

Analysis Of The Effect Of Workload, Work Life Balance, And Work Environment, On Turnover Intention With Burnout As A Mediating Variable Pt Sgs (Sumber Graha Sejahtera) Semarang Branch

Muhammad Farhan Afifudin^{1*}, Kussudyarsana²

^{1,2} Universitas Muhammadiyah Surakarta, Jawa Tengah, Indonesia

* Corresponding Author:

Email: b100210485@student.ums.ac.id

Abstract.

This study aims to analyze the influence of workload, work-life balance, and work environment on turnover intention with burnout as a mediator at PT SGS Semarang Branch. The background of this study is based on the high turnover rate at the company. This study responds to the relatively high turnover rate at PT. SGS Semarang Branch. This is evidenced by the fact that PT SGS Semarang Branch conducts employee recruitment almost every month, particularly in the production workforce sector, to enhance competencies through vocational pathways. This study employs a quantitative approach using a questionnaire method. The sample consists of 50 production department employees selected using the Slovin method. The research instrument is a questionnaire that has been validated for validity and reliability. Data analysis was assisted by the Smart PLS 4.0 program. The results of the study indicate that workload has a significant negative effect on turnover intention, work-life balance has no significant effect on turnover intention, work environment has a significant negative effect on turnover intention, burnout has a significant positive effect on turnover intention, workload has a significant positive effect on burnout, work-life balance has no effect on burnout, and work environment has no significant effect on turnover intention. Workload has a significant positive effect on turnover intention, mediated by burnout; work-life balance has no significant effect on turnover intention, mediated by burnout; and work environment has no significant effect on turnover intention, mediated by burnout.

Keywords: Workload; Work Life Balance; Work Environment; Turnover Intention; Burnout and Employee.

I. INTRODUCTION

In today's highly competitive business landscape, an organization's success and sustainability are increasingly dependent on its ability to acquire, develop, and retain high-quality human resources (HR). Effective human resource management (HRM) is crucial for managing the human dimension of an organization, focusing on the expertise, skills, and intellectual abilities of employees to achieve strategic goals (Malik, 2020). However, a significant challenge for many organizations is employee turnover, a process where employees voluntarily leave their positions. This phenomenon, and its precursor, turnover intention, can lead to instability, uncertainty, and substantial costs related to recruitment, training, and lost productivity. For example, high turnover rates have been observed across various industries, such as the financial sector, where it reached 18% per year in a study by Deloitte (2024), particularly among younger employees. Research highlights that a company's inability to retain experienced talent can threaten its leadership pipeline and operational stability, often forcing it to implement costly short-term solutions like rehiring retired employees. PT SGS, a wood processing company in Semarang, faces a persistent issue with high employee turnover, particularly among its production workforce. This is evidenced by the company's frequent need for new recruitment, with hiring activities occurring almost every month to fill vacancies. While PT SGS's management acknowledges the importance of human resource development through training and skill enhancement to foster a comfortable work environment, the high turnover rate indicates that these efforts have not been fully effective in mitigating the problem.

This suggests a gap between management's intentions and the actual employee experience, which is leading to a strong desire to quit among the workforce. The problem of turnover intention is a common organizational issue with negative impacts, including increased recruitment and training costs, a loss of institutional knowledge, and reduced productivity and morale (Yaseen, 2020). The high turnover intention at PT SGS is a complex issue, with various factors potentially influencing employees' desire to leave. The current study identifies three key factors: workload, work-life balance, and the work environment. Workload,

defined as an individual's perception of their work demands and the discrepancy between those demands and their abilities, can lead to physical and mental exhaustion, increasing the desire to leave. Excessive workload is a frequently cited cause of turnover intention, as it can lead to occupational stress (Gautam & Gautam, 2024). A study on a manufacturing company found that heavy workloads and a lack of appreciation were significant drivers of employee dissatisfaction, leading to turnover. In addition, many studies also find that work-life balance, which is the equilibrium between professional and personal obligations, is another key factor. Poor work-life balance is linked to stress and dissatisfaction, which can prompt employees to seek better job opportunities.

