

---

# THE EFFECT OF BURNOUT, WORKLOAD AND PERCEIVED ORGANIZATIONAL POLITIC ON TURNOVER INTENTION FOR COAL AND MINERAL COMPANY EMPLOYEES IN INDONESIA

Annisa Ayu Budhiarti<sup>1\*</sup>

Setyo Riyanto<sup>2</sup>

<sup>1,2</sup>Master of Management, Mercu Buana University, Jakarta

e-mail: annisaayubudhiarti@gmail.com<sup>1</sup>, setyo.riyanto@mercubuana.ac.id<sup>2</sup>

\*Correspondence: annisaayubudhiarti@gmail.com

**Submitted:** July, 22th 2022,    **Revised:** August, 3rd 2022,    **Accepted:** August, 15th 2022

**Abstract.** The mobility of talented and highly skilled employees is an important issue for organizations. Job satisfaction, commitment, equality, and many other factors have been identified as explanations. Changes in organizational settings; however, no agreed standard framework is superior. When an organization is going through some kind of change process. In today's rapidly changing environment, change has become an ongoing process for organizations to respond to changing environmental factors such as technology, global demand and economic cycle. This study aims to analyze the effect of workload, burnout, and perceived organizational politics on the effect of turnover intention. This study's population is employees working in Indonesia's coal and mineral mining industry. With a sample of 150 workers. The data method uses Multiple Linear Regression. The results of this study found that workload did not have a significant impact on turnover intention. Burnout has an impact on increasing employee turnover intention. Perceived organizational politics is also able to encourage turnover intention. The implications of this research are discussed in the article

**Keywords:** Workload, Burnout, Perceived Organizational Politic, Turnover

## INTRODUCTION

Every company has a goal to survive so that its vision and mission are achieved, and it requires competent and highly motivated Human Resources. The importance of role of human resources aims to advance the company. Companies need quality human resources for the company's progress both now and in the future.

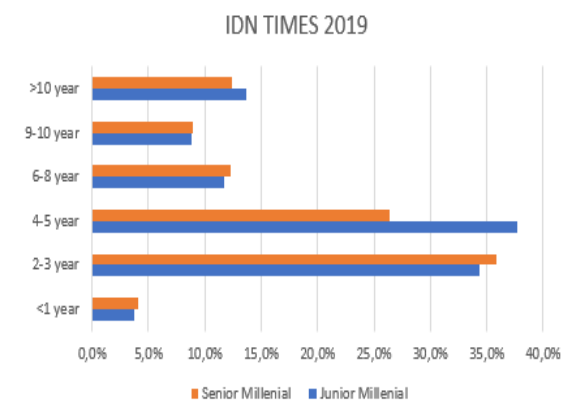
The company's business strategy to get the best performance requires managers with the talent to see opportunities. Therefore, the company currently concentrates on applying practices and methods that can create good performance through improving the quality of employees, such as formal and informal training, compensation, teamwork, career development, and others (Setyo, 2021).

Human resources are important assets in the company that must be maintained. To increase productivity, companies are expected to develop and retain employees so that they do not have the desire to move or leave the company (turnover).

Turnover can affect employee performance and productivity. The higher the employee turnover rate in one company, the higher the costs that the company will incur to conduct the recruitment process to develop employees when they enter the company. Employees who resign have different reasons, from personal and environmental to company reasons.

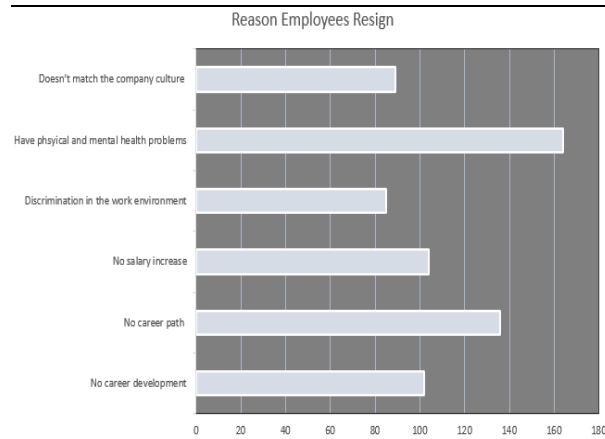
The mining industry is one of the important sectors of economic development in Indonesia, providing raw materials for producing goods that affect sustainable national economic growth. The key to the company's success is its

management of its employees; this is done to achieve the company's vision and mission and can contribute significantly to national economic growth. Many assume that employees working in the mining sector have a transparent (systematic), well-planned, high remuneration work system. However, on the other hand, some mining industries are also faced with employee turnover problems.



