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The Effect of Burnout Syndrome on Turnover Intention Through Organizational Commitment

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Abstract: Turnover intention is the tendency or intention of employees to stop working from their jobs voluntarily or move from one workplace to another according to their own choice. This study aims to examine the effect of burnout on turnover intention, organizational commitment to turnover intention and examine the indirect relationship of burnout syndrome to turnover intention through organizational commitment. This type of research is quantitative research. The sampling technique in this study used a probability sampling technique with cluster sampling methods and simple random sampling. The study population was health workers at five hospitals in Surabaya as referrals for Covid-19 patients. The sample is 100 respondents. The data analysis method used is path analysis using the Smart PLS program. The results show that burnout syndrome has an effect on turnover intention. Burnout syndrome has a negative effect on organizational commitment, and organizational commitment have a negative effect on turnover intention. In addition, the results of the indirect effect test show that organizational commitment is able to mediate the relationship between burnout syndrome and turnover intention.

Keywords: burnout syndrom , turnover intention, organizational commitment,

Turnover intention is the tendency or intention of employees to stop working from their jobs voluntarily or move from one workplace to another according to their own choice. The purpose of this study is to investigate the effect of burnout on turnover intentions, the organizational commitment to burnout intentions, and the indirect relationship between burnout and burnout intentions through organizational commitment. This type of research is a quantitative study. The sampling in this study used probabilistic sampling using cluster sampling and simple random sampling. The study population consisted of healthcare professionals from five hospitals in Surabaya as referrals for Covid19 patients. The sample contains 100 respondents. Route analysis by the Smart PLS 2.0 program is used as a data analysis method. The results show that burnout affects sales intentions. Burnout adversely affects an organization's commitment, which in turn adversely affects the intent of leaving a job. In addition, the results of indirect impact tests show that organizational commitment can mediate the relationship between burnout and willingness to leave.

Keywords: Burnout; Turnover intention; Organizational Commitment

1. Introduction

Healthcare professionals are the hospital's most important asset, as hospital activities are impossible to be done without them. The 2019 Coronavirus (COVID-19) epidemic



threatens health worldwide. as COVID19 is already prevalent in Indonesia, the government is taking proactive and efficient steps to combat the COVID-19. (Lai et al., 2020). According to World Health Organization (WHO) data on January 26th, 2021, 99,363,697 cases have been identified worldwide. Healthcare professionals who suffer from burnout have a psychological impact on the quality of life and work productivity in the medical sector. Many phenomena occur, one of the burnout effects is the desire to change jobs. According to Wirawan (2015), the intent of leaving a job is the tendency or intention of an employee to voluntarily quit their job based on their own decisions. Robbins and Judge (2015) suggest that if an employee is happy with the job, it may or may not be completely genuine. Organizations will experience frustration and loss when a talented employee is choosing to resign and move to another company.

Burnout continues to be an occupational health and productivity issue by an increasing number of events requiring serious stakeholder attention. Burnout syndrome is one of the stressful conditions related to work. This condition is characterized by physical and emotional fatigue since the expectations and realities of the employee in their position do not work as intended (Rofiqoh, 2021). Maslach and Jackson (Guillermo et al, 2015) argue that nurse burnout is a condition that describes the response to chronic work-related stress with three components or dimensions: emotional exhaustion, depersonalization, and personal achievement. Research conducted by Mansour and Tremblay (2018) showed that burnout affects employee turnover intention. The results of Ibrahim's research (2019) show burnout has a positive effect on turnover intention. Kardiawan and Budiono's research (2018) also shows that there is a significant positive effect of burnout on turnover intention.

