

The Effects of Workload and Compensation on Turnover Intention With Burnout as An Intervening Variable Among Millennial Employees of PT. KGM

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Abstract

Human resources are plentiful in Indonesia, yet many businesses still need to build up their HR departments. As competition for jobs becomes fiercer, businesses face new challenges including employee churn. This was done so that we could learn how burnout affects PT. KGM employees' willingness to leave their current jobs in relation to workload and pay. The sample size is representative, consisting of 208 PT. KGM staff members. Sixty-eight people were included in the sample. Interviews and questionnaires as methods of gathering information. SEM-PLS is used for data processing and analysis. In light of the data, it may be concluded that (1) workload significantly affects burnout. (2) There is no correlation between pay and job satisfaction or burnout. (3) there is no correlation between work load and a person's purpose to leave their current job. (4) There is no correlation between pay and desire to leave the company. (5) Burnout significantly affects intentions to leave a company. (6) Burnout mediates well since it has been shown that burnout and workload have a substantial impact on turnover intention. (7) There is no statistically significant mediation impact of burnout on the connection between pay and desire to leave the organization. The goal of PT KGM is to limit the number of workers who want to leave the company by improving working conditions and paying them a competitive wage.

Keywords: Workload, Compensation, Burnout, Turnover Intention

INTRODUCTION

Indonesia possesses abundant human resources. Human resources are essential in any company. Millennials, rather than older generations, make up the bulk of Indonesia's labor force right now. The millennial generation is characterized by critical thinking, innovation, and organizational development. According to Stafford and Griffis (2008:8), the millennial generation or Generation Y refers to the new generation born between 1980 and 1999. Millennials will continue to seek employment until they find something that makes them comfortable and enables them to stay in a job.

Turnover intention refers to the desire or attitude of an employee to seek new employment and a different work environment in the future. The reasons behind this intention are usually to pursue better job opportunities. As a result, the millennial generation tends to switch from one job to another (Purba & Ananta, 2018). The occurrence of turnover intention has negative implications for companies, such as incurring costs for recruiting new employees, providing guidance, and offering employee development training. Research by Ramlall (2003) cited by Yudhistira (n.d.) indicates that the total cost of employee turnover amounts to 150% of their salary. Therefore, HR management needs to identify the factors that drive employees to quit their jobs in order to reduce turnover rates within the company.

Based on the employee data of PT. KGM from the last available data in 2022 to 2023, it was observed that in 2022, the percentage of employees experiencing turnover intention was 1,93%, while in 2023, it slightly increased to 1,94%. The continuous occurrence of employee turnover within the company indicated that employees were experiencing job dissatisfaction. The impact of turnover would prevent the company from achieving its predetermined targets and would require other employees to work overtime to fill the vacant positions. One of the factors contributing

to turnover intention, as proposed by Qureshi et al. (2013), was workload.

According to Gawron (2008), workload refers to task demands, effort, and activities or achievements. The workload can involve both physical and mental demands. Some employees may continue to stay in their jobs due to financial needs and accept compensation that is less than ideal rather than quitting their jobs. Employees who receive benefits from their company are more likely to remain with the organization.

According to Mujanah (2019:18), compensation refers to various forms of rewards, including financial (financial rewards) and non-financial (non-financial rewards). According to Knudsen et al., (2008) emphasize that burnout is one of the most important variables that effect employee turnover intention.

PT. KGM, with its 208 employees, was unable to maintain a stable workforce. The fluctuating turnover rate over the past year prompted researchers to investigate the causes of the ups and downs in turnover at PT. KGM. The study set out to examine how burnout contributed to employee turnover plans apart from factors like stress and pay. The goal of this research was to determine whether and how burnout at PT. KGM affected the relationship between employee workloads and turnover intentions.

Problem Formulation

Based on the background and description above, the following problem formulation arises in this research:

1. Is there a correlation between PT. KGM's workload and staff burnout?
2. Is there a correlation between pay and PT. KGM's burnout rate?
3. Is there a correlation between employee workload and their purpose to leave PT. KGM?
4. Does pay affect PT. KGM workers' likelihood of leaving the company?
5. Does turnover intention have a significant impact on burnout among employees at PT. KGM?
6. Does burnout moderate the connection between PT. KGM workers' workload and their decision to leave the company?
7. Is there a link between pay and plans to leave PT. KGM through a mediator, such as burnout?