**Figure 1. Target Length of Work in the Company.**

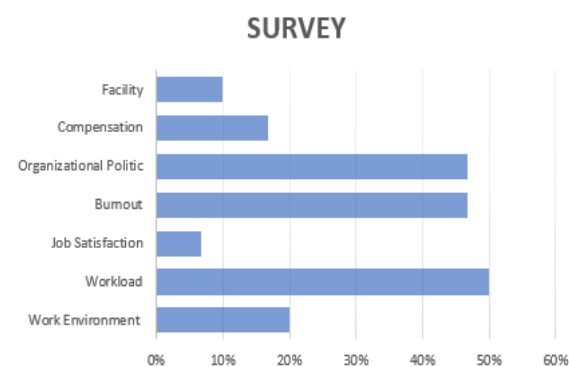
IDN Times launched the 2019 Indonesia Millennials Report. The 2019 Indonesia Millennials Report is a survey conducted on more than 1,400 millennial respondents in 10 cities in Indonesia. IDN Times provides two groups of millennials: junior millennials and senior millennials. Junior millennials are millennials with an age range of 20 years to 27 years. Meanwhile, senior millennials are millennials with an age range of 28 to 35 years. Based on the survey conducted by IDN Times, 34.4% of junior millennials and 35.9% of old millennials desire to stay in the same company for 2-3 years. Meanwhile, 27.7% of junior and 26.4% of old millennials said they would stay in one company for 4 to 5 years.



**Figure 2. Internal Survey of Ekrut.**

Figure 2 shows a survey internally through social media by the Ekrut Indonesia team (Tech Talent Recruitment Platform).

Research conducted by Andhika (2020) at one of the Mineral and coal companies in the East Kalimantan area shows that employee turnover at the Company was high in 2016; the occurrence of employee turnover amounted to 16.18% or 58 employees. This number increased in 2017 by 16.78%, or 60 people. Based on the company's exit clearance data, the majority of employees working at the company decided to resign for several reasons, including finding another job with a higher income, lack of opportunity to develop, and lack of a sense of kinship in the mining area.



**Figure 3, Survey by researchers.**

Researchers conducted another survey by distributing questionnaires randomly through the internet, namely LinkedIn researchers with 3,300 connections to employees who work in the mining sector in Indonesia, as many as 30 respondents (Figure 3). It can be concluded that workload, work stress, and organizational politics have a more substantial influence than other variables and continue with the variables of work environment, compensation, facilities, and job satisfaction.

Turnover intention refers to an employee's desire or effort to leave the organization. Turnover intention is a way for employees to resign from the company because they can no longer identify with their work (Liu, Suxia 2019). According to Augustine and Lenny (2020), Turnover Intention can be interpreted as the intention of a worker to leave the organization. Employees will start looking for other job alternatives and stop working if this alternative is felt better than the current job.

The workload is one of the factors that cause employees to have a desire to resign. In addition to workload, the turnover intention is also influenced by burnout or work stress. According to Said (2019), work stress is a form of physical and mental response to changes in the work environment that are felt to be disturbing and result in him being threatened.

Another variable that affects employees to have a desire to resign (turnover intention), namely Perceived organizational politics, is a perception of organizational life and how individuals use power and influence the existing systems in the company. Organizational politics can occur due to seeking a sense of security within the organization; for example, the company only gives

production bonuses to employees who have worked longer than five years and do not care about employees under five years. Another thing is coworkers who bring down other colleagues to look superior in front of superiors and management.

## METHODS

The research used in this paper uses a quantitative approach. This study's population is employees working in coal and mineral mining companies. The sampling technique used in this study is non-probability sampling, namely convenience sampling or sampling by chance. Due to the unknown population in this study, the number of samples is 28 (the number of indicators) multiplied by 5, so the minimum sample size of 140 respondents is considered sufficient to represent the population (hair formula). The sample used in this study are employees who have worked for more than three years in the coal and mineral mining industry.

Data collection techniques using questionnaires through social media. The turnover intention variable question item adaptation from the questionnaire in Tika Nur Halimah's research (2016) consists of 9 items with three dimensions. The workload measurement tool in this study uses Grace Lina (2019), which consists of 2 dimensions and five items. The following variable to be measured is burnout, using research from Santoso (2018), which consists of 3 dimensions and seven items. The last variable to be measured is perceived organizational politics (2016), which consists of 5 dimensions and 11 items. The instrument in the form of a research questionnaire was tested using validity and reliability tests to determine that the instrument or measuring instrument used was valid and reliable.

## RESULTS AND DISCUSSION

The results of data analysis in this study are presented descriptively from each variable obtained. The number of respondents in this study was 150 employees who worked in coal and mineral mining companies. This descriptive data also presents the frequency distribution table and histogram for each research variable.

