

ANALYSIS OF THE EFFECT OF JOB BURNOUT, JOB INSECURITY AND ORGANIZATIONAL CLIMATE ON TURNOVER INTENTION IN PT. BIO DUA RIBU

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ABSTRACT

This study aims to determine the effect of job burnout, job insecurity and organizational climate on turnover intention. The sample of this study used a saturated sample consisting of 102 employees at PT. Bio Dua Ribu. The technique of collecting data is by interviewing and distributing questionnaires, the analysis technique of validity, reliability and goodness of fit is using the SEM method. The results showed that job burnout and job insecurity had a positive and significant effect on turnover intention, while organizational climate had no positive and significant effect on turnover intention.

Keywords: *job burnout, job insecurity, organizational climate, turnover intention*

INTRODUCTION

Turnover intention is currently a phenomenon that is often discussed in topics around Human Resources. Turnover can be in the form of resignation, move out of the organizational unit, dismissal or death of a member of the organization (Edi Sugiono, 2021). This will have a negative impact on the company. Therefore, a good company can be seen from good human resource management, so that turnover behavior will also be low (Salimah, 2021). On the other hand, turnover intention has a positive impact on companies where companies can expel employees whose performance can harm the company so that companies have the opportunity to recruit new employees with better performance (Susilo & Satrya, 2019).

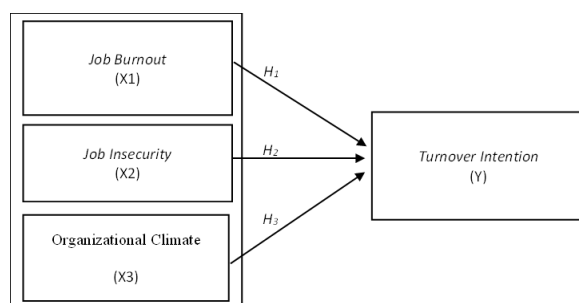
Wonowijoyo (2018) adds that in today's work environment, the subject matter of employee turnover has increased tremendously. This is reinforced by the results of a survey in 2018 by the Global Leadership Study initiated by Dale Carnegie showing that more than 30% of the workforce in Indonesia will be looking for a new job in the near future. Meanwhile,

only 28% of employees in Indonesia are interested in staying in their company for a long period of time (Media, 2018). Furthermore, in 2019 the results of a survey conducted by Mercer Indonesia's Career Business Leader said that among all industries, the rate of employees who resigned voluntarily was 7% in 2019. The financial services industry experienced the largest resignation rate of 14% (Bisnis.com, 2019).

One of the causes of the high rate of employee resignation is work fatigue which is often known as Job Bornout. High work fatigue can lead to low retention (Lan dkk., 2020). Usually this happens because there is no support or it is not in accordance with the needs and expectations of employees. Ran dkk (2020) stated that the intention to change workplaces was influenced by work fatigue. Another factor that affects Turnover Intention, namely Job Insecurity. Ratnasari & Lestari (2020) states that job insecurity is the powerlessness or inability of employees to maintain the desired sustainability in unsafe working conditions. Hyo Sun Jung., dkk (2020) added that it is impossible for employees to do their jobs

without anxiety over their working conditions during the current pandemic.

In addition, one of the factors that influence turnover intention is organizational climate. Organizational climate, also called organizational atmosphere, is a series of work environments around the workplace that affect a person's behavior in carrying out work which ultimately makes organizational goals can be quickly achieved or even not achieved (Pranata & Utama, 2018). The concept of organizational climate has been widely discussed. One of them is the statement submitted by *Hye-Yoon Ryu* dkk (2020) which defines the concept of organizational climate as awareness of organizational members about the status and situation of the organization. In fact, a supportive climate has been found to have a strong relationship with outcomes including innovation, employee persistence, employee performance, organizational commitment, and job satisfaction (*Shbail & Shbail*, 2020).



