:43) in (Rizki & Juhaeti, 2022), turnover intention is the behavior to the extent that employees intend to leave or remain part of an organization or company. Mobley's (2011:15) turnover intention is the result of an individual's evaluation of the continuation of his relationship with the company where he works but has not been realized in real action (Sahroni & Suganda, 2022). Meanwhile, according to Robbins and Judge (2015) in (Widyanti & Agustina, 2022), turnover intention is the tendency or level at which an employee can leave the company either voluntarily or involuntarily because of the lack of attraction to the current job and the availability of other job alternatives. Based on the understanding from the experts above, the definition of turnover intention is taken from the definition (2017:43) in (Rizki & Juhaeti, 2022) Turnover intention is the behavior to the extent that employees intend to leave or remain part of an organization or company. So, the

author concludes that turnover intention is a desire to find another alternative job and leave the job where he works but has not been realized in real action.

According to (Masita, 2021) The factors that cause turnover intention are Psychological Factors, Economic Factors, and Demographic Factors. Indicators used according to Saba (2014) in (Laswitarni & Swaputra, 2017) Namely the thought of quitting, the intention to search for alternatives, and the intention to quit.

Burnout

According to Leither and Maslach (2005) in (Sijabat & Hermawati, 2021), burnout is physical, mental, and emotional fatigue that occurs due to stress suffered over a long period and involves high emotions. Burnout is fatigue caused by individuals working hard, feeling guilty, feeling helpless, feeling hopeless, deep sadness, feeling embarrassed, producing feelings of tiredness and discomfort, which in turn increases resentment. If it happens in the long term, the individual will experience fatigue because he has tried to give something to the maximum but gets minimal appreciation (Ekhsan et al., 2022). According to Khairani & Ifdil, 2015 in the journal (Zulkarnain & Setyaningrum, 2022) burnout is a condition where an employee begins to feel physical and emotional fatigue caused by working too hard. Burnout is a form of fatigue caused by a person working too intensely, dedicatedly, and committed, working too much and for too long (Sandora & Fahril, 2023). This fatigue causes the individual to feel pressures to contribute more to his organization. Employees who experience burnout have less energy and interest in work. They experience emotional exhaustion, apathy, depression, irritability, and feeling bored. They find mistakes in various aspects, namely their work environment, relationships with colleagues, and react negatively to the suggestions shown to them (Rajan & Engelbrecht, 2018). So it can be concluded that burnout is a negative behavior caused by prolonged stress and saturation.

Burnout is influenced by several factors according to Patel (2014) in (Eliyana, 2016), namely demographic factors, personal factors, and organizational factors. There are 4 (four) indicators of Employee Engagement burnout according to Baron and Greenberg (2003) in (Chairina, 2021) namely physical exhaustion, emotional exhaustion, mental exhaustion and low of personal accomplishment.

Employee Engagement

According to Dessler & Varkkey, (2017 p. 73), employee engagement is the extent to which an organization's employees are psychologically engaged, connected, and committed to getting their work done. Allen & McCarthy, (2017 p. 1) defines engagement as gaining and retaining attention and interest in asking for participation. Involve, helping people take action. Motivation inspires someone to want to do something. Imperatori (2017 p. 21) added that the meaning of engagement has many factors that are combined in various ways, such as involvement, commitment, enthusiasm, enthusiasm, focused efforts, and energy. Originality engagement is the possibility of overlapping the concept of engagement with other consolidated research constructs, such as job satisfaction, attitudes, and behaviors of extra roles. Robbins and Judge (2018) stated that employee engagement is an individual's involvement, satisfaction, and enthusiasm for the work they do. Employees who feel engaged with the company, then the employee have an awareness of his or her jobs so that employees will give all their best abilities and skills to the success of the company (Zamzamy et al., 2021).

(Ramadhoani, 2020) stated that three things can affect employee engagement, namely feelings of meaning, feelings of security, and availability of support. According to Schaufeli et al, (2002) in (Chandra et al., 2018) stated that there are three dimensions and indicators in employee engagement, namely vigor, dedication, and absorption.

