

The Influence Of Job Satisfaction, Workload, And Organizational Commitment On Turnover Intention Mediated By Emotional Exhaustion (Empirical Study: PT XYZ Employees In Bekasi)

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ABSTRACT

The aim of this research is to investigate the influence of job satisfaction, workload, and organizational commitment on turnover intention which is mediated by emotional exhaustion in PT employees. XYZ in Bekasi. A Google Forms online survey of PT XYZ employees was used to collect data for this research. There are 137 populations who will be respondents and this research uses a correlational quantitative approach and is processed using the PLS version 4 program. The research results prove that job satisfaction does not have a significant effect on turnover intention. Other results prove that workload has no significant effect on turnover intention, organizational commitment has no significant effect on turnover intention, emotional exhaustion has a significant positive effect on turnover intention, job satisfaction has a significant negative effect on turnover intention which is mediated by emotional exhaustion, workload has a significant positive effect on turnover intention which is mediated by emotional exhaustion, organizational commitment has a significant negative effect on turnover intention which is mediated by emotional exhaustion. Theoretically, the implication of this research is to provide benefits in the form of knowledge to academics, practitioners and regulators, while managerially, management needs to encourage open communication between employees and management so that employees can communicate the problems faced in the company more comfortably.

Keywords: Job satisfaction; workloads; organizational commitment; emotional exhaustion; turnover intention.

INTRODUCTION

Increasing amount resident every year in Indonesia has an impact on increasing need public will tool health, medicines, supplements, and products other pharmacies. Throughout 2022, according to the Central Statistics Agency (BPS), Indonesia will experience growth economy nationally at 5.31 percent, higher compared to the previous year which only reached 3.70 percent. Meanwhile, in 2023 in the first quarter it will experience growth economy at 5.03%, slightly higher compared to growth in the previous quarter was 5.01%. This is comparable reversed on growth in the sector industry pharmaceuticals in Indonesia are experiencing decline. Cause of decline the because its height will level import products pharmacy. For the sake of improving contribution growth economy in sectors industry pharmacy, then the government through the minister health target at least 50% of drugs and equipment health can be produced domestically until the end of 2023 (Kompas, 2022).

Industry pharmacy is related sectors _ with health and life human, so required efforts to ensure that the company has resources competent power so that it can continue to maintain quality the product as well as achieve the set production targets. Human Resources (HR) has a very significant role in this matter. When human resources are owned empowered through

training and development sustainable , then it will be support repair operational company . On the other hand , inability to manage human resources can result performance operational suboptimal companies . _

Form of incompetence companies in managing HR (Human Resources) are its height turnover rate . His height Turnover rates can hinder operational company , so hinder company goals . Therefore , to anticipate happen risk this is important for company to understand various behavior employees , for one is turnover intention.

Study about *turnover intention* indeed has Lots researched , however this research offers still intervening variables seldom researched , ie *emotional exhaustion* with three variable independent which is certainly different from previous studies . So that This research tries to provide findings new as well as important to know level *turnover intention* employees in companies especially in Indonesia.

According to Haque et al. (2019) *Turnover Intention* is the beginning of employee turnover and is defined as possibility individual interesting self from the organization and enable it employees to look for work alternative other . *Turnover intention* considered as predictor main factors of employee turnover behavior because it can reveal intention employees who want to leave their work in the period certain as well as related with factors that influence them, such as work roles and stress , workplace violence , work environment and experiences , work systems and climate , job satisfaction and work burnout (N. Li et al., 2019).

Many influencing factors _ *turnover intention*, according to research conducted by Hariyonyoto et al. (2019) explained that one influencing factors _ *turnover intention* is *job satisfaction* and the relationship between the two variables the is negative . According to Ali & Anwar (2021) *job satisfaction* defined as attitudes related to level dislike or liking someone at work . Job satisfaction is considered as mental , physical , environmental pleasure obtained members and can be described as reaction affective and cognitive employee to his work at work (Lin & Huang, 2021). Achieved *job satisfaction* It means employee feel satisfaction on what they do and what they get from the company , in other words that improvement *job satisfaction* will lower intention employee leave organization or company .

According to research conducted by Hariyonyoto et al. (2019) also explains that factors can reduce *turnover intention* is *organizational commitment* due to both variables it has a negative relationship . According to Pratama et al. (2022) *organizational commitment* is degrees or means of seeing to what extent a person employee identify involvement in the organization . In other words, members is at a level that shows his attention to organization and can be seen through loyalty employees and work with completely heart to help achieve organizational goals . His height *organizational commitment* to employees It means the more tie self to company and make an impact decreasing turnover rate .

Refers to work , factors strong which is thought to be very influential *turnover intention* is *workloads* . According to research conducted by Diana Situmorang (2022) shows that both variables it has a positive relationship and becomes factors that can improve *turnover intention* . Kusuma Wardhani (2022) explains that *workload* is something necessary circumstances _ faced worker with conditions in which workers must carry out work accordingly _ time that has been previously determined . *Workload* can sometimes also be defined operationally at various levels factors such as demands work or efforts made to work (Ratnasari & Lestari, 2020). His height *workloads* It means push employees to give rise to intention will leave company Because inability employees on demand work assigned and leads to increased turnover .

Rotation employee (*employee's turnover*) is increasing increased or high will impact negative on instability and uncertainty to condition detrimental workforce _ company in terms of costs, both in the form of investment costs training for employees to recruitment employee

new and undergoing training back . Realize will danger and risk that , a lot company has taken action in an effort to reduce or decrease employee turnover However still just The company has sufficient employee turnover high .

