

Employee Burnout vs Employee Engagement and Its Impact on Turnover Intention

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Abstract—The purpose of this study was to determine the effect of burnout and employee engagement on turnover intention. The research method used is quantitative research methods. The population in this study were employees of PT. Arteria Daya Mulia (ARIDA) with 841 people. The technique of measuring the number of samples uses the Slovin formula with a margin of error of 10%, so that the number of samples is set at 90 respondents. Data collection techniques using questionnaires and data analysis techniques using multiple regression analysis. The results showed that burnout had a positive and significant effect on turnover intention and employee engagement had a negative and significant effect on turnover intention.

Keywords: *burnout, employee engagement, turnover intention*

I. INTRODUCTION

One of the problems faced by the HR department today is the increase in employee turnover. Increased employee turnover has become a common phenomenon in recent years, for example in the Indian pharmaceutical industry there has been an increase in employee turnover in the sales and marketing department which reached 25-30% [1]. In addition, in Indonesia there has also been an increase in employee turnover in the banking industry [2].

Turnover is defined as a process whereby employees leave the company and must be replaced [3]. There are two types of turnover, namely voluntary turnover caused by the voluntary desire of employees to leave the company and involuntary turnover, namely the process of employee turnover from the company because of the company's wishes or not because of employee desires [4]. A high turnover rate will have a negative impact on the organization, including the loss of quality human resources, an increase in the cost of human resources in the form of training costs that have been invested in employees who leave until the cost of recruitment and retraining and loss of work culture values in the company [5].

Employee turnover is often associated with turnover intention, because employees who leave the company are initiated by the intention to leave or turnover intention [6]. Turnover intention is a conscious and deliberate desire to leave the organization [7]. Employees with high turnover intentions are reflected from the intention to leave, the intention to find

another job, think of leaving, and look for the possibility of another job [8].

There are several factors that can be used to predict employee turnover intention. One of the factors that is considered the most powerful in influencing turnover is burnout. Burnout is a prolonged response to chronic emotional and interpersonal stressors at work, and is defined by three dimensions: exhaustion, cynicism, and inefficiency [9]. Exhaustion is the basic individual stress dimension of burnout. This refers to feelings of being excessive and depleted of one's emotional and physical resources. cynicism (or depersonalization) represents the dimensions of the interpersonal burnout context. This refers to negative, unfeeling, or too separate responses to various aspects of the job. The component of reduced success or achievement is a self-evaluation dimension of exhaustion. This refers to feelings of incompetence and lack of achievement and productivity in the workplace [9].

Burnout has a positive effect on turnover intention, increasing burnout on employees will trigger employees to think out of work [10]. A study of the relationship between burnout and turnover intention shows that nurses with high burnout have a high turnover tendency [11]. The results of this study are supported by the results of other studies that report that an increase in employee turnover in the newspaper industry in Korea is identified because of the increased burnout factor [12].

Another factor that can be a predictor of high or low turnover intention is employee engagement. Employee engagement defined as a positive, satisfying state of mind, related to work marked by Vigor, Dedication, and absorption. Vigor is characterized by high energy and mental endurance at work, a willingness to invest effort in one's work, and persistence even in the face of adversity. Dedication is characterized by a sense of importance, enthusiasm, inspiration. Absorption is characterized by being fully concentrated and very engrossed in one's work, where time passes quickly and someone has difficulty with breaking away from work [13].

Employee engagement has a negative influence on employee turnover intention, it means employees with high engagement towards the organization have a tendency to leave

the organization lower [14]. The high attachment of employees to the organization will make employees feel that the work and all the challenges of the job is not an issue that makes it have a desire to make a turnover [15].

Based on the results of previous research on burnout and employee engagement, there are two problem formulations in this study, namely: 1) whether there is a positive and significant influence between burnout on employee engagement and 2) whether there is a negative and significant influence between employee engagement on turnover intention.

The purpose of this study is to examine the empirical model of research on the effect of burnout and employee engagement on turnover intention. The results of this study are expected to be a reference for future researchers in developing research models related to turnover intention.

II. RESEARCH METHODS

This study uses quantitative research methods, because the purpose of this study is to determine the effect of burnout and employee engagement on turnover intention through statistical testing.

In this study there are two independent variables namely burnout and employee engagement, and one dependent variable is turnover intention. The dimensions used in the Burnout variable are emotional exhaustion, cynicism, and inefficiency [13]. Dimensions used in employee engagement variables are: vigor, dedication, and absorption [13]. Dimensions used in the burnout variable are: intention to leave, intention to find another job, thinking to leave, there may be other jobs [8].

The population in this study were employees of PT Arteria Daya Utama Mulia (ARIDA) with a total of 841 employees. The sample measurement technique used is the slovin formula with a margin of error of 10% so that a sample size of 90 respondents is obtained.

Data collection techniques in this study using a questionnaire with an instrument measurement scale using a Likert scale. Data analysis techniques used multiple regression analysis.

III. RESULTS

Based on the results of statistical data processing regarding the instrument reliability test, it can be seen the results of the instrument validity test in the table below:

TABLE I. VALIDITY TEST RESULTS

Burn out		Employee engagement		Turnover intention	
Number	R Count	Number	R Count	Number	R Count
1	0,377	1	0,362	1	0,492
2	0,224	2	0,531	2	0,665
3	0,523	3	0,547	3	0,579
4	0,612	4	0,457	4	0,454
5	0,605	5	0,556	5	0,646
6	0,717	6	0,608	6	0,420
7	0,657	7	0,620	7	0,610
8	0,603	8	0,495	8	0,397
9	0,493	9	0,382		
10	0,317	10	0,636		

Source: data processing results 2019

Based on table 1, it is known that all instruments in this study have the value of $r_{count} > r_{table}$. The value of r_{table} in this study is 0.205, so it can be concluded that all instruments in this study are valid.

