

The Effect of Workload and Burnout on Employee Turnover Intention at PT. Mandiri Taspen KCP Palopo

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Keywords : *Workload, Burnout, Turnover Intention, Job Demands-Resources Theory, Financial Institution Employees*

Abstract: *This study aims to analyze the simultaneous effects of workload and burnout on employee turnover intention at PT. Mandiri Taspen KCP Palopo. This study uses a quantitative approach with data collection techniques through the distribution of questionnaires to 36 respondents using a saturated sampling method. The method used is saturated sampling. The data used in this study are primary data collected directly from respondents through the distribution of questionnaires. Data analysis was conducted using the SPSS version 23 application. The results of the study indicate that Workload and Burnout simultaneously do not have a significant effect on employee turnover intention.*

Introduction

Human resources (HR) are the most valuable asset in an organization because the quality and performance of employees directly determine the success of the company in achieving its goals (Saharuddin et al., 2022) (Arif, Manrang, and Kunci 2022) therefore, maintaining the retention of competent employees is a major challenge for management in various sectors. In Indonesia, the phenomenon of turnover intention is becoming increasingly alarming. A Robert Walters survey (2022) shows that 77% of Indonesian employees are considering resigning from their jobs, partly due to burnout triggered by excessive workloads without adequate managerial support. Long-term burnout can reduce motivation, weaken work engagement, and encourage employees to seek new job opportunities (Jamal et al. 2024).

This condition is further exacerbated by contextual factors such as economic pressure, a work culture that demands high loyalty, and the characteristics of the financial services industry, which is laden with targets and administrative burdens. Conversely, involvement in positive activities can help strengthen employees' mental health and serve as a protective strategy in reducing the risk of burnout and coping with high work pressure (Patra and Rismawati, 2024).

PT Mandiri Taspen KCP Palopo, as a regional financial institution, also faces similar challenges. High turnover rates have the potential to disrupt workforce stability while

increasing recruitment and training costs. Therefore, it is important to examine the factors that drive the intention to change jobs, particularly workload and burnout, in order to formulate effective human resource management strategies.

A number of previous studies have produced inconsistent results. For example, (Ningrum, Fauzi, and Wijayanti 2024). found that workload and burnout had a significant effect on turnover intention, whereas (Santi, Nandini, and Alfiansyah 2020), stated that burnout had no significant effect. This discrepancy is thought to be influenced by differences in organizational context, research methods, and cultural factors that affect employee responses. In addition, research related to turnover intention in the Indonesian financial sector is still relatively limited; existing local studies show variations in focus (e.g., the relationship between insivility → emotional exhaustion → outcome), so further research is needed specifically on financial institutions such as PT Mandiri Taspen (Rai Sahputri and Ahyakudin 2023).

Based on this background, this study aims to analyze the effect of workload and burnout on the turnover intention of employees at PT Mandiri Taspen KCP Palopo. The results of this study are expected to contribute theoretically to enriching the literature on human resource management, while also presenting practical implications in the form of management strategies that can help organizations reduce the risk of turnover, such as flexible work arrangements, employee welfare programs, and the provision of psychological support.

According to Demerouti et al. (2001), the Job Demands-Resources (JD-R) theory explains that every type of profession generally has two main components, namely work pressure and job support. If the work pressure is too heavy but not balanced with job support, there is a risk of causing burnout. This burnout condition then has the potential to lead to turnover intention or employee intention to resign.

Several other theories also support the relationship between these variables. Beehr and Newman (1978) explained that excessive job demands can trigger job stress disorders and burnout if they are not in accordance with individual capacity. Maslach and Jackson (1981) revealed that burnout occurs due to excessive work pressure and can trigger the desire to quit work. Meanwhile, according to Mobley et al. (1977), turnover intention is a person's urge to leave their job, which can be caused by job dissatisfaction including severe fatigue and high workload.

Workload

Workload is a condition in which employees are faced with high job demands, both physically and mentally (Park, Feng, and Jeong 2024). According to Prahastari in (Nurwahyuni 2019), workload can be measured from physical needs, time needs, mental needs, and frustration levels. If the workload given exceeds the employee's capacity, this condition has the potential to cause an imbalance between individual capacity and organizational demands, which in turn triggers fatigue.

