

THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT, WORKLOAD AND BURNOUT ON TURNOVER INTENTION AND QUALITY OF WORK LIFE

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Abstract.

Employee turnover is quite an important problem in organizations that management must pay attention to. Efforts to prevent these valuable employees from leaving are critical. This research was conducted to explore the influence of perceived organizational support, workload and burnout on turnover intention and quality of work life. This research was conducted at the head office of a goods delivery service company in Jakarta, Indonesia, with a sample size of 200 employees. This study is quantitative. Workload has a positive and significant effect on burnout. If the workload value is high, the greater the employee will feel burnout, employee burnout will reduce employee productivity and affect the achievement of organizational goals. Perceived organizational support has no effect on burnout either directly or through mediation between job resources.

Keywords: Perceived organizational support, burnout, workload, Job resources, Quality of Work Life, Turnover Intention

INTRODUCTION

Employees are a very important resource, the most valuable asset of a company (Kurniati & Rojuaniah, 2023). One of the goals of the organization is to utilize human resource potential more effectively and constructively carry out evaluations and directions (Khalid Alrashedi, 2024). Human resource potential is the most strategic asset. It is not only a comparative advantage but has also become a competitive advantage (Bonner et al., 2023). This is because the quality of human resources determines the progress of the organization (Hendrani et al., 2020).

Employee turnover is a serious problem for many companies in the world, although it is considered normal in business, it can be a problem if not controlled (Dechawatanapaisal, 2023). Rapid employee churn rates can lead to high costs, low employee morale, and operational inefficiencies (Gurcan et al., 2023). Ultimately, this can reduce company profits and even have a negative impact on profits. Therefore, it is important for the business world to learn how to prepare for it and, better yet, prevent it (Cassells Rebecca & Duncan Alan, 2020). Turnover intention is scarier than turnover, a very serious problem for companies because it causes huge cost losses (Syara & Syah, 2022). Turnover intention can also cause work accidents, low productivity, work

motivation, discipline. It has both positive and negative impacts on which lead to work behavior and performance in general (Pinandito & Savira, 2022).

There are various factors that can influence turnover intention and contribute to job turnover behavior, including organizational support, job satisfaction, commitment, burnout, emotional exhaustion, job stress, career stagnation, person-organization fit, job involvement, and job engagement (Zhu et al., 2022). Turnover is characterized by turnover intention behavior or the intention to move from the Company (Syara & Syah, 2022). It is increasingly difficult to find good quality and reliable workers, let alone retain them, therefore companies need to provide positive support to employees, so that they have support, this is called perceived organizational support (Songen, 2022).

To develop an organization, an organizational culture and leaders are needed who can inspire and motivate employees to be more independent, creative and innovative (Hendrani et al., 2020). Poor support for employees is thought to cause boredom which is certainly possessed by everyone, because doing monotonous activities causes a sense of boredom with an activity or routine. Including in work, employee resignation can occur due to burnout, namely work saturation (Palit et al., 2023). Therefore, companies need to capture these negative signals before they become problems (Koes Wahyuandari & Prabandini Mulyana, 2022). In terms of organizational learning, receiving and learning signals from the surrounding environment can be an opportunity to develop the agency (Koes Wahyuandari & Prabandini Mulyana, 2022).

Another thing that can be considered to influence someone to have the intention to move is workload. Workload is the work demands given to employees over a certain period of time (Hidayat et al., 2024). Workload results from the interaction between tasks, the work environment as a workplace, skills, behavior, and perceptions (Anees et al., 2021). Workload is a stressor for an employee that has an influence on work attitudes and behavior.

In short, previous studies have evaluated the influence of Perceived Organizational Support, Job resources, burnout on turnover intention in front liner staff (Wang & Wang, 2020). However, in this study there are additional variables of workload and quality of work life studied with the object of research of head office employees in a shipping service in Indonesia located in Jakarta. This study aims to determine the influence of perceived organizational support, workload, and burnout on turnover intention and quality of work life. The author hopes that there will be a contribution to the level of management theory/science for researchers in the future from the results of this study.

LITERATUR REVIEW

Turnover Intention

Turnover intention is the intention to leave the organization and the evaluation of the position towards dissatisfaction that causes to move and look for another job (Utami et al., 2021). Campbell (2020) defines Turnover intention as the process of thinking about quitting work, planning to leave, or wanting to leave. According to Dessler, intention is the intention to take action closely related to beliefs about something, attitudes about something, even behavior, while turnover is interpreted as a voluntary or involuntary decision from a permanent organization (Thakre & Damodar, n.d.).

