



## Uncovering the Impact of Workload and Burnout on Turnover Intention: The Critical Role of Resilience to Work

**Novi Handayani<sup>1\*</sup>, Wahyu Eko Pujiyanto<sup>2</sup>**

<sup>1,2</sup> Department Management, Faculty of Economics, Universitas Nahdlatul Ulama, Sidoarjo

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### Abstract

The purpose of this study was to determine how workload and burnout affect turnover intention moderated by job security in CV Yusima Teknik employees. The type of research used uses quantitative research. The population of CV Yusima Teknik employees was 37 people in this study. By using sampling techniques using saturated samples, so that the number of samples taken was 37 people. Data analysis in this study using Partial Least Square (PLS version 4.0). The results obtained are workload and burnout significantly positively affect the intention to move at CV Yusima Teknik, but work resilience can weaken this negative impact. And resilience has a significant negative effect on moving intention. The results of this study suggest the need for attention to workload management and burnout to reduce turnover intention in the company. Increasing resilience can also be an effective strategy in reducing the negative impact of workload and burnout on turnover intention.

Keywords: Workload, Burnout, Turnover Intention, Resilience to Work

### Abstrak

Tujuan penelitian ini adalah untuk mengetahui bagaimana workload dan burnout mempengaruhi niat turnover dengan dimoderasi ketahanan kerja pada karyawan CV Yusima Teknik. Jenis penelitian yang digunakan menggunakan penelitian kuantitatif. Populasi karyawan CV Yusima Teknik sebanyak 37 orang dalam penelitian ini. Dengan menggunakan teknik pengambilan sampel menggunakan sampel jenuh, sehingga jumlah sampel yang diambil sebanyak 37 orang. Analisis data pada penelitian ini menggunakan Partial Least Square (PLS versi 4.0). Hasil penelitian yang diperoleh adalah workload dan burnout secara positif signifikan mempengaruhi niat pindah di CV Yusima Teknik, namun resiliensi kerja dapat memperlemah dampak negatif tersebut. Serta resiliensi berpengaruh negatif signifikan terhadap niat berpindah. Hasil dari penelitian ini menyarankan perlunya perhatian pada manajemen beban kerja dan burnout untuk mengurangi intensi turnover di perusahaan. Peningkatan resiliensi juga dapat menjadi strategi efektif dalam mengurangi dampak negatif beban kerja dan burnout niat berpindah.

Kata Kunci: Beban Kerja, Burnout, Niat Berpindah, Ketahanan Kerja

JEL Classification: J20, J220, J28, J63

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Corresponding author: Novi Handayani ([31421023.mhs@unusida.ac.id](mailto:31421023.mhs@unusida.ac.id))



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## 1. Introduction

Human resources are a very important and necessary component for the achievement of goals in a company or organization. As a result, the functions and goals of the company are highly dependent on the role that employees play in the company's organization. As the company grows, inevitably the company will face various HR problems. One of the main issues with corporate HR is turnover intention (Susilo & Satrya, 2019). Putra & Surya (2020) say turnover intention is a person's intention to move from an old job to a new job, but has not yet reached a realistic level. An employee's intention to stop working is often caused by various factors, one of which is workload or work pressure that is too great, causing stress at work. Employees who experience excessive workload and burnout may be more likely to look for a more relaxing job. (Dewi et al., 2023).

CV Yusima Teknik is a business engaged in engineering and equipment. One of the problems is that the company continues to the company's employee turnover continues to increase until 2023. This will certainly have an impact on business performance because new employees need time to adjust.

**Table 1. Employee Turnover of CV Yusima Teknik in 2021-2023**

Year	Previous Employee	Log in	Exit	Employee After
2021	39	3	5	37
2022	37	13	8	42
2023	42	6	11	37

Source: CV Yusima Teknik, 2024

Based on the table above, it shows that the turnover rate in the period of 3 years is quite high. With high turnover, companies must pay more attention to working conditions to prevent high employee turnover rates. According to research by Putra & Surya (2020), burnout has a positive effect on intention to leave the company. This shows that employees' desire to leave the company is greater if they experience higher levels of stress. Different results were found in Wirawan & Dewi's research (2020) which found that burnout did not have a positive and significant effect on turnover. In research Tewal (2023) workload has a significant positive effect on turnover intention. While Gayatri & Muttaqiyathun (2020) stated that workload has a significant negative effect on turnover intention.

