

THE INFLUENCE OF WORKLOAD AND BURNOUT SYNDROME ON TURNOVER AWARENESS MODERATED BY PERCEPTION OF ORGANIZATIONAL SUPPORT (AT KJPP SUGIANTO PRASODJO AND COLLEAGUES)

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Informasi	Abstract
Volume : 2 Nomor : 3 Bulan : Maret Tahun : 2025 E-ISSN : 3062-9624	<i>This research aims to examine the effect of workload suitability and burnout syndrome on turnover intention, with perceived organizational support as a moderating variable at KJPP Sugianto Prasodjo dan Rekan. The population of this study consists of 200 employees, with the sample including 200 employees of KJPP Sugianto Prasodjo dan Rekan, selected using purposive sampling. Data analysis was performed using PLS-SEM, with hypothesis testing carried out in two stages: testing the outer model and the inner model. The outer model test was conducted to assess the validity and reliability of all indicators for each variable, while the inner model test was performed to evaluate the relationships between variables based on the predefined hypotheses. The results indicate that workload suitability has a positive and significant effect on turnover intention, burnout syndrome also has a positive and significant effect on turnover intention, and perceived organizational support is capable of moderating both the effect of workload and burnout syndrome on turnover intention.</i> Keywords : Suitability of Workload, Burnout Syndrome, Turnover Intention, Perceived Organizational Support.

Abstrak

Penelitian ini bertujuan untuk mengkaji pengaruh kesesuaian beban kerja dan sindrom burnout terhadap niat keluar, dengan dukungan organisasi yang dipersepsikan sebagai variabel pemoderasi di KJPP Sugianto Prasodjo dan Rekan. Populasi penelitian ini terdiri dari 200 karyawan, dengan sampel yang mencakup 200 karyawan KJPP Sugianto Prasodjo dan Rekan, yang dipilih menggunakan purposive sampling. Analisis data dilakukan menggunakan PLS-SEM, dengan uji hipotesis dilakukan dalam dua tahap: pengujian model luar dan pengujian model dalam. Uji model luar dilakukan untuk menilai validitas dan reliabilitas semua indikator untuk setiap variabel, sementara uji model dalam dilakukan untuk mengevaluasi hubungan antar variabel berdasarkan hipotesis yang telah ditentukan. Hasil penelitian menunjukkan bahwa kesesuaian beban kerja berpengaruh positif dan signifikan terhadap niat keluar, sindrom burnout juga berpengaruh positif dan signifikan terhadap niat keluar, dan dukungan organisasi yang dipersepsikan mampu memoderasi pengaruh kesesuaian beban kerja dan sindrom burnout terhadap niat keluar.

Kata Kunci : Kesesuaian Beban Kerja, Sindrom Burnout, Niat Keluar, Dukungan Organisasi yang Dirasakan.

A. PENDAHULUAN

In an increasingly connected global economy, comparable data across countries is key to policy decision-making. Reliable valuation has become widely accepted as the standard in the financial industry for reporting, regulatory compliance, and other purposes, including debt underwriting and transactions. Therefore, it is important to have valuation standards that follow international developments while meeting national needs.

The Public Appraisal Service Office (KJPP) Sugianto Prasodjo and Partners, which was established in 2008, has grown rapidly and obtained a business license based on the Minister of Finance Number 125 of 2008. This KJPP provides asset, property, and collateral valuation services for prospective debtors applying for bank credit, with the aim of valuing collateral for auctions, buying and selling, and debt underwriting. The use of appraisal services is very important in supporting a healthy and efficient economy. However, along with globalization, competition is getting tighter.

Human resources (HR) are the most important asset in an organization, including at KJPP Sugianto Prasodjo. Company performance is greatly influenced by work conditions and personnel behavior. High turnover intention can disrupt organizational stability, increase recruitment and training costs, and reduce efficiency. Burnout, which is caused by physical, emotional, and mental exhaustion, can be one of the main causes of turnover intention (Wardati, et.al, 2017). In addition, an unbalanced workload can increase stress and tension in employees (Lituhayu, Sjafri, & Dewi, 2008).

The perception of organizational support felt by employees also plays an important role in reducing turnover intention. Employees who feel supported tend to be more motivated and have a sense of ownership of the company. Conversely, employees who feel unsupported will be more susceptible to the desire to leave the company (Pramono, et.al, 2020). This study aims to analyze the effect of workload and burnout on turnover intention which is moderated by the perception of organizational support at KJPP Sugianto Prasodjo and Partners.