Quality of Work Life

According to Lilisantosa (2021), quality of work life is defined as a person's ability to fulfill personal needs through their experiences in a work organization while achieving organizational goals. Therefore, the definition of staff satisfaction is a broad concept that includes issues that are more important than simply providing a number of jobs and wages to individuals. Happy employees will be productive and stay longer, provide high dedication, and have high work loyalty to the Company (Nauman et al., 2023). Employee happiness is greatly influenced by high levels of job satisfaction (Aruldoss et al., 2021). A conducive work environment is a form of good quality of work life by creating appreciation, security and opportunities for employee development (Leitão et al., 2019).

Workload

Workload is a term describing the amount of work that must be done by employees at one time (Retnowati et al., 2023). This is related to information processing theory, which requires skills related to mental domains such as information processing, communicative aspects, spatial perception, decision making, logical reasoning, and interpersonal relationships (Alaydi & Ng, 2024). Workload refers to the time employees spend performing tasks at one time, responsibilities, and professional attitudes at work, both directly and indirectly. Workload describes the level of excessive demand on work (Hidayat et al., 2024). According to Hart and Bortolussi (1984) there are five indicators to measure workload, namely (1) mental demands; (2) physical demands; (3) temporal demands; (4) frustration; (5) effort and performance.

Burnout

Burnout is a psychological syndrome consisting of fatigue, depersonalization and low ability to complete routine tasks such as anxiety, depression, or even insomnia (Yosiana & Suci, 2022). This psychological syndrome appears when in a stressful workplace that has high work but low resources. Therefore, work stress occurs when job characteristics contribute to poor psychological or physical health and stressors refer to work-related characteristics, events, or situations that cause stress (Dima et al., 2021). Burnout was first defined by Freudenberger (1974) as a state of exhaustion of an individual's internal resources resulting from loss of power and failure due to excessive or unmet demands, a prolonged response to chronic emotional and interpersonal stress at work.

Perceived Organizational Support

Perceived Organizational is a psychological experience in which a person develops a possessive feeling towards a target. The feeling of belonging can be developed towards both tangible and intangible things and can shape an individual's self-identity and influence their behavior. Perceived Organizational Support is an employee's perception of the company's level of concern for the welfare and support for the contributions that employees have made (Hameed et al., 2019). When employees are highly valued, it can trigger a positive perception of organizational support and they will

be responsible (Srivastava & Agrawal, 2020). Well-being includes physical, mental, and emotional health, as well as maintaining a work-life balance (Moustafa et al., 2024).

Job Resources

Job resources are job resources that help employees achieve work goals and reduce workload demands (Utami et al., 2021). Job resources are aspects that function to help deal with job demands and the physiological and psychological consequences that occur, as well as trigger individual growth, learning, and development (Santos et al., 2023). Meanwhile, job resources are aspects of work that can reduce physical, social, psychological, and organizational job demands related to employee psychological costs, affect the achievement of goals and trigger experience development (Hughes & Jex, 2022).

Relationship between Perceived Organizational Support and Burnout

Maslach and Jackson stated that burnout is caused by a mismatch between an individual and their job. The higher the degree of this mismatch, the more severe the burnout experienced by the individual (Chirkowska-Smolak et al., 2023). Earlier researchers (e.g., Etzioni, 1961) in their 1986 study, focused on employee perceptions of how the organization assesses efforts at work (Diego, 2024).

Perceived organizational support will prevent burnout as has been proven in research (Christopher R. Leupold et al., 2019; Ilyas Yusuf et al., 2024; Jawahar et al., 2007; X. Li et al., 2016; Wang & Wang, 2020). In addition to personal resources, job resources are also considered as another important stress buffer to reduce negative psychological exhaustion of employees during job demands and resource interactions (X. Li et al., 2023). Schaufeli and Bakker found that burnout mediates job resources on turnover intention (Wang & Wang, 2020). The hypothesis that can be proposed based on the statement above is.

H1: Perceived organizational support has a negative effect on Burnout.

Relationship between Workload and Burnout

Burnout occurs when employees run out of physical and mental resources due to excessive hard work. (Yosiana & Suci, 2022). There is significant research showing that high workload can cause fatigue. According to job demand resource theory, job demands such as high workload can be associated with resource depletion, especially due to the absence of buffer resources such as HR that are oriented towards employee well-being and growth (Bartram et al., 2023).