In this research , the company used as population is PT XYZ located in Cikarang north , Bekasi, West Java. PT XYZ is companies operating in the industry pharmaceuticals and tools sustainable health . _ One _ the problems being faced is until 2022 the company Still experience sufficient turnover rate high , of course that is the problem will influence performance company because employee new need time to adapt . The following is the amount data incoming and outgoing employees during the last three years.

Tabel 1.1
Turnover PT XYZ in 2020-2022

Year	Number of Employees	Number of Employees Leave	Turnover Percentage
2020	87	9	10%
2021	87	7	8%
2022	93	7	8%

Sumber : PT XYZ

Based on this data naturally Companies need to pay more attention condition employees not to give rise to a higher increase in turnover , coupled with exists addition employee new Of course the more There is potential for employee turnover to increase increases . Apart from that, business competition in the current era of globalization is also increasing tight and so is the case in the future , then the company must capable increase Power the competition with various way , one of them is protect important assets owned companies like employees the best (Kurniawaty et al., 2019).

After summarizes several problems and relationships that refer to the results study previous , then *turnover intention* It is important to pay attention to maintain it sustainability company . Therefore , the researchers gave this research **the title " Influence *Job Satisfaction, Workload and Organizational Commitment To Turnover Intention Mediated by Emotional Exhaustion* (Empirical Study : Employees of PT XYZ, Bekasi)"**.

Hypothesis research in this study are : 1) *job satisfaction* influential negative significant to *turnover intention*. ; 2) *workload* has an effect positive significant to *turnover intention* ; 3) *Organizational commitment* has an influence negative significant to *turnover intention* . ; 4) *Emotional exhaustion* has an effect positive significant to *turnover intention* ; 5) *job satisfaction* influential negative significant to *Emotional exhaustion*; 6) : *workload* influential positive significant to *Emotional exhaustion*; 7) *Organizational commitment* influential negative significant to *Emotional exhaustion*; 8) *Emotional exhaustion* mediates influence *job satisfaction* to *turnover intention* ; 9) *Emotional exhaustion* mediates influence *workloads* to *turnover intention* ; 10) *Emotional exhaustion* mediate influence *organizational commitment* to *turnover intention* .

Research Objectives are : 1) Analyze influence *Job Satisfaction* towards *Turnover Intention* employees at PT XYZ; 2) Analyze influence *Workload* against *Turnover Intention* employees at PT XYZ; 3) Analyze influence *Organizational Commitment* to *Turnover*

Intention employees at PT XYZ; 4) Analyze influence *Emotional Exhaustion* to *Turnover Intention* employees at PT XYZ; 5) Analyze influence *Job Satisfaction* to *Emotional Exhaustion* employees at PT XYZ; 6) Analyze influence *Workloads* to *Emotional Exhaustion* employees at PT XYZ; 7) Analyze influence *Organizational Commitment* to *Emotional Exhaustion* employees at PT XYZ; 8) Analyze role *Emotional Exhaustion* in mediation influence *Job Satisfaction* to *Turnover Intention* employees at PT XYZ; 9) Analyze role *Emotional Exhaustion* in mediation influence *Workloads* to *Turnover Intention* employees at PT XYZ; 10) Analyze role *Emotional Exhaustion* in mediation influence *Organizational Commitment* to *Turnover Intention* employees at PT XYZ .

MATERIALS & METHODS

Approach research used _ is approach quantitative . Method used is with a regression approach with partial least squares, with use Partial Least Square in analysis effect between variable The dependent in this research is *turnover intention*, variable independent in this research is *job satisfaction*, *workload* and *organizational commitment*, variables mediation in this research is *emotional exhaustion*. Research conducted in PT _ _ _ _ _ 137 people worked for a minimum of 6 months . And the sample in this research is 102 employees at PT XYZ in 2023 and has been work for a minimum of 6 months. The variables in this research are *turnover intention* and *Customer Satisfaction*, *job satisfaction*, *workload* and *organizational commitment* and *emotional exhaustion* . Data collection in this research is questionnaire . Design data analysis in research is by using implementation Partial Least Square Regression .

RESULTS

Analysis Results Descriptive Regarding Profile Respondents and Analysis Result Indicators Descriptive Regarding Profile Respondents and Indicators Variable Study

Profile Respondents / Employees

Here are results descriptive profile Respondents used in this research :

Tabel 4.1
Analisa Deskriptif Profil Responden

Demografi		Frekuensi	Persentase
Jenis Kelamin	Laki-laki	41	40%
	Perempuan	61	60%
	Total	102	100%
Usia	18 - 25 Tahun	36	35%
	26 - 33 Tahun	52	51%
	34 - 41 Tahun	8	8%
	> 42 Tahun	6	6%
	Total	102	100%
Pendidikan Terakhir	SMA Sederajat	12	12%
	D3	10	10%
	D4/S1	73	72%
	Pascasarjana/S2	7	7%
	Total	102	100%
Lama Bekerja	6 Bulan - 3 Tahun	55	54%
	4 Tahun - 7 tahun	26	25%
	> 7 tahun	21	21%
	Total	102	100%

Sumber: Data telah diolah oleh peneliti 2023

From data found through distribution questionnaire in Table 4.1, there were 102 respondents / employees obtained in this survey . Of the 102 respondents / employees , 61 people (60%) were women and 41 people (40%) were man . Next, according to group age , as many as 51 people (48%) were aged 26-33 years, 36 people (35%) were aged 18-25 years, 8 people (9%) were aged 34 - 41 years, and 6 people (7%) the rest are aged 42 years and over .

