

## Employee Performance Improvement through *Strategic Human Resource Management, Burn Out and Work Ability with Intention to Leave* as Intervening Variable on PT. Susanti Megah, Surabaya

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### ABSTRACT

Human resource management is currently focused on Strategic Human resource Management, which includes strategic practices of Human resource management while also considering other variables to build employee performance in a company. Therefore, this study aims to examine the influence of Strategic Human resource management, Burnout, and Work Ability on Employee performance, with Intention to Leave as an intervening variable, at PT. Susanti Megah, Surabaya. This study is quantitative research with an explanatory approach, using a questionnaire as the primary data source. The questionnaire was distributed to 150 employees of PT. Susanti Megah, Surabaya. The calculation and data analysis used for hypothesis testing in this study employed Smart-PLS 3.2 software. The results of the study show that Strategic Human Resources Management has a negative but non-significant effect on Intention to leave but a positive and significant effect on Employee Performance. Burnout has a positive and significant effect on the intention to Leave, but it also has a negative and significant effect on Employee Performance. Work Ability has a negative and significant effect on the intention to Leave, but it also has a positive and significant effect on Employee Performance. The intention to Leave has a negative and significant effect on Employee Performance.

**Keywords:** Burnout, Intention to Leave, Strategic Human Resources Management (SHRM), Work Ability, Work Performance.

### INTRODUCTION

Susanti Megah, Surabaya, is a pioneer and established producer of iodized salt since 1977, and Source Power Man holds an important role in the success of PT. Susanti Megah, Surabaya. Every policy developed for PT. Susanti Megah Surabaya has a very clear vision and mission from the company, as well as existing specific targets, to ensure that employees' performance is prioritized. High performance can be formed with the awareness of every leader in the company. To give support to employee participation, leaders should give instructions about the work performed by each employee. With so, employees can better understand the not quite enough answers employees give. because that organization needs to value all aspects of its employees to create power-quality human beings and superior performance (Bruce, 2016). According to Mangkunegara (2017:67), performance is the result of work in a manner that quality and quantity are achieved by an employee in carrying out his job in accordance with not quite enough answers given to him. Good performance is optimal performance, i.e., a suitable performance standard in an organization that supports achievement objectives.

*Strategic Human Resource Management (Strategic Human Resource Management) has grown in popularity in recent years. Strategic Human Resources Management has priorities for new, more strategic and less traditional HRM functions such as employees, training, appraisal, and compensation. Priority Strategic Human Resources Management includes design-based teamwork, energy-flexible work practices, enhancement of quality, empowerment of employees, and compensation-based incentives.*

*Implementation of Strategic Human Resources Management in a manner of strict participation and pushing jobs for every employee is expanded and accelerated so that every worker at PT. Susanti Megah Surabaya has the potential experience *Burnout*. Employees working in the company This pushed for work optimally and added with time as well as a tight schedule, even over and over again, certain work routines, so over time, employees will feel saturated, saturated in doing all things very frequently. because that employee Can fatigue in doing activities, and it happened in a condition specifically named *burnout*. Because experienced employees who are burnt out can experience a decline in quality, which could be fatal to the company. (Deci, 2015). Apart from that, the burnout condition will cause a decline in performance because of something that employees experience, and finally, a number of employees intend l to leave the company (*ntention to leave*).*

*Intention to Leave is a desire for a volunteer employee to leave the company, but this has not yet been realized. There is an intention to leave for a variety of reasons, including a desire to hire more employees and a sense of incompetence at work. As an effort to push employee turnover, the company must make an effort to push desire volunteer employee to leave the company. on condition Where *burnout* has happened and some cases show increased intention to leave has happened in several employees. However, that possibility does not happen to employees who have Good *Workability*.*

*Ability work (work *ability*) can show skill from every employee's moment of completion for employees who have determined Ability Work from a much-needed employee in enhancement of quality in a company Work Ability: Every employee is described as having the ability to complete tasks assigned to him. Of course, employees who have quality talent at work will produce quality performance too. Robbins and Judge (2013) stated that good performance is affected by a capable employee's momentary work, encouragement for work, and individual factors. Because of that, research was conducted to review and analyze employee performance Through *Strategic Human resource management, burnout, and Work Ability* with the intention to *Leave* as Intervening Variables.*

## Literature review

### Management Human Resources Strategic (*Strategic Human Resources Management*)

According to Mathis and Jackson (2008), *Strategic Human Resources Management* (SHRM) is an approach to taking decisions about intentions and plans related to organizations with policies, programs, and practices in connection with work, recruiting, learning and development, management performance, rewards, and employee relationships. The concept of SHRM originated from the draft management source Power People and Strategy." That is, this SHRM is pattern placements and activities source Power planned man for possible organization reach goal. Management source Power Man Strategic is a method For determining goals and plans for organizations related to problems like payroll, recruitment, training, compensation, and management performance of employees. Actually, management strategic source Power

humans in general discuss the connection between management strategic source Power people and management strategic organizations (Armstrong, 2006).