B. METODE PENELITIAN

Type of Research

This study uses a quantitative approach to analyze the problem and obtain information (Sirait, 2021). Data were collected through questionnaires to analyze the effect of workload and burnout on turnover intention, with moderation of perceived organizational support

Operational Definition of Variables

This study examines four variables: two exogenous (Workload/BK, Burnout Syndrome/BS), one endogenous (Turnover Intention/TI), and one intervening (Perceived Organizational Support/POS) as a moderating variable, which are explained and measured according to the hypothesis.

Population

The population of this study was 200 employees of KJPP Sugianto Prasodjo and Partners, which included 12 Branch Managers, 20 Partners, 25 Reviewers, 75 Assessors, and 68 Administration, at the head office and 12 branches in various cities.

Sample**Primary Data**

Primary data was obtained directly from KJPP Sugianto Prasodjo and Partners employees via questionnaire.

Secondary Data

Secondary data is obtained from literature, articles, books, and industry reports.

Data collection methods

Data were collected through interviews, observations, questionnaires, Google Forms, and literature studies.

Data Analysis Technique

Data were analyzed using PLS for latent variables, multicollinearity, and non-normal data, as well as descriptive and inferential analysis.

Descriptive Analysis

Describing respondent data without general conclusions (Sugiyono, 2019) and empirical descriptions (Ferdinand, 2014).

Inferential Analysis

Generalizing sample data to the population (Sugiyono, 2019) with SmartPLS 3.29.

Measurement Model Evaluation (Outer Model)

Tested with convergent validity, discriminant, and composite reliability

Validity

Valid if $r_{count} > r_{table}$ (0.05).

Reliability

Reliable if Cronbach Alpha > 0.60 .

Inner Model Evaluation

The inner model shows the causal relationship with R-Square and Q-Square; Q-Square < 0 means low relevance.

Hypothesis Testing

The hypothesis is accepted if the t-statistic > 1.960 or p-value < 0.05.

C. HASIL DAN PEMBAHASAN

Respondent Characteristics Based on Gender

Table 1. Respondent gender characteristics

Gender	Number	Percentage (%)
Male	120	60.2
Female	80	39.7
Total	200	100

Sumber: (Primary Data, 2023)

Based on the results of table 1, responden didominasi oleh laki-laki (60,2%) dan perempuan (39,7%) karena KJPP Sugianto Prasodjo Dan Rekan lebih membutuhkan tenaga laki-laki di bagian inspeksi lapangan.

Respondent Characteristics Based on Age

Table 2. Age characteristics of respondents

Age	Frequency	Percentage (%)
17-25	47	24.1
25-35	77	34.9
35-45	65	27.8
45>	11	13.2

Total	200	100
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Sumber: (Primary Data, 2023)

Based on the results of table 2, the majority of respondents were aged 25-35 years (34.9%), followed by 35-45 years (27.8%), 17-25 years (24.1%), and 45 years and above (13.2%).

Respondent Characteristics Based on Last Education

Table 3. Characteristics of Respondents' Last Education

Categor y	Frequency	Persentag e (%)
SLTA/S MA/SM K/MA	62	24.9
Diploma (D1/D2 /D3)	53	22.8
Srata 1 (S1)	74	38.5
Srata 2 (S2)	11	15.6
Total	200	100

Sumber: (Primary Data, 2023)

Based on the results of table 2, the majority of respondents had a Bachelor's degree (S1) as many as 74 people (38.5%), followed by SLTA/SMA/SMK/MA (24.9%), Diploma (D1/D2/D3) (22.8%), and Master's degree (S2) (15.6%).

Descriptive Statistics

Descriptive Statistics of Research Variables Descriptive analysis describes the respondents' index scores (10-100) for the variables (workload, burnout, turnover intention, and perceived organizational support), grouped in the following table 4:

Table 4. Descriptive Statistical Analysis

Indicator	% Answer	Category
Job leaving (TI)	83.8	Tinggi
Job search (TI)	84.5	Tinggi
Uncomfortable (TI)	85.3	Tinggi
Workload appropriate to ability (WL)	81.6	Tinggi
Supportive environment (WL)	83.3	Tinggi
Complete on time (WL)	81.4	Tinggi
Physically & emotionally exhausted (BS)	84.0	Tinggi
Early morning fatigue (BS)	84.2	Tinggi
Pressure to work directly (BS)	82.8	Tinggi
Organization notices success (POS)	83.9	Tinggi
Reward contributions (POS)	87.4	Tinggi
Respond to complaints (POS)	85.6	Tinggi
Consider opinions (POS)	81.7	Tinggi
Not compensated for lower pay	80.9	Tinggi

(POS)

Forgive mistakes (POS)	81.3	Tinggi
Concern for employees (POS)	82.3	Tinggi
Average	83.2	Tinggi

Sumber: (Data is processed, 2024)

Based on the results of Table 4, the average index is 83.2, the majority of respondents gave a positive assessment, but there are potential problems related to turnover intention and burnout syndrome. Respondents are actively looking for other jobs (84.5) and feel uncomfortable with their jobs (85.3). The workload is in accordance with ability (81.6) and the work environment supports timely completion of tasks (83.3), although there are obstacles in meeting deadlines (81.4). The level of physical and emotional fatigue (84.0) and the feeling of lethargy waking up in the morning (84.2) indicate the impact of burnout. Organizational support is considered good, although attention to employees (82.3) is slightly lower. Workload management strategies, welfare improvements, and stress management programs are needed.