Uncontrolled workload can negatively affect employees' psychological well-being (Zanabazar and Jigjiddorj 2022). Research by (Assa 2022) states that prolonged work pressure can lead to symptoms of stress and burnout, especially if there is no adequate social support in the work environment. Furthermore, several studies reveal that excessive workload is also at risk of potentially increasing employees' desire to resign from the organization, especially

if employees feel they are not properly rewarded for their efforts (Ramadhani 2021).

Burnout

Burnout is a state of emotional, physical, and mental exhaustion that arises due to work stress that lasts for a long time (Salama et al. 2022). According to (Maulidah, Wibowo, and Widiastuti 2022), burnout is a mental disorder characterized by physical fatigue, reduced motivation, lack of satisfaction with personal achievements, and the emergence of a distanced attitude or depression. People who suffer from burnout usually lose their passion and enthusiasm at work and find it difficult to handle the demands and pressures of daily work. (Lam et al. 2022) explained that burnout usually often arises due to high job demands and reduced social support around the work environment.

According (Heydari, Moghaddam, and Danai 2016) states that one of the main causes of burnout is the workload that is always high and the lack of support from the work environment and superiors. while research by lengkong et al (2023) suggests that work stress can trigger high turnover intention or employee desire to resign. this research is also in line with (Lestari and Diana 2023) where this study explains burnout has a significant effect on employee desire to resign. even so, not all studies produce the same findings, therefore it is necessary to study further to really understand the relationship between workload, burnout and turnover intention, as (Santi, Nandini, and Alfiansyah 2020) found that burnout does not always have a substantial impact on turnover intention.

Turnover Intention

Turnover intention is the tendency or intention of employees who choose to resign voluntarily (Smokrović et al. 2022). research by sinamora (2022) states that there are 4 main indicators that become a reference for turnover intention, namely the emergence of employees' desire to leave the organization, looking for other jobs on a scale, often comparing types of work, and always thinking about leaving the company. this is a sign of the emergence of turnover intention.

The desire of employees to leave the company not only affects the condition of employees but disrupts the efficiency and level of work of the company as a whole. Loyalty, performance, and engagement typically decline among employees who already have intentions to quit (Abet et al. 2024). According to Tett & Meyer in Putra (2023), turnover intention often arises due to ongoing psychological pressure, burnout, and dissatisfaction with working conditions. Thus, companies need to recognize the factors that cause turnover intention as early as possible so that it can be prevented.

Workload and burnout are two important factors that are thought to strongly contribute to the emergence of turnover intention in employees (Faturrahman, Parminto, and Irwansyah 2020). Some studies suggest burnout and incomplete work demands make employees have the intention to leave the company. however, the results of previous studies are still diverse and still need deeper analytical studies, especially in the context of employees of PT Mandiri Taspen KCP Palopo.

Relationship Between Workload, Burnout, And Turnover Intention

Job demands, excessive work stress, and employees' desire to resign show an influence on the work environment. where fatigue that occurs in employees increasingly

shows high turnover intention caused by excessive work demands. a study by (Chang 2024) explains that very high job demands make employees more tired at work, which ultimately makes employees leave the company. Thus, unbalanced or excessive workload can damage employees' psychological and physical well-being, which ultimately causes them to feel depressed and less motivated at work.

One explanation why workload can contribute to burnout is that the constant pressure employees receive can drain their energy, both emotionally and physically (Thongprasom, Pow, and Pukklaw 2022). Karasek (1979) in the Job Demand-Control Model theory explains that when the work received by employees has high demands, but they do not have sufficient control or resources to cope with these demands, the pressure faced by employees will cause physical and mental fatigue. Employees can experience burnout from these conditions, which has key features such as emotional exhaustion, depersonalization, and decreased personal achievement (Maslach, 2017). As a result, they feel helpless, depressed, and tend to exhibit negative attitudes towards their work and their coworkers, which can result in a decrease in their productivity and work quality (Salvagioni et al. 2022).