**Table 1. Description of Respondents.**

Characteristic	Profile	Total	Percentage
Gender	Man	120	80%
	Woman	30	20%
	<b>Total</b>	<b>150</b>	<b>100%</b>
Education	Senior High School	15	10%
	Diploma	9	6%
	Bachelor	115	77%
	Master	11	7%
	<b>Total</b>	<b>150</b>	<b>100%</b>
Length of Work	3 - 5 year	100	67%
	6 - 10 year	21	14%
	>10 year	29	19%
	<b>Total</b>	<b>150</b>	<b>100%</b>
Position	Foreman / Staff	54	36%
	Supervisor	65	43%
	Superintendent	9	6%
	Manager	20	13%
	General Manager / Direktur	2	1%
<b>Total</b>	<b>150</b>	<b>100%</b>	
Work Location	Site	94	63%
	Head Office	36	37%
	<b>Total</b>	<b>150</b>	<b>100%</b>

Source: Primary data processing (2022).

### Description of Research Variables

The research variable description serves to determine how big the questionnaire from each variable Workload ( $X_1$ ), Burnout ( $X_2$ ), Perceived organizational politics ( $X_3$ ), and Turnover Intention ( $Y$ ) assessed by respondents. The grouping of respondents' assessments can be seen from the average value on each questionnaire respondents assess with the criteria of very good, good,

moderate, bad, and very bad.

**Table 2. Variable Description.**

	Descriptive Statistic	
	N	Mean
Turnover Intention	150	3,29
Workload	150	3,39
Burnout	150	3,34
Perceived Organizational Politic	150	3,56

Source: Primary data processing (2022)

Based on the results of the descriptive analysis in this study, it shows that the variable turnover intention with a mean value of 3.29 is categorized as sufficient, workload with a mean value of 3.39 is categorized as sufficient, burnout with a mean value of 3.34 can be categorized as sufficient and perceived organizational politics with a mean value of 3.56 can be categorized as high. These results indicate that the indicator variables X1, X2, X3, and Y within the scope of the indicator sample are in a good category.

### Validity and Reliability

#### Validation Test

The validation test compares the average value of the t-count with the t-table. If the t-count is greater than the value of the t-table, then the measuring instrument used is declared valid. Otherwise, if the t-count is less than the value of the t-table, then the measuring instrument used is invalid.

#### Reliability Test

A reliability test is a tool to find out

whether a questionnaire can be said to be reliable or reliable if the respondent's answer to the statement is consistent or stable. A construct or variable is said to be reliable if it gives a Cronbach alpha value  $> 0.70$ .

### Multiple Linear Regression Analysis

Multiple linear regression analysis aims to measure the influence between the independent variable (IV) and the dependent variable (DV). The purpose of the multiple linear regression test technique is to predict the value of the dependent variable (Y) if the values of the independent variable/predictor (X1, X2, X3) are known and can find out how the direction of the relationship between the dependent variable and the independent variables is.

**Table 3. Multiple Linear Regression Test Results.**

Model		Coefficients <sup>a</sup>			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	1.137	.268		4.248	<.001
	Workload	-.069	.075	-.083	-.924	.357
	Burnout	.123	.045	.177	2.698	.008
	Perceived Organizational Politic	.555	.076	.650	7.320	<.001

a. Dependent Variable: Turnover Intention

Sumber: Olah data Primer

The results of the above analysis calculations can be explained in detail as follows:

Constant a of 1.137 means that if the workload, burnout, and perceived organizational politics variables have a value of 0, then the value of the turnover intention variable is 1.137, which means that the current turnover intention is still

low.

The coefficient value on -0.069. This means that the workload variable shows a negative effect of -0.069 with a significant 0.357 on turnover intention. This means that the higher the workload, the lower the turnover intention of -0.069.

The value of this regression coefficient means that the burnout variable affects turnover intention by 0.123 or has a positive effect. This means that the higher the burnout, the higher the turnover intention

The value of this regression coefficient means that the perceived organizational politic variable affects turnover intention by 0.555 or has a positive effect. This means that the higher the perceived organizational politics, the higher the turnover intention.

#### Partial Test Results (t-Test)

The t-test aims to determine the high degree of one variable X to variable Y. if the other X variables are considered constant. If the significant level used is 5 percent, in other words, if the probability  $H_a$  is more significant than 0.05 ( $H_a > 0.05$ ), then it is declared insignificant, and if the probability  $H_a$  is less than 0.05 ( $H_a < 0.05$ ), then declared significant. The test results can be presented in Table 4 below:

Table 4. Partial Test Results (t-Test).