Many studies have found relationships related to burnout and workload on turnover intention. Therefore, researchers incorporate resilience variables as a moderating factor in the relationship between workload and burnout on turnover intention, which is rarely discussed in previous studies. This provides a new perspective on how resilience can reduce the negative impact of workload and burnout. The importance of this research is to provide guidance and understanding, especially for CV Yusima Teknik in managing employees to foster comfort and satisfaction with their work, which can have an impact on reducing high turnover rates. managing workload and burnout, and increasing employee resilience to reduce turnover intentions. The results of this study also provide a basis for developing more effective employee retention strategies and help companies design wellbeing programs that focus on reducing work stress and increasing resilience, which in turn can improve the overall performance of the company.

## **2. Literature Review and Hypothesis**

### **Workload**

The concept of workload is multifaceted, taking into account factors such as stressors, time, mental, and physical responsibilities. It can be applied to work assignments, workforce planning, and evaluating the impact of work practices on worker productivity and well-being (Anees et al., 2021). Nurhasanah (2022) says the definition of workload is a set of tasks that must be completed according to the target and on time given by the company. Meanwhile, according to Vanchapo (2020), workload is the number of tasks that must be completed quickly. If employees can complete and adjust to the greater burden imposed by their superiors, the workload may become too much for them. Workload comes from physical needs and responsibilities. (Risambessy et al., 2019). In addition, when employees cannot complete tasks, it will cause workload (Bautista et al., 2020).

### **Burnout**

Burnout is a psychological change in attitude and behavior shown by withdrawal from work, helplessness, hopelessness, and being trapped in deep sadness. It causes a persistent feeling of fatigue and helplessness, a feeling of idleness, a harsh attitude towards others, and indifference to the environment (Mu'arif & Setiawati et al., 2021). Employees often experience emotional and mental exhaustion due to high job demands, leading to chronic fatigue, boredom, depression, and a desire to withdraw from work. Burnout is also known as a symptom of fatigue caused by high job demands (Billah & Wahyuati et al., 2022).

### **Turnover Intention**

According to Abdillah in Dewi & Sriathi (2019), turnover intention is when an employee has a desire or tendency to look for another job in another company. Meanwhile, according to Susilo & Satrya (2019), turnover intention is the driving force behind the exit of labor from its current place. The purpose of employee turnover is the result of workers quitting their jobs, either voluntarily or involuntarily. When an employee can no longer relate to their job, they may use turnover intention as a way to leave the organization. (Liu et al., 2019). If employees experience high levels of burnout and excessive workload, they may be more likely to seek lighter work (Dewi et al., 2023). An employee's desire to leave the company can have a negative impact on the organization, especially if it causes the employee to leave the company. Therefore, to reduce the risk of employee resignation, it is important to understand the components that can influence the intention to resign. (Alam & Asim, 2019).

### **Resilience to Work**

A person's ability to mentally endure difficult or sickening situations is known as resilience, which helps them rise (Astuti et al., 2022). According to Larasati (2020), when people experience difficulties in life, they have to go through several stages of resilience. It starts when people experience difficult situations and experience difficulties as a result of these bad situations. After that, people enter the adapt stage, where they can make adjustments, get used to difficult situations and challenges in life, and find solutions. Next, they enter the recovery or resilience stage, where they are in a neutral state and do not feel disturbed by the conditions they face. In the final stage, growth, people can become stronger and learn from their own experiences when facing difficult and stressful situations. They can also learn how to handle and solve problems. Resilience is most important in difficult situations such as job loss. (McLarnon et al., 2020).

## Research Hypothesis

### **The influence of workload on turnover intention**

High workloads can increase stress and burnout in employees. When employees feel that the tasks assigned exceed their ability to complete them, they may feel frustrated and dissatisfied with their work, which in turn can increase their desire to look for work elsewhere. According to Fitriantini et al., (2020) stated that there is a positive and significant effect of workload on turnover intention, it is said to be significant because if the workload felt by employees is heavy, turnover intention will increase.