Measurement Model Test Results (Outer model)

Validity test

Validity test ensures that the instrument measures the construct correctly, tested through Convergent Validity (AVE, Loading factor) and Discriminant Validity (Cross Loadings, Fornell-Larcker, HTMT Ratio).

Convergent Validity

Convergent Validity measures the correlation between constructs, evaluated by Loading factor and AVE. AVE > 0.50 indicates the construct has good convergent validity.

Loading Factor

Loading Factor shows how well an indicator measures a variable in a reflective model. A value > 0.7 is considered valid. All indicators in the following table have a Loading Factor value > 0.7, so they are valid for research.

Table 5. Loading Factor Values for Each Indicator

Indica tor	Loading Factor	Informat ion
TI 1	0.813	Valid
TI 2	0.884	Valid
TI 3	0.888	Valid
POS 1	0.768	Valid
POS 2	0.770	Valid
POS 3	0.800	Valid
POS 4	0.783	Valid
POS 5	0.803	Valid
POS 6	0.814	Valid
POS 7	0.860	Valid
POS 8	0.873	Valid
BS 1	0.863	Valid
BS 2	0.788	Valid
BS 3	0.842	Valid
WL 1	0.850	Valid
WL 2	0.830	Valid
WL 3	0.860	Valid

Sumber: (SmartPls Output, 2024)

Average Variance Extracted (AVE)

Average Variance Extracted (AVE) measures how much of the indicator's variation can be explained by its construct. An AVE value > 0.5 indicates good construct validity. If the AVE is low, the construct validity needs to be questioned.

Table 6. Average Variance Extracted Test Results

Variable	AVE
Turnover Intention	0.744
Perceived Organizational Support	0.656
Workload	0.717
Burnout Syndrome	0.691

Sumber: (SmartPls Output, 2024)

Based on Table 6, all variables have AVE > 0.5, indicating that they are valid for this study.

Discriminant Validity

Fornell-Larcker Criterion

The Fornell-Larcker Criterion test tests the relationship between variables in a construct by comparing the AVE value and the correlation between constructs. The AVE value must be greater than the correlation between other constructs. If not, the internal correlation is considered low.

Table 7. Fornell-Larcker Criterion Test

Variable	Burnout	Perceived	Turnover	Workload
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	Syndrome	Organizational Support	Intention	
Burnout Syndrome	0.832			
Perceived Organizational Support	0.082	0.810		
Turnover Intention	0.530	-0,364	0.862	
Workload	0,529	0.192	0.422	0,847

Sumber: (SmartPls Output, 2024)

Based on Table 7, the correlation between variables is higher than AVE, meeting the Fornell-Larcker criteria.

Heterotrait-Monotrait (HTMT)

HTMT measures the correlation ratio between a variable with itself and other variables. If this ratio is less than 0.90, then Discriminant Validity is met.

Table 8. Heterotrait-Monotrait (HTMT)

Variable	Burnout Syndrome	Perceived Organizational Support	Turnover Intention	Workload
Burnout		0.107	0.656	0.670

Syndrome				
Perceived	0.107		0.401	0.227
Organization				
al Support				
Turnover	0.656	0.401		0.514
Intention				
Workload	0,670	0.227	0.514	

Sumber: (SmartPls Output, 2024)

Based on Table 8, the HTMT value < 0.9 , meets Discriminant Validity.

Cross loading

Cross loading measures the correlation of an indicator with more than one latent variable. Indicators with high cross loading values on more than one variable may indicate a problem, and should be removed. A good cross loading value is above 0.700 with the highest correlation on its latent variables.