A strong link between fatigue caused by high workloads and the desire to leave a job exists. Employees who experience job burnout often feel that their work no longer satisfies them. They consequently lose interest in and motivation to keep working on their projects (Rizzo et al. 2023). Therefore, employees prefer to look for other work positions that are more in line with their needs and expectations. (Ratna and Maharani 2021) found that burnout experienced by employees is an important factor influencing their choice to leave the organization. When employees feel exhausted and unappreciated, they are more likely to feel dissatisfaction which encourages them to move to other companies.

It is important for companies to understand that workload, burnout, and turnover intention are part of an interconnected cycle that can be detrimental to the company in the long run. employees are vulnerable to stress and fatigue in the work they do, usually not in accordance with their abilities, and do not get support from coworkers (Gabriel and Aguinis 2022). this can trigger high turnover, one of which is the desire of employees to resign. (Salama et al. 2022) stated that the lack of support for employee work, ineffective job management, imbalance between personal and work life, and ineffective leadership resulted in high employee turnover intention.

To prevent burnout and reduce employees' desire to resign, it is important for companies to manage workload effectively (Moriano et al. 2021). Monitoring workload should be done to match the capacity and resources of employees. In addition, adequate support also needs to be provided, such as social support, training, and involvement in work-related decision making (Razai, Kooner, and Majeed 2023). By creating a supportive and positive work environment, companies can help employees manage stress and burnout, while reducing turnover intention.

As a whole, there is supporting data on the management of good work guidance is very influential in supporting business continuity and employee welfare conditions. the correlation of workload and burnout and turnover intention shows that the importance of

effective work management.

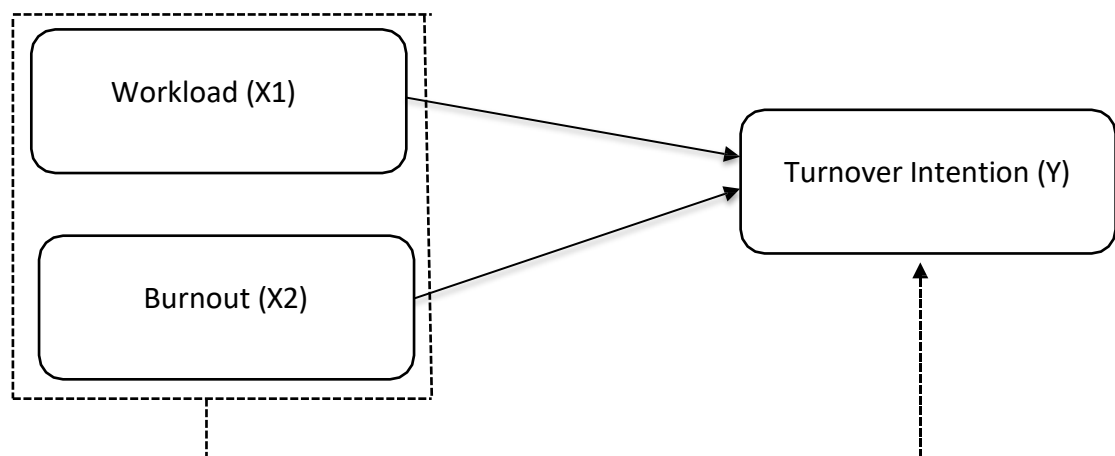
Companies that do not optimize a balanced division of labor and do not create sufficient support for employees risk facing increased turnover rates, which can disrupt job stability. Therefore, managing an optimal division of labor and preventing burnout should be a priority for companies that want to retain their best employees and achieve optimal performance.

Previous research

Research conducted by (Ningrum, Fauzi, and Wijayanti 2024) shows that workload and burnout have a significant effect on employee turnover intention at PT Swadaya Jaya Mandiri. In contrast, (Purwati, Salim, and Hamzah 2020) found that workload did not show a significant effect on turnover intention in employees of PT Sumatera Inti seluler and even had a negative effect. (Purba, Ika, and Simarmata 2023) came to the conclusion that employees are more likely to intend to leave a company if they have a heavier burden. On the other hand, turnover intention is unaffected by exhaustion (Santi, Nandini, and Alfiansyah 2020).