H1: Workload has a significant positive effect on turnover intention.

### **The influence of burnout on turnover intention**

Burnout is a condition in which a person experiences emotional exhaustion, depersonalization, and decreased personal achievement due to excessive work stress. Employees who experience burnout tend to feel disconnected from their work and lose motivation, which can lead to increased turnover intention. The study (Kim & Wang et al., 2021) found that burnout has a strong correlation with turnover intention, and employees who experience burnout are more likely to leave their jobs.

H2: Burnout has a significant positive effect on turnover intention.

### **The influence of workload on turnover intention is moderated by resilience to work.**

Resilience is an individual's ability to recover from adversity and adapt well in the face of pressure. Employees who have high resilience can better manage heavy workloads, thereby reducing the negative impact of workload on turnover intention. A study conducted by Shen and Liu (2020) found that resilience has a moderating effect on the relationship between workload and turnover intention; employees who are able to persist have lower turnover intention despite having a high workload.

H3: Resilience to work weakens workload on turnover intention.

### **The influence of burnout on turnover intention moderated by resilience to work**

Resilience can weaken the influence of burnout on turnover intention. Resilient employees are better able to cope with burnout symptoms and maintain their emotional balance, thereby reducing the desire to leave the job. A study by Yang (2019) found that resilience acts as a moderator to the negative effects of burnout, reducing turnover intention among employees who experience high levels of burnout.

H4: Resilience to work weakens burnout on turnover intention.

### **The influence of resilience to work on turnover intention**

Work resilience plays an important role in helping employees manage pressure and stress in the workplace. Resilient employees tend to have a positive outlook, better coping skills, and higher levels of job satisfaction, making them less likely to have turnover intentions. Research by (Badran & Youssef et al., 2020) shows that resilience is negatively correlated with turnover intention, suggesting that resilient employees are more loyal to their company.

H5: Resilience to work has a significant negative effect on turnover intention.

## **3. Data and Method**

This research uses a quantitative approach to causal analysis research. Currently there are 37 people at CV Yusima Teknik who will be used as the subject of this research. Saturated sample, which includes sampling the entire population, is the sampling method applied. Thus, 37 subjects became the research sample. This study collects primary and secondary data, researchers obtain secondary data indirectly by using sources such as books and journals by looking at the results of previous studies. Meanwhile, primary data is obtained from the results

of respondents through questionnaires distributed by researchers with google forms and distributed through admin intermediaries at CV Yusima Teknik. Then the researcher obtained primary data from respondents within 5 days.

In this study, the data that has been collected is analyzed using the smartPLS 4.0 program (Partial Least Squares Software). PLS is used because research requires latent variable scores for advanced analysis, and research based on secondary data may not be able to provide in-depth evidence of measurement theory SmartPLS steps taken are outer model and inner model analysis (Hair et al., 2018). Outer model using Convergent Validity, Cronboach Alpha, Composite.Reability and Average Variance Extracted (AVE) measurements, while the inner model for the influence between variables uses variance infaltion factor (VIF), R-square and path coefficients measurements.

#### 4. Results and Discussion

Based on the results of the questionnaire that has been conducted by the researcher, it is presented in table 2 which shows the profile description of 37 respondents.

**Table 2. Distribution of Respondents**

		Frequency	Percentage
Gender	Male	36	97.3%
	Female	1	2.7%
Age	Less than 30 Years	16	43.3%
	31 to 40 Years	13	35.1%
	41 to 50 Years	8	21.6%
Work Period	Less than 2 years	17	45.9%
	More than 2 years	20	54.1%
Last Education	Junior High School	2	5.4%
	Senior high school	31	83.8%
	Diploma	1	2.7%
	S1	3	8.1%

Source: Primary Data obtained in 2024

#### Validity and Reliability Test

Validity and reliability were tested of the data collected by evaluating the values of convergent validity, average variance extracted (AVE), Cronbach's alpha and composite reliability (CR). The criteria for external loading  $> 0.6$ ; AVE  $> 0.5$ ; and CR  $> 0.7$  (Hair et al., 2021).