The instrument reliability test results can be seen in the table below:

TABLE II. RELIABILITY TEST RESULTS

Variable name	Cronbach's Alpha	N of Items
Burnout	0,820	10
Employee engagement	0,827	10
Turnover intention	0,814	8

Source: Data processing results 2019

Based on the reliability test results it is known that the value of Cronbach's alpha burnout variable is 0.820, the value of Cronbach's alpha employee engagement variable is 0.827 and the value of Cronbach's alpha variable turnover intention is 0.817, all three variables have a Cronbach's alpha value > 0.70 , so it can be concluded that all instruments in this study is reliable.

The test results regarding the correlation coefficient and the coefficient of determination are shown in the following model summary table:

TABLE III. MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.637 ^a	.405	.391	3.86156

a. Predictors: (Constant), employee engagement, Burnout

Source: Data processing results 2019

Based on the summary model table it is known that the correlation coefficient (R) is 0.637, this can be interpreted that the degree of closeness of the relationship between burnout and employee engagement on turnover intention is in the strong category. The coefficient of determination (Adjusted R Square) is 0.391, this means that the level of accuracy of the prediction of turn or increase in turnover intention through predictors of burnout and employee engagement reaches 39.1%.

This study examines two hypotheses, namely the influence of burnout on turnover intention and the effect of employee engagement on turnover intention. The results of the hypothesis test are shown in the following Coefficient table:

TABLE IV. COEFFICIENTS^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	27.365	3.574		7.657	.000
Burnout	.342	.073	.404	4.670	.000
Employee engagement	-.335	.074	-.389	-4.498	.000

a. Dependent Variable: turnover intention

Source: Data processing results 2019

Based on the coefficient table it is known that the calculated T value of the burnout variable is $4,670 > 1,662$ (T Table) so that it can be concluded that there is a positive and significant influence between burnout on turnover intention, then the first hypothesis in this study is supported. The T value of the Employee engagement variable is $-4,498 > 1,662$ (T table) so it can be concluded that there is a negative and significant influence between employee engagement on burnout, then the second hypothesis in this study is supported.

ANOVA test results are displayed in the following table:

TABLE V. ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	883.589	2	441.795	29.628	.000 ^a
	Residual	1297.311	87	14.912		
	Total	2180.900	89			

a. Predictors: (Constant), employee engagement, Burnout
b. Dependent Variable: turnover intention

Source: Data processing results 2019

Based on the Anova table, the F-calculated value is 29,628, while the F-table value (0.05,2.87) is 3,101 so it can be seen that $29,628 > 3,101$, it can be said that the variables used in the model are job burnout and employee engagement. to explain the phenomenon of turnover intention

IV. DISCUSSION

A. Effect of Burnout on Turnover Intention

The results of statistical tests show that burnout has a negative and significant effect on turnover intention, this means that increasing employee burnout will encourage an increase in turnover intention. The results of this study reinforce previous research which states that burnout has a positive influence on turnover intention.

Employees who experience high work losses will feel tired and dizzy when working so that they are more emotionally and physically sensitive and ultimately feel unable to carry out their work. This will have an impact on reducing job satisfaction and turnover intention [15].

Employees with high burnout have a correlation with low job satisfaction [16]. This is understandable because physically and emotionally exhausting conditions make people unhappy with their work. The low job satisfaction will ultimately make employees have the intention to leave, because one consequence of job dissatisfaction is leaving [4].

Future studies need to examine further about the factors that can influence burnout. The results of the study show that burnout is not influenced by one single factor, but is influenced by various factors such as differences in work characteristics with individual characteristics [17], besides that it can also be influenced by the existence of work overload and unsupportive work environment [12]. The organization can make several efforts to reduce errors by restructuring employee workload so that there is no overload that can cause work losses [17].

B. Effect of Employee Engagement on Turnover Intention

Statistical test results show that employee engagement has a negative and significant influence on turnover intention, this means that with increased employee engagement will decrease turnover intention, or vice versa if employee engagement decreases employee turnover intention will increase. The findings of this study confirm the results of previous studies which showed a significant influence between employee engagement on turnover intention.

Employees with high engagement will not feel easily pressured by various job demands, instead they feel challenged to show their capacity, besides employees with high engagement levels will be emotionally bound to make him think again when leaving the company [15]. Employees who are bound to employees have an awareness of the purpose of their role to provide services so that employees will provide all their best abilities. Employees who have high engagement will feel comfortable in the work environment, thereby reducing the desire to move [5].

V. CONCLUSION

Based on the results and discussion, it can be concluded that burnout has a positive and significant effect on turnover intention and employee engagement has a negative and significant effect on turnover intention.

This study still has limitations, namely the accuracy of the prediction of this study is only 39.1%, still below 50%, so that further research is needed regarding other determinants of turnover intention such as person job fit [18], job satisfaction [19] or job insecurity [20], and can also use the variable supervisor support, monetary reward and career path as a moderator variable in the relationship between burnout and employee engagement on turnover intention [21].

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