Prior research in a variety of disciplines and nations supports the link between burnout, job pressures, and departure intention. Liu and Lo (2018) discovered that workload pressure was a major predictor of job burnout, which in turn caused job dissatisfaction and the intention to quit, in a sample of Taiwanese journalists. Meanwhile, (Galanis et al. 2025) observed that Greek nurses who experienced high workload reported significantly higher levels of job burnout and intention to change jobs. (Zheng et al. 2024) through network analysis reinforced the high association between job burnout and job resignation intention among nurses. (Turunç et al. 2024) added that psychological resilience may dampen the impact of job burnout on intention to change jobs in ICU nurses. (Wong et al. 2024) further demonstrated, in Hong Kong public hospitals, that burnout acts as a mediator between job demands (including workload) and intention to change jobs.

Framework of Thought



Information :

 : Partial Influence
 : Simultaneous Influence

*Hypothesis (Temporary Conjecture)***Research Hypothesis**

Based on the previous literature review, the relationship between workload, burnout, and turnover intention is the main focus in this study. Therefore, the hypothesis proposed is as follows:

H₀ : Workload and Burnout do not simultaneously affect employee turnover intention at PT Mandiri Taspen KCP Palopo.

H₁ : Workload and Burnout simultaneously affect the Turnover Intention of employees of PT. Mandiri Taspen KCP Palopo.

Research Method

This research uses a quantitative approach method that aims to examine the simultaneous influence of workload and burnout on turnover intention through distributing questionnaires to respondents who are measured by each item. Each question in the questionnaire uses a Likert scale. The population in this study were all employees of PT Mandiri Taspen KCP Palopo, with the sampling technique using the saturated sampling method. The type of data used in this study is quantitative data with primary data sources. Primary data is obtained directly from respondents through distributing questionnaires online. Data analysis was carried out using multiple linear regression analysis. This technique is used to test the relationship between the independent variables (Workload and Burnout) and the dependent variable (Turnover Intention) with a focus on the F test to measure the simultaneous effect, and data processing is assisted by the SPSS version 23 application.

Research Variables

This study involves 3 main variables, namely:

- a. Workload (X₁): This variable measures the extent to which employees feel work pressure in terms of the number of tasks, completion time, and complexity of work that must be completed every day.
- b. Burnout (X₂): This variable measures the extent to which individuals experience a decrease in physical, emotional, and mental conditions experienced by employees due to ongoing work pressure.
- c. Turnover Intention (Y): This variable measures the extent to which employees tend to quit or resign from their jobs. Every worker has tasks and responsibilities to fulfill. Bandura (2001) defines self-efficacy as a person's belief in their ability to exercise control over their own functioning and over events that affect their lives. He also asserts that self-efficacy is the foundation of human agency. Bandura and Wood (1989) emphasize that self-efficacy plays a central role in regulation through individual motivation and the achievement of predefined

Data Collection Technique

The data collection technique used in this study was a questionnaire by asking questions that were made and then distributing the questionnaire to employees of PT Mandiri Taspen

KCP Palopo online. The questionnaire was distributed by using social media. Making questionnaires using google form to facilitate distribution so as to produce the final sample.

Research Instruments

1. Validity Test

Validity testing is carried out to ensure that the research instrument is able to accurately measure the targeted variables. The method used is Pearson's correlation between each statement item and the total score of the variable concerned.

2. Reliability Test

To measure the consistency of the results of the research instrument. The reliability test is carried out using Cronbach's Alpha with a value of $\alpha > 0.60$ indicating that the instrument is reliable.