The third critical factor is the work environment, which includes both physical and non-physical elements that shape employee perceptions and behavior. A positive and supportive work environment can boost morale and motivation, while a negative one can create stress and drive employees to leave. Research has shown that a toxic workplace environment has a positive effect on turnover intention (Widyatama & Hayati, 2025). While the direct effects of workload, work-life balance, and work environment on turnover intention have been widely researched, a significant research gap exists regarding the mediating mechanisms that explain these relationships. In this context, burnout emerges as a crucial mediating variable. Burnout is a syndrome characterized by emotional exhaustion, depersonalization, and a reduced sense of personal accomplishment, which arises from chronic work stress. When employees experience burnout, they often lose motivation and develop a cynical attitude toward their work, which can directly increase their intention to quit (Ayu Budhiarti & Riyanto, 2022). Research by Esthi and Panjaitan (2023) supports this, showing that burnout mediates the effect of work-life balance on turnover intention. Furthermore, studies indicate that job stress and burnout have a positive and significant effect on turnover intention (Widyatama & Hayati, 2025). Therefore, this study aims to explore the intricate relationships between these variables, specifically investigating how burnout acts as a mediator.

This study aims to analyze the influence of workload, work-life balance, and work environment on turnover intention, with burnout serving as a mediating variable. The findings are expected to be theoretically significant by contributing to the body of knowledge in human resource management, particularly by clarifying the role of burnout in the relationship between the independent variables and turnover intention. The urgency of this research stems from the pressing need for PT SGS to address its high turnover rate, which is currently hindering the company's performance and stability. By understanding the specific mediating role of burnout, the company can formulate more strategic and effective policies to improve employee well-being and reduce turnover. The novelty of this research lies in its specific focus on the combined effect of these variables within the context of a wood processing company, PT SGS Semarang Branch, and its empirical investigation of burnout as a mediating mechanism, addressing a notable gap in existing literature. The results will provide valuable practical implications for formulating strategic human resource policies to improve employee performance and reduce turnover intention.

II. METHODS

Type and Research Method

The research employs a quantitative method with a descriptive design. This approach is ideal for examining the cause-and-effect relationships between variables, as suggested by research methodologies (Sugiyono, 2021). The study utilizes a survey questionnaire to collect data, allowing for the quantification of employee perceptions and opinions regarding the variables in question.

Population and Sample

The target population for this study was all employees at PT SGS Semarang Branch. With a known population size of 100, the Slovin formula was used to determine the minimum required sample size. By setting a 10% margin of error ($e = 0.1$), the calculation was as follows:

$$n = N / (1 + N * e^2) \quad n = 100 / (1 + 100 * 0.102) \quad n = 100 / (1 + 100 * 0.01) \quad n = 100 / (1 + 1) \quad n = 50$$

The final sample consisted of 50 employees from the production department, which is in line with the minimum sample size calculation.

Research Instruments and Data Analysis Techniques

The primary research instrument was a questionnaire using a Likert scale to measure respondents' attitudes and opinions on the variables. The questionnaire was subjected to validity and reliability tests to ensure its suitability for the study.

For data analysis, the Smart PLS 4.0 program was used, which is a variance-based Partial Least Squares (PLS) Structural Equation Modeling (SEM) technique (Emzir, 2023). This method is well-suited for predictive analysis and was used to test the research hypotheses. The analysis was conducted in two stages:

1. **Outer Model Evaluation:** This assessed the validity and reliability of the measurement model, including convergent validity (using Outer Loading and AVE), discriminant validity (using cross-loading values), and reliability (using Composite Reliability and Cronbach's Alpha).
2. **Inner Model Evaluation:** This examined the structural relationships between the latent variables and tested the research hypotheses. The evaluation included analyzing the R-square (R^2) and Q-square (Q^2) values to determine the model's predictive relevance and path coefficients (t-statistic and p-value) to assess the significance of the relationships.

Research Procedures

The research procedure involved distributing the validated questionnaire to the selected sample of 50 production employees. The collected data were then compiled and analyzed using the aforementioned Smart PLS 4.0 software to test the hypotheses regarding the direct and mediating effects of the variables. The results from this analysis were used to form the conclusions and recommendations of the study.

III. RESULTS AND DISCUSSION

Average Variance Extracted Value

Table 1.

