

## Analysis of The Influence of Burnout, Job Satisfaction and Organizational Commitment on Turnover Intention of Electronic Manufacturer Employees in Indonesia

Joko Ariawan

Prodi Ekonomi Bisnis, Universitas Bina Sarana Informatika, Indonesia  
[awan.joko@gmail.com](mailto:awan.joko@gmail.com)

Budi Akhmad Tarigan

Prodi Manajemen, Universitas Tama Jagakarsa, Indonesia  
[batarigan@gmail.com](mailto:batarigan@gmail.com)

Ainil Mardiah

Prodi Kewirausahaan, Universitas Adzkia, Indonesia  
[ainilmardiah@adzkia.ac.id](mailto:ainilmardiah@adzkia.ac.id)

Febri Sari Siahaan

Prodi Bisnis Digital, Universitas Tangerang Raya, Indonesia  
[febrisiahaan60@gmail.com](mailto:febrisiahaan60@gmail.com)

La Mema Parandy

Prodi Agribusiness, Universitas Pembangunan Nasional "Veteran" Jawa Timur, Indonesia  
[lamemaparandy@gmail.com](mailto:lamemaparandy@gmail.com)

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### Abstract:

With organizational commitment acting as an intermediary variable in the study's analysis of the relationship between burnout and job satisfaction and intention to leave, employees. Nonprobability sampling methods with saturated sampling types are used in this sampling methodology. Using a Likert scale with five categories, the questionnaire asks for information. The data analysis method employed in this inquiry is the route analysis method. The analysis used in this study includes a validity test, a reliability test, a normality test, a coefficient of determination test, an f-test, a t-test, and a Sobel test to determine the mediating effect. The study's results show that burnout affects organizational commitment, job satisfaction affects organizational commitment, burnout and job satisfaction both affect organizational commitment, burnout affects turnover intention, job satisfaction affects turnover intention, organizational commitment affects turnover intention, and burnout toward work affects organizational commitment.

**Keywords:** burnout, job satisfaction, organizational commitment, turnover intention.

### Introduction

The corporate world and technology advancements are advancing rapidly in the era of industrial revolution 4.0. The rapid advancement of technology, particularly in the area of electronics technology, is one of the indications that the fourth industrial revolution has begun. The electronics industry is now performing well, particularly in terms of exports

and specifically for domestic purposes (household items). The export value of household goods was estimated at USD 1.8 billion in January through September 2021, an increase of 98% from the same period the year before. However, the Electronics Entrepreneurs Association recorded that the demand for the electronics industry in January–February 2022 fell by around 10% on an annual basis. Therefore, technology and electronics companies need to step up their game to stay relevant, provide the best products and services to get satisfaction from customers, and have a solid digital marketing plan, as it is very important for every business today to help increase market reach and generate more prospects for business (Barage & Sudarusman, 2022).

To maintain its existence and excel against its competitors in order to continue to achieve company goals, good human resources are needed. Human resources (HR) are a very important element in operating all other resources in an organization. As explained by the Association of Indonesian Human Resources Practitioners, the role of HR now is to spearhead the center of company activities during the digital transformation period in this pandemic era, where HR is required to be able to support all company activities both internally and externally digitally. Therefore, good HR management is needed in order to create a sense of security in the organization and its work so as to avoid the consequences of leaving the organization where you work or having a turnover intention. Turnover intention is defined as a factor that mediates the desire to stop an action in an organization. A high employee turnover rate is a measure that is often used as an indication of an underlying problem in the organization. An organization that has a high turnover rate will have instability, uncertainty about the state of the workforce, a rise in human resource costs, and other negative effects (Binar et al., 2021).

