

# The Impact of Work-Life Balance on Turnover Intention with Burnout as An Intervening Variable in The Indonesian Quarantine Agency

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## Abstract

Human resources are a crucial element in a company's success in achieving its goals and objectives. Employees, as the company's assets, play an important role in realizing the company's vision, mission, and strategies. Therefore, employee welfare needs to be addressed to ensure optimal performance quality and reduce high turnover rates. Turnover, or employee attrition, is a serious challenge for companies, especially when the employees leaving are those with expertise, experience, and strategic positions. High turnover intention can lead to significant recruitment costs and hinder the effectiveness of the company. The main factors influencing turnover intention are work-life balance and burnout. Poor work-life balance can lead to stress, fatigue, and an imbalance between personal life and work, which contributes to burnout. Burnout itself is a form of work-related stress that causes employees to experience intense physical, emotional, and mental exhaustion, thus increasing the likelihood of them leaving the company. This study integrates work-life balance, burnout, and turnover intention into a more comprehensive analysis framework, which has not been widely explored in previous research. This research focuses on middle-level employees in Indonesia who are vulnerable to turnover due to high job demands, work stress, and lack of legal certainty regarding job identity. The research method used is quantitative with a descriptive and associative approach to analyze the relationships between these variables. The results of the study show that work-life balance does not have a significant impact on turnover intention, but plays a role in reducing burnout. Meanwhile, burnout has a direct impact on turnover intention, indicating that high levels of work fatigue contribute to employees' decisions to leave the company.

## Keywords:

Work-Life Balance; Turnover Intention; Burnout; Human Resource Management.

## 1. INTRODUCTION

Human resources play a very important role in a company's ability to achieve the established goals and objectives, as HR is a determining factor in the success or failure of a company in reaching its targets (Santoso & Yuliantika, 2022). Employees are considered assets of the company due to their contributions in realizing the company's vision, mission, and objectives. To ensure the achievement of these goals, companies must pay attention to employee welfare so that they can perform at a high level and remain with the company without leaving due to a lack of attention from management.

Company management is closely linked to the overall achievement of the company's goals, particularly in creating efficiency in labor utilization to support profit efficiency (Rosdyanti & Suwanto, 2020). The focus of human resource management encompasses various issues related to the workforce.

One major issue affecting the workforce is high turnover rates. Employee turnover is a direct result of turnover intention, which can be a significant problem for companies, especially when those leaving are

employees with valuable expertise, skills, experience, or those holding vital positions within the company. This can disrupt company effectiveness and hinder the achievement of its vision, mission, and objectives. High turnover intention can lead to very high costs. Waspodo et al. (2018) revealed that high turnover intention has become a serious problem for many companies, with negative impacts such as difficulty in finding quality employees who meet required qualifications, and the time and cost involved in recruiting new staff.

A survey by Mercer found that companies in Southeast Asia, including Indonesia, face difficulties in retaining employees, indicating that turnover remains a frequent phenomenon, especially at the mid-career level, compared to previous years. As much as 55% of companies mentioned employee dissatisfaction with salary as the main reason for employee attrition, followed by the ability of employees to obtain better benefits at other companies (46%) and limited career advancement opportunities (43%) (Mercer, 2021).

The impact of turnover is keenly felt because companies struggle to find suitable replacements, which takes both time and money. Turnover intention can harm organizations, especially if it leads to employee resignations (Anggara & Nursanti, 2019). Additionally, turnover intention also has negative effects on the company in terms of the quality and ability to replace departing employees, causing the company to allocate more time and cost to recruit new staff (Karundeng, Marampa, & Biringkanae, 2024).

Work-life balance allows employees to feel that they can balance various aspects of their lives. Many employees feel the need to meet personal, professional, and financial needs to achieve this balance. Leaders can help employees achieve work-life balance by offering policies such as flexible work schedules, paid time off, and company-sponsored events, such as offering vacation opportunities for employees and their families (Aulia et al., 2021). A pre-survey of 10 employees regarding work-life balance also indicated issues, as shown in the following table: 100% of respondents felt stressed and pressured by work demands, 70% of respondents did not have enough time for activities outside of work, and 50% felt that work impacted their personal lives.