Workload has a direct positive effect on burnout. This is supported by research from (Pham Thi & Duong, 2024; Dewi & Riana, 2019; Retnowati et al., 2023; Nengah Weni et al., 2023). The hypothesis based on the statement above is.

H2: Workload has a positive effect on burnout.

Relationship between Burnout and Turnover Intention

Managing emotional workforce and work exhaustion can reduce the impact of emotional labor on burnout and turnover intention (Y. Li et al., 2024). Burnout has an effect 2020). The hypothesis proposed based on the statement above is.

H3: Burnout has a positive effect on turnover intention.

Relationship between Burnout and Quality of Work Life

Exhaustion has been associated with adverse outcomes such as low professionalism, turnover intention, early retirement, and career change. This finding shows the importance of addressing the problem of exhaustion and Quality of Work Life QWL (Surawattanasakul et al., 2024).

In accordance with research (Casida et al., 2019; X. Li et al., 2021; Pereira et al., 2022) Burnout has an effect on Quality of Work Life. The hypothesis proposed for this statement is.

H4: Burnout has a negative effect on quality of work life.

Relationship between Quality of Work Life and Turnover Intention

Turnover intention and the decision to turn over are one of the impacts of low quality of work life (Oliviani et al., 2021). Quality of work life is a subjective phenomenon that is influenced by individual perceptions and feelings including employee satisfaction with aspects of work (Ibrahim Alzamel et al., 2020). Quality of work life affects turnover intention as previous studies conducted by (Ibrahim Alzamel et al., 2020; Lilisantosa et al., 2021; Nasabi & Bastani, 2018). From this statement, the hypothesis proposed is.

H5: Quality of work life has a negative effect on turnover intention.

The Mediating Role of Job Resources between Perceived Organizational Support and Burnout

COR theory was originally used to study stress but is now widely used to study fatigue and challenging work environments (Wang & Wang, 2020). Research shows that when employees receive structural support from their organization, it will increase job resources, thereby reducing the likelihood of job exhaustion and turnover intentions (Bonner et al., 2023; Lan et al., 2020; X. Li et al.; Mäkikangas et al., 2021; Zeng et al., 2020). The hypothesis proposed for this statement is.

H6: Job Resources mediate the relationship between perceived organizational support and burnout.

Based on the hypothesis framework above, the research model is described as follows.

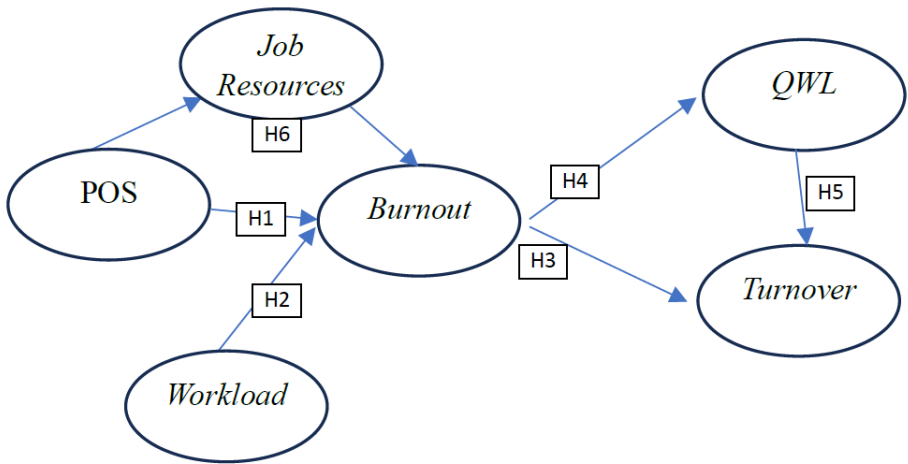


Fig 1. Research Model

METHODS

This study is a quantitative study using the Structural Equation Model (SEM) method, data analysis processing using statistical programming applications. To determine the level of significance and engagement between variables, data processing uses analysis methods and measurement models using validity and reliability tests using SPSS. The validity test compares the KaiserMeyer-Olkin (KMO) and Measure of Sampling Adequacy (MSA) values. Factor analysis is considered appropriate if the KMO and MSA values are above 0.5. The reliability test uses Cronbach's Alpha measurement, if it is close to 1 then the reliability test is good (Hair et al., 2014). The results of the pre-test analysis show a total of 39 valid statements and can be used as questionnaires in this study. According to Hair et al. (2014) the number of research samples is a minimum of 5 questions, the result of multiplying the total statements of 39 times 5 is equal to 195 respondents, rounded up to 200 respondents.