The company is a technology company founded in 1952 that provides electronics for meeting household needs, such as televisions, refrigerators, washing machines, air conditioners, laptops, hard disks, flash drives, etc. It contains staff, assistant managers, and managers who are separate from the production and warehouse departments. The reason the researchers conducted research in this section of the office was because there were problems with turnover intentions. The head of the service department's pre-research interviews revealed that the concern is that employee turnover intention is on the rise. The intention to leave the company has increased by 22% as a percentage. According to the findings of pre-research interviews with employees about the rise in the value of turnover intention, one of which is attributable to the provision of rewards, in 2022 there will be the greatest percentage of turnover intention at 42.8%. Because the corporation was suffering from the COVID-19 pandemic that year, which caused losses and a fall in the company's economic standing, incentives are rarely given to staff. Even before the COVID-19 pandemic, the company always gave rewards. With no rewards given to employees in 2022, employees have a desire to leave the company or a turnover intention (Dewi, 2016).

Another cause of turnover is the burnout experienced by employees. Between 2021 and 2022, there will be between 18 and 13 employees who experience illness. This is due to the large number of works demands from clients that must be completed by employees. Sometimes employees have to increase working hours, during which they should be able to return home in the afternoon or evening. Employees say that they feel tired and exhausted every day, even to the point of being absent from work due to illness. Furthermore, turnover can be caused by low levels of job satisfaction among employees. The degree of organizational commitment to employees is yet another factor that influences turnover intentions. Between 2021 and 2022, the level of organizational commitment of each individual is not entirely good (Dhikron et al., 2016). In 2021, there will be 34 out of 68 employees at the beginning of the year, and in 2022, there will be 28 out of 57 employees at the beginning of the year whose organizational commitment is low, when at the beginning they have been notified of the work contract and it has been agreed by the employees, but in the middle of the journey while working, the employees resign because they cannot afford it with their job. And most of the employees who are unable to resign are employees who are just entering the work environment. But in 2021, there will be 34 out of 68 employees at the beginning of the year, and in 2022, there will be 29 out of 57 employees at the beginning of the year who will still stay at the company because they have accepted things that are happening in the company, which means employees have high organizational commitment, which is reflected in One dimension of organizational commitment is affective commitment where workers will stay on board with the company because they genuinely want to.

## Literature Review

Organizational commitment is one of the many elements that can influence the intention to turnover. Organizational commitment is the desire to continue participating in the organization and to put forth the utmost effort to advance its objectives and interests. Organizational commitment is very important for every member of the organization because individuals who have organizational commitment will have a high level of loyalty. If a high sense of commitment is created in employees, turnover in the company will be low. Conversely, if organizational commitment is low, turnover intentions will increase. Organizational commitment is based on a person's commitment to the organization's goals, willingness to assist in achieving those goals, and loyalty to the group as a whole. Individuals and the organization will feel a sense of belonging as a result of organizational commitment, and they won't be interested in leaving or have any turnover intentions (Mangifera & Isa, 2017). High levels of burnout are another causal element that can influence turnover intention; past research has shown that the higher the degree of burnout, the higher the level of turnover intention. Burnout is a psychological condition that lasts a long time and develops as a result of ongoing interpersonal stress at work. According to other research, burnout frequently affects service workers. Burnout is a type of psychological tension that, among other things, results in undesirable outcomes like decreased job performance, job dissatisfaction, decreased customer satisfaction, a low level of organizational commitment, increased absenteeism, and is the primary reason an employee intends to quit his job (Nasution, 2017).

Apart from burnout, there are also other things that have an influence on turnover intention, namely job satisfaction. turnover intention. The importance of employee job satisfaction to the business cannot be overstated. An employee's attitude toward their job is influenced by a variety of elements, including the work environment, coworker cooperation, rewards received, and matters relating to physical and psychological aspects. When a person enters a company as an employee, they bring with them a set of requirements, wants, and experiences from the past that come together to produce job expectations (Ningtyas et al., 2020). Employee turnover for a company will be reduced if an employee has high work satisfaction. In contrast, a worker's intention to leave the company will rise if they are not satisfied with their work (Pardede & Manurung, 2014). The corporation should at least raise employee work satisfaction levels in order to decrease the incidence of intention to leave the organization. Regardless of whether the company's policies align with their principles, happy employees will exhibit their character and behavior at work (Permatasari & Laily, 2021). Conversely, if an employee is unhappy with his or her working environment or finds that the company's rules do not reflect his or her sense of worth, this will lead to job dissatisfaction and may influence the employee's intention to leave the company (Wibowo, 2017).