**Table 3. Validity and Reliability Test**

Variables	Item	Outer Loading	Cronbach Alpha	Composite Reability	Average Variance Extracted (AVE)
Workload	My job requires me to work quickly.	0.936	0.934	0.933	0.725
	I often have to work overtime	0.772			
	I feel depressed	0.626			
	I often feel rushed.	0.898			
	My work gives me not enough time to finish everything	0.876			

	I have to work continuously, no breaks allowed with strict regulations	0.933			
	I often work with unpleasant interruptions	0.876			
Burnout	I feel tired of my job	0.848	0.878	0.887	0.677
	In this work, I have achieved many important things.	0.909			
	Since I started this job, I have become more sensitive to others.	0.824			
	My career will not change success	0.673			
	I have to spend the entire day at work, so when I wake up in the morning, I feel lethargic.	0.841			
Turnover Intention	I often think about giving up my job.	0.738	0.938	0.940	0.596
	I frequently read newspapers or social media to look for alternative job opportunities.	0.837			
	Currently, my job fulfills my personal needs	0.706			
	When my personal work goals are not achieved, I feel frustrated.	0.715			
	My personal values are compromised at work	0.788			
	I often dream of getting a job that is more suitable for my personal needs.	0.781			
	I often think about starting my own business	0.732			
	My other affairs prevented me from quitting my job	0.772			
	The fringe benefits of my current job prevent me from quitting	0.841			
	My personal well-being is compromised by my current job.	0.707			
	"fear of the unknown" prevented me from stopping	0.796			
	In the next 12 months, i plan to look for a new job.	0.835			
Resilience to Work	I tend to bounce back quickly from difficult times at work	0.962	0.938	0.967	0.889
	I quickly recover from stressful events.	0.917			
	I don't find it hard to bounce back when bad things happen.	0.948			

Source: Primary Data obtained in 2024

Table 3. Shows the results of validity and reliability testing, it can be seen that all statements have an outer loading value  $> 0.6$ , so it can be concluded that all statements can be used as a tool to measure change. The data above also shows AVE results  $> 0.5$ , Cronbach's alpha  $> 0.7$ , and Composite Reliability results  $> 0.7$ . From the measurement evaluation results, it can be concluded that all statements show valid and reliable results for measuring constructs.

### Variance Inflation Factor (VIF)

The collinearity of formative indicators is assessed by VIF. Collinearity in this study is defined as when two or more exogenous variables are highly correlated, it can cause the model's forecasting ability to decrease. A VIF value greater than 5 indicates that there may be a collinearity problem between predictor constructs. The VIF value should ideally be below 3. High-level models that can be supported by theory are usually used if collinearity is a problem (Hair et al., 2019).

**Table 4. VIF**

	VIF
Workload - > Turnover Intention	1.935
Burnout - > Turnover Intention	1.297
Resilience to Work x Workload - > Turnover Intention	1.533
Resilience to Work x Burnout - > Turnover Intention	1.529
Resilience to Work - > Turnover Intention	1.297

Source: Primary Data obtained in 2024

Based on the table above, it can be seen that in this study the VIF value of all variables has a value  $< 3$  so that it can be stated that the model in this study avoids collinearity problems. These results strengthen that the indicator estimation in SEM-PLS is unbiased (robust).

### R-Square

The explained variation in each endogenous construct, which is a measure of the explanatory power of the model, is calculated using the R-squared test. R<sup>2</sup> values of 0.75, 0.50, and 0.25 can be considered substantial, moderate, or low if they range between 0 and 1, indicating that higher values indicate greater explanatory power (Hair et al., 2019).