Variable	AVE (Average Variance Extracted)	Description
<i>Workload (X1)</i>	0.637	Valid
<i>Work Life Balance (X2)</i>	0.723	Valid
<i>Work Environment (X3)</i>	0.685	Valid
<i>Turnover Intention (Y)</i>	0.603	Valid
<i>Burnout (Z)</i>	0.652	Valid

Based on the data in the above table, each variable in this study has an AVE (average variance extracted) value greater than 0.5. The values for each variable are as follows: Workload (0.637), Work-Life Balance (0.723), Work Environment (0.685), Turnover Intention (0.603), and Burnout (0.652). These values indicate that each variable can be considered valid in terms of discriminant validity..

Discriminant Validity

The validity test is carried out to test the validity of the statement submitted. The results of this validity test were carried out using significant numbers. It can be stated that if the sig value is less than 5% (0.05), it is declared valid. The results of the validity test can be seen in the following table:

Table 2.

Indicator	<i>Workload (X1)</i>	<i>Work Life Balance (X2)</i>	<i>Work Environment (X3)</i>	<i>Turnover Intention (Y)</i>	<i>Burnout (Z)</i>
X1.1	0.767	-0.190	0.018	0.103	0.522
X1.2	0.742	-0.477	-0.338	0.019	0.461
X1.3	0.877	-0.502	-0.116	0.049	0.663
X1.4	0.828	-0.367	-0.184	0.171	0.628
X1.5	0.768	-0.321	-0.061	0.128	0.558
X2.1	-0.440	0.807	0.259	0.067	-0.246
X2.2	-0.330	0.772	0.190	0.081	-0.229
X2.3	-0.491	0.912	0.374	-0.206	-0.366
X2.4	-0.347	0.903	0.573	-0.284	-0.405
X3.1	-0.199	0.368	0.801	-0.319	-0.290
X3.2	-0.110	0.540	0.869	-0.240	-0.159
X3.3	-0.182	0.550	0.845	-0.309	-0.222

X3.4	-0.052	0.168	0.794	-0.402	-0.257
Y.1	0.282	-0.140	-0.379	0.803	0.648
Y.2	0.109	-0.163	-0.477	0.845	0.396
Y.3	-0.173	-0.023	-0.205	0.708	0.098
Y.4	0.235	-0.266	-0.230	0.780	0.437
Y.5	-0.126	-0.075	-0.173	0.740	0.305
Z.1	0.754	-0.431	-0.202	0.292	0.837
Z.2	0.552	-0.268	-0.049	0.297	0.785
Z.3	0.645	-0.276	-0.258	0.464	0.854
Z.4	0.409	-0.348	-0.361	0.430	0.764
Z.5	0.507	-0.288	0.634	0.634	0.794

As seen in the above table, each indicator of the research variables has the largest cross-loading value on its respective variable compared to other variables. These results suggest that the indicators used in this study have good discriminant validity when compiling their respective variables..

Reliability Test

1. Composite Reliability

Table 3

Variabel	Composite Reliability
<i>Workload (X1)</i>	0.869
<i>Work Life Balance (X2)</i>	0.995
<i>Lingkungan Kerja (X3)</i>	0.856
<i>Turnover Intention (Y)</i>	0.869
<i>Burnout (Z)</i>	0.876

As shown in the table above, the composite reliability values for all research variables are greater than 0.7. The values are 0.876 for workload, 0.856 for work-life balance, 0.869 for work environment, 0.869 for turnover intention, and 0.935 for burnout. These values indicate that each variable meets the composite reliability criteria and that all variables exhibit a high level of reliability.

2. Cronbach's Alpha

Table 4

Variable	Composite Reliability
Workload (X1)	0.857
Work Life Balance (X2)	0.883
Work Environment (X3)	0.849
Turnover Intention (Y)	0.840
Burnout (Z)	0.867

As shown in the table above, the Cronbach's alpha value for all variables in this study is greater than 0.6. This indicates that the alpha value meets the requirements for considering all constructs reliable.

3. Multicollinearity Test

Table 5.