Measurements

Measurement in this study on the Perceived Organizational Support variable was measured using 11 questions from (Eisenberger et al., 2020) Measurement of the Workload variable using 3 questions from (Zacher & Rudolph, 2024). In the Burnout measurement, it will be measured with a choice of questions from (Ergül-Bayram & Eveyik-Aydın, 2023) as many as 10 questions from 3 dimensions of burnout. While Turnover Intention will be measured using 3 questions based on statements from (Syara & Syah, 2022). The Quality of Work Life variable with 6 questions based on (Pereira et al., 2022). And Job Resources are measured with 6 questions from (Zhang & Duan, 2023).

Measurement based on the Likert scale method with five scales 1-5 (1 = Strongly disagree and 5 = Strongly Agree), respondents were asked to choose answers according to what they felt in each statement. This study was conducted on head office employees at a freight forwarding company in Jakarta. A questionnaire of 39 questions was distributed. The sample criteria were head office employees with a work period of more than one year. The age criteria were divided into a 5-year range, male or female gender and had a minimum educational background of DIII/S1/S2. Data collection and questionnaires in this study were carried out online using Google forms and because the

distribution of questionnaires was carried out in the office environment, respondents were informed to fill in outside working hours so as not to interfere with work productivity. The data collection technique was carried out by distributing initial questionnaires (pre-test) to 30 respondents.

RESULT AND DISCUSSION

Respondents in this study were employees of the Jakarta head office at a freight forwarding company. Of the 200 respondents, 51% were female and 49% were male, with an age range of 25-30 years as much as 38.50%, an age range of 20-25 years as much as 26.50%, an age range of 30-35 years as much as 16%, a range of 40-45 years is 7.50%, an age range of 35-40 years is 6%, an age range above 45 years is 3% and finally the smallest is an age range of 17-20 which is 2%. The largest respondent's education is S1 with a total of 131 respondents or 66%, with the number of unmarried respondents in the largest position, namely 55% or as many as 110 people, then those who are married are 43% and divorced are 2%. Most of the respondents' positions as staff / senior staff, namely 47%, office hours of 84.50% and shifting 15.50%, while the length of service of the respondents, range 1-3 years as much as 37%, >5 years 30%, 3-5 years 24% and less than 1 year as much as 10%.

Construct Validity and Reliability Test in the reflective measurement model based on Hair, Hult, Ringle, & Sarstedt (2017) the standard loading factor value of SmartPLS 3.0 is ≥ 0.70 . After the measurement was carried out, there were 14 invalid measurement items including: 6 indicators of perceived organizational support (POS), 4 indicators of burnout (BO), 1 indicator of Job resources (JR) and 3 indicators of quality of work life (QWL) because they have outer loading below 0.70, Hair et al (2021). Furthermore, these items are removed from the model and re-estimated so that in this study the measurement of construct validity is valid and accepted, because the loading factor value of each variable indicator is > 0.70 .

The results of the Composite Reliability (CR) and Average Variance Extracted (AVE) tests are declared to meet the requirements. The value requirements according to (Hair et al., 2017) are $CR \geq 0.70$ and $AVE \geq 0.50$. The results of the CR and AVE tests for the variables of perceived organizational support (POS CR = 0.910; AVE = 0.672), workload variables (WL CR = 0.908; AVE = 0.768), burnout variables (BO CR = 0.946; AVE = 0.744), quality of work life variables (QWL CR = 0.904; AVE = 0.758), turnover intention variables (TI CR = 0.936; AVE = 0.830) and job resources variables (JR CR = 0.897; AVE = 0.636).

Discriminant validity evaluation refers to the Fornell and Lacker values, to ensure that the variables are theoretically different and empirically/statistically proven. Discriminant Validity evaluation is said to meet the requirements if the AVE root of each latent variable is not lower when compared to the correlation with other latent variables (Fornell-Larcker Criterion), and each latent variable is correlated higher than other latent variables (Cross Loading), and Heterotrait-Monotrait Ratio (HTMT) < 0.90 (Henseler, Ringle, & Sinkovics, 2009).

Structural test analysis is also to determine the R^2 value in each equation. The R^2 value describes how much the independent variable can explain the dependent variable. The R-Square value of the influence of POS, WL, JR, BO and QWL simultaneously on

TI is 0.701 with an adjusted R square value of 0.698. This explains that exogenous constructs (POS, WL, JR, BO and QWL) affect TI by 0.701 or 70.1%. Adjusted R Square is more than 67%, so the influence of all exogenous constructs POS, WL, JR, BO and QWL on TI is strong.