## Methodology

The population of this study consisted of 41 employees in total. Nonprobability sampling with saturated sampling categories was adopted by the researchers. Saturated sampling is a sampling method that selects samples from the entire population. This research's approach for gathering data included surveys, interviews, literature reviews, and documentation. Data analysis is a step in quantitative research that is taken after the researcher has gathered the desired data from all respondents or other data sources. Path analysis is the data analysis technique employed in this investigation. There are various sequential procedures that must be completed in order to analyze research using route analysis correctly, determine the path diagram based on the variable relationship paradigm. The structural equation should be determined. The analysis, which was conducted using SPSS, was divided into two steps: the analysis of substructure I and the analysis of substructure II. Regression analysis and correlation are used to interpret the findings of the SPSS calculations, and the defined path diagram is used to identify the structural equations. If there are exogenous factors whose path coefficients are not significant, perform path analysis of trimming models. Perform a Sobel test to calculate the indirect effect. Before researchers use path analysis in their research, they must formulate structural equations and path diagrams. It is structured based on the framework developed by the theory used for research. The validity and reliability tests, followed by a normality test, are used to assess the quality of the data used in this study.

## Case studies

With a minimum respondent value of 37.00 and a maximum respondent value of 71.00, the burnout variable has a standard deviation of 8.887 and an average total answer of 57.658 (the average response from respondents is obtained by distributing questionnaires). With a minimum respondent value of 32.00 and a maximum respondent value of 62.00, the work satisfaction variable has a standard deviation of 7.474 and an average total answer of 49.707 (the average response from respondents is obtained by distributing questionnaires). With a total average response of 28.561 (the average response from respondents is obtained through the distribution of questionnaires) and a standard deviation of 4.620, the organizational commitment variable has a minimum respondent value of 15.00 and a maximum respondent value of 35.00. With a minimum respondent value of 9.00 and a maximum respondent value of 15.00, the turnover intention variable has a standard deviation of 1.831 and an average total answer of 12.536 (the average response from respondents is acquired by distributing questionnaires).

The f-test findings for structural equation 1 can be shown to have an f-count value of 53.573 and a sig value of 0.000. Degree of freedom (df) for  $df_1 = 3 - 1 = 2$  and  $df_2 = 41 - 2 = 39$  were calculated using an f-table with a significance threshold of 0.05. As a result, f-count (53.573) > f-table (3.24) and Sig < 0.05 are the outcomes. From there, it can be inferred that  $H_a$  is accepted, which indicates that work satisfaction (X2) and burnout (X1) have an impact on organizational commitment (Y) at the same time. The test results support earlier research, "Mediation of Job Satisfaction on the Influence of Compensation and Burnout on Organizational Commitment (Case Study of Village Officials in Getasan District)," which found that job satisfaction and burnout have an impact on organizational commitment simultaneously. Structural equation 2's f-test findings yield an f-count value of 76.348 and a Sig value of 0.000. For  $df_1 = 4 - 1 = 3$  and  $df_2 = 41 - 3 = 38$ , an f-table was utilized with a significance level of 0.05 and a degree of freedom (df). As a result, f-count (76.348) > f-table (2.85), and Sig < 0.05, are the outcomes. Therefore, it can be said that  $H_a$  is acknowledged, which indicates that burnout (X1), work satisfaction (X2), and organizational commitment (Y) have an impact on turnover intention (Z) at the same time. The test results corroborate a study titled "The Influence of Job Burnout, Satisfaction, and Organizational Commitment on Employee Turnover Intention at PT Sari Indah Pengulung Industri," the findings of which showed that job burnout, job satisfaction, and organizational commitment all influence turnover intention simultaneously.