Work-Life Balance

McDonald and Bradley (2005) in (Sari & Hasyim, 2022) state that work-life balance is the extent to which a person feels satisfied with carrying out all roles in life outside his or her job. The level of satisfaction in exercising a dual role in the individual is concerned with balance by maintaining all aspects of his life. Work-life balance is a broad concept that involves work priorities (career and ambition) and life (happiness, leisure, family, and spiritual development) (Rohmah & Budiarti, 2018). Work-life balance is an effective management of work and other activities that are also important such as family, community activities, volunteer work, self-development, tourism, and recreation. Based on the above definition, work-life balance is taken from the research of McDonald and Bradley (2005) in

(Anggreni & Budiani, 2021) It is a balance of life between time for oneself, family, friends, religion and career where an individual must be able to manage to reduce the gap between his or her work life and personal life.

Below are the factors that influence an individual to achieve work-life balance according to Paulose and Sudarsan (2019:5), namely gender, work planning, organizational support, family support, and job stress. Indicators to measure Work-life balance according to Mcdonald and Bradley (2005) in (Sari & Hasyim, 2022) namely Time balance, Involvement balance, and satisfaction balance.

RESEARCH METHOD

This research was held in Bekasi Regency with the target of millennial employees at PT. ABC and XYZ. The population in this study is all millennial employees at PT. ABC who resigned in 2022-2023 totals 43 employees and PT. XYZ who resigned in 2022-2023 has 65 employees, bringing the total population to 108 people. The determination of the number of samples in this study was carried out using the Slovin formula with a significance level of 5% resulting in 86 samples. The method of taking the number of respondents (samples) uses the Incidental Sampling method. The type of data in this study is quantitative data obtained directly from the research object by distributing questionnaires through Google Forms which are then processed using SmartPLS 3.0.

RESULTS AND DISCUSSION

The outer model design is used to connect independent variables to bound variables and mediate. The design of the outer path model can be described as follows:

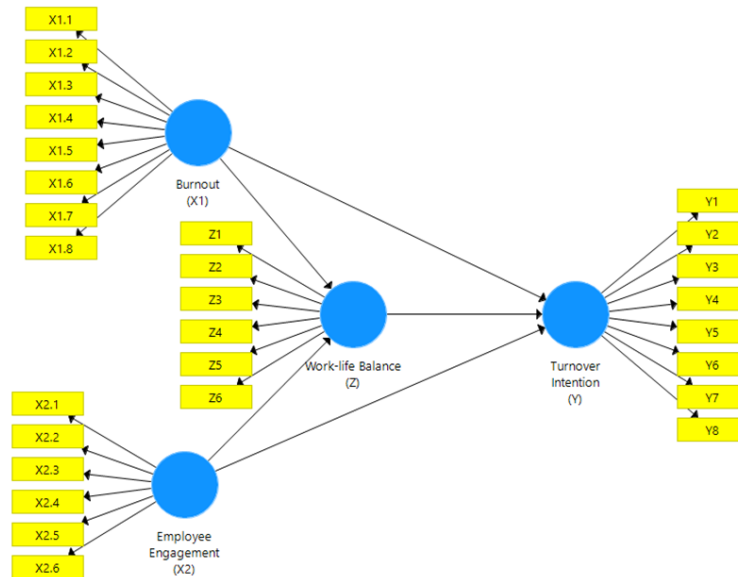


Figure 1
Outer Model

Source: Smart PLS 3.0 primary data, 2024

Convergent Validity

Convergent validity is the correlation between reflexive indicator values and latent variable values. Convergent validity is measured by the outer loading parameter. A reflective measure is given a high score if it correlates more than 0.70 with the construct it wants to measure. However, in the early stages of research, an outer loading value of 0.50 is considered sufficient (Wardani et al., 2022).

Table 1.
Outer Loading

Variable	Indicator	Outer Loading	Validity
Burnout (X1)	X1.1	0,715	Valid
	X1.3	0,704	Valid
	X1.5	0,807	Valid
	X1.7	0,640	Valid
	X1.8	0,659	Valid

	X2.4	0,628	Valid
Employee Engagement (X2)	X2.5	0,803	Valid
	X2.6	0,645	Valid
	Z2	0,848	Valid
Work-life Balance (Z)	Z4	0,798	Valid
	Z6	0,766	Valid
	Y1	0,577	Valid
Turnover Intention (Y)	Y2	0,518	Valid
	Y3	0,632	Valid
	Y4	0,587	Valid
	Y5	0,632	Valid
	Y6	0,523	Valid
	Y7	0,614	Valid
	Y8	0,573	Valid

Source: Smart PLS 3.0 primary data, 2024

The results of SmartPLS data processing in Table 1 above show that most of the variable indicators of burnout, employee engagement, work-life balance, and turnover intention in this study have an outer loading value of more than 0.50 for all valid indicators to meet convergent validity.