Majority respondent / employee's last education is D4/S1 graduates , namely as many as 73 people (72%). Next followed by 12 people (12%) at the level High school education equivalent , 10 people at the level D3 education (10%), and 7 people (7%) at the level Masters/ Postgraduate education . Based on length of work , the majority respondents / employees has Work between 6 months - 3 years, ie as many as 55 people (54%). Next followed as many as 26 people (25%) have Work between 4 – 7 years, and 21 people (21%) were those who had worked over 7 years.

Statistical Results Descriptive

After analyzing the profile _ respondents , the next step is to carry out analysis on indicators of each variable . Statistical results descriptive in this research can be shown with results evaluation of the average number indicator . Variable *mean job satisfaction* got the highest mean value , namely 4.07. Next is followed by variables *workload* of 3.82, variable *organizational commitment* was 3.78, *turnover intention* was 3.02, and the lowest is *emotional exhaustion* was 2.88. The following are the data results obtained for each variables :

Tabel 4.2
Statistik Deskriptif Variabel *Job Satisfaction*

Kode	Pernyataan	Mean	SD
JS1	Pekerjaan yang saya lakukan dihargai.	4,13	0,727
JS2	Saya merasa senang dengan kesempatan untuk belajar hal-hal baru dalam pekerjaan saya.	4,37	0.688
JS3	Saya merasa nyaman bekerja karena atasan memperhatikan kondisi bawahannya.	3,96	0,964
JS4	Saya menikmati pekerjaan saya karena teman teman yang menyenangkan.	4,08	0,875
JS5	Saya menerima gaji/upah yang cukup dan sesuai berdasarkan tanggung jawab pekerjaan yang diberikan kepada saya.	3,83	0,966
	Mean	4,07	0,131

Sumber: Data telah diolah oleh peneliti 2023

In this research , there are 5 indicators in the variable *job satisfaction* . The *mean* value obtained from *job satisfaction* is 4.07 and *the mean* of the standard deviation is 0.131. Based results spread questionnaire listed in table 4.2 , variable *Job satisfaction* can be categorized as good by respondents / employees . Besides, the majority indicator *job satisfaction* has results a value that is in a good score to prove that the respondent / employee agree that they feel experience satisfaction in his job .

Tabel 4.3
Statistik Deskriptif Variabel Workload

Kode	Pernyataan	Mean	SD
WL1	Target yang harus saya capai dalam pekerjaan terlalu tinggi.	3,55	0,940
WL2	Saya dapat menyelesaikan pekerjaan sesuai dengan waktu dan target yang ditentukan.	4,17	0,661
WL3	Saya dapat menyelesaikan pekerjaan sesuai dengan bobot/volume yang diberikan.	4,12	0,722
WL4	Beban kerja saya sehari-hari sudah sesuai dengan standar pekerjaan saya.	3,67	0,937
WL5	Jumlah karyawan saat ini sudah cukup untuk menangani pekerjaan yang ada.	3,58	0,999
	Mean	3,82	0,150

Sumber: Data telah diolah oleh peneliti 2023

In this research , there are 5 indicators in the variable *workloads* . The *mean* value obtained from *the workload* is 3.82 and *the mean* of the standard deviation is is 0.150. Based results spread questionnaire listed in table 4.2 , variable *Workloads* can be categorized quite well by respondents / employees . In addition, each indicator *workloads* have results value in between sufficient and good to prove that the respondent / employee Enough agree that there is *a workload* in the job .

Tabel 4.4
Analisa Indikator Variabel Organization Commitment

Kode	Pernyataan	Mean	SD
OC1	Saya membanggakan perusahaan kepada orang lain di luar perusahaan.	3,82	0,916
OC2	Saya merasakan bahwa permasalahan organisasi adalah permasalahan saya juga.	3,63	0,994
OC3	Saya merasa menjadi bagian dari keluarga perusahaan.	3,68	0,935
OC4	Saat ini, tetap bekerja pada perusahaan ini merupakan kebutuhan dan keinginan saya.	3,81	0,841
OC5	Setia pada perusahaan merupakan sikap etis bagi saya.	3,95	0,860
	Mean	3,78	0,061

Sumber: Data telah diolah oleh peneliti 2023

In this research , there are 5 indicators in the variable *organizational commitment* . The *mean* value obtained from *organizational commitment* is 3.78 and *the mean* of the standard deviation is is 0.061. Based results spread questionnaire listed in table 4.2 , variable *organizational commitment* can be categorized enough by respondents / employees . Additionally, all indicators *organizational commitment* has results a value that is at a score that is sufficient to prove that the respondent / employee has sufficient commitment high in the organization .

Tabel 4.5
Analisa Indikator Variabel *Emotional Exhaustion*

Kode	Pernyataan	Mean	SD
EE1	Saya merasa lelah ketika bangun di pagi hari dan harus menghadapi hari lain di tempat kerja.	2,94	1,159
EE2	Saya merasa jenuh terhadap pekerjaan saya.	3,00	1,186
EE3	Saya merasa terkuras secara emosional dari pekerjaan saya.	3,06	1,275
EE4	Saya merasa sering tidak bahagia terhadap pekerjaan saya.	2,72	1,038
EE5	Saya merasa lelah dengan pekerjaan saya.	2,95	1,189
EE6	Saya merasa frustrasi dengan pekerjaan saya.	2,61	1,109
	Mean	2,88	0,075

Sumber: Data telah diolah oleh peneliti 2023

In this research , there are 6 indicators in the variable *emotional exhaustion* . The *mean* value obtained from *emotional exhaustion* is 2.88 and *the mean of the standard deviation* is 0.075. Based results spread questionnaire listed in table 4.2 , variable *emotional exhaustion* can be categorized not well by respondents / employees . But 4 indicators *emotional exhaustion* has a sufficient score approach mark *range* neutral where indicator This is about fatigue at work , fatigue in the work situation , exhaustion emotions at work , and boredom to job . This proves that the respondent / employee still feel *emotional exhaustion* at work However No high .