**Table 5. R-Square**

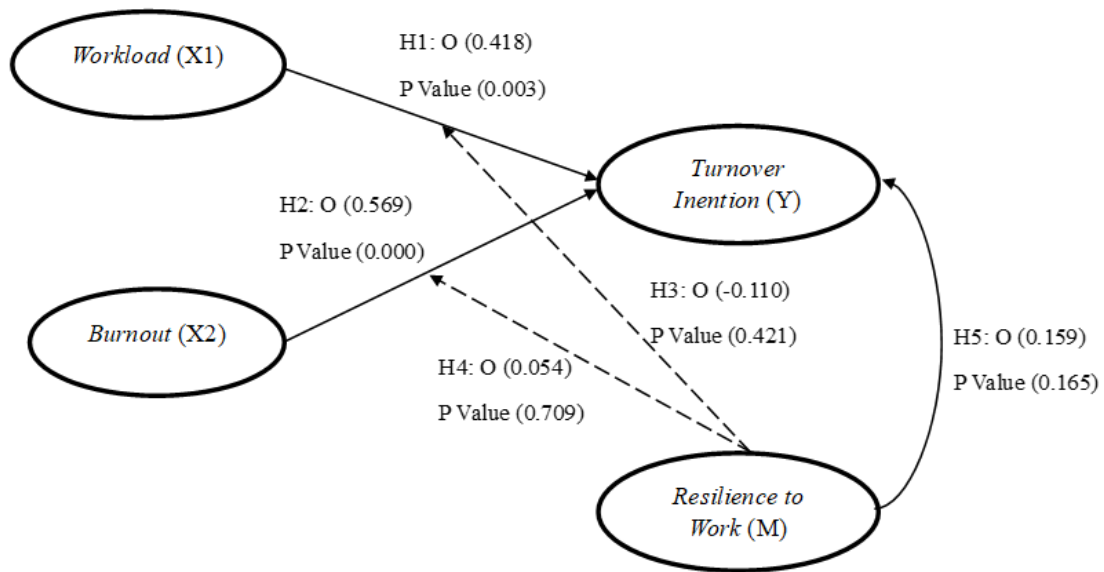
Variabel	R-Square	R-Square Adjusted
<i>Turnover Intention</i>	0.720	0.675

Source: Primary Data obtained in 2024

The R-Square value for the turnover intention variable is 0.720, or 72,0%, as shown in the table above. This indicates that the results obtained from the turnover intention variable are substantial or strong.

### Hypothesis Test

According to (Hair et al., 2019), the expected path coefficient value ranges between -1 and 1, with higher values indicating a stronger relationship between endogenous and exogenous components. In addition, the hypothesis between variables is tested with the t or p value. There is a significant influence between variables if the calculated t value is greater than 1.96 (t table) or the p value of the test results is less than 0.05.



Source: Primary Data obtained in 2024

**Figure 1: Hypothesis Test**

The following is an explanation of Figure 1:

1. The workload variable has a coefficient value obtained from the hypothesis test results obtained 0.418 with a positive value. Then the p-value is  $0.003 < 0.005$  and the t-statistic is  $2.989 > 1.96$ . This means that workload has a positive and significant impact on turnover intention.
2. The workload variable has a coefficient value obtained from the hypothesis test results obtained 0.569 with a positive value. Then the p-value is  $0.000 < 0.005$  and the t-statistic is obtained  $4.785 > 1.96$ . This means that burnout has a positive and significant impact on turnover intention.
3. The workload variable on turnover intention moderated by resilience to work obtained a coefficient value obtained from the hypothesis test results obtained -0.110 with a negative value. Then the p-value is  $0.421 > 0.005$  and the t-statistic is obtained  $0.805 < 1.96$ . This means that workload which has a positive and significant effect on turnover intention is weakened by resilience to work.
4. The workload variable on turnover intention moderated by resilience to work obtained a coefficient value obtained from the hypothesis test results obtained 0.054 with a positive value. Then the p-value is  $0.709 > 0.005$  and the t-statistic is obtained  $0.373 < 1.96$ . This means that burnout which has a positive and significant effect on turnover intention is weakened by resilience to work.
5. The resilience to work variable has a coefficient value obtained from the results of hypothesis testing obtained 0.054 with a positive value. Then the p-value is  $0.709 > 0.005$  and the t-statistic is obtained  $0.373 < 1.96$ . This means that resilience to work has a negative and significant effect on turnover intention.

Based on the data above, the results of the hypothesis test conducted by the researcher are as follows:



Results of the study explain that workload has a significant positive effect on turnover intention. The results of hypothesis one test show that workload is able to increase turnover intention. Workload at CV Yusima Teknik occurs because there are many tasks that must be carried out by employees in a tight time, so employees often work overtime which then makes employees have the intention to leave their jobs. The results of this study are also in line with the findings of previous research (Bayu Nugroho et al., 2024), which shows that workload has a significant positive impact on the desire to leave work. Thus, it can be concluded that the workload factor affects the desire to leave the job of CV Yusima Teknik employees. The more workload an employee has, the turnover intention will also increase. This proves that respondents have a tendency to have an agreeable perception of workload in employees.