Literature Review

A. Human Resource Management

Human resource management (HRM) is a blend of science and art, according to Hasibuan (2007:10), with the purpose of maximizing the organization's potential through maximizing the contribution of its people to the company's overarching missions and objectives. Both operational and managerial tasks fall within the purview of human resource management. Direction, control, planning, and organizing are all essential managerial duties. Procurement, training, compensation, incorporation, upkeep, separation, and discipline are all examples of operational functions.

B. Workload

Companies should base their methods of assigning work based on workers' abilities. Workload, as defined by Ippolito et al. (2010), is the sum of all the demands of one's job that exceed that person's capacity to perform them in a given amount of time. Workload is defined as activities allocated by superiors that must be accomplished by workers within a certain time frame while making full use of those employees' skills and talents (Munandar, 2011), as quoted in (Sutikno, 2020). According to research (Xiaoming et al., 2014), one of the aspects that might influence an employee's decision to leave their current position is the amount of work they are expected to perform. Types of workload, according to Tarwaka et al. (2010:97), include physical workload and mental workload. According to Gibson (2009), several factors can effect workloads, such as time pressure, noise, temperature extremes or heat overload, work schedules or hours, role ambiguity and role conflict, information overload, repetitive actions, and responsibility.

According to Xiaoming et al. (2014), the indicators of workload are as follows:

1. Spirit investment, Employees are required to work with enthusiasm and strong mental dedication to achieve satisfactory job outcomes.
2. Time load, This indicator measures the amount of working hours available for implementation, planning, and monitoring, as well as the pressure of urgent demands.
3. Mental stress, Mental stress refers to the condition where individuals need to have strong mental resilience in the workplace, including factors such as job risk, mental strain, decision-making, and competition with other employees.

C. Compensation

Compensation is a form of remuneration or reward given to individuals for performing assigned tasks or meeting predetermined standards or timelines (Mujanah, 2019:3). According to (Hasibuan, 2017:119), compensation refers to the financial or non-financial income received by employees as a reward from the company. (Riyadi, 2019:95) states that employee compensation encompasses all forms of wages or rewards, such as salary or payment for their work. There are several types of compensation according to (Flippo, 2001:56), which include:

1. Direct compensation, Salary, bonuses, wages, and incentives.
2. Indirect compensation, Payments for non-working time, hazard protection, employee service programs, and legally required payments. Indicators of compensation, according to (Mondy & J. Martocchio (2016:247), include:
 1. Wages, salaries, commissions, and bonuses are all examples of direct financial remuneration.
 2. Indirect financial components, Benefits such as insurance coverage, severance pay, pension plans, holiday bonuses, overtime pay, annual leave expenses, and others.

D. Burnout

Burnout is an internationally recognized work-related syndrome. It is more severe than work-related stress and can significantly impair an individual's performance. According to Maslach et al. (2000), several factors contribute to burnout, including demographic factors, personality factors, attitudes, work-related factors, and organizational factors:

Indicators of burnout, as identified by (Maslach et al.,2000), include:

1. Emotional Exhaustion: This describes how you feel when your emotional reserves are completely emptied.
2. Depersonalization: It involves developing negative and cynical attitudes towards others, including a sense of detachment or indifference.
3. Reduced Personal Accomplishment: This indicates a decline in an individual's perceived competence and the belief that they are no longer effective in their work.

E. Turnover Intention

Turnover, as defined by Purnama & Natsir et al. (2022), is the influx and ebb of workers inside an organization over a certain time frame. In contrast, "intention" describes deliberate actions. According to Robbins & Judge (2018), a person's desire to quit their current job, whether freely or involuntarily, is known as their "turnover intention." Turnover can occur through resignation, death, or termination of employment.

According to Harnoto (2002), turnover intention refers to the desire to leave the company, driven by various factors that prompt individuals to consider turnover intention in search of better job opportunities.

Types of turnover intention, according to Mathis & Jackson, (2000), are based on employee willingness, functional level, and control form.

According to (Mobley William H., 011:15), indicators of turnover intention include contemplating leaving, wanting to look for another employment, and actually leaving.