Definition: Work Practice: *Strategic Human Resource Management* For an objective study This adopted study by Sajeevanie, TL Opatha, and Dissanayake (2020), who adopted instrument measurement from Budhwar (2000) and Opatha (2009), defines "policy or cohesive HRM function inside self-employee alone and with field other functional inside organization, practice HRM integration in business or corporate strategy, and HRM delegation to line managers." With this understanding, SHRM practices are measured in three indicators: 1) Coherence, 2) *Integration*, and 3) Delegation

### ***Burnout***

According to Maslach and Jackson (1981), *Burnout* is a syndrome of fatigue, emotions, and attitudes. Frequent cynicism happens to the individual who does work involving interaction with other people. One important aspect of the Burnout syndrome is the improvement of emotional fatigue. When source Power emotional employee is done, worker feels that employee is not capable of giving self in a psychological manner. Another aspect is the development of negative attitudes and feelings toward the client, as well as cynicism. Reaction negative to client This is possible related to experience fatigue and emotional fatigue, which is the second aspect of *burnout*. This appears to be related to each other.

According to Maslach and Jackson (1981), dimensions of burnout are: 1) *Emotional Exhaustion* (frustration): Components This refers to feelings that are deep and chronic from fatigue and physical and emotional connection with the job. Experienced individuals with fatigue tend to feel run out, energized, tired, and drained in an emotional manner. 2) *Depersonalization* (depreciation): Components This involves negative, cynical, and neglectful attitudes toward people who are objects of work, like clients, customers, or colleagues. Individuals with depreciation tend to feel Far in a manner emotional and regard others as objects that are not means; 3) *Reduced personal accomplishment* (achievement diminishing personal): component This includes lowering one's self-esteem and achieving personal success at work. Experienced individuals decline achievement based on personal feelings. No competent, effective, or dubious ability employee can reach purpose and deliver meaningful contribution.

### ***Work Ability***

According to Hasibuan (2005), ability Work is something that results in somebody carrying out assigned tasks, which are based on skill, experience, sincerity, and time. Temporary, according to Kreitner (2005), is meant with ability, which is a characteristic associated with stability with ability in a person's physical and mental Furthermore, according to Mangkunegara (2011), separately psychologically, ability (*ability*) consists of ability potential (IQ) and *reality (knowledge and skill)*, meaning if an employee has an above-average IQ with adequate education for their position and skills every day, it is easier to reach their performance maximum. Ability originates from the word capable, which means power (can, able) to do something, whereas ability means ability, ability, strength.

According to Robbins and Judge (2013), ability means capacity for an individual to do diverse tasks in something as an employee. A basic individual's ability is made up of two groups of factors, namely: 1) Ability Intellectual ability is the set of skills needed to do various mental

activities (thinking, reasoning, and solving problems).. Ability intellectual is the required ability to operate mental activity. IQ tests, for example, are designed to ensure a person's intellectual general ability. 2) Ability Physical ability (physical *ability*) is the ability to do tasks that demand stamina, skill, strength, and similar characteristics. The ability physique is the set of required abilities for tasks that demand stamina, dexterity, strength, and similar skills. If ability intellectual plays a bigger role in employee demands for complexity in processing information, abilities such as special physique have their own meaning. Do less employees demand skills and more standardized success? For example, employees whose success demands stamina, dexterity in the hands, and strength in the limbs or talent similarly demand management to recognize their capability physique.

### ***Intention to Leave***

Zeffane (1994) defines *intention* as the intention or individual desire to do something. Then intention, according to Fishbein and Ajzen (1975), is a possibility subjectively involved in a connection between himself and something certain. explained more carry on that formation of self-intention somebody bound in something behavior certain Intention is formed in a framework to fulfill factors and needs that have an impact on behavior. So from that, intention directs behavior to be displayed at the right time and opportunity. Novliadi (2007) defines intention *turnovers* as a trend or intention of an employee to stop Work from his employees in a manner of volunteering according to choice. Alone While Abelson (1987) defines intention *turnovers* as something an individual desires to leave the organization and search for alternative employees, Withdrawal action itself consists of a number of components that are simultaneous and appear in individual form: desire to leave the organization, desire to look for a vacant employee, evaluation of the possibility of finding decent employees on the spot, and desire to leave the organization.

According to Abelson (1987), a large portion of volunteers leave their organizations for various reasons. Volunteers who can avoid *avoidable voluntary turnover* and displacement voluntary work that cannot be avoided (*unavoidable voluntary turnovers*).