Model		Coefficients <sup>a</sup>			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	1.137	.268		4.248	<.001
	Workload	-.069	.075	-.083	-.924	.357
	Burnout	.123	.045	.177	2.698	.008
	Perceived	.555	.076	.650	7.320	<.001
<i>Organizational Politic</i>						

a. Dependent Variable: Turnover Intention

Sumber: Olah data Primer

$$(0.05/2; 150-3-1) = 0.025; 61 = 1.97635$$

Percentage point distribution t on df = 121-147 = t table = 146

Based on Table 4 above, it can be concluded that the partial test hypothesis (t-test) is as follows:

The value of Sig. for the effect of workload on turnover intention is Sig 0.357 > 0.05, and the t value is -0.924, so it can be concluded that  $H_1$  is not accepted, which means workload has a negative effect on turnover intention.

Value of Sig. for the effect of burnout on turnover intention is Sig. 008 > 0.05, and the t value is 2.698, so it can be concluded that  $H_2$  is accepted, which means burnout has a positive and significant effect on turnover intention.

The effect of perceived organizational politics on turnover intention is Sig .001 > 0.05, and the t-value is 7.320, so it can be concluded that  $H_3$  is accepted, which means perceived organizational politics has a positive and significant effect on turnover intention.

#### Simultaneous Significant Test Results (Test F)

The simultaneous significance test (F test) shows whether all independent variables (IV) have a combined effect on the dependent variable. The F test

tests whether the three independent variables simultaneously affect the dependent variable.

**Table 5. Simultaneous Significant Test Results (Test F).**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.270	3	7.090	<b>30.988</b>	<b>&lt;.001<sup>b</sup></b>
	Residual	33.404	146	.229		
	Total	54.673	149			

a. Dependent Variable: Turnover Intention

Sumber: Olah data Primer

Table 5 above shows that the significance value for the effect of variables  $X_1$ ,  $X_2$ , and  $X_3$  simultaneously on Y is  $0.001 < 0.05$  with an F-count of  $30.988 > F\text{-Table } 2.67$ . It can be concluded that  $H_4$  is accepted, which means that there is a positive and significant effect on the variables of workload, burnout, and perceived organizational politics simultaneously on turnover intention.

**The Result of the Coefficient of Determination Analysis ( $R^2$ )**

The  $R^2$  determination test is used to measure how far the model's ability to explain the variation of the dependent variable is. In this study, the coefficient of determination uses the value of the adjusted  $R^2$ .

**Table 6. Test Results of the Coefficient of Determination ( $R^2$ ).**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.624 <sup>a</sup>	.389	.376	.478

a. Predictors:

(Constant), Workload, Burnout, Perceived Organizational Politic

b. Dependent Variable: Turnover Intention

Sumber: Olah data Primer

Based on Table 6, it is known that the coefficient of determination ( $R^2$ ) or adjusted R Square is '0.389. It can be concluded that the magnitude of the influence of the three independent variables, which include workload, burnout, and perceived organizational politics on turnover intention, is 38.9%.

**Coefficient of Correlation Matrix Analysis between Variables**

The correlation test aims to determine the level of closeness of the relationship between variables expressed by the correlation coefficient ( $r$ ). The relationship between variables X and Y can be positive and negative.

**Table 7. Results of Coefficient Analysis of Correlation Matrix between Variables**

		Correlations			
		Workload	Burnout	Perceived Organizational Politic	Turnover Intention
Workload ( $X_1$ )	Pearson Correlation	1	-.118	.680**	.339**
	Sig (2-tailed)			<0.001	<0.001
	N	150	150	150	150
Burnout ( $X_2$ )	Pearson Correlation	-.118	1	-.006	.182*
	Sig (2-tailed)			.941	.025
	N	150	150	150	150
Perceived Organizational Politic ( $X_3$ )	Pearson Correlation	.680**	-.006	1	.592**
	Sig (2-tailed)				<0.001
	N	150	150	150	150

Sumber: Olah data Primer

Workload correlation with turnover intention. In Table 7, it is explained that the basis for decision making is the result of the dimensional correlation test between the workload dimension research variables on Sig's turnover intention.  $<0.001$  is smaller

than 0.05 (Sig. 0.000 > 0.05), which means that the workload on turnover intention is correlated or related. Moreover, the guideline for the degree of relationship between variables shows the Pearson correlation value of 0.339, which means that the correlation is moderate.

Burnout correlation with turnover intention. In Table 7, it is explained that the basis for making decisions on the results of the dimension correlation test between research variables, the dimensions of burnout on turnover intention, is Sig. <0.001 is more minor than 0.025 (Sig. 0.000 > 0.05), which means that burnout on turnover intention is correlated or related. Furthermore, the guideline for the degree of relationship between variables shows the Pearson correlation value of 0.182, which means that the correlation is moderate.