CONCEPTUAL FRAMEWORK

Based on the results of the research, the conclusion concludes that this research framework can be presented in the following figure:

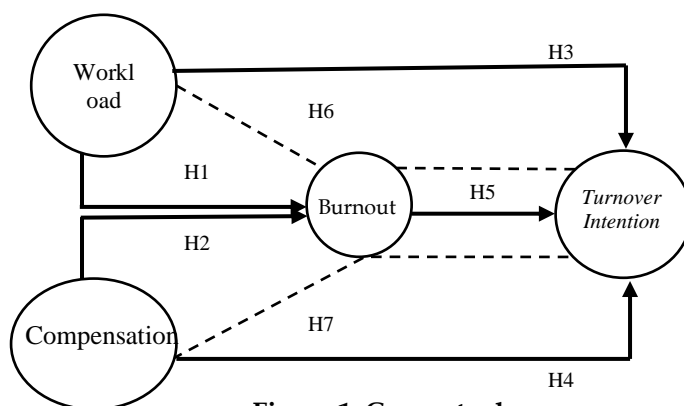


Figure 1. Conceptual Framework

Hipotesis Peneitian :

H1: Workload has a significant impact on burnout among employees at PT. KGM.

H2: Compensation has a significant impact on burnout among employees at PT. KGM.

H3: Workload has a significant impact on turnover intention among employees at PT. KGM.

H4: Compensation has a significant impact on turnover intention among employees at PT. KGM.

H5: Burnout has a significant impact on turnover intention among employees at PT. KGM.

H6: Burnout mediates the relationship between workload and turnover intention among employees at PT. KGM.

H7: Burnout mediates the relationship between compensation and turnover intention among employees at PT. KGM.

RESEARCH METHOD

A. Population and Sample

The subjects of this study were employees of PT. KGM, with a total population of 208 employees. A sample of 68 employees was selected using Slovin's formula.

B. Data Collection Method

Both primary and secondary information were used in this study. Questionnaires were distributed in the field to collect primary data, while a variety of books, journals, and theses were mined for secondary data.

C. Data Analysis

In this study, we used the SmartPLS 4.0 software to conduct a Structural Equation Modeling (SEM)-Partial Least Squares (PLS) analysis of the data. The inquiry had three parts: establishing a framework, developing a working model, and putting that working model to the test.

RESEARCH AND DISCUSSION

A. Descriptive Analysis of Respondents

The population of this study consisted of employees of PT. KGM, and using the Likert scale method, 68 questionnaires were distributed. The results showed that the average number of male respondents was 61, accounting for 89,70% of the total respondents. In terms of age, the majority of respondents fell within the 26-35 years old category, with 50 respondents or 73,53%. The highest level of education attained by the majority of respondents was high school (SMA/SMK), with 60 respondents (88,24%). The determined divisions in PT. KGM were the sales division and driver division, accounting for 29,41% or 20 respondents. The majority of employees at PT. KGM were married, with 46 respondents (67,65%). In terms of work experience at PT. KGM, the highest number of respondents had been

working for 1 to 3 years, with 31 respondents (45,59%).

B. Measurement Model Testing (Outer Model)

The AVE values may be used as a measure of discriminant validity. The more variation in the latent variables' measurement items is explained by a higher AVE, the better the model fits the data. AVE values are considered good if they are at least 0,50. Below are the AVE values obtained from the data analysis using the SEM-PLS software:

[Table 1. AVE ValueS \(Average Variance Extracted\)](#)

Table 1.
AVE ValueS (Average Variance Extracted)

	<i>Average Variance Extracted (AVE)</i>	Keterangan
Workload (X1)	0.675	Valid
Compensation (X2)	0.788	Valid
Burnout (Z)	0.714	Valid
Turnover Intention (Y)	0.629	Valid

Source: SEM-PLS

Table 1.1 shows that the average value of each variable is 0.675 for workload, 0.788 for remuneration, 0.714 for burnout, and 0.629 for turnover intent. All of these numbers are over the cutoff of 0.50, therefore they are all excellent indicators of their respective variables. Since all indicators have passed the tests for discriminant and convergent validity, we can move on to the reliability evaluation.

Cronbach's alpha > 0.70 indicates reliability, as does composite reliability. Each variable's Cronbach's alpha and Composite Reliability are as follows:

Table 2
Nilai AVE (Average Variance Extracted)

Variable	Composite Reliability	Cronbach's Alpha
Workload (X1)	0.925	0.905
Compensation (X2)	0.918	0.865
Burnout (Z)	0.946	0.926
Turnover Intention (Y)	0.938	0.933

Source: SEM-PLS

All of the results for Composite Reliability in Table 1.2 are more than 0.70. Constructs are regarded credible when their test scores are greater than 0.70. As a consequence, the composite reliability and Cronbach's alpha for all four variables are encouraging.