Work-life balance is an important factor in reducing turnover rates. Research by Purwatiningsih & Sawitri (2021) shows that work-life balance negatively affects turnover intention among millennials. However, a different result was found in a study by Sahidilan and Heni (2020), which stated that work-life balance does not affect turnover intention.

Burnout, or work fatigue, is a term used to describe the physical and psychological condition of someone who loses energy due to excessive work pressure (Nadya et al., 2019; Xiaofei, 2019). Burnout can occur due to excessive workload, leading to prolonged stress and is associated with emotional, physical, and mental exhaustion. This fatigue tends to reduce job satisfaction and can lead to a high turnover intention (Griffin, Priansa, 2017). Burnout is often experienced by workers in the public service sector, where their jobs involve direct interaction with the public. This exhaustion can decrease work quality, reduce loyalty to the company, and potentially lead to absenteeism or employee resignation (EISakka, 2018).

The novelty of this study lies in the integration of burnout, work-life balance, and turnover intention into a more comprehensive analysis framework. Most previous studies have only focused on the relationship between work-life balance and turnover intention or burnout separately, whereas this research seeks to explore the interconnections between these three variables in the context of companies in Indonesia, particularly at the mid-career level, which is vulnerable to turnover. Furthermore, this study highlights specific factors that contribute to burnout, such as high job demands, work stress, and lack of legal certainty about job identity, which have not been extensively discussed in prior research. With this approach, this study not only contributes to the theoretical understanding of turnover intention but also provides practical implications for companies in developing more effective human resource management strategies to enhance employee welfare and reduce turnover rates.

Based on the background above, this study is titled "The Impact of Work-Life Balance on Turnover Intention with Burnout as an Intervening Variable at the Indonesian Quarantine Agency."

Bintang & Astiti (2018) define work-life balance as the ability of an individual to balance their roles in work, family, personal responsibilities, and social life outside of work and family, despite being tied to certain situations. The measurement of work-life balance is done using a scale consisting of three aspects: time balance, involvement balance, and satisfaction. Swift (as cited in Atheya & Arora, 2019) emphasizes that work-life balance is an important issue that needs to be considered by both employees and organizations because meeting competing demands can lead to fatigue, stress, and reduced employee productivity. Molloy (2020) explains that work-life balance reflects control, achievement, and enjoyment in daily life, including how involved and satisfied an individual feels in terms of time and psychological engagement with their roles both at work and in personal life.

Soelton and Atnani (2018) and Mahdi (2022) explain that turnover intention refers to an employee's desire to voluntarily resign from their job. Turnover intention describes an employee's intent to leave the organization or company and seek employment elsewhere (Sumanto, as cited in Pawesti & Wikansari, 2018). Bluedorn (as cited in Rismayanti et al., 2018) states that turnover intention is an attitude or tendency reflecting the likelihood of an employee voluntarily leaving the company. Nafiudin & Umdiana (2017) state that turnover intention reflects an individual's intent to leave their job and pursue better job opportunities in the future. According to Robbins and Judge (2020), turnover intention reflects the likelihood of employees

leaving the company, whether voluntarily or due to other factors, driven by dissatisfaction with their current job and the availability of more attractive job opportunities elsewhere.

Burnout is a psychological syndrome that emerges as an individual's reaction to work pressure (Maslach & Leiter, 2018). Staten (2018) in his study mentions that work fatigue is a condition where someone feels weak due to excessive stress. Freudenberger (as cited in Priansa, 2017: 259) defines burnout as a condition that occurs when someone is overly dedicated, works with high commitment, and works for too long without paying attention to personal needs and desires. Griffin (as cited in Priansa, 2017: 260) argues that burnout is physical and mental exhaustion resulting from prolonged stress. Freudenberger and Richelson add that burnout is a condition of fatigue or depression experienced by someone when expectations are not met (Rahman, 2017). Leatz and Stolar also explain that burnout-related fatigue involves physical, mental, and emotional exhaustion caused by long-term stress, requiring high emotional investment and personal achievement (Rahman, 2017). Nadya et al. (2019) state that burnout is a condition of severe psychological stress that leads to emotional exhaustion and low motivation to work. Khusniyah and Yuwono (2019) explain that burnout is a state in which individuals feel trapped and lose energy both physically and psychologically, with exhaustion caused by intense emotional, physical, and mental stress.