**H1:** The workload hypothesis has a significant positive effect on turnover intention.

Burnout has a significant positive effect on turnover intention. This shows that the results of hypothesis two test show that burnout is able to increase turnover intention. Burnout is a condition of exhaustion that causes excessive stress on a person due to job demands. Burnout in CV Yusima Teknik employees is experienced due to overwork, over-focus on work which makes them view their needs and desires as a second priority. This condition causes employees to become lazy and emotionally exhausted due to work pressure. The results of this study are in line with research conducted by (Agista Ningrum et al., 2024), which found that burnout has a positive impact on turnover intention.

**H2:** The burnout hypothesis has a significant positive effect on turnover intention.

Based on the results of the study, it shows that resilience to work weakens the influence between workload and turnover intention. Resilience to work acts as a protective barrier that helps employees at CV Yusima Teknik cope with high workloads without increasing their desire to quit. This indicates that employees at CV Yusima Teknik who have high resilience tend to be better able to manage high workloads, namely with good time management, the ability to prioritize tasks, and being able to see workload as an opportunity to learn and develop, not as a pressure that must be avoided. The results of this research are also similar to the results of research belonging to (Kimura et al., 2018) which explains that resilience weakens the influence of workload and turnover intention, which the study explained that individuals successfully overcome in the face of change, difficulty, and risk.

**H3:** Workload hypothesis on turnover intention is weakened by resilience to work.

Based on the results of the study, it shows that resilience to work weakens the influence of burnout and turnover intention. In this research, Resilience to work acts as a protector that helps employees at CV Yusima Teknik overcome high burnout without increasing their desire to quit. This indicates that employees at CV Yusima Teknik who have high resilience tend to have a better ability to manage burnout and employees can bounce back faster after experiencing emotional, physical fatigue, and difficult times at work. So that burnout does not have a long impact on employees' intention to leave work. The findings of this study are in line with the findings of previous research conducted by (Lanz & Bruk-Lee, 2017) which explains that resilience weakens the influence of burnout and turnover intention. The research explained that employees who have resilience will have greater control over their emotional experiences and this allows them to bounce back from stressful events by using positive emotions as a means or resource to overcome burnout.

**H4:** Burnout hypothesis on turnover intention is weakened by resilience to work.

The results of the study explain that resilience to work has a significant negative effect on turnover intention. This shows that the higher the level of resilience in employees, the lower the employee's intention to leave the company. In CV Yusima Teknik employees, employees

who have a high level of resilience tend to be more able to deal with challenges and work pressures effectively, remain productive and positive despite facing challenges or pressures at work, and have a lower intention to leave the company. Another study (Ayu Widati & Muafi et al., 2020) found the same thing, namely resilience to work has a negative impact on the desire to leave work, and employees who have high resilience will act positively and be able to face challenges at work.

**H5:** Resilience to work hypothesis has a significant negative impact on turnover intention.

## 5. Conclusion and Suggestions

After getting the research results, it might be found that workload has a significant positive effect on turnover intention, the higher the workload owned by employees, the higher the turnover intention. Burnout has a significant positive effect on turnover intention, the higher the burnout owned by employees, the higher the turnover intention. Resilience to work has a significant negative effect on turnover intention, which means that the higher the level of resilience in employees, the lower the turnover intention in employees. Resilience to work weakens the relationship between workload and turnover intention, and resilience to work weakens the relationship between burnout and turnover intention. Based on the results of the study, companies should manage workload such as providing work that suits employees' abilities and appropriate working hours so that employees can complete their tasks properly, address employee burnout with a more humane approach, and strengthen resilience through self-development programs and social support in the workplace. These measures are expected to reduce turnover intention and increase employee resilience, thus supporting company stability and overall employee well-being. It is expected that future research will examine other factors that may influence the intention to change jobs. As a result, the research will cover more topics and be more diverse.

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