Tabel 4.6
Analisa Indikator Variabel *Turnover Intention*

Kode	Pernyataan	Mean	SD
TI1	Saya sering memikirkan untuk keluar dari tempat say bekerja.	3,07	1,188
TI2	Saya sudah mulai mencari lowongan pekerjaan di tempat lain.	2,99	1,270
TI3	Saya mungkin akan berhenti dari pekerjaan ini tahun depan.	2,99	1,368
	Mean	3,02	0,090

Sumber: Data telah diolah oleh peneliti 2023

In this research , there are 3 indicators in the variable *turnover intention* . The *mean* value obtained from *turnover intention* is 3.02 and *the mean of the standard deviation* is 0.090. Based results spread questionnaire listed in table 4.2 , variable *turnover intention* categorized as enough by respondents / employees . All indicators *Turnover intention* has results a value in *the range* that is sufficient to prove that the respondent / employee has sufficient desire or intention to leave his or her job .

Test Results Statistics

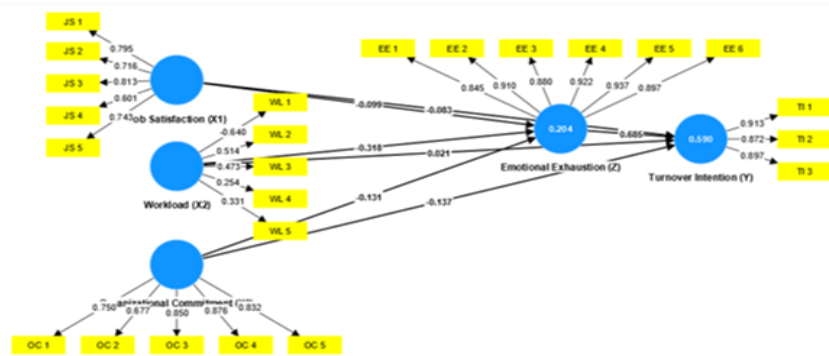
Statistics used to find out statistical test results are as follows :

Validity and Reliability Test (Outer Model)

Outer Loading

Outer loading is used to find out to what extent a indicator capable reflect variables in research . In the *Partial Least Square test* , the standardization for assessing outer loadings is 0.7, so , overall indicators that have loading values > 0.7 are meaningful has capable reflect latent variable (Ramayah et al, 2018). The following is Figure 4.1 which is results measurements before removal indicator .

Gambar 4.1
Hasil Outer Loadings setiap variabel sebelum penghapusan indikator



Sumber: Data telah diolah oleh peneliti 2023

Variable	Indikator	Loading Factor	Kesimpulan
Job Satisfaction	JS1	0,795	Valid
	JS2	0,716	Valid
	JS3	0,813	Valid
	JS4	0,601	Invalid
	JS5	0,743	Valid
Workload	WL1	-0,640	Invalid
	WL2	0,514	Invalid
	WL3	0,473	Invalid
	WL4	0,254	Invalid
	WL5	0,331	Invalid
Organizational Commitment	OC1	0,750	Valid
	OC2	0,677	Invalid
	OC3	0,850	Valid
	OC4	0,876	Valid
	OC5	0,832	Valid
Emotional Exhaustion	EE1	0,845	Valid
	EE2	0,910	Valid
	EE3	0,880	Valid
	EE4	0,922	Valid
	EE5	0,937	Valid
	EE6	0,897	Valid
Turnover Intention	TI1	0,913	Valid
	TI2	0,872	Valid
	TI3	0,897	Valid

Based on Figure 4.1, the results of this form of research are not yet available sufficient criteria that have been capable reflect latent variable due entire loadings value indicators that

do not fulfil standardization is <0.7 . Therefore, to fulfill outer loading value, is required to eliminate indicators gradually _ with results *error* biggest previous to get a valid value .

Gambar 4.2
Hasil Outer Loadings setiap variabel setelah penghapusan indikator



Sumber: Data telah diolah oleh peneliti 2023

Based on Figure 4.2, there are indicators that have been eliminated because it has value large *error* in the indicator variable so that deleted indicators _ is JS 4, OC 2, WL1, and WL2. So results testing validity has fulfilled as shown in Table 4.8.

Tabel 4.8
Hasil Outer Loadings setiap variabel sesudah penghapusan indikator

Variabel	Indikator	Loading Factor	Kesimpulan
<i>Job Satisfaction</i>	JS1	0,796	<i>Valid</i>
	JS2	0,725	<i>Valid</i>
	JS3	0,809	<i>Valid</i>
	JS5	0,757	<i>Valid</i>
<i>Workload</i>	WL3	0,802	<i>Valid</i>
	WL4	0,840	<i>Valid</i>
	WL5	0,758	<i>Valid</i>
<i>Organizational Commitment</i>	OC1	0,769	<i>Valid</i>
	OC3	0,846	<i>Valid</i>
	OC4	0,888	<i>Valid</i>
	OC5	0,843	<i>Valid</i>
<i>Emotional Exhaustion</i>	EE1	0,844	<i>Valid</i>
	EE2	0,912	<i>Valid</i>
	EE3	0,879	<i>Valid</i>
	EE4	0,922	<i>Valid</i>
	EE5	0,937	<i>Valid</i>
	EE6	0,897	<i>Valid</i>
<i>Turnover Intention</i>	TI1	0,913	<i>Valid</i>
	TI2	0,872	<i>Valid</i>
	TI3	0,897	<i>Valid</i>

Sumber: Data telah diolah oleh peneliti 2023

Based on Table 4.9, the results of the research model stated has *valid* with see the value of the *outer loadings* that have been fulfil standardization < 0.7 . From the values obtained, the research can be continued at the next stage.