## 2. RESEARCH METHOD

Sugiyono (2019) states that research methods refer to the scientific approach or steps used to collect data with a specific purpose. From this explanation, it can be concluded that analysis techniques function as a methodology aimed at describing the types or models of analysis in order to obtain clear information with a defined purpose. In preparing this report, the researcher has chosen and adapted an appropriate method. Based on the research objectives, the type of research used is descriptive and associative methods with a quantitative approach. By using the descriptive method, the researcher can provide a description without comparison, while the associative method is used to analyze the relationships between variables, such as the independent variable (work-life balance), the intervening variable (burnout), and the dependent variable (turnover intention) (Sugiyono, 2019).

The method or technique of data collection is a strategic step in research, as the main goal of research is to obtain accurate data. Without knowledge of data collection techniques, the researcher will not be able to obtain data that meets the established standards. Data collection is a crucial stage in research, where data is gathered from specific sources. These data sources refer to the object or origin of the data. Data represents measurements or values, which, when processed, will become information. Several criteria for good data include: accuracy, relevance, and timeliness. Data collection can be done through two sources: primary and secondary sources.

## 3. RESULTS AND DISCUSSION

### 3.1. Validity Test Result

Tabel 1. Validity Test Result

Questionnaire Number	Work-Life Balance	Turnover Intention	Burnout	Description
1	0.785	0.757	0.821	Valid > 0.7
2	0.769	0.744	0.769	
3	0.773	0.771	0.754	
4	0.737	0.740	0.765	
5	0.708	0.774	0.745	
6	0.715	0.780	0.850	
7	0.744	0.808	0.720	
8	0.734	0.711	0.758	
9	0.778	0.772	0.761	
10	0.754	0.720	0.790	
11			0.797	
12			0.727	
13			0.770	

Source: (Research Evidence Processing, 2025)

Based on the data obtained above, in table 1 of the Validity Test Results, it can be seen that in each statement it is declared valid because it is above 0.7 (Hair, 2019).

### 3.2. Reliability Test Result

Table 2. Reliability Test Result			
Variable	Nilai Cronbach's Alpha	Koefisien Cronbach's Alpha	Description
Work-Life Balance	0.755	0.6	Reliable
Turnover Intention	0.892		
Burnout	0.928		

Source: (Research Evidence Processing, 2025)

Based on the results above in Table 2, it can be seen that all variables have a Cronbach's Alpha value above 0.6, indicating that all variables are reliable.

### 3.3. Hypothesis Testing Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O /STDEV)	P Values
Burnout -> Turnover Intention	0.751	0.749	0.102	7.334	0.000
Work-Life Balance -> Burnout	0.773	0.783	0.031	24.822	0.000
Work-Life Balance -> Turnover Intention	-0.168	-0.146	0.142	1.187	0.236

Figure 1. Path Coefficients Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O /STDEV)	P Values
Work-Life Balance -> Burnout -> Turnover Intention	0.581	0.587	0.083	6.982	0.000