Picture 1. Research Model

THEORY DEVELOPMENT AND HYPOTHESES

Effect of Job Burnout on Turnover Intention

Rouleau dkk (2012) explain that burnout is a term that describes the emotional condition of a person who feels tired and saturated mentally, emotionally and physically as a result of increased work demands. Individuals who experience a lack of professional achievement feel that they are no longer making any contribution to the organization and are personally

unable to fulfill job requirements (*Pienaar & Willemse*, 2008). Furthermore, *Babakus dkk* (2010) stated that burnout often occurs in service workers, where burnout is a form of psychological tension that causes unwanted results such as reduced job performance, job dissatisfaction, reduced customer satisfaction, low levels of organizational commitment and increased absenteeism. Burnout can be a major factor in the employee's intention to leave his job. This is supported by research from *elçi dkk* (2016) which concludes that the burnout variable has a positive effect on turnover intention. Furthermore, *Liu & Lo* (2018) concludes that the burnout variable has a significant positive effect on turnover intention. In addition, research conducted by *Xiaoming dkk* (2014) concludes that the burnout variable has an extraordinary positive effect on turnover intention. Furthermore, it is reinforced by research conducted by *Zhang & Feng* (2011) which states that the burnout variable has a positive and significant effect on turnover intention. Based on the results of previous studies, the researcher can propose the first hypothesis as follows:

H1: It is suspected that Job Burnout has a positive and significant effect on Turnover Intention.

Effect of Job Insecurity on Turnover Intention

Problems such as job insecurity that have an impact on the low level of employee safety and comfort can result in high employee turnover rates. Job insecurity is a person's powerlessness or feeling of loss of power to maintain the desired continuity in threatened work conditions or situations. Job insecurity is defined as uncertainty and lack of control over the future continuation of an employee's job (*Kekesi & Agyemang*, 2014). In addition, *Jeff* dkk (2012) added that job insecurity is an anxiety felt by employees at work where they are faced with unpleasant conditions. The safer or the less threatened and restless feeling in the work environment, the higher the level of

job satisfaction (Wening, 2005). Meanwhile, according to Sverke dkk (2002) job insecurity in the short term will have an impact on job satisfaction, job involvement, organizational commitment and trust in leaders so that it has an impact on misunderstandings between leaders and subordinates in terms of opinions. Whereas in the long term it will have an impact on physical health, mental health, work performance, and intention to change jobs (turnover).

This is supported by research from Lee & Jeong (2017) which concludes that the job insecurity variable has a positive effect on turnover intention. In addition, research conducted by Heryanda (2019) concluded that the job insecurity variable has a positive and significant effect on turnover intention. Furthermore, research from Günelan & Ceylan (2015) states that the job insecurity variable has a positive effect on turnover intention. In addition, it is reinforced by research conducted by Alyahya dkk (2022) who concluded that the job insecurity variable has a positive effect on turnover intention. Based on the results of previous studies, the researcher can propose the second hypothesis as follows:
H2: Job Insecurity has a positive and significant effect on Turnover Intention.

Effect of Organizational Climate on Turnover Intention

Organizational climate represents the organization in the organizational environment where the perception of experience, which affects the perception of employee motivation and behavior. Therefore, managers should think about how to feel better organizational climate through employees, to strengthen employee solidarity and willingness to work, thereby reducing turnover. Brunetto dkk (2012) show that organizational climate means employees' responses to their cognitive work environment. Brown & Leigh (1996) added that the organizational climate plays an important role as a creator of a friendly environment so that it can achieve optimal potential to see the key to competitive

competition. Organizational climate is very important for organizations because organizational climate will reveal HR interests and dissatisfaction. Theories about organizational climate have been put forward by many experts, but these different theories have characteristics that describe organizational climate differently from other concepts.