Discriminant Validity

Measurement of discriminant validity using cross-loading score and mean sampling variance (AVE) score. The results of this sample mean-variance (AVE) test show that the AVE value produced by each variable used is greater than 0.5, so it meets the conditions and limits of 0.5 to ensure that AVE is achieved.

Table 2.
Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Burnout (X1)	0,769
Employee Engagement (X2)	0,584
Work-life Balance (Z)	0,672
Turnover Intention (Y)	0,641

Source: Primary Data Processed, 2024

Based on Table 2 above, the AVE value in the research variables has reached a value above 0.5, which shows that the discriminant value contained in these variables has justifiable validity. Therefore, the research can proceed to the next stage.

Hypothesis

The results of hypothesis testing of this study are presented in the following Table:

Table 3.
Hypothesis Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV)	P Values
Burnout (X1) -> Turnover Intention (Y)	0,601	0,591	0,126	4,765	0,000
Burnout (X1) -> Work-life Balance (Z)	0,118	0,123	0,082	1,439	0,151
Employee Engagement (X2) -> Turnover Intention (Y)	0,152	0,163	0,078	1,944	0,053
Employee Engagement (X2) -> Work-life Balance (Z)	0,556	0,552	0,095	5,863	0,000

Work-life Balance (Z) ->	0,212	0,213	0,124	1,707	0,088
Turnover Intention (Y)					

Source: Primary Data Processed, 2024

Burnout (X1) On Turnover Intention (Y)

The Effect of Burnout on Turnover Intention resulted in an original sample value of 0,601 with a Statistical T value of (4.765 > 1.76) and a P-value of 0.000 or less than the α value (0.000 < 0.05). Then it is declared positive and significant or it can be declared that Ho1 is rejected and Ha1 is accepted. High burnout tends to increase turnover intention. Employees who experience burnout feel emotionally, physically, and mentally exhausted due to prolonged stress at work. This reduces job satisfaction and increases the desire to leave work. The statement is supported by (Lestari & Diana, 2023) and (Masita, 2021) which results in research that burnout has a significant influence on turnover intention.

Burnout (X1) On Work-life Balance (Z)

The effect of Burnout on Work-life Balance resulted in an original sample value of 0,118 with a statistical T value of 1,439 (<1.76) and a P value of 0.151 or more than the α value (0.151 > 0.05). Then it is declared negative and not significant or it can be declared that Ho2 is accepted and Ha2 is rejected. Burnout is considered to have a negative impact on work-life balance, as employees who experience emotional, physical, and mental fatigue usually struggle to maintain a balance between work and personal life. The statement is supported by (Darmawan et al., 2018).

Employee Engagement (X2) On Turnover Intention (Y)

The effect of Employee Engagement on Turnover Intention resulted in an original sample value of 0,152 with a statistical T value of 1,944 (>1.76) and a P-value of 0.053 or more than the α value (0.053 > 0.05). Then it is declared positive and not significant or it can be declared that Ho3 is accepted and Ha3 is rejected. The statement is supported by (Natalia & Rosiana, 2019) and (Janna & Paradilla, 2023). This means that increased employee

engagement is not strong enough to significantly influence employees' intention to leave the organization.

Employee Engagement (X2) On Work-life Balance (Z)

The effect of Employee Engagement on Work-life Balance resulted in an original sample value of 0,556 with a statistical T value of 5,863 (>1.76) and a P-value of 0.000 or less than the α value ($0.000 < 0.05$). Then it is declared positive and significant or it can be declared that H_04 is rejected and H_{a4} is accepted. The statement is supported by (Ariawaty, 2019) and (Malasari, 2022) which results in research that employee engagement has a positive influence on work-life balance. The higher the employee relationship, the higher the employee's work-life balance level.

Work-life Balance (Z) -> Turnover Intention (Y)

The effect of Work-life Balance on Turnover Intention resulted in an original sample value of 0,212 with a statistical T value of 1,707 (<1.76) and a P-value of 0.088 or more than the α value ($0.088 < 0.05$). Then it is declared significant or it can be declared that H_05 accepted is and H_{a5} is rejected. This means that there is a relationship between the two variables which is negative, the higher the work-life balance, the lower the turnover rate. The statement is supported by (Sismawati & Lataruva, 2020) and (Nurkarimah & Rositawati, 2023).