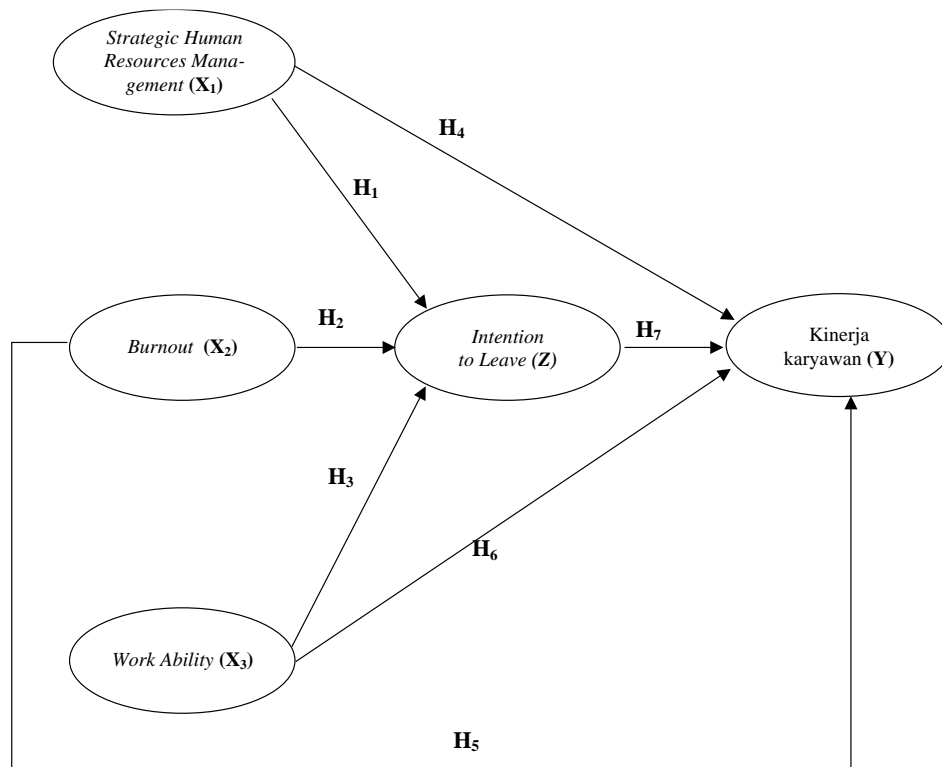
### **Employee Performance**

Performance (*performance*) is the results accomplished by somebody based on conditions existing employees. Something an employee must do in order to achieve the so-called goal of a standard employee.

Another meaning of Rivai (2006) performance is that it also refers to appearance work, implementation work, performance work, implementation work, or results work. According to Smith in Sedarmayanti, *performance* is "*output drives from processes, human or otherwise*". So, as I said, performance is the result or output of a process. Performance reflects how much success an employee has achieved. While Jamari believes that performance is the embodiment of authority, duties, and responsibilities, he received an answer to reach goals that have been outlined by the organization. Performance is the result of action shown by every employee. Use reach achievements produced by employees in accordance with tasks given by the company. Employee performance is key to the success of a company in reaching its goals.

Measurement of variable performance by employees on research This adopts the scale that has been used in research by Pradan and Jena (2016) to classify employee performance into three indicators, namely: task performance, adaptive performance, and contextual performance.

### Framework Conceptual



**Figure 1.** Framework Conceptual

### Hypothesis

- H<sub>1</sub> = Strategic Human resource management has an effect significant to Intention to Leave
- H<sub>2</sub> = Burnout influential significant to Intention to Leave
- H<sub>3</sub> = Work Ability influential significant to Intention to Leave
- H<sub>4</sub> = Strategic Human resource management influential significant on Employee Performance
- H<sub>5</sub> = Burnout influential significant on Employee Performance
- H<sub>6</sub> = Work Ability influential significant on Employee Performance
- H<sub>7</sub> = Intention to Leave influential significant on Employee Performance

### METHOD

#### Population and sample

Population in study This is the whole employee base of PT. Susanti Megah Surabaya, namely as many as 948 employees. On research this, the amount indicator is 30 pieces, so that amount sample set could be as many as 530, that is 150 people. Based on this provision, the



amount of sample in the study This includes as many as 150 employees of PT. Susanti Megah, Surabaya.

### Variable Study

There are three variables exogenous in the study. This is namely: 1) *Strategic Human Resource Management*, which is called the Strategic Human Resources Management (SHRM) variable. SHRM is measured with a Likert scale and derived indicators from Sajeevanie et al. (2020) with three indicators: coherence, integration, and *Devolvement*. Variable 2nd exogenous, i.e., The so-called burnout variable X2, is measured with a Likert Scale with four pieces of indicators from Maslach and Jackson (1981): 1) *emotional exhaustion*; 2) *Depersonalization*; and 3) *Reduced personal accomplishment*. Variable exogenous 3rd, i.e., The so-called work ability variable X3, measured with Likert scale with indicator 2 pcs indicator according to Robbins and Judge (2013), namely: 1) Ability Intellectual; and 2) Ability Physical. Internal endogenous variables study This is the so-called Employee Performance the Y variable being measured with a Likert Scale with three pieces of indicators from Pradan and Jena (2016), namely 1) task performance; 2) Adaptive performance; and 3) contextual performance. Furthermore, the internal intervening variables study This is so-called intention to Leave variable Z measured with a Likert Scale with 2 indicators from Abelson (1987), namely: 1) *Avoidable Voluntary turnovers*; and 2) *Unavoidable Voluntary Turnover*.