Organizational commitment is a condition where employees are interested in the goals, values, and goals of their organization (Steers & Porter, 2011). Research by Allen and Mayer (Sudarnoto, 2012) suggests that commitment to the company is a psychological condition that can be described or expressed by the relationship between employees and the organization which has implications in the employee's decision to continue or stop being a member of the organization. Reduced employee intention to leave the organization is a result of increased employee engagement (Widyadmono, 2015). According to Putra and Utama's (2018) research, organizational commitment has a bad effect on employee turnover intention. In addition, the findings of Lestari and Mujiati (2018) show organizational commitment has a significant negative impact on employee turnover intentions.

2. Literature Review

Turnover Intention

A high turnover rate can have a negative impact on a company. According to Porter (Surji 2013), employee turnover can put a strain on company costs when it comes to firing, hiring, interviewing, coaching, training, and time-outs. Therefore, it is important for businesses to strive to avoid high employee turnover. Additionally, according to Curtis and Wright (Surji 2013), employee turnover is a direct statement of the company, which can be detrimental to customer service and quality. Bothma and Rudt (2013) explain that the loss of highly skilled staff will have catastrophic consequences for the organization, such as disruption of organizational functions, service provision, and management. One way to avoid high employee turnover is to increase organizational engagement. This is because high turnover rates can indicate problems with the organization's commitments. Meyer and Allen (1991) in Prabowo (2017) explain that organizational commitment is a psychological state that binds employees to the organization, reducing employee turnover. Robbins and Judge (2015) Turnover intention is the tendency to leave voluntarily or involuntarily because the job is inappropriate. work now According to Pasewark and Strawser in Audina and



Kusmayadi (2018), the definition of employee turnover refers to an employee's decision to seek another job in order to satisfy a previous need in a specific action. Employee productivity levels and declines in productivity reflect employee turnover. Tardiness increased absenteeism for a variety of reasons, and not working hard to achieve more are signs of employee turnover intention (Ruthar, 2019). As Dipboye (2018) explained, there are several indicators for evaluating the turnover intention: Thinking of quitting, intention to search for alternatives, intention to quit.

Burnout Syndrome

Burnout syndrome is caused by prolonged stress. Burnout is a psychological term that describes a state of fatigue from work. This condition is characterized by physical and emotional exhaustion since the expectations and reality of the employee in his position do not work as expected. Leatz and Stolar (Bayuardi, 2020) state that burnout is mental, physical, and emotional exhaustion caused by prolonged stress in situations that require intense emotional intervention. Burnout is a form of persistent stress and failure to meet expectations (Kartono, 2017: 37). Rosyid and Farhati (in Syamsu et al, 2019) suggest burnout indications are reflected when individuals experience fatigue, cynicism, boredom, emotional exhaustion, and reduced personal accomplishment. There are several indicators to assess burnout as described by Priansa, (2017) namely physical exhaustion, emotional exhaustion, mental exhaustion, low self-esteem, depersonalization. Weisberg (1994) found there was a positive relationship between burnout and turnover intention. Sakka (2016) found the burnout variable had a positive relationship with turnover intention. This relationship is evidenced in Sakka's statement that turnover intention plays a role as a consequence of the burnout phenomenon. Liu & Lo (2017) found that burnout had a significant positive effect on turnover intention. Zhang & Feng (2011) show that burnout has a significant positive effect on turnover intentions. A study by Cynthiadewi and Dewi (2020) found that burnout had a positive and significant impact on employee turnover intentions.

H1: Burnout has a positive and significant effect on the intention to change positions.