Correlation of perceived organizational politics on Turnover Intention. Table 7 explains that the basis for decision making is the result of the dimension correlation test between research variables and dimensions of perceived organizational politics on turnover intention of Sig. <0.001 is smaller than 0.05 (Sig. 0.000 > 0.05), which means that burnout on turnover intention is correlated or related. Furthermore, the guideline for the degree of relationship between variables shows the Pearson correlation value of 0.592, which means that the correlation is moderate.

#### Coefficient of Inter-Dimensional Correlation Matrix Analysis

The following is the result of the correlation matrix between dimensions which can be seen in table 8.

**Table 8. Correlation Coefficient Results between Dimensions.**

Variable	Dimension	Thinking of Quitting	Intention to Search for Alternative	Intention to Quit
		Y <sub>1</sub>	Y <sub>2</sub>	Y <sub>3</sub>
Workload (X <sub>1</sub> )	External	-0.144	-0.041	-0.018
	Internal	-0.019	-0.050	-0.030
Burnout (X <sub>2</sub> )	Emotional Exhaustion	0.907	0.434	0.288
	Personal Accomplishment	0.287	0.157	0.052
	Depersonalization	0.410	0.758	0.439
Perceived Organizational Politics (X <sub>3</sub> )	Go Along to Get ahead	0.206	0.077	-0.078
	Self Serving Content	0.467	0.278	0.287
	Co Workers Content	0.234	0.200	0.110
Politik (X <sub>4</sub> )	Cliques Content	0.494	0.280	0.155
	Pay and Promotion	0.264	0.154	0.137

\*Keterangan :

P.Cor : Pearson Correlation  
Sig : Sig. (2-tailed)

The correlation between workload dimensions (X<sub>1</sub>) and turnover intention (Y). In table 8, the dimension correlation test on the workload variable (X<sub>1</sub>) on turnover intention (Y) proves Sig's value. The highest relationship between the internal dimensions (X<sub>1.1</sub>) and the Y<sub>1</sub> dimension Thinking of Quitting is -0.144 and is included in the very low relationship level category. The smallest correlation value between dimensions in the workload variable (X<sub>1</sub>) to the turnover intention variable (Y) is the External dimension (X<sub>1.1</sub>), with the Y<sub>3</sub> dimension intention to quit being -0.018, which is included in the very low correlation coefficient range. The overall correlation value of the relationship is negative, meaning there is no relationship between the workload variable and the turnover intention variable.

The correlation between burnout dimensions (X<sub>2</sub>) and turnover intention (Y). Dimensional correlation testing on the burnout variable (X<sub>1</sub>) on turnover intention (Y) proves the value of Sig. The highest relationship between the dimensions of emotional exhaustion (X<sub>2.1</sub>) with the Y<sub>1</sub> dimension thinking of quitting is 0.907 and is included in



the category of a strong relationship level. The smallest correlation value between the dimensions in the burnout variable ( $X_2$ ) to the turnover intention variable ( $Y$ ) is the personal accomplishment dimension ( $X_{2.2}$ ), with the  $Y_3$  dimension intention to quit being 0.052, which is included in the low correlation coefficient range. The overall correlation value of the relationship is positive, meaning that there is no relationship

The correlation between dimensions of perceived organizational politics ( $X_3$ ) and turnover intention ( $Y$ ). Dimensional correlation testing on perceived organizational politic variables ( $X_3$ ) on turnover intention ( $Y$ ) proves Sig's value. The highest relationship between the dimensions of the cliques content ( $X_{3.4}$ ) with the  $Y_1$  thinking of quitting dimension is 0.494 and is included in the category of moderate level of relationship. While the smallest correlation value between dimensions in the perceived organizational politics variable ( $X_3$ ) to the turnover intention variable ( $Y$ ) is the go-along to get ahead ( $X_{3.1}$ ) dimension with the  $Y_3$  dimension intention to quit is -0.078 which is included in the very low correlation coefficient range.

## Discussion

The first hypothesis examines the effect of workload on turnover intention. The results showed that there was a negative effect on turnover intention. The workload variable refers to the employee's workload. The low influence of workload on turnover intention means that the lower the workload, the lower the turnover intention.

Related to the results of this study, based on the results of field studies in coal and mineral companies, employees who work at the site have less workload than employees who

work at the center. This is because employees who work on the site have long working hours, affecting employees to complete tasks on time.

Similar previous studies have been carried out by Lantican (2021), Dwinijayanti et al. (2020), and Nawangsari (2020), which state that workload has no significant effect on turnover intention.

The second hypothesis examines the effect of burnout on turnover intention. The results showed that there was a positive influence on turnover intention. The burnout variable refers to the employee's job stress. Burnout can increase due to organizational pressures, so employees experience stress. This is in line with Soelton's (2020) theory which says that burnout significantly influences turnover intention. Employees who work in the Coal and Mineral Mining Industry, especially those who work at the site, experience burnout because the old system of working on the site makes employees feel stressed because they are far from their families sometimes, and employees are even required to work in remote areas and cannot contact their family. That is what causes emotional exhaustion to appear.