Data Analysis Technique

1. Multiple Linear Regression Analysis

This study uses multiple linear regression analysis methods to determine the extent of the influence of independent variables, namely workload (X1) and burnout (X2), on variables, namely turnover intention (Y). The regression model used is formulated as:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Description:

Y : Turnover Intention

A : Constant

b₁, b₂ : regression coefficient

X₁ : Workload

X₂ : Burnout

E : Prediction Error (error)

2. T-test (Partial)

The T-test is used to determine the partial effect of each independent variable on the dependent variable. This test is conducted with a significance level (α) = 5% by comparing the T-count with the T-table. The test criteria are that if the T-count > T-table or the significance value < 0.05, then the independent variable has a significant effect on the dependent variable. Conversely, if the T-count is less than the T-table or the significance value is greater than 0.05, then the independent variable does not have a significant effect on the dependent variable. Thus, the T-test can show the effect of each independent variable on the dependent variable individually.

3. F Test (Simultaneous)

This test is used to determine whether workload and burnout simultaneously have a significant effect on employee turnover intention. This test is conducted at a significant level (α) = 5% by comparing the Fcount and Ftable values. The test criteria are H₀ accepted if Fcount ≤ Ftable, and H_a accepted if Fcount > Ftable at a significant level α = 5%.

4. Coefficient of Determination (R²)

This test is conducted to identify the proportion of independent variable contributions

to the variation that occurs in the dependent variable. The coefficient of determination (R^2), as explained by sujarweni (2015), is an indicator that shows the percentage change in the dependent variable (Y) that can be explained by the independent variable (X). A high R^2 value reflects the stronger influence of the independent variable on the dependent variable. The percentage of the dependent variable (Y) that can be described by the independent variable (X) increases with the coefficient of determination (R^2) value. Conversely, if the R^2 value is low, the ability of the independent variables to explain the dependent variable also tends to be smaller. R^2 values that exceed 0.67 are categorized as strong, while values above 0.33 are categorized as moderate. The results of this analysis will be used to draw conclusions about the significance of the influence of Workload and Burnout on Turnover Intention of employees of PT Mandiri Taspen KCP Palopo.

Result and Discussion

Data Analysis Technique

1. Validity test

The validity test is carried out to measure the extent to which the questionnaire is able to represent the aspects to be studied. A questionnaire is considered valid if each question asked can reveal the variable to be measured. Validity testing is done by comparing the calculated r value with the r table value. With a sample size of 36 respondents, the degree of freedom (df) is 34 (calculated from $N-2$, namely $36-2$). At a significance level of 5% ($\alpha = 0.05$), the r table value is 0.329. If the calculated r value is greater than r table, then the question item is declared valid and suitable for use as a measuring instrument in this study.

Table 1. Validity Test Results

Variable	Item	r	r table	Information
Workload	X1.1	0,859	0,329	Valid
	X1.2	0,827	0,329	Valid
	X1.3	0,700	0,329	Valid
	X1.4	0,759	0,329	Valid
Burnout	X2.1	0,827	0,329	Valid
	X2.2	0,875	0,329	Valid
	X2.3	0,621	0,329	Valid
	X2.4	0,553	0,329	Valid
Turnover Intention	Y1	0,410	0,329	Valid
	Y2	0,365	0,329	Valid
	Y3	0,338	0,329	Valid
	Y4	0,371	0,329	Valid

Based on the validity analysis shown in table 1, all statement items in each variable have a significant value above 0.05 and a higher calculated r value compared to the table r . Thus, in this study, the table r value is 0.329. Therefore, it can be concluded that all items from the

Workload, Burnout, and Turnover Intention variables are valid.

2. Reliability Test

The reliability test is carried out to assess the extent to which the questionnaire can be trusted as a measuring instrument for the observed variables. A questionnaire is said to be reliable if the respondent's answer to the question is consistent if repeated measurements are made at different times. To measure reliability, the Cronbach's Alpha statistical test is used. Variables are considered reliable if the Cronbach's Alpha value is greater than 0.60. Conversely, if the Cronbach's Alpha value is less than 0.60, the data is declared unreliable. The following are the results of the reliability test on the research instrument.

Table 2. Reliability

Variable	Cronbach's Alpha		Information
Workout	0,904	0,60	Reliable
Burnout	0,754	0,60	Reliable
Turnover Intention	0,612	0,60	Reliable

Source: Statistical Data Processing SPSS 2025

Based on Table 2, where all the values of the reliability test results exceed 0.60. Then all instrument items on each variable in this study are declared reliable.

