

The Effect of Burnout on Turnover Intention With Work-Life Balance as a Mediating Variable

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ABSTRACT

Burnout is a psychological condition that can lead to an employee's intention to leave the organization, known as turnover intention. Recent studies suggest that work-life balance may play a mediating role in this relationship. This study aims to examine the effect of burnout on turnover intention with work-life balance as a mediating variable. A quantitative method was applied using a questionnaire distributed to employees of a private company, with 86 respondents selected from a population of 108 through incidental sampling. The data were analyzed using Structural Equation Modeling with SmartPLS 3.0. The results show that burnout has a positive and significant effect on turnover intention ($\beta = 0.601$; $t = 4.765$; $p < 0.001$). However, burnout has a non-significant effect on work-life balance ($\beta = 0.118$; $p = 0.151$), and work-life balance also does not significantly affect turnover intention ($\beta = 0.212$; $p = 0.088$). Consequently, work-life balance does not mediate the relationship between burnout and turnover intention. These findings highlight the importance for organizations to focus directly on managing burnout as a priority in reducing turnover intention among employees.

ABSTRAK

Burnout merupakan kondisi psikologis yang dapat menyebabkan keinginan karyawan untuk meninggalkan organisasi, yang dikenal sebagai turnover intention. Beberapa penelitian sebelumnya mengindikasikan bahwa work-life balance mungkin memiliki peran mediasi dalam hubungan tersebut. Penelitian ini bertujuan untuk menguji pengaruh burnout terhadap turnover intention dengan work-life balance sebagai variabel mediasi. Metode yang digunakan adalah metode kuantitatif dengan penyebaran kuesioner kepada karyawan sebuah perusahaan swasta, dengan jumlah responden sebanyak 86 orang dari populasi 108, yang dipilih melalui teknik incidental sampling. Analisis data dilakukan menggunakan Structural Equation Modeling dengan bantuan aplikasi SmartPLS 3.0. Hasil penelitian menunjukkan bahwa burnout berpengaruh positif dan signifikan terhadap turnover intention ($\beta = 0,601$; $t = 4,765$; $p < 0,001$). Namun demikian, burnout tidak berpengaruh signifikan terhadap work-life balance ($\beta = 0,118$; $p = 0,151$), dan work-life balance juga tidak berpengaruh signifikan terhadap turnover intention ($\beta = 0,212$; $p = 0,088$). Dengan demikian, work-life balance tidak memediasi hubungan antara burnout dan turnover intention. Temuan ini menunjukkan pentingnya bagi organisasi untuk lebih memprioritaskan penanganan burnout secara langsung dalam upaya menurunkan niat keluar dari karyawan.



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INTRODUCTION

Turnover intention refers to an employee's tendency or intention to voluntarily leave their job or move from one workplace to another by their own choice (Masita, 2021). The issue of turnover intention can have negative impacts on a company, such as hindering the achievement of organizational goals and affecting the company's ability to recruit new employees, which undoubtedly requires significant time and cost (Ahyar et al., 2022).

Burnout is one of the issues that contributes to turnover intention. Schultz (2010) in (Lestari & Diana, 2023) stated that burnout is a form of stress caused by excessive workload, leading to a decrease in employees' energy towards their work. This is in line with the opinion of (Syamsu et al., 2019), who described burnout as a reaction to prolonged stress

occurring in the workplace and related to employees and their jobs. Burnout is also described as a syndrome resulting from poor stress management at work, which leads to extreme fatigue, anxiety, and restlessness, thus negatively impacting motivation and productivity (Aseptia and Pramitasari, 2022). The presence of burnout among employees can lead to high turnover rates.

Such workloads need to be accompanied by a balance between work and personal life to minimize the intention to resign. An imbalanced work-life balance can have negative effects on an individual's mental and physical health (Astuti *et al.*, 2023). Stress, fatigue, and excessive workload can lead to issues such as anxiety, depression, and sleep disturbances, which may affect personal relationships and overall quality of life. Companies that offer flexibility in schedules, remote work options, adequate paid leave, and a family-friendly work environment are less likely to experience turnover intention.

Work-life balance should be carefully considered by companies to prevent burnout. According to (Nugraha, 2019) explains that work-life balance is the level of satisfaction or suitability between the dual roles in an individual's life. Work-life balance is understood as the equilibrium between work and personal life where a person has balanced responsibilities towards work and family or their private life (Malasari, 2022).