Employees need feedback regarding the work that has been done. It is useful for evaluating the work that has been done, besides that the relationship with colleagues and the team is also significant, if you have a team that is not compact then there is no discussion in it making employees feel The pressures given are felt by themselves, it makes employees experience work stress.

This study is in line with consistent research conducted by Soelton (2019), Santoso (2018), and Tatjana et al. (2020) from the results of the study obtained a significant influence between burnout and turnover intention.

The third hypothesis examines the effect of perceived organizational politics on turnover intention. The results showed that there was a positive influence on turnover intention. Perceived organizational politics can increase because of the parties who drop for profit.

---

Employees who carry out politics within the organization tend to bring down co-workers, teams, or those who, according to the employee, can hinder their career progress; this is done so that the employee gets what he wants, for example, a promotion, salary increase or to stand out (best) in front of his superiors or superiors—company management.

The results of this study conclude that perceived organizational politics has a positive and significant effect on turnover intention in line with the results of research conducted by Khushk (2021), Dirk et al. (2021), from the results of the study obtained a significant influence between perceived organizational politics and turnover intention.

## CONCLUSIONS

Workload has a negative and insignificant effect on turnover intention. Employees have a perception that internal factors do not affect employees to have the intention to resign. In external factors, employees feel that the long working hours on the site help them to complete tasks and deadlines on time.

Burnout has a positive and significant effect on turnover intention. This means that the higher the work stress level of employees in the organization has an influence on emotional and physical exhaustion due to too many tasks, being chased by deadlines so that employees often work overtime until the break time is not comparable to working time. The company still does not provide a clear job description and work timeline.

Perceived Organizational Politics influences turnover intention. Political behavior tends to increase in an environment where rules and regulations are not followed. Employees feel that their co-workers or employees in the company want to take advantage by bringing down other co-workers who are harmed, inciting individuals to make adverse decisions between parties. Affected employees will think about resigning rather than being affected by

this behavior.

Company management can make job descriptions for each position so that employees know more about the work that must be done. This is done to ensure that employees do not experience too high a workload due to unclear job descriptions.

The company is advised to reward employees who work beyond the company's expectations to feel valued and provide opportunities for some employees who need the training to conduct training according to the required competencies. Management sets a good example for employees and creates a friendly work environment so the company can advance in the future.

The company makes activities for all employees to increase team cohesiveness, both divisions and between divisions so that all employees get to know each other every year. Moreover, providing intimacy, so employees know each other better is expected to improve work coordination and performance..

## REFERENCES

- Abate, Jason., Thomas Schaefer., & Rheresa Pavone (2018). *Understanding Generational Identity, Job Burnout, Job Satisfaction, Job Tenure, and Turnover Intention. Journal of Organizational Culture, Communications, and Conflict*, 22(1)
- Abbas, Quaiser, Awan, Sajid H (2017). *Impact of Organizational Politics on Employee Performance in Public Sector Organizations. Pakistan Administrative Review*, 1(1), 19-31.
- Abbas, Zuhair., Junaid Ansari., Saba Gulzar., Unzila Zameer., & Kanwal Hussain (2021). *The Role*

- of Workload, Nepotism, Job Satisfaction, and Organizational Politics on Turnover Intention: A Conservation of Resources Perspective. Sciendo*
- Abubakar, Ramatu Abdulkareem & Ahmed Ibrahim Abdullahi (2017). *Perceived Organizational Politics and Employee Turnover Intention : A Longitudinal Study in Nigeria. Journal on Innovation and Sustainability*
- Agustine, Thia Dwi & Lenny Christina Nawangsari (2020). *The Effect of Compensation and Work Loads Towards Intension of Turnover with Work Satisfaction as a Variable Mediation in Clinic Employees of PT Nayaka Era Husada Branch of Bekasi. International Journal of Innovative Science and Research Technology*, 5(7).
- Altahtoo, Umar A (2018). *The Effect of Job Satisfaction and Workload on IT Project Employee Turnover Intention in the Madinah Government of Saudi Arabia. International Journal of Business and Social Science*, 9(8)
- Anes, Rao Tahir., Petra heidler., Luigi Pio Leonardo Cavaliere., & Nordiana Ahmad Nordin (2021). *Brain Drain in Higher Education. The Impact of Job Stress and Workload on Turnover Intention and the Mediating Role of Job Satisfaction at Universities European Journal of Business and Management Research*, 6(3)
- Aytac, Serpil & Oguz Basol (2019). *Organizational Conflict Between Work Overload and Turnover Intention. Springer Nature Switzerland*
- Chen, James K.C (2020). *Perspective on the Influence of Leadership on Job Satisfaction and Lower Employee Turnover in the Mineral Industry. Sustainability Journal*
- Chen, Xuyu., Li Ran., yutig Zhang., Jinru Yang., Hui Yao., Sirong Zhu., & Xiaodong Tan (2019). *Moderating Role of Job Satisfaction on Turnover Intention and Burnout among Workers in Primary Care Institutions: a Cross-Sectional Study. BMC Public Health*
- Clercq, Dirk De., Muhammad Arshad Khan & Inam Ul Haq (2021). *Perceived organizational politics and turnover intentions:critical roles of social adaptive behavior and emotional regulation skills. Journal of Management & Organization*
- Dwinijanti, Lenny., M.F Arrozi Adhikara., & Rokiah Kusumapradja (2020). *Job Satisfaction and Turnover Intention among Public Sector Nurses: Is Workload and Burnout the Issue?. Jurnal Ilmiah Bidang Akuntansi dan Manajemen*, 17(1), 67-77
- Harscher, Heidi Von., Nathaly Desmarais, Robert Dollinger., Seth Grossman., & Scarlett Aldana (2017). *The Impact of Empathy on Burnout in Medical Students: New Findings. Taylor &*
-