This is supported by research from Owolabi (2012) which states that organizational climate variables have a negative effect on turnover intention. Furthermore, research conducted by Puspitawati & Atmaja (2019) concluded that organizational climate variables had a negative and significant effect on turnover intention. In addition, research conducted by Jovita & Mangundjaya (2019) states that organizational climate variables have a negative effect on turnover intention. This is further strengthened by research conducted by G. Hima Bindu & V. Srikanth (2019) which concluded that organizational climate variables have a negative effect on turnover intention. Based on the results of previous studies, the researcher can propose the third hypothesis as follows:

H3 : Organizational climate has no positive and significant effect on Turnover Intention.

RESEARCH METHODS

The type of approach used in this research is a quantitative approach. While the type of research used is descriptive research. The data collection methods used in this study were interviews and questionnaires adopted from Maslach & Jackson, (1981) for the Job Burnout variable, Septiari & Ardana, (2016) for the Job Insecurity variable, Putra & Utama (2018) for the Organizational Climate variable and turnover intentions. This research was conducted at PT. Bio Dua Ribu located at Perum Gebang, RT 8, RW 11, Banjarmasin, Kec. Banjarmasin, Surakarta City, Central Java. This research was conducted from March 2022 to July 2022. The data used in this research are primary data. Primary data is a source of

data obtained directly from respondents by distributing questionnaires (research questionnaires) or interviews in this case employees at PT. Bio Dua Ribu. The research population amounted to 102 respondents. Details of employees of PT. Bio Dua Ribu in Table 1.

Table 1. Details of PT. Bio Dua Ribu

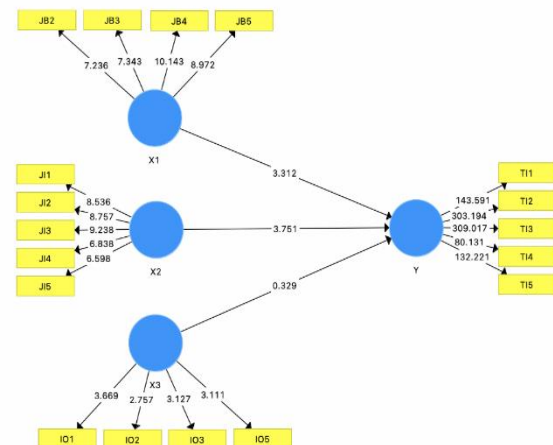
Position	number of employees
Internal Audit	8
Finance & Accounting	12
HRD & Legal Officer	7
Sales & Marketing	71
Project & Enggineer	4
TOTAL	102

Because the population in this study is relatively small, namely 102 people, the entire population will be sampled in this study. This is in accordance with the opinion of Sugiyono (2013) which states that if the population is relatively small, then all members of the population are used as research samples. This is known as saturated sampling. The sampling method is purposive sampling with google form. The instrument test uses validity and reliability tests. The validity test uses convergent validity and discriminant validity, where convergent validity with outer loading factor > 0.70 (Chin, 1998) and discriminant validity with Average Variable extract (AVE) > 0.50 (Hair J. et al., 2014) Inner model by looking at Goodness-of-fit ((Bentler & Bonett, 1987). To produce the output of this study using descriptive statistical analysis and Structural Equation Modeling (SEM) analysis, with SmartPLS version 3.0 software and in this study used inferential statistics. The outer model is carried out by testing the quality of raw data instruments using reliability tests with the Cronbah's Alfa method and Composite Reliability > 0.7 (Werts, C. E., Linn, 1974).

The analytical tool used is CFA (Confirmatory Factor Analysis). This analytical tool is used to test a measurement model. The purpose of this confirmatory factor analysis is to find out whether the

available indicators can really explain a latent variable (construct). In addition to CFA, path analysis is also used. This analysis tool is used to test a structural model. The purpose of this analysis is to determine whether there is a significant relationship between exogenous variables and endogenous variables, and the strength of the relationship.

RESEARCH RESULT



Picture 2. Load Factor Path Chart
Source: Smartpls Program Data Output Version 3.0

Based on the loading factor above, the results have met convergent validity because the loading factor is above 0.50 or it shows that the indicator is valid. The loading factor is the correlation between the indicator and the construct. The higher the correlation, the better the level of validity.