1. Average Variances Extracted (AVE)

Average Variances Extracted (AVE) is used to find out validity of each variables studied . _ Validity It means ability tool measure to reflect researched data . In the *partial*

least square test , standardization for assessment *Average Variances Extracted* is 0.5, so that , every latent variables that have values *Average Variances Extracted* > 0.5 means has capable fulfil condition *Average Variances Extracted* . (Ramayah et al, 2018)

Tabel 4.9
Hasil AVE

Variabel	AVE
<i>Emotional Exhaustion (Z)</i>	0,808
<i>Job Satisfaction (X1)</i>	0,579
<i>Organizational Commitment (X3)</i>	0,701
<i>Turnover Intention (Y)</i>	0,800
<i>Workload (X2)</i>	0,641

Sumber: Data telah diolah oleh peneliti 2023

Based on the table above, it can be concluded that the variables used in this research have fulfil *Average Variances Extracted* test requirements because it has value *Average Variances Extracted* > 0.5.

2. Composite Reliability

Composite Reliability is used to determine the reliability of each variable studied. Reliability means the ability of a measuring instrument to be tested repeatedly. This means that if a variable is reliable, then the statement on that variable can be used for other research at another time. In the *partial least square test* , the standardization for *Composite Reliability assessment* is 0.6, so, each latent variable has a *Composite Reliability value* > 0.6 means that it has been able to meet the *Composite Reliability requirements* . (Ramayah et al, 2018)

Tabel 4.10
Hasil Composite Reliability

Variabel	Composite Reliability	Kesimpulan
<i>Emotional Exhaustion (Z)</i>	0,962	Reliabel
<i>Job Satisfaction (X1)</i>	0,855	Reliabel
<i>Organizational Commitment (X3)</i>	0,904	Reliabel
<i>Turnover Intention (Y)</i>	0,923	Reliabel
<i>Workload (X2)</i>	0,843	Reliabel

Sumber: Data telah diolah oleh peneliti 2023

Composite Reliability test results show that the variables used in this research have met the requirements. In the table above it can be seen that the *Composite Reliability value* is > 0.6.

3. Cronbach's Alpha

Difference between *Cronbach's Alpha* and *Composite Reliability* is where composite reliability compares the results of outer loadings whereas Cronbach's alpha from questionnaire data . *Cronbach's Alpha* is also used to find out reliability of each variables studied . _ In the *partial least square test* , standardization for assessment *Cronbach's*

Alpha is 0.6, so every latent variables that have values *Cronbach's Alpha* > 0.6 means has capable fulfil condition *Cronbach's Alpha* . (Ramayah et al, 2018)

Tabel 4.11
Hasil Conbach's Alpha

Variabel	Cronbach's Alpha
<i>Emotional Exhaustion (Z)</i>	0,952
<i>Job Satisfaction (X1)</i>	0,774
<i>Organizational Commitment (X3)</i>	0,858
<i>Turnover Intention (Y)</i>	0,876
<i>Workload (X2)</i>	0,726

Sumber: Data telah diolah oleh peneliti 2023

From the table above, the results testing shows that the Cronbach's Alpha value is > 0.6 so it can be concluded that the variables in this study have fulfills Cronbach's Alpha testing requirements .

4. Discriminant Validity

Discriminant validity is used to compare the loading value of one indicator on a latent variable with the loading value of one indicator on another latent variable. If the loading value of one indicator on the variable is greater than the loading value of that indicator on another variable, then the indicator meets the requirements for discriminant validity. (Ramayah et al, 2018)

Tabel 4.12
Hasil Discriminant Validity

Kode	Emotional Exhaustion	Job Satisfaction	Organizational Commitment	Turnover Intention	Workload
EE 1	0,844	-0,226	-0,170	0,627	0,023
EE 2	0,912	-0,303	-0,386	0,673	-0,029
EE 3	0,879	-0,243	-0,266	0,645	-0,139
EE 4	0,922	-0,317	-0,339	0,696	-0,097
EE 5	0,937	-0,274	-0,340	0,670	-0,031
EE 6	0,897	-0,298	-0,276	0,709	-0,077
JS 1	-0,310	0,796	0,477	-0,269	0,424
JS 2	-0,196	0,725	0,377	-0,289	0,500
JS 3	-0,241	0,809	0,657	-0,295	0,577
JS 5	-0,202	0,757	0,494	-0,311	0,441
OC 1	-0,256	0,576	0,769	-0,303	0,467
OC 3	-0,345	0,474	0,846	-0,341	0,401
OC 4	-0,325	0,563	0,888	-0,395	0,462
OC 5	-0,160	0,589	0,843	-0,357	0,532
TI 1	0,755	-0,339	-0,455	0,913	-0,158
TI 2	0,578	-0,334	-0,284	0,872	-0,230
TI 3	0,648	-0,336	-0,363	0,897	-0,092
WL 3	-0,047	0,371	0,322	-0,171	0,802
WL 4	-0,047	0,563	0,504	-0,136	0,840
WL 5	-0,065	0,627	0,541	-0,102	0,758

Sumber: Data telah diolah oleh peneliti 2023

Based on the table listed above, it can be concluded that all the variables used in this research have met the *Discriminant Validity requirements* because the indicator value of the variable is greater than the indicator value of the other variables.