The R Square value of the influence of POS, WL, JR and BO simultaneously on QWL is 0.168 with an adjusted R square value of 0.164. This explains that exogenous constructs (POS, WL, JR and BO) affect QWL by 0.168 or 16.8%. Adjusted R Square is less than 19%, so the influence of all exogenous constructs POS, WL, JR and BO on QWL is weak.

Furthermore, the R Square value of the influence of POS, WL and JR simultaneously on BO is 0.168 with an adjusted R square of 0.156. This explains that the exogenous constructs (POS, WL and JR) simultaneously affect BO by 0.168 or 16.8%. Adjusted R Square is less than 19%, so the influence of all exogenous constructs POS, WL and JR on BO is weak.

Finally, the R Square value of the influence of POS on JR is 0.031 with an adjusted r square value of 0.026. So, it can be explained that all exogenous constructs POS affect JR by 0.26 or 0.26%. Therefore, Adjusted R Square is less than 19%, so the influence of all exogenous constructs POS on JR is weak.

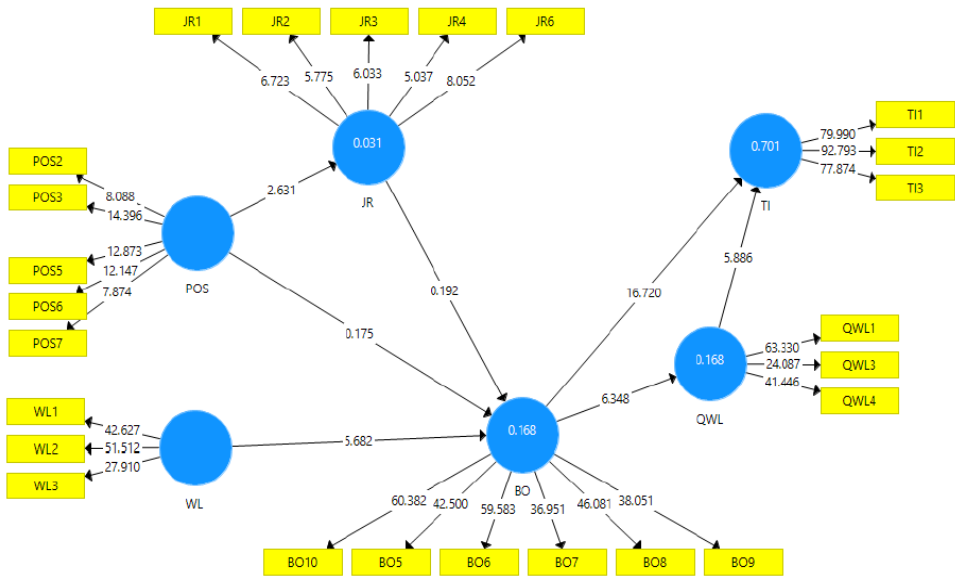


Fig.2. Path Diagram P-Value

Table 1. Hypothesis Testing of Research Model

Hypothesis	Hypothesis Statement	Original Sample (O)	P-Value	Description
H1	Perceived organizational support has a negative effect on Burnout.	-0.015	0.845	Does not support the hypothesis
H2	Workload has a positive effect on burnout.	0.406	0.000	Supports the hypothesis

H3	Burnout has a positive effect on turnover intention.	0.688	0.000	Supports the hypothesis
H4	Burnout has a negative effect on quality of work life.	-0.410	0.000	Supports the hypothesis
H5	Quality of work life has a negative effect on turnover intention.	-0.272	0.000	Does not support the hypothesis
H6	Job Resources mediate the relationship between perceived organizational support and burnout.	-0.002	0.878	Does not support the hypothesis

Based on the table above, it is implied that the P-Value of 3 hypotheses <0.05 means that it supports the research hypothesis that was built. While the P-Value of the other 3 hypotheses >0.05 so that the hypothesis is rejected.