	Turnover Intention	Burnout
Workload (X1)	2.345	1.283
Work Life Balance (X2)	1.595	1.594
Work Environment (X3)	1.359	1.283
Turnover Intention (Y)		
Burnout (Z)	2.203	

Analysis Inner Model

1. Goodness of fit

Table 6

	R Square	Adjusted R Square
<i>Burnout (Z)</i>	0.546	0.516
<i>Turnover Intention (Y)</i>	0.477	0.431

As shown in the table above, R-squared is used to determine the strength of the relationship between workload, work-life balance, work environment, and turnover intention. With a value of 0.546, this relationship is strong. R-squared is also used to assess the extent of the influence of workload, work-life balance, and work environment on turnover intention. With a value of 0.477 or 47.7%, the relationship is moderate. The next test is the Q-square test. In structural model testing, the Q2 value is determined by examining the predictive relevance. This value can be used to determine how well the model and its parameters produce observations. A Q2 value greater than zero indicates that the model lacks predictive relevance. The following are the results of the Q-Square value calculation.:

$$\begin{aligned} Q\text{-Square} &= 1 - [(1-R^2_1)] \times [(1-R^2_2)] \\ &= 1 - [(1-0.546) \times (1-0.477)] \\ &= 1 - (0.454 \times 0.523) \\ &= 1 - 0.237442 \\ &= 0.762558 \end{aligned}$$

2. Hypothesis Testing

A. Path Coefficient

Table 7.

	Hypothesis	Original Sample	t-Statistics	P Values	Description
Workload (X1) -> Turnover Intention (Y)	H1	-0.499	2.906	0.004	Significant Negative
Work Life Balance (X2) -> Turnover Intention (Y)	H2	0.037	0.211	0.833	Not Significant
Work Environment (X) -> Turnover Intention (Y)	H3	-0.255	2.109	0.035	Significant Negative
Workload (X1) -> Burnout (Z)	H4	0.695	5.420	0.000	Significant Positive
Work Life Balance (X2) -> Burnout (Z)	H5	0.016	0.101	0.919	Not Significant
Lingkungan Kerja (X3) -> Burnout (Z)	H6	-0.185	1.414	0.157	Not Significant
Burnout (Z) -> Turnover Intention (Y)	H7	0.831	5.885	0.000	Significant Positive

According to the table above, it can be explained that the results are as follows:

- The hypothesis shows whether workload has a negative and significant effect on turnover intention. The table above shows a t-statistic value of 2.906 with an effect of -0.499 and a p-value of 0.004. With a t-statistic value >1.96 and a p-value <0.05, it can be concluded that the first hypothesis is **accepted**.
- The second hypothesis shows that Work Life Balance has a positive and insignificant effect on Turnover Intention. The table above shows a t-statistic value of 0.211 with an effect of 0.037 and a p-value of 0.833 with a t-statistic value > 1.96 and a p-value of more than 0.05; it can be concluded that the second hypothesis is **rejected**.
- The third hypothesis shows that the Work Environment has a negative and significant effect on Turnover Intention. The table above shows a t-statistic value of 2.109 with an effect of -0.255 and a p-value of 0.035. With a t-statistic value > 1.96 and a p-value <0.05, it can be concluded that the third hypothesis is **accepted**.
- The fourth hypothesis: Workload has a positive and significant effect on Burnout. The table above shows a t-statistic value of 5.420 with an effect of 0.695 and a p-value of 0.000. With a t-statistic value > 1.96 and a p-value <0.05, it can be concluded that the fourth hypothesis is **accepted**.
- The fifth hypothesis, Work Life Balance, has a positive and significant effect on Burnout. The table above shows a t-statistic value of 0.101 with an effect of 0.016 and a p-value of 0.919. With a t-statistic value > 1.96 and a p-value <0.05, it can be concluded that the fifth hypothesis is **rejected**.
- The sixth hypothesis tests whether the Work Environment has a positive and significant effect on Burnout. The table above shows a t-statistic value of 1.414 with an effect of -0.185 and a p-value of 0.157. With a t-statistic value > 1.96 and a p-value <0.05, it can be concluded that the sixth hypothesis is **rejected**.
- The seventh hypothesis tests whether Burnout has a positive and significant effect on Turnover Intention. The table above shows a t-statistic value of 5.885 with an effect of 0.831 and a p-value of 0.000. With a t-statistic value > 1.96 and a p-value <0.05, it can be concluded that the seventh hypothesis is **accepted**.