Table 2. Results Resume of Variable Validity Research Test

Variable	Validitas Konvergen	Validitas Diskriminant
	Mean Loading Factors	Average Variable Extrac (AVE)
Job Burnout (JB)	0.877	0.877
Job Insecurity (JI)	0.835	0.820
Organizational Climate (OC)	0.748	0.741
Turnover Intention (TI)	0.970	0.960

Source : Output data Program Smartpls Versi 3.0

From Table 2. the convergent validity test with the mean loading factors are all above 0.7 and the discriminant validity with the Average Variable Extract (AVE) is above 0.5, it can be concluded that all variables in this study are valid.

Table 3. Results of variable reliability research test, and Number Of Valid Item

Variable	Cronbah's Alfa	Composite Reliability	Number of Question	Number Of Valid Item
Job Burnout (JB)	0.958	0.966	5	4
Job Insecurity (JI)	0.952	0.958	5	5
Organizational Climate (OC)	0.903	0.919	5	4
Turnover Intention (TI)	0.990	0.992	5	5

Source : Output data Program Smartpls Versi 3.0

In Table 3. shows the data quality test using Cronbah's alpha and composite reliability (CR), both of which have met the criteria of more than 0.7 so that all variables are declared reliable.

Table 4. Summary of Result of Research Test

Variabel	Original Sampel	P-Values	Remark
Job Burnout (JB)	0.537	0.01	Received
Job Insecurity (JI)	0.546	0.00	Received
Organizational Climate (OC)	0.065	0.742	Rejected

Source: Output data Program Smartpls Versi 3.0

Dependent Variable: *Turnover intention* (TI).

The results of the research hypothesis test were carried out by looking at the path coefficients. (path coefficient) and looking at the test-values, if a p-value <0.05 is obtained, it can be said that the construct is strong or significant. The results show as in Table 4. From the table it can be seen that there is one (1) insignificant variable, namely Organizational Climate, the rest is significant. More details are in Table 5. where the Goodness-of-fit measurement has shown a good model.

Table 5. Goodness-of-fit measures for SEM

Indikator	Resultt
SRMR	0.933
d_ ULS	3.005
d_ G	8.081
Chi-Square	1860.970
NFI	0.949
rms-Theta	0.331

Source : Output data Program Smartpls Versi 3.0

Based on the analysis in the previous table, conclusions can be drawn from the results of the study as shown in Table 6.

Table 6. Summary of research hypothesis conclusions

Hypothesis	Test Result	Conclusion / Result of hypotheses
H1: Suspected Effect of Job Burnout on Turnover Intention	Positive, significant	Hypothesis is supported
H2: Suspected Effect of Job Insecurity on Turnover Intention	Positive, significant	Hypothesis is supported
H3: Suspected Influence of Organizational Climate on Turnover Intention	Positive, not significant	Hypothesis is rejected

Source : Output data Program Smartpls Versi 3.0

DISCUSSION

Job Burnout has a positive and significant effect on Turnover Intention

The results of this study indicate that job burnout has a positive and significant effect on turnover intention. *Maslach & Leiter* (2008) explain that burnout is a situation that occurs in employees such as running out of energy (physical, emotional, and mental fatigue), as well as frustration because employees feel unappreciated in their work, as well as decreased motivation or initiative from employees, causing change. a person's attitudes and behavior when faced with job demands. Meanwhile, *Guan dkk* (2017) stated that burnout is a serious problem for companies, organizations, entrepreneurs, and individuals. Work fatigue will affect productivity, quality, job satisfaction, and employee performance. Burnout also includes part of physical, emotional, and mental exhaustion caused by long-term involvement of individuals in situations that are full of emotional demands.

