

Research Articles

The Effect of Burnout and Job Satisfaction on Turnover Intention at PT Jonan Indonesia

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Abstract: This study aims to determine the effect of burnout and job satisfaction on turnover intention in PT Jonan Indonesia. To prevent the turnover rate from increasing, the company must be able to observe the factors that drive employees to decide to leave the company. The driving factors for turnover intention can consist of various things, including burnout and job satisfaction. The research method used is a quantitative descriptive approach. The data analysis technique uses likert measurement and multiple linear analysis with the help of SPSS version 26. The population of this study was 172 employees of PT Jonan Indonesia and the sample determination used random sampling with 5% slovin which resulted in 120 samples. The results showed that burnout had a positive and significant effect on turnover intention, and the effect of job satisfaction on turnover intention had a negative and significant effect. The simultaneous influence shows that burnout and job satisfaction together have a significant influence on turnover intention. From the results of the calculation of the Coefficient of Determination (R Square) of 0.773, it indicates that 77.3% of the variation in turnover intention can be explained by burnout and job satisfaction. The rest, at 22.7%, was influenced by other factors outside the research model.

Keywords: Burnout, job, satisfaction

1. Introduction

Human resources are the determining factor to achieve goals effectively and efficiently. Thus the company needs the role of reliable and qualified human resources. Companies must be able to manage and pay attention to human resources as best as possible. Every company should maintain employee loyalty to the company so that employees stay in the company and do not want to leave Retmawanto et al., (2023). One of the problems in managing human resources is the desire to change jobs (turnover intention).

Industrial estates such as Suryacipta, where PT Jonan Indonesia operates, are one example of a competitive work environment. In these conditions, employees often experience pressure to meet the company's targets. This condition can trigger burnout, low job satisfaction, and ultimately increase turnover intention.

The Labor Law No. 13 of 2003 is a legal framework that regulates various aspects of industrial relations in Indonesia. The articles in this law provide protection for employees' rights, including the right to a safe and healthy work environment as the company's responsibility to create working conditions that support the physical and mental well-being of employees. In addition, companies must also provide decent wages as a form of protection for the economic welfare of employees (BPK RI, 2003)

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The phenomenon of turnover intention usually begins with employees feeling that unfulfilled work, limited career development opportunities. This kind of dissatisfaction can lead to the idea of looking for another better job, if the feeling of dissatisfaction increases, the employee may start looking for new job openings, conduct interviews, and eventually decide to leave. However, turnover intentions often do not occur directly, sometimes there are psychological processes that persist, such as employees who experience an inner struggle between staying or leaving.

The results of observations show that many employees have the intention to leave the company for various reasons, such as the desire to find a job that better suits their skills, dissatisfaction with the monotonous job desk that provides less challenges or new learning, and the desire to seek a different work experience. In addition, the unsupportive work environment, the workload felt to be quite heavy, and the potential exposure to harmful substances from the products produced, such as car lamp mica and mica paint, also encourage the desire to change jobs.

This high turnover rate is influenced by various factors revealed through interviews with employees. Some of the main reasons given are heavy work schedules, such as long shifts and night shifts, which cause an imbalance between work and family life, especially for married employees.

The phenomenon of burnout at PT Jonan Indonesia can be seen from the increase in turnover intention. Employees who never get a job rotation or promotion opportunity tend to feel "stuck." Feeling stuck in a monotonous work routine and does not provide new challenges. Work is meaningless or lacks a tangible contribution to the company's goals.

The phenomenon of job satisfaction experienced by each employee at PT Jonan Indonesia shows significant differences, because job satisfaction is individual. The results of observation of employee dissatisfaction can be seen from several behaviors, such as often leaving work or lines during working hours, often going back and forth to the toilet to be silent, absenteeism without information almost every month, and frequent delays. Based on the problems and conditions that have been described, the author plans to conduct a study entitled "The effect of burnout and job satisfaction on turnover intention in employees of PT Jonan Indonesia".

The influence of burnout and job satisfaction affect each other and have a significant impact on turnover intention, according to Junaidin et.al. (2019) in (Caniago & Mustafa, 2023). According to Pusparani's research, (2021) job satisfaction has a significant effect on turnover intention, while burnout has a positive but insignificant effect. This shows the importance of the role of job satisfaction in reducing the level of turnover intention in the company.

2. Literature Review

According to Maslach and Jackson in Sunarta, (2019) defines burnout as emotional exhaustion and cynicism that often occur in individuals who work with many people. Cherniss in Ardiyanti, (2019) describes Burnout as a reaction of psychologically withdrawing from work, such as keeping a distance from clients and a strong desire to change jobs. Burnout has three main dimensions according to Maslach and Leiter (1998) in Sunarta, (2019): (1) emotional exhaustion, which is a feeling of being emotionally drained due to excessive workload; (2) Depersonalization, which is a negative attitude or maintaining distance from the social environment; and (3) Decreased personal achievement, namely a sense of reduced competence and productivity in the workplace.