Organizational Commitment

Organizational commitment is a state in which employees have a deep interest in the organization's goals, values, and goals. In addition, an organization's commitment is more than just a formal membership, as it involves an attitude of preference for the organization and a willingness to make a high level of commitment to the interests of the organization to achieve its goals (Steers & Porter, 2011). Robbins and Judge (2015) suggest that organizational involvement is enthusiastic. An individual who is willing to stay in an organization in identifying contributions to the organization is exemplified by accepting the organization's vision and mission. Luthans (2011) explains that an organization's commitment as an attitude is often defined as a strong desire to remain a member of a particular organization. The willingness to provide a high level of commitment on behalf of the organization and a firm belief and acceptance of the organization's values and goals. Meyer and Allen (Prabowo 2020) develop three aspects of an organization's commitment: emotional commitments and normative commitments first. Lum et al. (1998) Discovered that organizational commitment is the most important determinant of sales intent. Luthans (2011) show that the conclusions of both previous and recent studies have a positive link between organizational involvement and desirable outcomes such as high performance, low turnover, and low absenteeism. It states that it is. According to Mowday et al. (1982), Employees with high organizational commitment have found that they are present in the organization and are more motivated to achieve their organizational goals. High organizational commitment, on the other hand, has a negative impact on employee turnover. The findings of Puangyoykeaw

(2015) show that organizational involvement influences sales intent. However, the results of a study by Raharjo et al (2021) show that an organization's commitment negatively impacts sales intent. The results of studies with Santi et al (2020) burnout syndrome have a significant impact on the organizational commitment of employees.

H2: Burnout syndrome has a negative effect on Organizational Commitment

H3: Organizational commitment has a negative effect on turnover intention

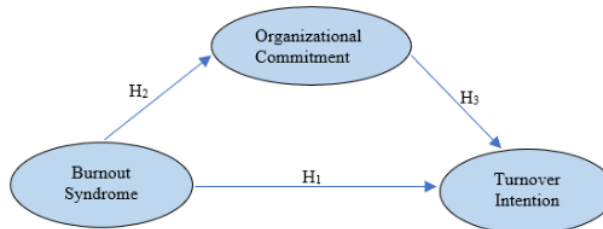


Figure 1. Conceptual Framework

3. Method

This research used a comparative causal research method. Research Population Hospital healthcare professionals in Surabaya who handle COVID-19 referral patients are still actively working. The sample to be used were 100 respondents. In this case, the questionnaire was used as the main primary data which would be used to analyze the research. The measurement scale used in this study is the Likert Scale, namely Strongly Disagree (STS) = 1, Disagree (TS) = 2, Disagree (KS) = 3, Agree (S) = 4, Strongly Agree (SS) = 5

Research variable

Organizational commitment is a state in which employees have a deep interest in the organization's goals, values, and goals. Indicators developed by Robbins and Judge (2018): Affective Commitment, Continuance Commitment.

Burnout syndrome is a process where there is a change in negative behavior in response to pressure and work stress in a prolonged time. Indicators developed by Baron and Greenberg (in Chairina, 2019): Physical exhaustion, Emotional exhaustion, Mental fatigue, Low self-esteem

Turnover Intention is the tendency or intention of employees to quit from their jobs voluntarily or move from one workplace to another according to their own choice.

Indicators developed by Chen and Francesco (in Prabowo, 2017): Thoughts of leaving current job, Desire to look for other job vacancies, Desire to leave the organization in the coming months

Data Analysis Techniques using Partial Least Square

The data analysis used a partial least squares (PLS) approach, a component or variant-based structural equation modeling (SEM). The formal model defines a latent variable as a near set of indicators. Weight estimates for generating latent variable score components are obtained based on the inner and outer model.

4. Result and Discussion

The results showed that most of the respondents were women (76.2%). Most of them aged 26-35 years (62.7%), categorized as early adulthood. Most respondents being in early adulthood may appropriately reflect employee turnover intentions. Early adulthood is a period in which employees still have high productivity. When work does not have the opportunity to increase productivity growth, employees will intend to leave. Judging from the level of education, most of the respondents are undergraduates (90.7%). In short, most of the respondents are highly educated.

Education level can influence individuals to make decisions. Based on employment status, most of the respondents were permanent employees (93.7%), and only 6.3% were temporary contract employees. Most respondents have worked for 3 to 4 years (40.5%), and the rest have worked for more than five years. These data are assumed to match the conditions under which fatigue syndrome may occur after prolonged exposure to the task.