Hypothesis testing

Hypothesis testing used to answer conjecture beginning research . On *partial least squares* , to test hypothesis used bootstrapping calculations . (Ramayah et al, 2018) Hypothesis testing is also possible used for shaping equality regression with testing :

If the p value ≤ 0.05 , and t count > 1.967 then the variable free influential significant to variable bound

If p value > 0.05 , and t count < 1.967 then variable free No influential to variable bound .

Tabel 4.17
Hasil Uji Hipotesis

Konstruk	Original Sample	T Statistics	P Values	Keputusan
H1: <i>Job Satisfaction</i> (X1) berpengaruh negatif terhadap <i>Turnover Intention</i> (Y)	-0,064	0,617	0,537	Ditolak
H2: <i>Workload</i> (X2) berpengaruh positif terhadap <i>Turnover Intention</i> (Y)	-0,012	0,113	0,910	Ditolak
H3: <i>Organizational Commitment</i> (X3) berpengaruh negatif terhadap <i>Turnover Intention</i> (Y)	-0,145	1,401	0,161	Ditolak
H4: <i>Emotional Exhaustion</i> (Z) berpengaruh positif terhadap <i>Turnover Intention</i> (Y)	0,677	10,170	0,000	Diterima
H5: <i>Job Satisfaction</i> (X1) berpengaruh negatif terhadap <i>Emotional Exhaustion</i> (Z)	-0,293	2,392	0,017	Diterima
H6: <i>Workload</i> (X2) berpengaruh positif terhadap <i>Emotional Exhaustion</i> (Z)	0,282	2,065	0,039	Diterima
H7: <i>Organizational Commitment</i> (X3) berpengaruh negatif terhadap <i>Emotional Exhaustion</i> (Z)	-0,297	2,549	0,011	Diterima
H8: <i>Emotional Exhaustion</i> (Z) memediasi pengaruh <i>Job Satisfaction</i> (X1) terhadap <i>Turnover Intention</i> (Y)	-0,199	2,353	0,019	Diterima
H9: <i>Emotional Exhaustion</i> (Z) memediasi pengaruh <i>Workload</i> (X2) terhadap <i>Turnover Intention</i> (Y)	0,191	1,980	0,048	Diterima
H10: <i>Emotional Exhaustion</i> (Z) memediasi pengaruh <i>Organizational Commitment</i> (X3) terhadap <i>Turnover Intention</i> (Y)	-0,201	2,557	0,011	Diterima

H1 : *Job satisfaction* influential negative significant to *Turnover Intention*

Hypothesis First prove that *job satisfaction* No influential significant to *turnover intention*. Based on Table 4.22, results mark The p -value obtained from H1 is 0.537 with mark t -statistics is 0.617. It can be concluded that H1 does not meet the value requirements p -value and t -statistic are determined Because mark p -value is above 0.05 , value The t -statistic is below 1.967 , though mark coefficient *original sample* negative of -0.064. Thus , this proves that hypothesis First **rejected** .

H2: *Workload* influential positive significant to *Turnover Intention*

second hypothesis proves that *workload* No influential significant to *turnover intention*. Based on Table 4.22, results mark The p -value obtained from H2 is 0.910 with mark t statistics of 0.113. It can be concluded that H2 does not meet the value requirements p -value and t -statistic are determined Because mark p -value is above 0.05 , value t - statistic below 1.967, and value coefficient *original sample* negative of -0.012. Thus, this proves that the second hypothesis **is rejected** .

H 3: *Organizational Commitment* influential negative significant to *Turnover Intention*

Hypothesis third proves that *organizational commitment* No influential significant to *turnover intention*. Based on Table 4.22, results mark The p -value obtained from H3 is of 0.161 with mark t statistics of 1.401. It can be concluded that H3 does not meet the value requirements p -value and t -statistic are determined Because mark p -value is above 0.05 , the t -statistic value

is below 1.967, though mark coefficient *original sample* negative of -0.145. Thus , this proves that hypothesis third **rejected** .

H4: Emotional Exhaustion influential positive significant to Turnover Intention

Hypothesis fourth proves that *emotional exhaustion* influential significant to *turnover intention*. Based on Table 4.22, results mark The *p-value* obtained from H4 is 0.000 with mark *t statistics* of 10.170. It can be concluded that H4 has meet the value requirements *p-value* and *t-statistic* are determined Because mark *p-value* is below 0.05 , value *The t-statistic* is above 1.967, and there are also values coefficient *original sample* positive of 0.677. Thus , this proves that hypothesis fourth **accepted** .

H5: Job Satisfaction influential negative significant to Emotional Exhaustion

Hypothesis fifth prove that *job satisfaction* influential significant to *emotional exhaustion*. Based on Table 4.22, results mark The *p-value* obtained from H5 is 0.017 with mark *t-statistics* is 2.392. It can be concluded that H4 has meet the value requirements *p-value* and *t-statistic* are determined Because mark *p-value* is below 0.05 , value *The t-statistic* is above 1.967, and there are also values coefficient *original sample* negative of -0.293. Thus this proves that hypothesis _ fifth **accepted**.

H6: Workloads influential positive significant to Emotional Exhaustion

Hypothesis sixth prove that *workload* influential significant to *emotional exhaustion*. Based on Table 4.22, results mark The *p-value* obtained from H6 is 0.039 with mark *t-statistics* is 2.065. It can be concluded that H6 has meet the value requirements *p-value* and *t-statistic* are determined Because mark *p-value* is below 0.05 , value *The t-statistic* is above 1.967, and there are also values coefficient *original sample* positive of 0.282. Thus , this proves that hypothesis sixth **accepted**.