C. Structural Model Testing (Inner Model)

1. R-Square

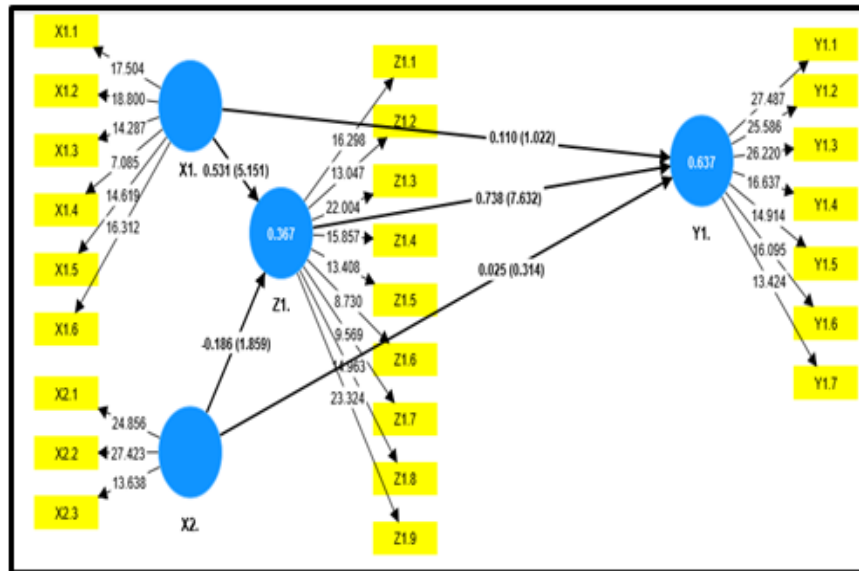
A higher R-Square (R2) indicates a better predictive value of the proposed model. A model is regarded strong when its R-Square value is 0.67 or higher, moderate when it's 0.33 or higher, and weak when it's 0.19 or below.

Table 3
R-Square Values

Research Variables	R-Square
Turnover Intention (Y)	0.637
Burnout (Z)	0.367

Source: SEM-PLS

Table 1.3 shows that the R-Square values for the variables of workload, pay, and burnout explain 63.7% of the variation in turnover intention, whereas the remaining influence comes from other factors. To test the hypotheses, the path coefficients can be examined using the inner model diagram as shown in Figure 1.2 below:



Source: SEM-PLS

Path coefficients are used to examine the significance and strength of relationships and to test hypotheses on the path coefficients. P-values below 0.05 and T-statistics over 1,96 are desirable. The route coefficients are shown in Table 1.4:

Table 4.
Path Coefficient

	Original Sample (O)	Sample Mean (M)	T-Statistics (O/STDEV)	P-Values
Beban Kerja -> Burnout	0.531	0.538	5.151	0.000
Kompensasi -> Burnout	-0.186	-0.186	1.859	0.063
Beban Kerja -> TI	0.110	9.129	1.022	0.307
Kompensasi -> TI	0.025	0.030	0.314	0.754
Burnout-> TI	0.738	0.727	7.632	0.000
Beban Kerja -> Burnout -> TI	0.392	0.390	4.479	0.000
Kompensasi -> Burnout -> TI	0.392	-0.138	1.721	0.085

Source: SEM-PLS

Based on the data, it seems that workload (X1) significantly affects burnout (Z), with a T-statistic of 5,151 (higher than 1,96) and a P-value of 0.05. This correlation's initial sample value was 0.531. In addition, a T-statistic of 1,859 is less than 1,96, indicating that compensation (X2) has no discernible impact on burnout (Z). The P-value for this correlation is 0.063, with the original sample value being -0.186.

Turnover intent (Y) is not significantly affected by the workload variable (X1) if the T-statistic is less than

1,022 (less than 1.96). Since 0.307 is more than 0.05, it is statistically significant when compared to the initial sample value of 0.110. The T-statistic value of 0.314 is less than 1,96, indicating that compensation does not significantly impact turnover intention (Y). $P = .754$ indicates a significant connection with a sample mean of 0.025. Furthermore, a T-statistic of 7,632, a P-value of 0.000 (0.05), and an OS value of 0.738 all point to the strong impact that burnout has on intention to leave a company.