To test the Hypothesis between Burnout Variables on Work-life Balance-mediated Turnover Intention and Employee Engagement on Work-life Balance-mediated Turnover Intention, a Bootstrapping test was carried out with the following results:

Table 3.
Hypothesis Path Coefficients

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Burnout - > Work-life Balance - > Turnover Intention	0,176	0,195	0,102	1,723	0,086
Employee Engagement - > Work-life Balance - > Turnover Intention	0,037	0,040	0,033	1,127	0,260

Source: Smart PLS 3.0 Primary Data, 2024

Burnout Variable on Turnover Intention Mediated by Work-life Balance

Work-life Balance mediated to Burnout on Turnover Intention produces a value of 1.176 or less than the Statistical T value ($1.723 < 1.96$). So, the conclusion is that H_0 is accepted and H_a6 is rejected, the effect of burnout on turnover intention may be so strong that work-life balance does not play a significant role in this relationship. Burnout itself is enough to increase turnover intention without the need for an intermediary factor. This research statement is in line with the research (Hariansyah et al., 2023).

Employee Engagement Variable on Turnover Intention Mediated by Work-life Balance

Employee Engagement toward Work-life Balance-mediated Turnover Intention produces a value of 1.136 or less than the Statistical T value ($1.127 < 1.96$). So, the conclusion is that H_0 is accepted and H_a7 is rejected, meaning that the Employee Engagement Variable on Turnover Intention mediated by Work-life Balance is insignificant. Employee engagement has a very strong and direct impact on turnover intention, so other factors such as work-life balance do not play a significant role in this relationship. Highly

engaged employees may overlook the imbalance between work and personal life because they feel satisfied and motivated by their work. Some employees may prioritize other aspects of their job that make them feel engaged, such as career development opportunities, recognition, and challenges at work, over work-life balance. Another reason may be that there is a possibility that other variables other than work-life balance are more influential in mediating the relationship between employee engagement and turnover intention, such as career development opportunities, salary satisfaction, or supportive company culture. The statement is in line with research (Puspitasari, 2020) and (Naufalia, 2020) which states there is no mediating effect of Employee Engagement on Turnover Intention.

CONCLUSION

This study aims to analyze the effect of burnout, employee engagement, and work-life balance on turnover intention in millennial employees of PT. ABC and PT. XYZ in Bekasi Regency. Based on data analysis, the following results were obtained:

H1: Burnout has a positive and significant effect on turnover intention.

These findings show that the higher the burnout rate, the higher the employee's intention to leave their job. This emphasizes the importance of burnout management in reducing turnover intention.

H2: Employee engagement has a positive but not significant effect on turnover intention.

Despite the increase in employee engagement, the study did not find a significant effect on turnover intention. This suggests that other factors may be more dominant in determining whether an employee will stay or leave the job.

H3: Burnout has a negative but insignificant effect on work-life balance.

Despite the negative influence, the results were not statistically significant. This indicates that although burnout may affect the perception of work-life balance, the effects are inconsistent or strong enough to significantly affect that balance.

H4: Employee engagement has a positive and significant effect on work-life balance.

Employee engagement has a positive and significant influence on work-life balance. This shows that employees who are more engaged and committed tend to have a better perception of their work-life balance.

H5: Work-life balance has a negative but not significant effect on turnover intention.

Although work-life balance is negatively correlated with turnover intention, this relationship does not reach a level of statistical significance. This suggests that the importance of work-life balance may be recognized, but it does not directly impact an employee's decision to stay or leave the organization.

H6: Burnout does not significantly affect turnover intention through work-life balance.

Work-life balance does not act as a mediator in the relationship between burnout and turnover intention. This suggests that while burnout can affect the perception of work-life balance, it does not directly affect employees' intentions to leave work.

H7: Employee engagement does not significantly affect turnover intention through work-life balance.

Work-life balance also does not act as a mediator in the relationship between employee engagement and turnover intention. This suggests that while engagement can improve perceptions of work-life balance, it does not significantly influence employees' decisions to stay or leave the organization.

The suggestion for further research is to conduct more research to understand why burnout has a positive impact on work-life balance and how it affects overall turnover intention. Try this study in different industry or demographic contexts to see if the results are consistent or varied. Using broader data collection methods such as in-depth interviews or focus group discussions to gain a deeper understanding of the observed phenomenon.

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