## RESULTS AND DISCUSSION

### Characteristics Respondents

Respondents to the research This is made up of neither a man nor a woman. The amount or proportion of employee men or women in the research was relatively balanced, so it looked like company PT. Susanti Megah Surabaya does not prioritize his employees based on type of sex. Respondents to the research This consists of the majority of employees being in the range of 25 years old up to 40 years old. Findings This shows that the employees at PT. Susanti Megah Surabaya are mature young people who have a serious look for living to finance their families and to develop their careers as stockholders on the day. Respondents to the research This majority consists of employees with a diploma or strata 1 education, which is then counted, and employees with equivalent high school education. Findings This shows that company PT. Susanti Megah Surabaya more often chooses to employ employees with education who are relatively tall so that they can do their duties during work. Respondents to the research This majority consists of the working employees between 1 year and 5 years, and on the order furthermore are employees who have worked more than 5 years. This shows that PT. Susanti Megah Surabaya has loyal employees working in the company, so that ability to work with performance in operating his company can be measured with ok.

### Validity Test Convergent

Output from the SmartPLS program that is *loading factors* is used. For showing results testing validity convergent from instrument measurement. The result shown in the following table is

**Table 1.** Validity test Convergent

Latent Variable	Indicator	<i>Loading Factor</i>	Intention Critical	Information
SHRM	X11	0.968	0.70	Valid
	X12	0.964	0.70	Valid
	X13	0.965	0.70	Valid
<i>Burnout</i>	X21	0.975	0.70	Valid
	X22	0.962	0.70	Valid
	X23	0.941	0.70	Valid
<i>Work Ability</i>	X31	0.980	0.70	Valid
	X32	0.980	0.70	Valid
<i>Intention to Leave</i>	Z1	0.966	0.70	Valid
	Z2	0.979	0.70	Valid
Employee Performance	Y1	0.973	0.70	Valid
	Y2	0.946	0.70	Valid
	Y3	0.975	0.70	Valid

Source: Appendix, processed

Findings the show that each latent variable used in research this have each indicator supported good validity because *loading factor* which exceed value 0.7.

### Cross Loading Validity Test

**Table 2.** Cross loading of Latent Variables

Latent Variable	Indicator	SHRM	<i>Burnout</i>	WorkAb	IntTL	WPerf
SHRM	X11	<b>0.968</b>	-0.225	0.146	-0.170	0.428
	X12	<b>0.964</b>	-0.197	0.143	-0.131	0.379
	X13	<b>0.965</b>	-0.218	0.102	-0.119	0.370
<i>Burnout</i>	X21	-0.211	<b>0.975</b>	-0.175	0.338	-0.484
	X22	-0.234	<b>0.962</b>	-0.194	0.361	-0.496
	X23	-0.188	<b>0.941</b>	-0.115	0.323	-0.404
<i>Work Ability</i>	X31	0.156	-0.171	<b>0.980</b>	-0.246	0.411
	X32	0.111	-0.163	<b>0.980</b>	-0.224	0.416
<i>Intention to Leave</i>	Z1	-0.105	0.289	-0.225	<b>0.966</b>	-0.372
	Z2	-0.173	0.391	-0.240	<b>0.979</b>	-0.474

Latent Variable	Indicator	SHRM	<i>Burnout</i>	WorkAb	IntTL	WPerf
Employee Performance	Y1	0.410	-0.482	0.424	-0.469	<b>0.973</b>
	Y2	0.384	-0.421	0.393	-0.364	<b>0.946</b>
	Y3	0.387	-0.493	0.403	-0.436	<b>0.975</b>

Source: Appendix, processed

The value of the loading factor on the indicators X11, X12, and X13 is more important to construct *Strategic Human Resources Management* than its loading factor to construct *Burnout*, *Work Ability*, *Intention to Leave*, and employee performance. And so on; apply the same for other latent variables so that each construct has its own significant power difference.

### Reliability

There are two common techniques used in the reliability test: composite reliability and *Cronbach Alpha* with a mark critical of 0.70 (Priest and Hengky, 2015:75).