Discussion

H1: The Effect of Workload on Burnout

The first hypothesis test indicates that employees' fatigue is greatly impacted by the workload at PT KGM. Employees are more likely to feel fatigued and consider quitting when they don't get enough sleep. The findings are credible due to the route coefficient derived from the correlation between the workload and burnout levels (Z). The testing findings demonstrate that there is a statistically significant link between workload (X1) and (Z), with a T-statistic value of 5.151 (more than the significance criterion of 1.96) and an original sample value of 0.531. Therefore, we accept the null hypothesis.

They continue to work in the field and achieve the targets set by the company. Therefore, PT KGM tends to recruit more drivers and salespeople in their company due to the employees feeling overwhelmed by the high workload, not to mention the additional household responsibilities they have to fulfill.

This study's results corroborate those of Xiaoming et al. (2014), who found that increased workloads were associated with lower levels of job satisfaction. When workers are overburdened, it may lower their job satisfaction and lead to stress, both of which can have a negative impact on their productivity.

H2 : The Effect of Compensation on Burnout

Consistent with the results of Yosiana et al. (2022), this study found that pay did not play a major role in determining burnout. If a company does not provide adequate compensation and salaries, employees may choose to leave the company when they receive job offers from elsewhere.

$T(1,859) 1,96$; hence, the path coefficient calculated from the compensation variable (X2) and burnout (Z) is not statistically significant. There is no statistically significant connection between X2 and Z, as shown by the original sample value of -0,186. The lack of effect of compensation on burnout indicates that when employees receive adequate compensation, they may choose to remain with the company despite experiencing burnout. Therefore, addressing the occurrence of burnout among employees at PT KGM can be achieved by providing appropriate compensation for their work.

This is further supported by the characteristic of respondents who have stayed with the company for more than 1 year. They feel that the compensation provided by PT KGM is already good and sufficient to meet their daily needs. An increase in burnout is likely to occur if the company does not provide fair and balanced compensation in line with their work. Therefore, at PT KGM, the correlation between pay and burnout is insignificant. The second hypothesis may thus be discounted.

H3 : The Effect of Workload on Turnover Intention

This research suggests that workload does not significantly affect intentions to leave one's current position. Workload does not substantially impact turnover intent, thereby contradicting the researcher's hypothesis. This suggests that employees are thinking about leaving if their workload becomes too much. The results of this research run counter to those of Fitriani et al. (2020), who found that adding more work on employees' plates increased their desire to leave their jobs. While Dwinijanti's (2020) research found that workload did not substantially impact turnover intention, our data support that conclusion.

The T-statistic of 1.022 is less than the significance threshold of 1.96, hence the study's finding that workload (X1) has no influence on turnover intent (Y1) is not statistically significant. The null hypothesis that X1 and Y1 are significantly related among PT KGM workers is supported by the original sample value of 0.110. Therefore, the third hypothesis is rejected.

Employees do not want to leave the company despite having a high workload. This is because, even though the employees at PT KGM have a heavy workload, it is within their capabilities. Therefore, they choose to stay in the company under certain conditions and continue to persevere because it is difficult to find employment elsewhere. Additionally, the employees at PT KGM have been assigned tasks and responsibilities that align with their individual abilities.

H4 : The Effect of Compensation on Turnover Intention

The correlation between pay and resignation intentions found in this research was not statistically significant. This contradicts the study's primary result that salary has no bearing on a worker's propensity to quit. This implies that even if the firm pays its workers very well, it won't be enough to keep them from leaving. Conversely, if the compensation offered by the company is low, it does not necessarily lead to employees staying in the company.

The T-statistic of 0.314 is lower than the critical value of 1.96, indicating that the correlation between X2 (compensation) and Y (intention to leave) is not significant. The initial sample value of 0.025 indicates that there is no statistically significant correlation between X2 and Y in either direction. The null hypothesis that pay does not influence PT KGM workers' propensity to leave the company is therefore refuted. Similar results were observed by Meilano and Nugraheni (2017), who concluded that pay does not affect employees' propensity to leave their current position.