---

*Francis Group*

- Hassan, Haslina., Tong Mei Hwee Vina., & Nor Shamri Ithnin (2017). *Perceived organizational politics and job satisfaction: the role of personality as moderator*,13(4),479-493
- Hermawan, Tri, Fuad Mas'ud & Mirwan Surya Perdhana (2018). Peran Persepsi Politik Organisasi, Komitmen Afektif, Kepuasan Kerja dan Stres Kerja terhadap Keinginan untuk Keluar dengan Persepsi Dukungan Organisasi sebagai Moderator (Study di PT PQRS). *Jurnal Bisnis Strategi*, 27(1), 32-52
- Ivanovic, Tatjana., Sonja Ivancevic., & Milica Maricic (2020). *The Relationship between Recruiter Burnout, Work Engagement and Turnover Intention: Evidence from Serbia. Inzinerine Ekonomika-Engineering Economics*, 31(2), 197-210
- Jiang, Shunteng., Xue Jiang., & Changsheng Huang (2018). *Evaluating the Influence of Work Attitudes on Work Stress and Turnover Intention in Ecology Industry : Empirical Study. Ekoloji* 27 (106)
- Junaidia, Achmad., Eko Sasono., Wanuri Wanuri., & Dian Wahyu Emiyati (2020). *The Effect of Overtime, Job Stress, and Workload on Turnover Intention. Management Science Letters*, 3873-3878
- Kashif, Muhammad., Eliane Braganca., Zainudin Awang., & Ernest Cyril De Run (2017). *You Abuse but I Will Stay: The Combined Effects of Job Stress, Customer Abuse, and Emotional Intelligence on Employee Turnover. Emerald Insight*
- Kaya, Nihat, Samet Aydin & Ozgur Ayhan (2016). *The Effect of Organizational Politics on Perceived Organizational Justice and Intention to Leave. American Journal of Industrial and Business Management*
- Khushk, Amir Ali., Zhang Zengtian., & Nasir Aman (2021). *Game of organizational poitics leading to turnover intention. Journal of Advanced Research in Economics and Administrative Science*, 2(3)
- Kurniawaty, Mansyur Ramly & Ramlawati (2019). *The Effect of Work Environment, Stress, and Job Satisfaction on Employee Turnover Intention. Management Science Letters*
- Lantican, Mark Lixel Q (2021). *Modeling Workload, Job Satisfaction, Work Stress and Organizational Commitment on Turnover Intention: Evidence from Hospitality Management Educators. Journal of Human Resource and Sustainability Studies*, 9, 439-450
- Lee, Eunsook & Insil Jang (2020). *Nurses' Fatigue, Job Stress, Organizational Culture and Turnover Intention : A Culture Work Health Model. Western Journal of Nursing Research*, 42(2), 108-116.
- Mansour, H & I. Abu Sharour (2021).
-