**Table 3.** Reliability Test on Latent Variables

No	Variable	<i>Composite reliability</i>	<i>Cronbach Alpha</i>	Information
1.	SHRM	0.977	0.964	Reliable
2.	<i>Burnout</i>	0.972	0.957	Reliable
3.	<i>Work Ability</i>	0.980	0.959	Reliable
4.	<i>Intention to Leave</i>	0.972	0.944	Reliable
5.	Employee performance	0.976	0.963	Reliable

Source : Appendix 7

Each latent variable in the study This has good reliability. Because acquisition mark *Composite Reliability* and Mark exceeded the *Cronbach's Alpha* minimum value of 0.7, so it can be said that consistency and accuracy measure each construct.

### Multicollinearity

According to Ghozali and Latan (2015), accepted VIF values or considered Good is If VIF value is less of five.

**Table 4.** Test Results Multicollinearity

	IntTL	WPerf
<i>Burnout</i>	1,074	1,191
IntTL		1,194
SHRM	1,062	1,066
WPerf		
WorkAb	1,041	1,079

Source: Appendix, processed



Based on the Smart-PLS output results presented above, it can be concluded that in the evaluated structural model, there is no multicollinearity. This can be determined by more VIF (Variance Inflation Factor) results that are less than 5.

### Evaluation of R-Squared

R-Square values of approximately 0.75, 0.50, and 0.25 indicate strong, moderate, and weak models (Ghozali & Latan, 2015). The results of calculating R-square on the equation model structure used in research This is explained as follows:

**Table 5.** Calculation results of R- Squared

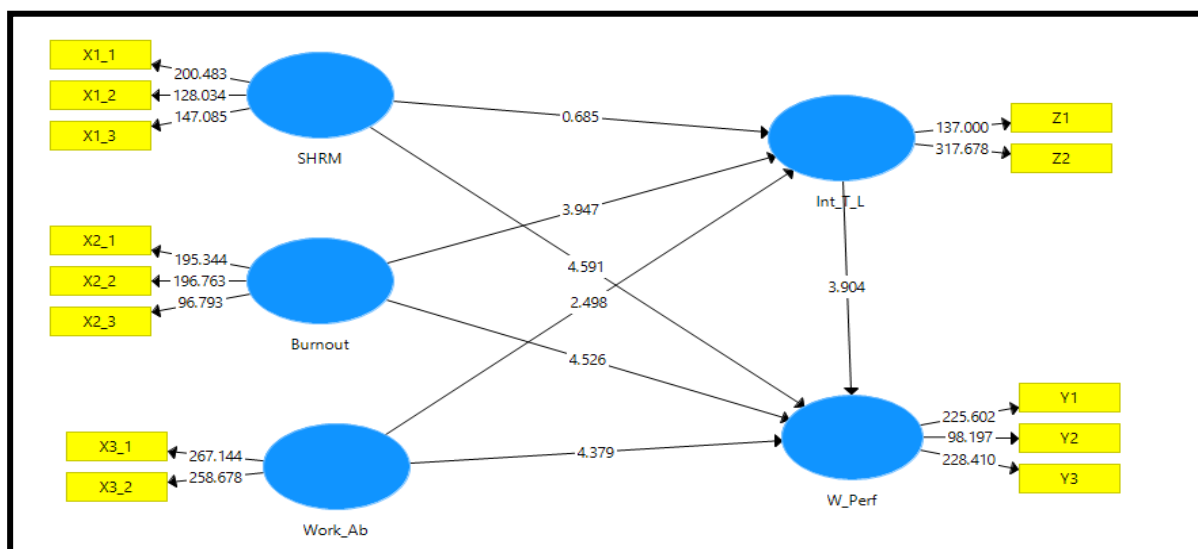
	R Square	R Adjusted	Square
IntTL	0.162	0.145	
WPerf	0.472	0.457	

Source: Appendix, processed

R-squared generated on the variable *Intention to Leave* of 0.162. That is, the exogenous variables, namely SHRM, *burnout*, and *Work ability*, were capable of predicting 16.2% of the change in *Intention to Leave*, and this shows weak model power in predicting variation in *Intention to Leave*. The resulting R-square value on the Employee Performance variable of 0.472 with other variables, namely SHRM, *Burnout*, *Work Ability*, and *Intention to Leave* capable, predicted 47.2% change in the employee performance value and value. This falls under the category of strong relative models.

### Proof hypothesis

Following is an equation model structure that has analyzed with using the SmartPLS 3.2 program.



Source: Appendix, processed

**Figure 2.** Estimation Results Influence Strategic Human Resources Management (SHRM), *Burnout*, and *Work Ability* on Employee Performance with *Intention to Leave* as Intervening Variables

Based on appearance from picture results the resulting calculations on the Smart-PLS program clarified with information on the table following this.