Kartono & Hilmiana (2018) explains that job burnout is a response that comes from stressful work conditions that cannot be controlled, and is a serious situation. In general, job demands result in burnout by requiring employees to exert their physical and psychological efforts. However, work resources such as social support, autonomy, and supervision can reduce job demands so that these resources can reduce employee fatigue. From some of the opinions that have been submitted, then Job Burnout can be defined as work fatigue felt by employees in the form of physical, mental, and emotional fatigue caused by situations

that are full of demands in a long period of time. This fatigue causes frustration because employees feel unappreciated in their work, causing a decrease in employee productivity, quality, and performance motivation so that in the end it causes a change in a person's attitude and behavior when facing work demands and is a serious situation.

Job Insecurity has a positive and significant effect on Turnover Intention

The results of this study indicate that job insecurity has a positive and significant effect on turnover intention. According to *Shoss* (2017) defines job insecurity as a perceived threat to job continuity and stability. Meanwhile, according to *Audina & Kusmayadi* (2018) job insecurity is a person's powerlessness or feeling of loss of power to maintain the desired sustainability in threatened work conditions or situations. In general, job insecurity is insecurity in working psychologically (*Leovani*, 2021). *Rowntree* (2005) states that job insecurity or what can be called job insecurity can be defined as a condition associated with a person's fear of losing his job or demotion and various other threats to working conditions associated with decreased psychological well-being and decreased job satisfaction. *Ashford dkk* (1989) say that job insecurity is a level where workers feel their work is threatened and feel powerless to do anything about the situation.

Organizational climate has no positive and significant effect on Turnover Intention

The results of this study indicate that organizational climate has no positive and significant effect on turnover intention. Organizational climate is briefly defined as the meaning that people attach to the set of interrelated experiences they have at work (*Schneider dkk.*, 2013). On the other hand, *Cygler dkk* (2018) explain that organizational climate refers to employees' shared perceptions and the meanings they attach to policies, practices, and procedures they experience in the workplace, as well as

the behaviors they observe, value, support, and expect regarding resources. human resources in an organization.

Another opinion from *Hung dkk* (2019) states that in the context of the organizational climate of social psychology, concerns about individual traits in perception, and cognitive processes to understand organizations, differences and the environment, with an emphasis on the individual level, about the accuracy of the problem of perception, reaction cognitive and emotional. In particular, individual perceptions of climatic processes can help individuals explain these events, predict possible outcomes and assessments and determine appropriate further action to be taken. Based on some of the opinions above, it can be concluded that organizational climate is the meaning of individual or shared perceptions to observe and predict events that occur in the work environment or organization.

CONCLUSION

The job burnout variable has a positive and significant effect on turnover intention, so that the first hypothesis is accepted. Which means that the higher the job burnout felt by the employee, the higher the employee's turnover intention and vice versa. While the rest is mostly influenced by other factors not examined in this study such as job characteristics, work-family conflict, job satisfaction and others. The job insecurity variable has a positive and significant effect on turnover intention, so the second hypothesis is accepted. This means that the job insecurity experienced by employees of PT. Bio Dua Ribu in terms of increasing and developing a career path that is quite difficult to cause employees to think about leaving a company and looking for a better alternative company, this is in accordance with the respondents' answers in the questionnaire with the statement "I feel this job has an important meaning in career development" where most of the respondents did not agree.

The organizational climate variable has no positive and significant effect on turnover

intention, so the third hypothesis is accepted. This shows that the quality of the organizational climate at PT. Bio Dua Ribu is considered by employees to be good which will create job satisfaction and comfort for employees so that it will reduce the intention to move (Turnover Intention).

SUGGESTION

For Academics

Researchers in the future are advised to choose a wider research object so that they get more complete information, and can add new variables such as work stress, role conflict and so on that also affect turnover intention.

For Companies or Business Actors

Companies or business people must be able to suppress job burnout and job insecurity and are expected to provide a sense of security to employees and reduce workloads so that they can reduce employee turnover intentions and must be able to manage time well and provide relevant targets so that employees do not feel very tired. very with a variety of jobs given. Thus, employees will feel safe and will increase loyalty to the company so that the level of turnover intention can be reduced.

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