Figure 2. Spesific Indirect Effect Result

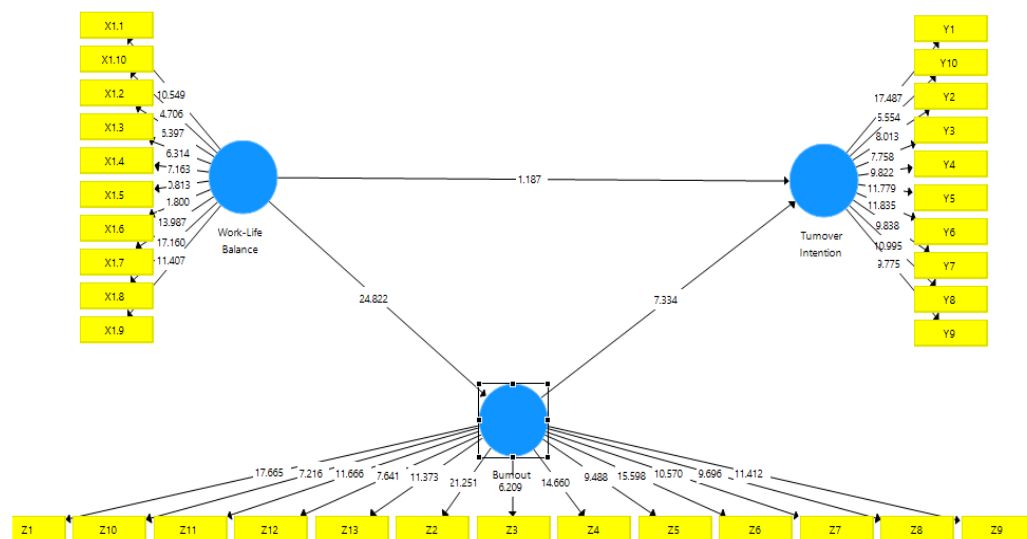


Figure 3. Bootstrapping Result

### 3.4. Discussion

#### 3.4.1. The Impact of Work-Life Balance on Turnover Intention

The research results showing no significant relationship between Work-Life Balance and Turnover Intention can be interpreted to mean that the balance between work and personal life is not the primary factor employees consider when deciding to leave their jobs. In the case of employees at the Indonesian Quarantine Agency, this may occur because other factors, such as career advancement opportunities, remuneration systems, work environment, or organizational policies, play a more dominant role in influencing turnover intention. Additionally, as a government institution, employees at the Indonesian Quarantine Agency tend to have high job stability. Therefore, even if Work-Life Balance is not optimal, they may stay due to job security and long-term benefits offered by the institution.

However, even though Work-Life Balance does not significantly affect Turnover Intention, it remains an important aspect in enhancing employee satisfaction and productivity. If this balance is not well-managed, employees may experience work fatigue (burnout), which could lead to decreased performance and

motivation. Therefore, the Indonesian Quarantine Agency should still optimize policies that support work-life balance, such as flexible working hours, improved support facilities, and mental health programs for employees. While Work-Life Balance may not be the main factor influencing turnover intention, efforts to improve it can still contribute to employees' well-being and work effectiveness in the long term.

### **3.4.2. The Impact of Work-Life Balance on Burnout**

The research showing a positive influence of Work-Life Balance on Burnout indicates that the balance between work and personal life plays a crucial role in reducing work fatigue among employees. A good Work-Life Balance allows employees to have enough time for rest, socializing, and managing personal responsibilities without feeling overwhelmed by work. Conversely, if this balance is not maintained, employees are more likely to experience prolonged stress, which can lead to burnout.

In the context of the Indonesian Quarantine Agency, employees often face high job demands, particularly in ensuring food security and the safety of animals and plants entering or leaving Indonesia. Excessive workloads without proper time management can increase the risk of burnout, which ultimately has a negative impact on their performance and productivity.

In the Indonesian Quarantine Agency's environment, implementing policies that support Work-Life Balance is crucial for maintaining employee well-being and ensuring optimal work effectiveness. For example, flexible working hours, proportional workload management, and mental well-being programs can serve as solutions to reduce burnout levels. With better balance, employees can work more focused, have higher job satisfaction, and provide better services in carrying out quarantine control and supervision duties. Therefore, organizational management needs to continue developing strategies that support Work-Life Balance to create a healthy and productive work environment, enabling employees to perform at their best without experiencing excessive fatigue.