The research conducted by Darmawan *et al.*, (2018) It states that there is a negative relationship between burnout and work-life balance, which is at a moderate level. This means that the lower the burnout, the higher the work-life balance, and vice versa.

Based on the above explanation, this research aims to examine the effect of burnout on turnover intention, with work-life balance as a mediating variable. This study is expected to fill the theoretical gap regarding the mediation role of work-life balance and provide insights into effective human resource strategies.

LITERATURE REVIEW

Burnout

According to (Sijabat & Hermawati, 2021) Burnout is physical, mental, and emotional exhaustion that occurs due to prolonged stress involving high levels of emotion. Burnout is fatigue caused by individuals working hard, feeling guilty, feeling powerless, feeling hopeless, experiencing deep sadness, feeling ashamed, and generating feelings of tiredness and discomfort, which in turn increases feelings of irritation. If this persists in the long term, the individual will experience exhaustion because they have tried to give their best but receive minimal appreciation (Ekhsan *et al.*, 2022).

According to (Zulkarnain & Setyaningrum, 2022) *burnout is a condition where an employee begins to feel physical and emotional fatigue caused by working too hard*. Burnout is influenced by various factors, including demographic, personal, and organisational factors. Demographic factors include gender, age, education, length of employment, and marital status. From a personal perspective, work-related stress triggered by poor leadership styles can exacerbate burnout if not addressed. Organisational factors also play an important role. An uncomfortable work environment and lack of facilities can increase stress. Social support from colleagues and superiors serves as an important buffer against burnout. There

are four indicators of burnout according to (Chairina, 2021) namely physical exhaustion, emotional exhaustion, mental exhaustion, and low personal accomplishment.

Turnover Intention

According to (Rizki & Juhaeti, 2022) *turnover intention* is the behaviour regarding the extent to which employees intend to leave or remain part of an organisation or company. Turnover intention is the result of an individual's evaluation of the continuation of their relationship with the company they work for, but has not yet been realised in actual action. (Sahroni & Suganda, 2022). Meanwhile according to (Widyanti & Agustina, 2022) Defining turnover intention is the tendency or level to which an employee has the likelihood of leaving the company, whether voluntarily or involuntarily, due to the lack of interesting current work and the availability of alternative job options. According to (Masita, 2021) The factors causing turnover intention are Psychological Factors, Economic Factors, and Demographic Factors. According to (Laswitarni & Swaputra, 2017), the indicators used are Thoughts of leaving the company, the intention to search for alternative jobs, and the intention to quit.

Work-life Balance

According to Lockwood on (Asepta & Maruno, 2017) *work-life balance* It is the state of balance between two demands, namely work and an individual's personal condition. Work-life balance refers to a person's ability to fulfil their job responsibilities while remaining committed to their family and other responsibilities outside of work. According to (Sari & Hasyim, 2022) It states that work-life balance is how satisfied a person feels in fulfilling all roles in life both outside and within their work. The level of satisfaction in performing dual roles relates to balancing all aspects of their life. Work-life balance is a broad concept involving the prioritisation of work (career and ambitions) alongside life (happiness, leisure, family, and spiritual development) (Rohmah & Budiarti, 2018). Factors influencing an individual in achieving work-life balance according to (Paulose & Sudarsan, 2019) include Gender, Work Planning, Organisational Support, Family Support, and Job Stress. Indicators for measuring work-life balance according to (Sari & Hasyim, 2022) consist of Time balance, Involvement balance, and Satisfaction balance. The hypotheses in this research are: H1: Burnout positively affects turnover intention. H2: Burnout negatively affects work-life balance. H3: Work-life balance negatively affects turnover intention, and H4: Work-life balance mediates the effect of burnout on turnover intention. The conceptual framework of this research is as follows:

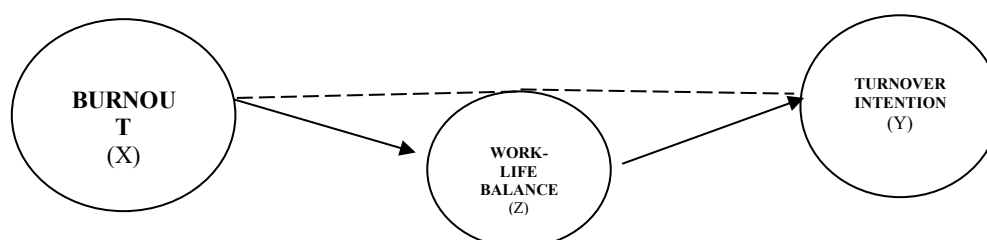


Figure 1 Framework of thinking

Source: processed data, 2025

RESEARCH METHOD

The sampling technique used is Non-Probability Sampling. Meanwhile, the method used to determine the number of respondents (samples) is incidental sampling, which is a technique where samples are determined based on coincidence anyone who happens to encounter the researcher can be used as a sample, as long as they are deemed suitable as a data source (Sugiyono, 2018). The population in this study consists of all employees of PT. XYZ, totaling 108 individuals. The determination of the sample size in this study was done using the Slovin formula, and based on the calculation results, the number of samples is 86 people. Primary data in this research was obtained through questionnaire and observation methods. Through the research questionnaire, the author received input from respondents who were part of the sample, in accordance with the research design and variables, which were then processed using the SmartPLS analysis tool. The measurement scale used was a 5-point Likert scale ranging from strongly disagree (1) to strongly agree (5). All items were adapted from previous validated instruments. The model employed in SEM-PLS was reflective in nature.

RESULT and DISCUSSION

Analysis Outer Model

Convergent Validity

Research indicators will be considered valid if they have an outer loading value above 0.7 on each instrument. However, an outer loading value of 0.5 is still considered sufficient. When the outer loading value is < 0.5 , the questionnaire item must be removed. However, if the outer loading value is < 0.5 , the statement item must be removed (Hamid & Anwar, 2019).

Table 1 *Outer Loading*

<i>Variable</i>	<i>Indicator</i>	<i>Outer Loading</i>	<i>Validity</i>
<i>Burnout (X)</i>	X1.1	0,715	VALID
	X1.3	0,704	VALID
	X1.5	0,807	VALID
	X1.7	0,640	VALID
	X1.8	0,659	VALID
<i>Work-life Balance (Z)</i>	Z2	0,848	VALID
	Z4	0,798	VALID
	Z6	0,766	VALID
<i>Turnover Intention (Y)</i>	Y1	0,577	VALID
	Y2	0,518	VALID
	Y3	0,632	VALID

Y4	0,587	VALID
Y5	0,632	VALID
Y6	0,523	VALID
Y7	0,614	VALID
Y8	0,573	VALID

Source : SmartPLS 3.0, 2025

Based on the table above, it can be concluded that the outer loading values of all research variables are greater than 0.5. This indicates that all variables have been met and each variable is considered valid, while the outer loading results that are less than 0.5 will be eliminated (Hamid & Anwar, 2019).

Discriminant Validity

The Discriminant Validity value is the cross loading value that serves to determine whether a construct has adequate discrimination. Discriminant Validity can be seen from the squared value of Average Variance Extracted (AVE). Discriminant Validity or correlation value is said to be achieved or valid if the AVE value > 0.5 and the correlation value is stated to be invalid if the AVE value < 0.5 (Hamid & Anwar, 2019).

Table 2 Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Burnout (X)	0,769
Work-life Balance (Z)	0,672
Turnover Intention (Y)	0,641

Source : SmartPLS 3.0, 2025

Reliability

The reliability test is assessed through 2 (two) methods, namely Cronbach's Alpha and Composite Reliability. A variable can be said to have good reliability if the Cronbach's Alpha value is greater than 0.6 (Hamid & Anwar, 2019).

Table 3 Reliability Test Result

Variable	Cronbach's Alpha
Burnout (X)	0,750
Work-life Balance (Z)	0,723
Turnover Intention (Y)	0,656

Source : SmartPLS 3.0, 2025

Based on the table above, it can be concluded that the Cronbach's alpha values for all constructs are greater than 0.6, which means that all constructs meet the Cronbach's alpha criteria and each construct in this study has a good reliability value (Hamid & Anwar, 2019).

Analysis Inner Model

After conducting the validity and reliability tests, the next step is to test the structural model or inner model. The Inner Model analysis can be assessed through the R-Square test. Below are the R-Square values from this research:

Table 4 Inner Model

Variable	R Square	R Square Adjusted
Work-life Balance (Z)	0,673	0,661
Turnover Intention (Y)	0,498	0,486

Source : SmartPLS 3.0, 2025

Based on the table above, the R-Square value for Work-life balance (Z) of 0.661 indicates that the impact of the burnout variable (X) on Work-life balance (Z) accounts for a value of 0.661. This is interpreted to mean that the constructs of Work-life balance can be explained by the burnout variable (X) by 66.1%, while the remaining 33.9% is explained by other variables outside this study. The R-Square value for Turnover intention (Y) of 0.486 indicates that the impact of the burnout variable (X) on Turnover intention (Y) accounts for a value of 0.486. This is interpreted to mean that the construct of Turnover intention can be explained by the burnout variable (X1) by 48.6%, and the remaining 51.4% is explained by other variables outside this study.