H7: Organizational Commitment has an effect negative significant to Emotional Exhaustion

Hypothesis seventh proves that *organizational commitment* influential significant to *emotional exhaustion*. Based on Table 4.22, results mark The *p-value* obtained from H7 is 0.011 with mark *t-statistics* is 2.549. It can be concluded that H7 has meet the value requirements *p-value* and *t-statistic* are determined Because mark *p-value* is below 0.05 , value *The t-statistic* is above 1.967, and there are also values coefficient *original sample* negative of -0.297. Thus , this proves that hypothesis seventh **accepted**.

H8: Emotional Exhaustion mediate influence Job Satisfaction to Turnover Intention

Hypothesis eighth proves that *emotional exhaustion* mediates influence *job satisfaction* to *turnover intention*. Based on Table 4.22, results mark The *p-value* obtained from H8 is 0.019 with mark *t-statistics* is 2.353. It can be concluded that H8 has meet the value requirements *p-value* and *t-statistic* are determined Because mark *p-value* is below 0.05 , value *The t-statistic* is above 1.967, and there are also values coefficient *original sample* negative of -0.199. Thus , this proves that hypothesis eighth **accepted** .

H9: Emotional Exhaustion mediate influence Workloads to Turnover Intention

Hypothesis ninth proves that *emotional exhaustion* mediates influence *workloads* to *turnover intention*. Based on Table 4.22, results mark The *p-value* obtained from H9 is 0.048 with mark *t-statistics* is 1.980. It can be concluded that H9 has meet the value requirements *p-value* and *t-statistic* are determined Because mark *p-value* is below 0.05 , value *The t-statistic* is above

1.967, and there are also values coefficient *original sample* positive of 0.191. Thus , this proves that hypothesis ninth **accepted**.

H10: Emotional Exhaustion mediate influence Work-Family Conflict to Turnover Intention

Hypothesis tenth proves that *emotional exhaustion* mediates influence *organizational commitment* to *turnover intention*. Based on Table 4.22, results mark The *p-value* obtained from H10 is 0.011 with mark *t-statistics* is 2.557. It can be concluded that H10 has meet the value requirements *p-value* and *t-statistic* are determined Because mark *p-value* is below 0.05 , value The *t-statistic* is above 1.967, and there are also values coefficient *original sample* negative of -0.201. Thus , this proves that hypothesis tenth **accepted**.

DISCUSSION

The Influence of Job Satisfaction on Turnover Intention

In this research , hypothesis First show results that hypothesis rejected . This is caused Because mark The *t- statistic* on H1 is 0.617 and the *p-value* is 0.537 fulfil standard specified value . _ The hypothesis results in this research are not in line with results research conducted by Pratama et al. (2022) , (Alola et al., 2021) , Kurniawaty et al. (2019) , (Lin & Huang, 2021) , and (N. Li et al., 2019) . One _ factor reason *job satisfaction* No influential significant to *turnover intention* is because age employee dominated by age productive in a career or work , where at the age of 18 – 25 years there were 36 people (35%) and 26 – 33 years old there were 52 people (51%). Another additional factor is the length of work which is dominated by 6 months – 3 years of work , of course with a long time working in numbers the still want to adventure looking for work other .

The Influence of Workload on Turnover Intention

In this research , the second hypothesis shows results that hypothesis rejected . This is caused Because mark The *t- statistic* for H2 is 0.113 and the *p-value* is 0.910 fulfil standard specified value . _ The hypothesis results in this research are not in line with results research conducted by (Ratnasari & Lestari, 2020) and (Diana Situmorang & Kusuma Wardhani , 2022) which has prove that the variable *workloads* influential positive and significant to *turnover intention* . Based on results study majority the company has employees with good ability or competence in their work so that No consider or feel that the workload given to them is too much high . This is proven through 2 indicators *workloads* have value results high *mean* of the other 3 indicators , namely JS2 "I can finish work accordingly _ specified time and targets " with mark *mean* of 4.17 and JS3 "I can finish work accordingly _ given weight /volume " value the *mean* is 4.12.

The Influence of Organizational Commitment on Turnover Intention

In this research , hypothesis third show results that hypothesis rejected . This is caused Because mark The *t- statistic* on H3 is 1.401 and the *p-value* is 0.161 fulfil standard specified value . _ The hypothesis results in this research are not in line with results research conducted by (Hariyonyoto et al., 2019) and (Guzeller & Celiker , 2019) which has prove that the variable *organizational commitment* influential negative significant on *turnover intention*. This indicates that it is low level commitment to employees . Several factors come into play reason is majority age of employees dominated by ages 18 – 25 years as many as 36 people (35%) and 26 – 33 years as many as 52 people (51%) and have worked for a long time in Domination by 6 months – 3 years. At level age and length of service the employee tend not yet have a high desire to commit to organization , cause Still exists opportunity big for employees want to get

better job opportunities and also exist saturation to job . Apart from that, there are employees who do not want to be actively involved in activities company .

The Effect of Emotional Exhaustion on Turnover Intention

In this research , hypothesis fourth show the result that the hypothesis is accepted. This is caused Because mark *The t- statistics* on H4 are 10.170 and *the p-value* is 0.000 standard specified value . _ The results of the hypothesis in this research are in line with results research conducted by (Kim et al., 2020) , (Shin et al., 2020) , and (Noh et al., nd) which have prove that the variable *emotional exhaustion* has an influence positive significant to *turnover intention*.

The Influence of Job Satisfaction on Emotional Exhaustion

In this research , hypothesis fifth show the result that the hypothesis is accepted. This is caused Because mark *The t- statistics* on H5 are 2.392 and *the p-value* is 0.017 standard specified value . _ The results of the hypothesis in this research are in line with results research conducted by (Gonzales et al., 2020) and (Prajogo , 2019) which has proves that *job satisfaction* has an influence negative significant to *emotional exhaustion*.