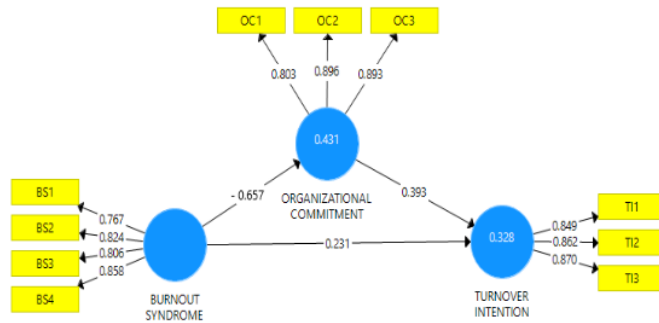


Figure 2. PLS Model
 Source: Processed Data (2022)

The test results in Figure 2 show that the loading factor or outer loading has a value above 0.9. It means that the indicators used in this study are valid or meet convergent validity. The AVE value for each variable tested has a value > 0.5. This indicates that all the variables in this study meet the criteria for discriminant validity. Test results show that the value of each variable in this study exceeds 0.70. Therefore, all variables tested are said to meet the construct reliability.

Table 1
 Table R square

	R Square	R Square Adjusted
ORGANIZATIONAL_COMMITMENT	0.431	0.426
TURNOVER INTENTION	0.328	0.314

15
 Source: processed data (2022)

Table 1 shows that latent burnout affects the organizational commitment of the structural model. The R2 value is 0.431, indicating that the model is "strong". Latent variables, burnout, and organizational commitments affect sales intention variables. The R2 value of the structural model is 0.328, indicating that the model is "strong enough".

Table 2
Direct effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
BURNOUT SYNDROME -> ORGANIZATIONAL_COMMITMENT	- 0.657	0.664	- 0.063	10.449	0.000
BURNOUT SYNDROME -> TURNOVER INTENTION	0.231	0.230	0.117	1.981	0.048
ORGANIZATIONAL_COMMITMENT -> TURNOVER INTENTION	0.393	0.398	0.114	3.450	0.001

Source: primary data processed (2022)

The results of the direct impact hypothesis test in Table 2 are as follows: Burnout syndrome has an effect on Turn over the intention, so the first hypothesis is accepted. The second hypothesis is accepted because burnout adversely affects the commitment of the organization. The third hypothesis is accepted because organizational commitment negatively impacts turnover intent.

Table 3
Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
BURNOUT SYNDROME -> ORGANIZATIONAL_COMMITMENT -> TURNOVER INTENTION	- 0.258	0.264	- 0.082	3.154	0.002

Source: primary data processed (2022)

The indirect effect test in Table 3 shows that Burnout Syndrome has an indirect negative effect on turnover intention. These results indicate that Organizational commitment can mediate the relationship between Burnout Syndrome and Turn Over Intention.

Burnout syndrome's Effect on Turnover Intention.

Healthcare professionals are tired of their work caring for Covid-19 patients who continue to arrive at the Surabaya Referral Hospital. It can be interpreted that the more the medical staff recognizes the burnout syndrome, the stronger the intention to leave the job. Cordes and Dougherty (Chairiza et al., 2018) theorize the intention of leaving a job is caused by burnout, and when an employee feels burnout, signs appear in the form of increased headaches, fatigue, inability to complete work, and increased absenteeism. Employees are dissatisfied with their work and are about to change jobs because the negative signs they experience affect their performance (Maslach et al., 2013). When burnout occurs, it reduces engagement so that employees continue to think about making a turnover (Chairiza, 2018). Zulkarnai (2011) states the theory that employees who experience burnout often blame



anything and anyone, employees will feel disappointed if the company does not succeed in providing a healthy work environment so that they refuse to develop themselves and carry out the turnover intention. The results of this study are consistent with previous studies by Kardiawan and Budiono (2018) who found that burnout had a significant positive effect on the willingness to leave. In addition, it is supported by the findings of Chairiza et al. (2018) Burnout states that it has a positive and significant impact on employees' intentions to retire. The result of Laily et al. (2020) also agrees that burnout has a significant impact on turnover intentions.