Hypothesis Analysis

The hypothesis testing in this research can be seen in the Path Coefficient Table, which serves to test whether the hypothesis can be accepted or rejected. The criterion for the Path Coefficient is 5%, $t = 1.66$. If the t-statistic value is greater than (>1.66), then the hypothesis is significant or H_0 is rejected and H_a is accepted. The Path Coefficient Table from this research is as follows:

Table 5 Path Coefficient

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (O/STDEV)	P Values
Burnout (X) -> Turnover Intention (Y)	0,601	0,591	0,126	4,765	0,000
Burnout (X) -> Work-life Balance (Z)	0,118	0,123	0,082	1,439	0,151
Work-life Balance (Z) -> Turnover Intention (Y)	0,212	0,213	0,124	1,707	0,088
Burnout -> Work-life Balance -> Turnover Intention	0,176	0,195	0,102	1,723	0,086

Source : SmartPLS 3.0, 2025

1. Burnout (X) on Turnover Intention (Y)

The effect of burnout on turnover intention yielded an original sample value of 0.601 with a T-statistic of 4.765 (>1.76) and a P-value of 0.000, which is less than the significance level α ($0.000 < 0.05$). Therefore, the result is positive and significant, meaning that H_0 is rejected and H_1 is accepted. This significant positive effect of burnout

on turnover intention supports prior findings by Rizki and Juhaeti (2022), who emphasized that psychological strain and fatigue can increase employees' desire to leave their jobs. This indicates that when employees experience high levels of burnout, they are more likely to consider resignation as a coping strategy.

2. Burnout (X) on Work-life Balance (Z)

The effect of burnout on work-life balance yielded an original sample value of 0.118 with a T-statistic of 1.439 (<1.76) and a P-value of 0.151, which is greater than α ($0.151 > 0.05$). Therefore, the result is not significant, meaning that H_0 is accepted and H_1 is rejected. This finding contradicts the research by Darmawan et al. (2018), which found a significant negative relationship between burnout and work-life balance. The inconsistency may be attributed to differences in organizational workload policies or employee coping mechanisms across industries.

3. Work-life Balance (Z) on Turnover Intention (Y)

The effect of work-life balance on turnover intention produced an original sample value of 0.212 with a T-statistic of 1.707 (<1.76) and a P-value of 0.088, which is greater than α ($0.088 > 0.05$). Therefore, the result is not significant, and it can be concluded that H_0 is accepted and H_1 is rejected. This result contrasts with the findings of Astuti et al. (2023), who reported that work-life balance had a significant negative impact on turnover intention. The non-significant result in this study may be due to the company's internal policies that already provide sufficient flexibility or due to employee adaptation to remote or hybrid working arrangements.

4. Burnout on Turnover Intention Mediated by Work-life Balance

The indirect effect of burnout on turnover intention through work-life balance resulted in a value of 1.176, which is less than the T-statistic threshold ($1.723 < 1.96$), with a P-value greater than 0.05. Thus, the conclusion is that the mediation effect is not significant, meaning that H_0 is accepted and H_1 is rejected. This non-significant mediation effect indicates that work-life balance does not function as a mechanism that explains the relationship between burnout and turnover intention. This is inconsistent with previous theoretical expectations, and may suggest that burnout directly impacts turnover intention regardless of employees' perceived balance between work and life domains.

CONCLUSIONS and SUGGESTION

Based on the results of the study, burnout was found to have a positive and significant effect on turnover intention, indicating that the higher the level of burnout experienced by employees, the greater their intention to leave the organization. However, work-life balance did not have a significant effect on turnover intention and did not mediate the relationship between burnout and turnover intention. The practical implication of these findings is that organizations should prioritize efforts to prevent burnout through better workload management, psychological support, and stress management training. Although work-life balance did not significantly mediate the relationship, companies are still encouraged to foster a supportive work environment that promotes work-life harmony. This study is limited by its scope, which involved only one company and used a cross-sectional approach, thus restricting the generalizability of the findings. Future research should consider

involving multiple companies or sectors, applying a longitudinal design, and incorporating other potential variables such as job satisfaction or organizational support as mediators or moderators.

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