**Table 6.** Equation Model Path Coefficient Structural

Influence between Variable	Original Sample (O)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values	Information
<b>SHRM -&gt; IntTL</b>	-0.053	0.077	0.685	0.494	Rejected
<b>Burnout -&gt; IntTL</b>	0.313	0.079	3,947	0.000	Accepted
<b>WorkAb -&gt; IntTL</b>	-0.179	0.072	2,498	0.013	Accepted
<b>SHRM -&gt; WPerf</b>	0.272	0.059	4,591	0.000	Accepted
<b>Burnout -&gt; WPerf</b>	-0.294	0.065	4,526	0.000	Accepted
<b>WorkAb -&gt; WPerf</b>	0.280	0.064	4,379	0.000	Accepted
<b>IntTL -&gt; WPerf</b>	-0.229	0.059	3,904	0.000	Accepted

Source : Appendix, processed

Summary table results and calculation influence between variables above are explained as follows: 1) SHRM has an effect negative of -0.053 against *Intention to Leave*. Influence This is supported by p-values of 0.685 (p value  $> 0.05$ ) which means that SHRM has an effect negative but influence No significant to *leave*. That is, addition or decline SHRM values do not have an influence significant to decline or enhancement of *intention to Leave*; 2) *burnout* has an influence positive of 0.313 against *Intention to Leave*. Influence This is supported by p-values of 0.000 (p values  $< 0.05$ ), which means *burnout* is influential, positive, and significant to the *intention to Leave*. That is, improvements to *Burnout* have a significant influence on enhancement of *intention to leave*; 3) *Work ability* has an influential negative of -0.179 against *Intention to Leave*. Influence This is supported by p-values of 0.000 (p values  $< 0.05$ ), which means *Work ability* is influential, negative, and significant to the *intention to Leave*. That is, an increase in *Work Ability* has a significant influence on declining intentions to leave; 4) SHRM has an effect positive of 0.272 on Employee performance. Influence This is supported by p-values of 0.000 (p value  $> 0.05$ ), which means that SHRM has a positive and significant effect on Employee Performance. That is, an increase in SHRM gives significant influence to an increase in Employee Performance; 5) *burnout* has an influence negative of -0.294 on Employee Performance. Influence This is supported by p-values of 0.000 (p values  $< 0.05$ ), which means *burnout* is influential and significant on Employee Performance. That is, increasing *Burnout* has a significant influence on employee performance; 6) *Work Ability* has a positive influence of 0.280 on employee performance. Influence This is supported by p-values of 0.000 (p values  $< 0.05$ ), which means *Work ability* is influential, positive, and significant on Employee Performance. That is, *Work Ability* gives significant influence to an increase in Employee Performance; and 7) *Intention to Leave* has a negative influence of -0.229 on Employee Performance. Influence This is supported by p-values of 0.000 (p values  $< 0.05$ ), which means the *intention to leave* is influential, negative, and significant on Employee Performance.

## DISCUSSION

### **Influence Strategic Human Resources Management (SHRM) against the intention to Leave**

The results of data analysis show that *Strategic Human Resources Management (SHRM)* is influential but not significant to *Intention to Leave*. SHRM's influence is negative but not significant to *Intention to leave*, so SHRM does have a connection with *Intention to leave*, or in other words, less SHRM level is relevant in predicting *Intention to Leave*. Evidence results This confirms the results of research that has been done by Hustanto and Warsindah (2022), who also found that practice of *strategic human resources management (SHRM)* is not significant to *Intention to Leave*. Influence *Strategic Human Resources Management (SHRM)* against *Intention to Leave* can varies depending on variety context organizational and individual. There are lots of mutual factors that interact to affect the intention of individuals to leave organizations, but SHRM is one less factor that can influence the appearance of the intention to *Leave* on employees. As well known that *Intention to Leave* consists from *Avoidable Voluntary Turnover* and *Unavoidable Voluntary Turnover* in it consists from various reason Why somebody employee own desire strong in *Intention to Leave*. Representative statements are a second indicator of the personal interest of employees; for example, just the intention to *Leave* appears Because there is a request from the partner (husband or wife) of the employee to move place. Likewise, *Intention to Leave* can appear because paid leave lasts so long that employees do not want to return to work at the company. because it then practices good *strategic human resources management (SHRM)*. or bad-looking No related level of intention to *leave* exists in employees.