The results of the study indicate that perceived organizational support has no effect on burnout. which means that the fatigue experienced by employees of the shipping company is not caused by perceived organizational support from the company but is caused by other factors. This is different from the results of the study (Wang & Wang, 2020). Superiors who appreciate employee contributions and have the responsibility to direct their employees have nothing to do with boredom and their feelings towards their work team. The shipping company already cares about its employees by always providing support to its employees. Workload affects burnout, this shows that the higher the workload of employees will increase burnout. The higher the work demands given to employees, the more burnout will increase, this is in line with research (Pham Thi & Duong, 2024; Dewi & Riana, 2019; Retnowati et al., 2023; and Nengah Weni et al., 2023) If the workload increases, burnout will also increase and ultimately result in the desire to move. One of the strongest aspects of the workload that needs to be considered by this shipping company is Temporal Demand where employees are required to go home later than their working hours because they have to finish work, as well as other indicators such as mental demand, namely the demand for employees to complete work very quickly and frustration level, namely the level of employee frustration in carrying out their duties, needs to be maintained so as not to cause employee boredom. If these three aspects are maintained, employees will work well without pressure so that they can reduce the level of turnover intention which can ultimately increase productivity and help the company achieve its targets.

In line with research (Özkan, 2022; Rajendran et al., 2020), this study also found a positive effect of burnout on turnover intention. When employees feel bored, the desire to leave work will also increase. This burnout can be caused by five things, namely: physical, emotional, and mental fatigue, low appreciation from the company and depersonalization. This study also found that burnout has a negative effect on the quality of work life. This means that the less boredom experienced by employees, the higher the level of employee quality of work life. So companies need to reduce employee burnout

as low as possible. From the test results, it can be seen that the most important aspect causing burnout is boredom with coworkers. Therefore, it is deemed necessary for the company to provide coaching to employees, especially regarding interpersonal relationships so that good and healthy working relationships are established.

The next thing found in this exploration is the negative influence of quality of work life on turnover intention, which is different from (Casida et al., 2019; X. Li et al., 2021; Pereira et al., 2022), which can be concluded that the lower the quality of work life of employees in this company, the higher it will be. Quality of work life consists of six indicators that companies need to pay attention to their employees, including: (1) compensation that is appropriate to the job, (2) the existence of a work environment that encourages employee enthusiasm in completing work, (3) good coworkers at work, (4) work results that are appreciated by the company, (5) there is a balance between employee time for work and personal life, and (6) employees are given the opportunity to develop their skills and expertise.

In this study, the researcher also found a relationship between the media job resources between the variables of perceived organizational support and burnout. The test results prove that job resources do not affect the influence of perceived organizational support on burnout, in contrast to previous studies (Bonner et al., 2023; Lan et al., 2020; X. Li et al.; Mäkikangas et al., 2021; Zeng et al., 2020). The conclusion in this study, the high workload felt by employees will increase burnout which ultimately leads to turnover intentions. Workload has a positive and significant effect on burnout. If the workload value is high, the greater the employee will feel burnout, employee burnout will reduce employee productivity and affect the achievement of organizational goals. We believe that this measurement will help organizations identify their employees' workload when corrective action is needed wherever and whenever needed.

CONCLUSION

Employee turnover is an important issue in organizations that must be considered by management. Efforts to prevent these valuable employees from leaving are essential. This study contributes to efforts to find that employee burnout starts from high workload, and then shows the results of high turnover intentions. In addition, turnover intentions tend to be low if employee burnout levels are also low. These results not only offer new ideas about the reasons why employees leave their jobs but also provide new methods that can solve the problem. Although this study provides many theoretical and practical contributions, this study also has several limitations that must be resolved in the future, namely further research on turnover intentions using several variables such as income level, job satisfaction, career development as described in the study (Wardana, Anindita, & Indrawati 2020). This study also relies on samples collected from one of the shipping service companies in Jakarta and the results of this study cannot be generalized to all types of companies. Therefore, we suggest that future research can replicate our research model in various settings in types of companies, industries, and countries to greatly support the generalization of our findings.

Some managerial implications of this study that are important to be carried out in order to prevent turnover intentions are: first, the workload has a significant influence on burnout. So the organization must pay attention clearly, whether the jobdesk given to

employees is in accordance with their abilities and in accordance with the employment contract. Employees are too tired to do what they want when they go home because the activities at work are too heavy or excessive, so that work complicates the personal interests that employees want. Employee workload outside of job responsibilities and work demands at excessive times are also major problems in balancing work life, organizations must have effective working methods for employees so that employees have more time for activities outside of work and there is no excessive overtime. Second, burnout is proven in this study to have an effect on turnover intentions. Therefore, organizations need to pay attention to the level of physical and psychological fatigue of employees with activities that can reduce employee stress levels.

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