3. Multiple Linear Regression Analysis

Hypothesis testing regarding variables (X1) and (X2) on Y is carried out using linear regression analysis to determine whether the relationship that occurs is direct or indirect. Linear regression is used to test hypotheses that relate the influence between variables (X1), and (X2) whether they have a direct and indirect effect on (Y).

Table 3. Multiple Linear Regression Test Results

Model	Coefficients ^a			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	4,996	2,067		2,417	0,021
1 Workload	-0,123	0,214	-0,164	-0,576	0,569
Burnout	0,311	0,218	0,406	1,428	0,163

a. Dependent Variable : *Turnover Intention*

Source : SPSS Processed Data (2025)

Based on the results of the multiple linear regression test in Table 4.3, the results of the multiple linear regression between the variables Workload (X1) and Burnout (X2) on Turnover Intention (Y) produced a constant value of 4.996, a regression coefficient of -0.123 for (X1), and 0.311 for (X2). Thus, the multiple linear regression equation obtained is as follows:

$$= Y = 4,996 - 0,123X1 + 0,311X2 + e$$

Based on the regression equation obtained, it can be concluded as follows:

a. Based on the regression equation obtained, it can be explained as follows:

The constant of 4.996 indicates that if the values of the Workload (X1) and Burnout (X2) variables are 0, then the value of Turnover Intention (Y) will be 4.996.

- b. The regression coefficient for Workload (X1) of -0.123 indicates that there is a negative relationship between Workload and Turnover Intention. This means that if the value of the Workload variable (X1) increases, Turnover Intention (Y) will decrease, although the effect is not significant at PT. Mandiri Taspen KCP Palopo.
- c. The regression coefficient for Burnout (X2) of 0.311 indicates that there is a positive relationship between Burnout and Turnover Intention. In other words, the higher the Burnout (X2) value, the higher the Turnover Intention (Y), although the effect is not significant at PT. Mandiri Taspen KCP Palopo.

4. T-Test (Partial)

The T-test (Partial) is used to test whether there is a significant effect of the independent variable on the dependent variable. The independent variable is considered to have an effect on the dependent variable if the significance level is less than 0.05 and the t-value is greater than the t-table value. To calculate the degrees of freedom (df), the formula used is $df = n - k - 1$, where n is the sample size and k is the number of independent variables. Based on the calculation, df is obtained as 33 (36-2-1). With df = 33, the t-table value is 2.032.

Table 4. T-test Results (Partial)

Coefficients ^a						
	Model	B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	4,996	2,067		2,417	0,021
	Workload X1	-0,123	0,214	-0,164	-0,576	0,569
	Burnout X2	0,311	0,218	0,406	1,428	0,163

Source: Processed SPSS Data (2025)

Based on Table 4.4, it is known that the t-value for the Workload variable (X1) is -0.576, where the t-value (-0.576) is smaller than the t-table (2.032) with a significance value of 0.569, which is greater than 0.05. This indicates that the Workload variable (X1) does not have a significant effect on turnover intention (Y) in particular.

Meanwhile, the t-value for the Burnout variable (X2) is 1.428, which is smaller than the t-table (2.032) with a significance value of 0.163, which is greater than 0.05. Therefore, it can be concluded that the Burnout variable (X2) also has no significant effect on turnover intention (Y) in particular.

5. F Test (Simultaneous)

To determine the simultaneous effect of each independent variable on the

dependent variable, the F test is performed. This test is done by comparing the calculated F value with the F table, or by looking at the significant value. F table value for a significant level of 0.05. Based on the degree of freedom (df1) = k-1 = 2-1 = 1 and (df2) = n-k-1 = 36-2-1 = 33, the F table value is 3.28 at a significant level of 0.05.