The research is supported by the statements of the respondents who have decided to stay due to the benefits and facilities provided by the company for their work. This is further reinforced by the characteristic of respondents who have been with the company for over 1 year.

This is because when employees at PT KGM receive higher compensation and are satisfied with what the company provides, it reduces their turnover intention. By providing adequate and compliant compensation according to government regulations, employees are less likely to seek other job opportunities. The compensation provided by the company, both in financial and non-financial forms, has been proven to have an impact on turnover intention among employees at PT KGM.

H5 : The Effect of Burnout on Turnover Intention

The data shows that burnout significantly affects plans to leave an organization. This lends credence to the study's main finding that tiredness on the job significantly affects workers' likelihood of quitting their current position. Research by Srivastava and Agrawal (2020) supports the idea that burnout is a factor in employees' willingness to leave their current positions. When employees experience burnout due to a heavy workload and other factors, they are more likely to consider leaving their current job.

T-statistics of 7,632 and an initial sample size of 0.73 suggest that there is a statistically significant correlation between burnout (Z) and desire to leave the company (Y). This demonstrates that the effect of burnout on turnover intention is significant among PT KGM employees. Therefore, the fifth hypothesis is supported.

Path coefficient research reveals that burnout is significantly associated with desire to leave the company. PT KGM employees are constantly striving to meet the company's delivery targets and ensure timely order fulfillment. However, if employees continue to experience persistent burnout, it can significantly increase their intention to leave the organization.

H6 : The Effect of Workload on Turnover Intention with Burnout as an Intervening Variable

The results show that burnout is a key intermediary between workload and inclination to leave. This lends credence to the researcher's central argument that workload significantly affects turnover intention through burnout as a mediating factor. With a T-Statistic of 4,479 and a P-Value of .000 (less than the .05 cutoff), the route coefficient analysis demonstrates a significant link between workload and turnover intention through burnout (Z). When looking at the association between workload and turnover intention via burnout among PT KGM workers, the original sample value of 0.392 reveals a substantial indirect influence. As a result, we must adopt the sixth hypothesis.

These findings are consistent with those of Wardati et al. (2017), who found that employees' exhaustion, which in turn affected their physical and mental health, contributed to their desire to quit the company. Thus, it is clear that burnout mediates the connection between job load and desire to leave the company. The factors contributing to burnout among PT KGM employees include high market demands, remote workplaces, and challenging travel accessibility.

H7 : The Effect of Compensation on Turnover Intention with Burnout as an Intervening Variable

The findings of this research imply that monetary compensation has a little effect when weariness is the mediator between turnover intent and intention to leave. This lends credence to the researcher's claim that pay has no decisive and direct effect on turnover intent via exhaustion. These findings are consistent with those of Yosiana et al. (2022), who found no evidence that burnout moderated the connection between pay and desire to leave. Employees'

desire to quit a company may be mitigated by providing enough remuneration that tackles work unhappiness.

The original sample value of -0,137 and the T-Statistic value of 1,721, both below the minimal criterion of 1,96, indicate that the association between pay and turnover intention through burnout is not statistically significant in the path analysis. Compensation (X2) was shown to have no statistically significant connection with either employee turnover intent (Y) or exhaustion (a potential mediating variable). As a result, we cannot accept the seventh hypothesis.

CONCLUSION

1. At PT. KGM, employee burnout is significantly impacted by workload.
2. Compensation does not have a significant effect on burnout at PT. KGM.
3. Turnover intent at PT. KGM is not much impacted by workload.
4. The relationship between pay and intention to leave is weak.
5. Employees' desire to leave PT. KGM is significantly impacted by burnout.
6. There is a strong mediation effect between burnout and workload on the likelihood of leaving PT. KGM.
7. At PT. KGM, burnout does not play a substantial mediating role between pay and voluntary turnover.

A. Recommendations

When the company assigns a heavy workload, it should pay more attention to its employees and provide training on time management. The company should also rotate employees among branches every three months to prevent burnout.

For future researchers, it is suggested to include additional variables that may effect turnover intention, such as work environment, organizational culture, leadership, and other relevant variables. It is also recommended to include respondents from supervisory or managerial positions, not just staff members.

B. Limitations of the Study

The limitations of this study include the focus on specific divisions within the company, such as sales, drivers, administration, warehouse, merchandise, and checkers, while other divisions were not investigated. The sample size was limited to only 68 respondents.

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