The Effect of Workload on Emotional Exhaustion

In this research , hypothesis sixth show the result that the hypothesis is accepted. This is caused Because mark *The t- statistics* on H6 are 2.065 and *the p-value* is 0.039 standard specified value . _ The results of the hypothesis in this research are in line with results research conducted by (Maghsoud et al., 2022) , (Grobelna , 2021) , and (Buruck et al., 2020) which have proves that *workload* has an influence positive significant to *emotional exhaustion*.

The Influence of Organizational Commitment on Emotional Exhaustion

In this research , hypothesis seventh show the result that the hypothesis is accepted. This is caused Because mark *The t- statistics* on H7 are 2.549 and *the p-value* is 0.011 standard specified value . _ The results of the hypothesis in this research are in line with results research conducted (Guzeller & Celiker , 2019; X. Li et al., 2020; Wullur & Werang , 2020) which has proves that *organizational commitment* has an influence negative significant to *emotional exhaustion*.

Emotional Exhaustion mediates the influence of Job Satisfaction on Turnover Intention

In this research , hypothesis eighth show the result that the hypothesis is accepted. This is caused Because mark *The t- statistics* on H8 are 2.353 and *the p-value* is 0.019 standard specified value . _ Hypothetical results eighth shows that when experience *job satisfaction* at work will lower level *emotional exhaustion* so that lower intention employees to leave work.

Emotional Exhaustion mediates the influence of workload on Turnover Intention

In this research , hypothesis ninth show the result that the hypothesis is accepted. This is caused Because mark *The t- statistics* on H9 are 1.980 and *the p-value* is 0.048 standard specified value . _ Hypothetical results ninth shows that when experience *workload* on work will increase level *emotional exhaustion* so that increase intention employees to leave work . _

Emotional Exhaustion mediates the effect of organizational commitment on Turnover Intention

In this research, the tenth hypothesis shows that the hypothesis is accepted. This is because the *t-statistic value* in H10 is 2.557 and *the p-value* is 0.011 which meets the specified

standard values. The results of the tenth hypothesis show that when experiencing *organizational commitment to work*, the level of *emotional exhaustion* will decrease, thereby reducing employees' intention to leave work.

CONCLUSION

Based on results analysis that has been carried out by researchers, then the conclusions from the results analysis is as follows : **1)** The results of this research prove that *the job satisfaction* variable No have a significant effect to *turnover intention*. One _ factor reason *job satisfaction* No influential significant to *turnover intention* is because age employees are dominated by age productive in a career or work, where at the age of 18 – 25 years there were 36 people (35%) and 26 – 33 years old there were 52 people (51%). Another additional factor is the length of work which is dominated by 6 months – 3 years of work, of course with a long time working in numbers the still want to adventure looking for another job ; **2)** The results of this research prove that the *workload* variable No have a significant effect to *turnover intention*. The main factor causing is majority the company has employees with good ability or competence in their work so that No consider or feel that the workload given to them is too much high. This is proven through 2 indicators *workloads* have value results high *mean* of the other 3 indicators, namely JS2 "I can finish appropriate work with specified time and targets" with mark *mean* of 4.17 and JS3 "I can finish work accordingly _ given weight /volume" value *mean* of 4.12; **3)** The results of this research prove that *the organizational commitment* variable is not have a significant effect to *turnover intention*. Several factors come into play reason is majority age of employees dominated by ages 18 – 25 years as many as 36 people (35%) and 26 – 33 years as many as 52 people (51%) and long working dominated by 6 months – 3 years. At level age and length of service the employee tend not yet have a high desire to commit to organization, cause Still exists opportunity big for employees want to get better job opportunities and also exist saturation to job. Apart from that, there are employees who do not want to be actively involved in Company activities ; **4)** The results of this research prove that the *emotional exhaustion* variable has an influence positive significant to *turnover intention*. This shows that *emotional exhaustion* capable influence intention employees to leave work ; **5)** The results of this research prove that *the job satisfaction* variable has an influence negative significant to *emotional exhaustion*. This shows that when employee experience *job satisfaction* then decreases level *emotional exhaustion* ; **6)** The results of this research prove it *workload* variables have an influence positive significant to *emotional exhaustion*. This shows that when employee experience *workload* then increases level *emotional exhaustion* ; **7)** The results of this research prove that the *organizational commitment* variable has an influence negative significant to *emotional exhaustion*. This shows that when employee experience *organizational commitment* then decreases level *emotional exhaustion* ; **8)** The results of this research prove that *emotional exhaustion* mediate the influence of *job satisfaction* on *turnover intention*. This shows that the level *job satisfaction* employee will influence *turnover intention* only through *emotional exhaustion*. If employees experience fatigue emotionally or physically then it will influence level satisfaction employees at work so that give rise to intention employees to leave the Company; **9)** The results of this research prove that *emotional exhaustion* mediate the influence of *workload* on *turnover intention*. This shows that the level *workloads* employee will influence *turnover intention* only through *emotional exhaustion*. If employees experience fatigue emotionally or physically then it will influence level employee workload at work _ so that give rise to intention employees to leave the Company; **10)** The results of this research prove that *emotional exhaustion* mediate the influence of *organizational commitment* on *turnover intention*. This shows that the level *organizational commitment* employee will influence *turnover intention* only through *emotional exhaustion*. If employees

experience fatigue emotionally or physically then it will influence level commitment organization employees at work so that give rise to intention employees to leave the Company; **11)** Results from research shows that in theory attribution and self - determination contribute between .

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