Burnout Syndrome has a negative effect on Organizational Commitment

The results of the hypothesis test show that burnout adversely affects the commitment of the health care worker's organization. In other words, the higher the burnout, the lower the organization's commitment. On the other hand, the lower the burnout, the higher the organizational commitment of the employee. Desperate, making mistakes at work, and often easily angry with patients and colleagues, health care professionals' burnout is still reasonable or not excessive. That's because the company's medical professionals have worked for the company for a long time and still have a very high level of organizational commitment.

According to Edelwich and Brodsky (1980), the final result of the burnout syndrome process is turnover, which includes enthusiasm, stagnation, frustration, apathy, and the last stage is intervention. The intervention stage is the stage where employees decide to leave the organization, switch from work, and adjust work responsibilities.

This study is consistent with the study by Nuraini (2020), Rizki (2016), and Agus (2016), who found that burnout adversely affected and had a significant impact on organizational commitment. The results do not support Nugroho et al (2016) in their research results that burnout has a negative and insignificant effect on organizational commitment

Organizational Commitment has a negative effect on Turnover Intention

The level of organizational commitment is inversely proportional to the level of employee turnover intention. If the healthcare professional has a high degree of organizational commitment, the intention to cancel is low and vice versa. However, the company provides facilities that meet the expectations of healthcare professionals, and the high organizational commitment of healthcare professionals allows him to survive in the company. Healthcare professionals are usually devoted to their profession, not the hospital in which they work. Because wherever healthcare professionals work, the main thing is their duty as healthcare workers to help patients. According to Kaswan (2017), organizational commitment is a measure of an employee's willingness to stay in the company in the future. Mowday (2001) argues that an organization's commitment is relatively strong within the organization and is an identification of an individual's commitment to working hard to achieve the organization's goals.

The results of this study are organizational commitment has a negative effect on turnover intention, in line with the results of research conducted by Aydogdu and Asikgil, (2011; Karantzas et al., (2012); Yamazakia and Petchdee, 2015; the results of this study



support the research conducted by Mardi, V.W. (2015) which explains that organizational commitment has a negative effect on turnover intention. Dewa, A. & Gusti, A. (2016) in the research results show that organizational commitment has a negative effect on turnover intentions of employees.

Burnout Syndrome affects Turnover Intention through Organizational Commitment

These results explain that organizational commitment can mediate the relationship from burnout to turnover intention in Health Workers. Organizational commitment suggests organizational commitment is an individual's enthusiasm in identifying his or her contribution to the company, illustrated by the acceptance of the company's vision and mission, willingness, and having the desire to stay at the company (Robbins and Judge (2015), while Burnout syndrome can be said to be a form of continuous stress and the inability to meet expectations (Kartono, 2017). It can be interpreted that someone who experiences burnout syndrome and decides to leave the company, then employees need organizational commitment as a mediator. This is in line with the research of Santi et al (2020) which states that organizational commitment can mediate the relationship between burnout and turnover intention.

5. Conclusions

Burnout affects the intention of healthcare professionals to leave their jobs, and the higher the awareness of burnout, the higher the intention to leave. However, burnout adversely affects the organizational commitment, and it adversely affects the profit intentions of health care workers. In addition, organizational commitments can mediate the relationship between burnout and Turnover intention. This means that efforts must be made to reduce turnover intent by minimizing burnout and increasing the organization's commitment through an appropriate compensation system. When dealing with high levels of burnout, employees can take time to think about the cause of the burnout and eliminate it. Organizations can help by telling them that they will prevent them from burning out. We can provide employees with the best solutions to reduce the severity of their burnout. The company is expected to increase employee loyalty by increasing employee engagement. If employees are loyal, employee commitment increases on their own, making it difficult to leave the company even if they get better deals.

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