### **Influence Burnout against the intention to Leave on the employee**

The results of the data analysis show that the *burnout effect* is significant to the intention to *Leave*. Influence *Burnout* This characteristic is negative and significant to *Intention to leave*, so emergence of *burnout* on employees must be managed and even *burnout* should be minimized in such a way that there is no push for *Intention to Leave* on employees concerned. Evidence results in a hypothesis. This confirms the findings of a study previously conducted by Tri Wulida Afrianty and Ni Nyoman Ari Astuti Dewi (2022). Freudenberger (in de Silva and Fonseka, 2009) was the first to identify *burnout*. *Burnout*, he described as feeling very severe failure and fatigue, Edelwich and Brodsky (in de Silva and Fonseka, 2009) define *burnout* as the gradual loss of idealism, energy, and purpose. Pines and Aronson (in de Silva and Fonseka, 2009) define it as circumstances that cause fatigue—physical, emotional, and mental. Sarros and Densten describe *burnout* as a mechanism with no adjustments adaptive to stressful, demanding, or work conditions and not enough adequate challenge and recognition. because it causes appearance *burnout*, causing the person concerned to have high intentions to leave the company. *Burnout* is often related to low satisfaction at work. Experienced employees who *burnout* feel No satisfaction with their jobs because of excessive stress, constant pressure, or persistent fatigue. Low work satisfaction has become a motivating factor for individuals to seek out new and more satisfying opportunities. *Burnout* can cause an imbalance between work and life. Feeling overworked and lacking time and energy for personal and family needs It is possible to feel frustrated and not balanced. This can push employee for look for job offers more Lots flexibility and balance work-life. *Burnout* is often related to a lack of support and recognition from management and colleagues. When employees feel No support, no appreciation, or no confession on their contributions, they tend to feel frustrated and lose motivation. Lack of support and recognition This can become a driving factor for employees to

leave the organization. In other words, improvements to *Burnout* have an impact on the *Intention to Leave* in a significant manner.

### **Influence *Work Ability* against the intention to *Leave on the employee***

The results of the data analysis show that *Work Ability* matters significantly to *Intention to Leave*. Influence *Work Ability* This characteristic is negative and significant to the intention to leave, so work ability is something that should be noticed by the company. *Work Ability* that exists in employees must be company-driven so that when enhancements occur in work ability, the appearance of intention to Leave on employees will shrink. Evidence results in a hypothesis. This study confirms the findings previously performed by Abdul Musawer, Dawlat Khan Amarkhil, and Mohammad Laiq (2021), but in the opposite direction from the findings of Muhammad Husain, Siti Mujanah, and Tri Andjarwati (2022). That is, *Work Ability* can have different impacts for each person and depending on the variables that exist within the company concerned. According to Robbins and Judge (2013), *work Ability can be* interpreted as the capacity of an individual to do diverse tasks in something as an employee. That is, *Work Ability* or ability Work refers to the extent to which a person is capable of operating tasks in his job well based on his physical, mental, and skillset. High work ability or good tend to influence positively an individual's intention to stay at work. For example, when a worker feels the high *Work Ability* he has, he will feel satisfied with his job, so that employee will not wish to leave the company. Employees who can overcome tasks, work well, and achieve good results tend to feel valuable and contribute positively to the organization, so this employee does not wish to leave his company. because an increase in *Work Ability* will have a negative impact on the existing Intention to *Leave* employees.

### **Influence of *Strategic Human Resources Management (SHRM)* on Employee Performance**

The results of the data analysis show that *Strategic Human Resources Management (SHRM)* has a significant influence on Employee Performance. SHRM's influence is positive and significant on Employee performance, so SHRM is needed to push the progress of Employee Performance at PT. Susanti Megah, Surabaya. Evidence results in a hypothesis. This at a time confirms the results of research that has been conducted by Kenani Phiri, Jackson Phiri (2022), as well as Ichsana et al. (2020). According to Mathis and Jackson (2008), *Strategic Human Resources Management (SHRM)* is an approach to taking decisions about intentions and plans related to organizations with policies, programs, and practices in connection with work, recruiting, learning and development, management performance, rewards, and employee relationships. because it, then there is a number of reason Why *Strategic Human Resources Management* can push enhancement performance employee in a manner significant . For example, SHRM involves planning and implementing policies that promote fair and motivating compensation. Through a good incentive program, employees are given incentives to reach high performance. In addition, SHRM ensures that system compensation and internal justice are applied well, so employees feel valued and motivated to perform well. Similarly, SHRM adopted ways such as determination of clear goals, constructive feedback, evaluation of performance periodicals, and recognition of good performance to help employees become more focused and motivated to reach more results. Management's good performance also helps identify areas that need development and deliver proper guidance to employees. SHRM also supports employee development through training, education, and development skills. Employees can increase their competence, gain new knowledge, and develop relevant skills

with this opportunity. This can increase the performance of employees and deliver employee trust in themselves to reach their target work.

### **Influence of burnout on Employee Performance**

The results of the data analysis show that burnout has a significant effect on Employee Performance. Influence *Burnout*: This characteristic is negative and significant for Employee performance, so the emergence of *burnout* on employees must be managed and even burnout should *be* minimized in such a way that it does not interfere with employee performance. Evidence results for this 3rd hypothesis confirm findings from studies previously done by Irsal Fauzi, Meida Rachmawati (2021), Qiro'na Baridatul Maulidah, et al. (2022), and Isra Hayati, Suci Fitria (2018). According to Maslach and Jackson (1981), *Burnout* is a syndrome of fatigue, emotions, and attitudes. Frequent cynicism happens to the individual who does work involving interaction with other people. Experienced employees who burn out tend to lose interest and motivation to work. Employee Possible feel No motivated for finish tasks everyday, lose previous desire owned, or No feel satisfaction from work done. *Burnout* experienced by employees during Work makes employees experience declining productivity, more errors, or lower quality work. Because of this, improvements to burnout have a negative and significant impact on employee performance.