B. Indirect Effect Test**Table 8.**

	Original Sample	t-Statistics	P Values	Description
Workload (X1) -> Burnout (Z) -> Turnover Intention (Y)	0.577	3.610	0.000	Positive Significant
Work Life Balance (X2) -> Burnout (Z) -> Turnover Intention (Y)	0.013	0.101	0.919	Positive Not Significant
Lingkungan Kerja (X3) -> Burnout (Z) -> Turnover Intention (Y)	-0.154	1.416	0.157	Negative Not Significant

According to the table above, it can be explained that the results are as follows:

- The eighth hypothesis tests whether Burnout mediates the relationship between Workload and Turnover Intention. Based on the table above, it shows that the t-statistic value is 3.610 with an effect of 0.577 and a p-value of 0.000. with a t-statistic value > 1.96 and a p-value < 0.05. It can be concluded that the workload on turnover intention can be mediated by burnout partially.
- The ninth hypothesis tests whether Burnout mediates the relationship between work-life balance and Turnover Intention. Based on the table above shows that the t-statistic value is 0.101 with an effect of 0.013 and a p-value of 0.101. with a t-statistic value < 1.96 and a p-value > 0.05. It can be concluded that work-life balance on turnover intention cannot be mediated by burnout partially.
- The tenth hypothesis tests whether Burnout mediates the relationship between work environment and Turnover Intention. Based on the table above shows that the t-statistic value is 1.416 with an effect of -0.154 and a p-value of 0.157. with a t-statistic value < 1.96 and a p-value > 0.05. It can be concluded that the work environment on turnover intention cannot be mediated by burnout partially.

Discussion

Analysis of the influence of workload, work-life balance, and work environment on turnover intention, with burnout as a mediating variable, at PT SGS (Sumber Graha Sejahtera) branch.

Based on the above analysis, the following interpretations can be made

1. The influence of workload on turnover intention:

The results of the above calculations indicate that workload has a negative and significant influence on turnover intention. Therefore, it can be concluded that employees are comfortable with their workload because it aligns with other supportive factors provided by the company, such as compensation and the work environment. This suggests that a high workload does not necessarily lead to turnover intention. Employees are more satisfied with a high workload, such as overtime, because it provides them with additional benefits.

2. The Influence of Work-Life Balance on Turnover Intention

The results of the above calculation show that work-life balance does not affect turnover intention. Work-life balance has a positive, albeit insignificant, effect on the desire to change jobs. Although work-life balance is positively correlated with the desire to change jobs, this relationship does not reach statistical significance. This suggests that employees are happier and more content with their work, even if it means sacrificing time for their personal lives. In this study, employees prioritised work over spending time with family or pursuing hobbies due to various supportive factors provided by the company, such as compensation and a good work environment.

3. The influence of the work environment on turnover intention

The above results indicate that the work environment has a negative and significant influence on turnover intention. There is a strong relationship between workload and desire to change jobs: employees report that the company provides a good work environment, ensuring that the workload is manageable and does not cause stress. The work environment was also found to play an important role in reducing turnover intention, as a good work environment meets employees' needs and motivates them to perform at their best. Furthermore, workload and work environment variables simultaneously impact the desire to change jobs, indicating that employees are satisfied with their work environment, which offsets the high workload and reduces the desire to change jobs. Therefore, this study shows that a balanced workload and a positive work environment can reduce the likelihood of employees leaving the company.

4. The effect of burnout on turnover intention

The above calculations show that burnout has a positive and significant effect on turnover intention. From these findings, it can be concluded that the greater the burnout, the greater the turnover intention. Employees with lower burnout levels will show lower turnover intention.

5. The effect of workload on burnout

The results of the above calculations show that workload has a positive and significant effect on burnout. This study shows that an increase in workload can lead to an increase in burnout. Therefore, when workload increases, the level of burnout (emotional exhaustion) also increases, and vice versa.

6. The effect of work-life balance on burnout

The results of the above calculations show that work-life balance does not have a significant effect on burnout. Although there is a positive effect, it is not statistically significant. This suggests that work-life balance may interfere with employees' ability to work overtime and receive additional benefits from the company, thereby affecting their perception of burnout and work. In this case, the impact is inconsistent or too weak to have a significant influence on burnout.

7. The impact of the work environment on burnout

The results of the above calculations show that the work environment is not significantly related to burnout. In the context of this study, this means that the more conducive the work environment, the lower the burnout and higher the performance of employees, and vice versa: the less conducive the work environment, the higher the stress at work and the lower the performance of employees. Although there is a negative influence, the results are not statistically significant. This suggests that, while the work environment can affect perceptions of burnout and work, its impact is inconsistent or too weak to have a significant effect on burnout.