- Results of Survey on Perception of Patient Safety Culture among Emergency Nurses in Jordan: Influence of Burnout, Job Satisfaction, Turnover Intention, and Workload. Journal of Healthcare Quality Research*
- Masta, Noviana & Setyo Riyanto (2020). *The Effect of Transformational Leadership, Perceived Organizational Support and Workload on Turnover Intention Sharia Banking Company in Jakarta. Saudi Journal of Business and Management Studies*, 5(8), 473-481.
- Mirkamali, Kimia Sadat., Arman Ahmadizad., Saeed Kazemzadeh., & Maryam Varmaghani (2019). *Determining The Relationship Between Job Burnout and Employee Productivity. Iranian Journal of Ergonomics*
- Nanda, Andesna., Mochammad Soelto., Sita Luiza., & Eko Tama Putra (2019). *The Effect of Psychological Work Environment and Work Loads on Turnover Interest, Work Stress as an Intervening Variable. Atlantis Press SARL*
- Pahlevi, Akbar (2020). Pengaruh Politik Organisasi Terhadap Sikap Kerja dan Pengaruhnya Terhadap Organizational Citizenship Behavior. *Jurnal Ekonomi Bisnis dan Industri*, 02(1),21-26
- Ratnasari, Sri Langgeng & Linayati Lestari (2020). *Effect of Leadership Style, Workload and Job Insecurity on Turnover Intention. International Journal of Innovation, Creativity and Change*, 11 (2)
- Riyanto, Setyo, et.al (2021). *Effect of Work Motivation and Job Satisfaction on Employee Performance: Mediating Role of Employee Engagement. Problems and Perspectives in Management*, 19(3)
- Roy, Ashim., Trudy van der Weijden., & Nanne de Vries (2017). *Relationships of work characteristics to job satisfaction, turnover intention, and burnout among doctors in the district public-private mixed health system of Bangladesh. BMC Health Services Research*, 17:421
- Santi, Maya Weka., Nurhasmandiar Nandini., & Gamasiano Alfiansyah (2020). *The Effect of Burnout Syndrome on Turnover Intention using Organizational Commitment an Intermediate Variable. Jurnal Administrasi Kesehatan Indonesia*, 8(2), 109-122
- Santoso, Arif Lukman., Sahbuddin Abdi Sitompul., & Agus Budiarmanto (2018). *Burnout, Organizational Commitment and Turnover Intention. Journal of Business and Retail Management Research*, 13(1)
- Situmorang, Grace Lina., & Rahmat Hidayat (2019). Analysis of The Effect of Workload on Employee Performance of the Production Operator in Pem Plant PT Schneider Electric Manufacturing Batam. Atlantis Press
-

- Soelton, Mochamad, et.al (2019). *The Effect of Role Conflict and Burnout Toward Turnover Intention at Software Industries, Work Stress as Moderating Variables*. Atlantis Press
- Soelton, Mochamad., Irfan Noviandy Aulia., Inge Hutagalung., & Tantri Yanuar Rahmat Syah (2020). *Recognizing How the Burnouts and Acuted Stress Affects Turnover Intention in the Stationary Industry*. *International Journal of Economics, Commerce and Management*, 8(6)
- Sugiyono. 2013. *Metode Penelitian Pendidikan pendekatan kuantitatif, kualitatif dan R&D*. Bandung:Alfabeta.
- Ugwu, Emenike Samuel., Chiedozie Okechukwu Okafor., Ike Ernest Onyishi., Ani Casimir., & Ejiofor Chukwuemeka Chinedu (2018). *Perceived Organizational Politics, Support and Workplace Incivility of Supervisor as Predictors of Turnover Intention*. *Scientific Research Publishing*
- Viriyanda Susantho, Andhika (2020). *Pengaruh Training Satisfaction terhadap Organizational Citizenship Behavior serta Implikasinya terhadap Turnover Intention pada PT. Kapuas Prima Coal, Tbk Site Ruwai*. Universitas Multimedia Nusantara
- Wang, Haipeng., Yinzi Jin., Dan Wang., Schichao Zhao., Xingang Sang., & Beibei Yuan (2020). *Job Satisfaction, Burnout, and Turnover Intention among Primary Care Providers in Rural China: Results from Structural Equation Modeling*. *BMC Family Practice*
- Wati, Lela Nurlaela. 2017. *Metodologi Penelitian Terapan, Aplikasi SPSS, Eviews, Smart PLS, dan AMOS*. Bandung: CV. Mujahid Press
- Wibowo, Akbar, Margono Setiawan & Agung Yuniarinto (2021). *The Effect of Workloads on Turnover Intention with Work Stress as Mediation and Social Support as Moderated Variables*. *Journal of Applied Management*
- Yoon, Sung- Ja (2020). *The factors affecting on Turnover Intention of Nurses*. *Medico Legal Update*
- Yusof, Juhaizi Mohd., Siti Nur Atikah Zulkiffli., Siti Falindah Padlee., & Nurul Ayuni Yusof (2018). *The Relationship between Organizational Politics, Job Satisfaction and Turnover Intention in the Maritime-Related Agencies in the East Coast of Peninsular Malaysia*. *Knowledge Engaging Minds*



© 2021 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY SA) license (<https://creativecommons.org/licenses/by-sa/4.0/>).