### **Influence of work ability on Employee Performance**

The results of the data analysis show that *Work Ability has a* significant impact on Employee Performance. Influence *Burnout* This characteristic is positive and significant for Employee performance, so enhancement of *work ability for* employees must be managed with stage training or promotion positions so that performance can Keep improving. Evidence results in a hypothesis. This confirms the findings of a study previously conducted by Alyssa K. McGonagle et al. (2022) and Sahid Sumitro (2022). Furthermore, according to Mangkunegara (2011:67), separately psychologically, ability (*ability*) consists of ability potential (IQ) and *reality (knowledge and skill)*, meaning if an employee has an above-average IQ with adequate education for their position and skills every day, it is easier to reach their performance maximum. When an employee has an above-average IQ and is supported with adequate education for the position, the employee may have superiority in understanding, analysis, and solving complex problems. This can benefit the employee by allowing him to perform at his best on the job. Relevant skills and knowledge with tasks at work every day also play an important role in reaching performance maximum. Skilled employees who operate tasks related to their specialty can work more efficiently and effectively. Employees concerned can implement knowledge and skills in a manner that is right, avoid errors, and make a valuable contribution to the organization. When employees have a combination of high IQ, adequate education, and good skills at work, they tend to have more potential to reach their performance maximum. Employees are more likely to finish complex tasks, face challenging work with belief, and achieve the expected result or even exceed hope.



### **Influence of *Intention to Leave* on Employee Performance**

The results of the data analysis show that the intention to *Leave effect is* significant on Employee Performance. Influence *Intention to Leave*: This characteristic is negative and significant on Employee performance, so that emergence *Intention to Leave* on employees must be encountered and sought as the most probable alternative for neither the profit company nor the profit employee. Abelson (1987) defines *Intention to Leave* as something desired by an individual to leave an organization and search for an alternative employee. When an employee intends to leave his or her job, he or she has a low attachment to the organization and the tasks assigned to him or her. Low attachment can reduce intrinsic motivation for good work and high performance. Employees may not feel motivated enough to give their best and achieve work targets Because they currently consider other options outside the organization. Employee intending to leave work Possible own divided and lack of focus involvement in tasks work employee. Employees may divert their attention to look for new jobs or be concerned about their future careers. This can affect concentration and commitment to work, which in turn can influence performance.

### **CONCLUSION**

Based on the data analysis results, a number of conclusions can be drawn from the study, namely: 1) *Strategic Human Resources Management (SHRM)* has a negative but not significant effect on the intention to *Leave*. That is, SHRM is not capable of becoming a good predictor of change in intention to leave; 2) *burnout is* influential, positive, and significant to change in intention to *Leave*. That is, increasing level of burnout has a significant effect on improving intention to *Leave*; 3) *Work ability is* influential, negative, and significant to *Intention to Leave*. That is, increasing level of work ability has a significant influence on declining level of intention to leave for employees; 4) *Strategic Human Resources Management (SHRM)* has a positive and significant effect on Employee Performance. That is, increasing the level of *strategic human resources management (SHRM)* provides significant influence to increase in Employee Performance; 5) *burnout has an* influential negative and significant effect on Employee Performance. That is, increased levels of burnout have a significant influence on the decline in intention to *Leave*; 6) *Work Ability* has a positive and significant influence on Employee Performance. That is, increasing level of work ability gives significant influence to Performance improvements in employees; and 7) the intention to *Leave* a negative and significant impact on Employee Performance. That is, increased levels of intention to *Leave* have a significant influence on decreased employee performance. Suggestion, to PT. Susanti Megah in Surabaya, it is suggested that you increase the practice of culture, organization, and communication models and encourage collaboration between departments in the company. On the devolvement indicator , the company can strive for employees given chance participate in something taking decisions , as well company can try For increase trust and autonomy in employees in work ; Also recommended to management For lower potency *burnout* the with method give chance to employee For follow training for confidence and trust self from employee the more getting better and finally can push level experienced *burnout* employees ; c) Management can strive for more intensive stage training to employees , especially those working in the field technique nor production ; d) Management to control matter such , for example with method stage agreement more work clear so that incident This *Unavoidable Voluntary Turnover* No added in the future , esp for holding employees important positions and positions in the company. For



researchers, it is recommended to hold research on employee performance in several companies in a manner together in something research. It aimed to conduct results research later in the day so that the expected can provide a more comprehensive description of strategic human resources management (SHRM), burnout, work ability, intention to leave, and employee performance.

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