The chance of burnout was tested using a t-test, and the results were  $(0.003) < 0.05$ . The degree of freedom (df) of 41 minus 2 = 39 is used to calculate the value of the t-count in the t-table, which is  $(3.148) > (1.684)$ . Therefore, it may be said that  $H_a$  is accepted, indicating that there is a direct relationship between the commitment organization (Y) and the burnout variable (X1). The test results are consistent with earlier studies, which found that burnout had a direct impact on organizational commitment (ko) in Surabaya hospital health personnel. the outcomes of the work satisfaction t-test, with sig probability  $(0.001) < 0.05$ . The degree of freedom (df) for the t-count is calculated as  $(3.548) > (1.684)$  t-table, where  $df = 41 - 2 = 39$ . As a result, it may be said that  $H_a$  is accepted, indicating that there is a direct relationship between the variables organizational commitment (Y) and work satisfaction (X2). The test results are consistent with the study's findings, which showed that among hospital health employees in Surabaya, job satisfaction and organizational commitment had a direct relationship. Burnout's sig probability value of  $(0.007) < 0.05$  was tested using the t test. The degree of freedom (df) of 41 - 2 = 39 was used to calculate the value of the t-count, which is  $(2.874) > (1.684)$ . Therefore, it may be said that  $H_a$  is accepted, indicating that there is a direct relationship between the turnover intention (Z) and the burnout variable (X1). The test results support prior studies' findings that there is a clear relationship between burnout and intention to leave a job.

The results of the work satisfaction t-test, with sig probability  $(0.007) < 0.05$ . The degree of freedom (df) of 41 - 2 = 39 yields the t-count value of  $(2.849) > (1.684)$  in the t-table. As a result, it may be said that  $H_a$  is accepted, indicating a direct relationship between the variables turnover intention (Z) and work satisfaction (X2). The test results support prior studies' findings that there is a clear link between job satisfaction and intention to leave the company. The outcomes of the organizational commitment t-test, with a sig probability value of  $(0.007) < 0.05$ . The degree of freedom (df) of 41 - 2 = 39 yields the t-count value of  $(2.855) > (1.684)$  in the t-table. We may infer that  $H_a$  is accepted, which indicates that the organizational commitment variable (Y) and turnover intention (Z) are directly influenced by one another. The probability value level is  $0.007 < 0.05$ , and the t-value is  $2.230 > 1.684$  t-table. As a result, it can be said that  $H_a$  is accepted in situations where burnout (X1) and turnover intention (Z) are related

through organizational commitment (Y). Therefore, there is a mediating relationship between burnout (X1) and turnover intention (Z) that results in an indirect effect. The probability value level is  $0.007 < 0.05$ , and the t-count value is  $2.235 > 1.684$  t-table. Therefore, it may be said that  $H_a$  is accepted in situations where there is a connection between work satisfaction (X2) and turnover intention (Z) via organizational commitment (Y). Therefore, there is a secondary effect in the form of mediation between turnover intention (Z) and work satisfaction (X2). The test results are consistent with those of earlier studies, which found a link between organizational commitment and turnover intention through work satisfaction.

## Conclusion

Organizational commitment to personnel is impacted by burnout. Employee commitment within a business is impacted by job satisfaction. Organizational commitment to employees is impacted by burnout and job satisfaction. Employee turnover intentions are impacted by burnout. Employees' inclinations to leave their jobs are influenced by job satisfaction. Employee turnover intentions are affected by organizational commitment. Employee turnover intentions are influenced by burnout, work satisfaction, and organizational commitment. Through an organization's commitment to its workforce, burnout influences intentions to leave. Through an organization's commitment to its workforce, job satisfaction influences intentions to leave. Companies need to pay greater attention to employee health, particularly in terms of burnout. In order to lower the level of employee turnover due to burnout, the company must adapt the workload that is supported by the capacity of its workforce and offer flexible working hours. In reducing the level of turnover intention, an employee's sense of job satisfaction is important. Therefore, the company must evaluate the promotions given to employees to be fairer, and the company can reconsider the existing payroll system so that employees are satisfied with the salary they receive. Companies need to improve good characterization for their employees and involve all employees in discussing the problems they are facing. Companies must develop strategies to reduce the level of employee turnover. The degree of employee burnout, employee work satisfaction, and employee organizational commitment are therefore factoring those businesses need to take into account.

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