According to Robbins and Judge in Pusparani, (2021) defines job satisfaction as a positive feeling towards work that results from certain characteristics. Spector in Pusparani, (2021) describes job satisfaction as an individual's evaluative attitude towards his work, both as a whole and in certain aspects, which can be in the form of likes or dislikes. Job satisfaction measurement can be done using the Job Satisfaction Survey (JSS) developed by Spector (1996)

in Ardini & Darya, (2020), covering 9 main dimensions: (1) Salary, including satisfaction with financial compensation; (2) Promotion, referring to career development opportunities; (3) Supervision, including the quality of relationships with superiors; (4) Allowance, including additional facilities such as insurance or bonuses; (5) Awards, including recognition of achievements; (6) Operational procedures, measuring satisfaction with rules and policies in the workplace; (7) Colleagues, including social relations between employees; (8) The nature of the work, related to the meaning and responsibilities of the job; and (9) Communication, involving the effectiveness of communication in the work environment. This scale provides a holistic view to assess an individual's level of job satisfaction.

According to Ardini & Darya (2020), turnover intention is a position in which individuals are involved in the dimension of the relationship between themselves and behavior, as well as the intention to behave in relation to the subjective possibility of forming such behavior. Ningrum et al., (2024) added that intention is a behavioral tendency that will manifest in actions when there is the right time and opportunity.

According to Robin, (2024), aspects of Turnover intention include several factors that influence an individual's decision to stay or leave a job. The researcher will use the aspects of Turnover according to Mobley et al in Lestari & Diana, (2023), namely: Thinking to quit, intention to find alternatives, intention to quit.

3. Research Methods

This research was conducted on employees of PT. Jonan Indonesia, which is located at the Suryacipta industrial estate, Suryamadya Street Kav. I-28EN Kutaneegara Ciampel Karawang – Indonesia 41361. This study uses a quantitative method to analyze the effect of burnout (X1) and job satisfaction (X2) on turnover intention (Y) in employees of PT Joan Indonesia, the research method applied is a quantitative method. Data sources are obtained through primary and secondary sources. Primary data were obtained through observation and questionnaires, and secondary data were obtained from the internet or previous research journals. According to Sugiyono in Lestari & Diana, (2023) Population is a generalized area consisting of objects or subjects that have certain characteristics. The population in this study is all employees of PT Jonan Indonesia as many as 172 employees. According to Sinambela (2020), quantitative research is a type of research that uses numbers in processing data to produce structured information.

4. Results And Discussion

This research was conducted at PT Jonan Indonesia, with a population of 172 employees. Data collection was carried out using a questionnaire survey method that was distributed directly to employees. The sampling technique used random sampling with the Slovin formula at an error rate of 5%, so that 120 respondents were obtained as a research sample. The research time span takes place during the 2024/2025 academic year, with the main data collection process carried out in early 2025 according to the final project schedule.

Data analysis results

Data analysis was carried out quantitatively using the Likert scale to measure the variables of burnout, job satisfaction, and turnover intention. The collected data was then analyzed using multiple linear regression with the help of SPSS software version 26. The following is a summary of the results of the analysis presented in the form of a table:

Table 1. The results of multiple linear regression of the effect of burnout and job satisfaction on turnover intention at PT Jonan Indonesia

Variabel	Regression Coefficients	Information
<i>Burnout (X1)</i>	Positif	Signifikan
Job Satisfaction (X2)	Negatif	Signifikan
R Square	0,773	-

(Source: Primary Data, 2025)

The results of the partial test (t-test) showed that burnout had a positive and significant effect on turnover intention, while job satisfaction had a negative and significant effect. Simultaneously, burnout and job satisfaction together had a significant effect on turnover intention, with an R Square value of 0.773. This means that 77.3% of the variation in turnover intention can be explained by these two variables, while the remaining 22.7% is explained by factors other than the research model.

Relationship of Results to Basic Concepts and Previous Research

These findings support the basic concept that burnout increases employees' tendency to quit the company, while job satisfaction decreases the tendency. These results are consistent with organizational behavioral theories that show that burnout is the main risk factor for turnover intention, while job satisfaction is a protective factor. This study is also in line with the results of previous studies that found similar relationships between burnout, job satisfaction, and turnover intention across different industries.

However, the magnitude of the influence of the two variables (R Square 77.3%) shows that in the context of PT Joan Indonesia, these two factors are very dominant, higher than some previous studies that reported an influence of around 60-70%. It can be interpreted that the work dynamics at PT Jonan Indonesia are greatly influenced by the level of burnout and job satisfaction.

Theoretically, these results reinforce the importance of work stress management and increased job satisfaction in managing turnover intention in the company. Practically, companies are advised to develop burnout prevention programs and job satisfaction improvement strategies to reduce employee turnover intentions.

5. Conclusions and Suggestions

Based on the results of research conducted at PT Jonan Indonesia, it can be concluded that burnout has a positive and significant effect on turnover intention, while job satisfaction has a negative and significant effect on turnover intention. Simultaneously, the two variables were able to explain 77.3% of the variation in turnover intention, while the rest were influenced by other factors outside the research model. These findings show that the higher the level of burnout that employees feel, the more likely they are to leave the company, while increased job satisfaction can decrease employees' intention to leave. Therefore, companies are advised to actively manage burnout levels through work stress prevention programs and increase job satisfaction to reduce turnover intention. This study has limitations in the scope of the variables studied and the number of samples is limited to one company, So the generalization of the results needs to be done carefully. For further research, it is recommended to examine other factors that may affect turnover intention and expand the scope of research on different companies or industry sectors so that the results are more comprehensive and applicable

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