8. The mediating effect of burnout on the relationship between workload and turnover intention.

The above calculations show that burnout can mediate the relationship between workload and turnover intention. Thus, workload has a real impact on burnout and turnover intention, meaning that employees with a higher workload and burnout will have a higher turnover intention, and employees with a higher workload will have a higher level of burnout. Burnout appears to occur when the workload becomes increasingly detrimental. Excessive workload refers to job demands that exceed an employee's capabilities, meaning they cannot physically or mentally handle the workload when the volume of work to be completed within a certain timeframe is too high, or the working hours are excessive.

9. Burnout mediates the relationship between work-life balance and intention to leave.

However, the results of the above calculation show that burnout fails to mediate this relationship.

10. The effect of burnout mediates the relationship between the work environment and turnover intention.

The above calculation results show that burnout does not mediate the relationship between the work environment and turnover intention.

IV. CONCLUSION

In conclusion, this study found that workload and work environment have a significant negative effect on turnover intention, while burnout has a significant positive effect. This suggests that a manageable workload and a positive work environment reduce employees' desire to leave, whereas higher burnout levels increase it. Furthermore, the analysis confirmed that burnout partially mediates the relationship between workload and turnover intention, indicating that the negative impact of high workload on an employee's desire to quit is, in part, explained by increased burnout. However, the study's findings on work-life balance and work environment as predictors of burnout were not statistically significant. A key limitation of this research is its small sample size (n=50) and its focus on a single company's production department, which restricts the generalizability of the results. Future research should expand the scope by including a larger, more diverse sample from multiple companies and different industries to validate these findings. Researchers could also explore additional mediating or moderating variables, such as leadership style or compensation, to gain a more comprehensive understanding of the complex factors influencing turnover intention.

REFERENCES

- [1] Afifudin, M. F., & Kussudyarsana. (2025). Analysis of the effect of workload, work-life balance, and work environment on turnover intention with burnout as a mediating variable at PT SGS (Sumber Graha Sejahtera) Semarang Branch. *Unpublished manuscript*. Universitas Muhammadiyah Surakarta.
- [2] Aisyah, S., Hsb, D. N., Nurmitha, R., Veronika, R., & Putra, M. (2023). Pengenalan dan Implementasi Sistem Pembayaran Menggunakan QRIS Pada Mie Balap Nusa Indah. *Abdi: Jurnal Pengabdian Dan Pemberdayaan Masyarakat*, 5(2), 306–311. <https://doi.org/10.24036/abdi.v5i2.453>
- [3] Ayu Budhiarti, F., & Riyanto, S. (2022). The influence of work-life balance and burnout on turnover intention mediated by job satisfaction. *Jurnal Ilmiah Manajemen dan Bisnis*, 9(3), 543-556.
- [4] Deloitte. (2024). *The talent turnover challenge: Why people are leaving and how to keep them*. Deloitte Insights.
- [5] Emzir. (2023). *Metodologi penelitian: Kuantitatif, kualitatif, dan mixed method*. Raja Grafindo Persada.
- [6] Esthi, K. S., & Panjaitan, F. H. (2023). The mediating role of burnout on the relationship between work-life balance and turnover intention. *Journal of Management and Business Review*, 20(1), 1-15.
- [7] Gautam, A., & Gautam, A. (2024). A study on the impact of workload on employee turnover intention. *International Journal of Research in Commerce and Management*, 15(1), 1-10.
- [8] Malik, A. (2020). Human resource management practices and employee turnover intention: A review of literature. *International Journal of Business and Social Science*, 11(1), 1-10.
- [9] Sudaryono. (2024). *Metodologi penelitian: Kuantitatif, kualitatif, dan mix method*. Andi Publisher.
- [10] Sugiyono. (2021). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Alfabeta.
- [11] Widyatama, H., & Hayati, R. (2025). The effect of toxic workplace environment and job stress on employee turnover intention mediated by burnout. *Journal of Applied Management*, 23(2), 1-15.
- [12] Yaseen, M. (2020). Causes and consequences of employee turnover in organizations. *Journal of Management Sciences*, 14(2), 1-10.