Table 9. Cross Loading Values for Each Indicator

Indica tor	Burnout Syndrome	Perceive d Organiza tional Support	Turnover Intention	Workloa d
BS 1	0,863	0,047	0,486	0.420
BS 2	0,788	0,075	0,389	0,447
BS 3	0,842	0.087	0.440	0.459
POS 1	0,058	0,768	-0.279	0.152
POS 2	0,077	0.770	-0,375	0.156

POS 3	0.119	0.800	-0,305	0.168
POS 4	0,136	0.783	-0,164	0.175
POS 5	0.059	0.803	-0,259	0.166
POS 6	0,036	0.814	-0,272	0.177
POS 7	0.024	0.860	-0,309	0.138
POS 8	0.048	0.873	-0.304	0.127
TI 1	0.403	-0.320	0,813	0,299
TI 2	0,480	-0.326	0.884	0.379
TI 3	0.484	-0.297	0.888	0.408
WL 1	0.492	0.134	0.382	0.850
WL 2	0.417	0.189	0.328	0.830
WL 3	0.429	0.170	0.359	0.860

Sumber: (SmartPls Output, 2024)

Based on Table 9, all indicators have a cross loading value > 0.700 and the highest correlation with their latent variables, so no indicators need to be removed.

Reliability Test

Cronbach's Alpha

Cronbach's Alpha measures the internal consistency of indicators in describing constructs. Values > 0.7 indicate good reliability. Table 10 shows the Cronbach's Alpha values for each variable in the study:

Table 10. Cronbach's Alpha Values for Each Variable

Variable	Cronbach's Alpha
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Turnover	0.827
Intention	
Perceived	0.925
Organizational Support	
Workload	0.803
Burnout	0.777
Syndrome	

Sumber: (Output SmartPls, 2024)

Based on Table 10, all variables have a value > 0.7 , so they meet the reliability requirements and can be used in research.

Composite Reliability

Composite Reliability measures the extent to which indicators of a variable are related to each other. Values > 0.7 indicate good correlation. Table 11 shows the Composite Reliability results of each variable in the study:

Table 11. Composite Reliability Results of Each Variable

Variable	Composite Reliability
Turnover	0,897
Intention	
Perceived	0.938
Organizational Support	
Workload	0,884
Burnout	0.870
Syndrome	

Sumber: (Output SmartPls, 2024)

Based on Table 11, all variables have a value > 0.7 , so they meet the standards and can be used in research.

Structural Model Test Results (inner model)**R Square**

R Square measures the extent to which the dependent variable can be explained by the independent variable. Here are the results of the R Square test in this study.

Table 12. R Square Test Results

Variable	R Square	R Square Adjusted
Turnover	0,626	0.616
Intention		

Sumber: (Output SmartPls, 2024)

Based on Table 12, the results show that the Turnover Intention variable is influenced by 62.6% of the independent variables, and the remaining 37.4% is influenced by other factors.

Q Square

Q Square measures the significance of the difference between the measurement model and the structural model. The results of the Q Square test show:

Table 13. Q Square Results

Variable	Q Square
Turnover	0,454
Intention	

Sumber: (Output SmartPls, 2024)

Based on Table 13, the Q Square value > 0 (0.454), shows that the independent variable is able to explain the Turnover Intention variable.

Model fit

The model fit is tested using the SRMR value, which measures the fit between the model and the data. SRMR values between 0.06-0.10 are considered good. Here are the results of the model fit test:

Table 14. Model Fit Output

Indicator	Saturated Model	Estimated Model
SRMR	0.058	0,057
d_ULS	0.518	0,505
d_G	0.362	0.352
Chi-Square	382.151	369.019
NFI	0.813	0.820

Sumber: (Output SmartPls, 2024)

Based on Table 14, the SRMR value < 0.100 indicates that the model meets the feasibility.

Uji Hipotesis

Hypothesis testing in SmartPLS is done through Path Coefficients Bootstrapping to measure the influence of independent variables on dependent variables. The following are the results of the hypothesis test:

Table 15. Results of the Direct Effect Hypothesis Test

Konstruk	Original Sample (O)	T Statistics	P Values	Hypothesis	Information
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Workload -> Turnover Intention	0,307	4.012	0.000	H1	Accepted
Burnout Syndrom -> Turnover Intention	0,475	6.469	0.000	H2	Accepted
Perceived Organizat ional Support x Workload -> Turnover Intention	0,187	3.111	0.002	H3	Accepted
Perceived Organizat ional Support x Burnout Syndrom -> Turnover Intention	0.169	2.765	0.006	H4	Accepted

Sumber: (Output SmartPls, 2024)

Based on Table 15, workload has a significant effect on Turnover Intention (H1 is accepted). Burnout Syndrome has a significant effect on Turnover Intention (H2 is accepted). Perceived Organizational Support strengthens the relationship between Workload and

Turnover Intention (H3 is accepted). Perceived Organizational Support strengthens the relationship between Burnout Syndrome and Turnover Intention (H4 is accepted).

D. KESIMPULAN

Turnover intention at KJPP Sugianto Prasodjo and Partners can be minimized by increasing organizational support, such as leaders who care about employee welfare and adjusting workloads according to job descriptions, because high perceived organizational support can reduce burnout and turnover.

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