Tabel 5. Simultaneous Test Results (F Test)

		ANNOVA				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18,205	2	9,103	1,513	0,235 ^b
	Residual	198,545	33	6,017		
	Total	216,750	35			
a. Dependent Variable: <i>Turnover Intentio</i> (Y)						
b. Predictors: (Constant), <i>Burnout</i> (X2), <i>Workload</i> (X1)						

Source: SPSS Processed Data (2025)

Based on Table 4.5, the F test results show that the Fcount value is 1.513, while the Ftable value is 3.28 with a significance level of 0.235. This indicates that Fcount is smaller than Ftable, and the significance value is greater than 0.05. Therefore, H0 is accepted and H1 is rejected, concluding that the variables of Workload (X1) and Burnout (X2) do not have a significant simultaneous effect on turnover intention (Y) among employees of PT. Mandiri Taspen KCP Palopo.

6. Test Coefficient of Determination (r2)

The coefficient of determination test aims to determine whether independent variables can explain changes in dependent variables. In this case, the test was conducted to determine the percentage of Workload (X1) and Burnout (X2) on Turnover Intention (Y) at PT. Mandiri Taspen KCP Palopo.

Table 6. Determination Coefficient Test Results (R²)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,290 ^a	0,084	0,028	2,45286
a. Predictor : (Constant), <i>Workload</i> (X1), <i>Burnout</i> (X2)				
b. Dependent Variabel : <i>Turnover Intention</i>				

Source: Processed SPSS Data (2025)

Based on Table 4.6, the R Square (R²) value is recorded at 0.084. This indicates that the variables of Workload (X1) and Burnout (X2) can explain or influence Turnover Intention (Y) by 8.4%. In other words, the contribution of the independent variables to the dependent variable is 8.4%, while the remaining 91.6% is influenced by other factors not analyzed in this study.

Discussion

The null hypothesis (H_0) in this study states that Workload (X_1) and Burnout (X_2) do not simultaneously affect Turnover Intention (Y). Based on the research results, a value of F_{hitung} of 1.513 was obtained, while the value of F_{tabel} was 3.28 with a significance of 0.235. These results indicate that $F_{hitung} < F_{tabel}$ and the significance value is greater than 0.05. Thus, the null hypothesis (H_0) is accepted and the alternative hypothesis (H_1) is rejected. This means that Workload and Burnout simultaneously have no significant effect on the Turnover Intention of PT. Mandiri Taspen KCP Palopo employees.

These findings are not in line with the research conducted by Ningrum et al. (2024) and Lestari & Diana (2023), which states that workload and burnout have a significant effect on turnover intention. This difference in results is likely due to other factors that have a more dominant influence on employee turnover intention at PT. Mandiri Taspen KCP Palopo, such as job satisfaction, compensation, and work environment.

Nevertheless, burnout remains a factor that management needs to pay attention to, as the regression results show a positive (albeit insignificant) relationship with turnover intention. This means that the higher the employee burnout, the higher the potential for turnover intention.

Overall, the results of this study indicate that in the context of PT. Mandiri Taspen KCP Palopo, workload and burnout have not been proven to have a significant simultaneous effect on turnover intention. Therefore, the company needs to consider other factors beyond the variables in this study when managing employee turnover intention.

Conclusion

Workload and burnout simultaneously have no significant effect on employee turnover intention at PT. Mandiri Taspen KCP Palopo, as indicated by the significant value of the F test of 0.235, which is higher than the significance threshold of 0.05.

Recommendation

Based on the results of the research that has been conducted, the authors provide the following suggestions:

1. For the management of PT Mandiri Taspen KCP Palopo, it is recommended to continue to pay attention to the psychological condition of employees, especially related to burnout, although the results showed that workload and burnout simultaneously had no significant effect on turnover intention. Burnout prevention efforts, such as managing work time, providing social support, and providing counseling facilities, can help improve employee well-being.
2. Companies also need to conduct regular evaluations of workload to ensure that the tasks and responsibilities assigned are in accordance with the capacity of each employee, in order to prevent prolonged physical and mental fatigue.
3. Future research is recommended to add other variables such as job satisfaction, compensation, employee engagement, or organizational climate, which are thought to have a greater influence on turnover intention, and consider using quantitative and

qualitative approaches simultaneously in order to gain a deeper understanding.

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