### **3.4.3. The Impact of Burnout on Turnover Intention**

Burnout among employees at the Indonesian Quarantine Agency can have a significant impact on turnover intention, especially due to the nature of the work, which requires high attention to detail, large responsibilities in supervision, and pressure from strict regulations. Employees in this environment often face high workloads, particularly in ensuring the smooth flow of goods and food safety from pests and diseases. If these high-pressure work conditions are not balanced with adequate support systems, such as employee well-being and effective stress management, the risk of burnout increases. This can lead to emotional exhaustion, loss of motivation, and feelings of being undervalued within the organization, ultimately triggering the desire to seek job opportunities elsewhere that offer a better work-life balance.

Additionally, employees at the Indonesian Quarantine Agency experiencing burnout tend to show a decrease in commitment to their duties and the organization. They may feel burdened by high targets, complex bureaucracy, and continuously increasing performance expectations, without corresponding improvements in their well-being. If this condition is left unaddressed with appropriate interventions, such as stress management programs, coping strategy training, and flexible work policies, turnover intention among employees will rise. Therefore, it is essential for the Indonesian Quarantine Agency to develop strategies focused on improving employee well-being, strengthening a supportive work culture, and optimizing efficiency-based work systems to mitigate the negative impact of burnout on employees' intention to leave the organization.

### **3.4.4. The Impact of Work-Life Balance on Turnover Intention through Burnout**

Burnout can serve as a mediator in the relationship between work-life balance and turnover intention, especially in high-pressure work environments like the Indonesian Quarantine Agency. Poor work-life balance often leads to prolonged stress, which eventually contributes to burnout. Employees who experience physical, emotional, and mental exhaustion due to high workloads and an imbalance between work and personal life are more vulnerable to a decline in motivation and job satisfaction. When this condition persists for a long period, employees tend to consider leaving their jobs in search of a healthier environment that supports their work-life balance.

In the context of the Indonesian Quarantine Agency, employees have significant responsibilities in ensuring the smooth process of agricultural quarantine, which involves strict regulations and demanding work requirements. If work-life balance is not properly maintained, employees are at risk of experiencing burnout due to continuous work demands, limited break time, and pressure to meet optimal performance targets. Burnout can reduce employee engagement and effectiveness, as well as increase the desire to seek other job opportunities that offer better working conditions. Thus, burnout acts as a mediating factor that exacerbates the negative effects of poor work-life balance on turnover intention.

To reduce the impact of burnout and turnover intention, the Indonesian Quarantine Agency needs to implement strategies that support employees' work-life balance. Steps that can be taken include implementing flexible work arrangements, improving well-being facilities, and providing mental health support programs. By creating a healthier and more supportive work environment, the agency can reduce the risk of burnout and



retain competent and experienced employees, which will ultimately improve the overall efficiency and effectiveness of the organization.

#### 4. CONCLUSION

The research findings indicate that Work-Life Balance does not have a direct influence on Turnover Intention but plays an important role in reducing the level of Burnout among employees at the Indonesian Quarantine Agency. Burnout itself has been proven to have a significant impact on Turnover Intention, where employees experiencing physical, mental, and emotional exhaustion are more likely to consider leaving their jobs. Thus, Burnout acts as a mediator in the relationship between Work-Life Balance and Turnover Intention. Poorly managed work-life imbalance can increase stress and work fatigue, which ultimately drives the desire to leave the organization. Therefore, while Work-Life Balance may not be the primary factor directly influencing Turnover Intention, policies that support this balance are still necessary to prevent Burnout and retain competent employees.

The implication is that the Indonesian Quarantine Agency needs to develop strategies focused on managing employee well-being to improve retention and work effectiveness. Policies such as flexible working hours, more proportional workload management, and mental well-being programs can help reduce the risk of Burnout and enhance job satisfaction. Additionally, creating a supportive work environment and ensuring a clear reward system and career progression can strengthen employee commitment to the organization. In this way, these strategies not only help reduce turnover intentions but also enhance employee performance and productivity in the long term.

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