

# **SUPERVISOR SUPPORT AS A KEY FACTOR IN MEDIATING BURNOUT AGAINST EMPLOYEE TURNOVER INTENTION OF PT. PIONEER WORKS SENTOSA SEMARANG**

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## **ABSTRACT**

In this current work environment, the role of supervisor support as a mediator in overcoming burnout and its impact on employee turnover intention is the main focus. This research tries to explore the relationship between burnout, job insecurity, and turnover intention, as well as the mediating role of supervisor support. Through research conducted on 80 employees of PT. Perintis Karya Sentosa Semarang, and data is processed using PLS 3.0 software. The research results show that there is a significant negative influence between supervisor support on turnover intention. Furthermore, it was found that job insecurity and burnout had a positive and significant relationship to turnover intention. These results underline the important role of supervisor support as a key factor in mediating the impact of burnout on employee turnover intention.

Keywords: Supervisor Support, Job Insecurity, Burnout, Turnover Intention

## **INTRODUCTION**

Work is an important element in the lives of most individuals. Work is not only a routine activity, but also contributes to well-being and is inherent in a person's identity. Employees spend a lot of their time at work, and a good work experience has a big impact on their physical, emotional and financial health.

Research by (Boamah et al., 2022) said that a supportive work atmosphere can help develop individual potential and increase employee work motivation. Additionally, research (Naufal et al., 2023) conveyed that work is expected to maximize the skills and talents of their employees so as to create a positive work climate.

Employee turnover is a common problem faced in HR management. Factors that cause employees to want to leave include the level of fatigue. Burnout refers to physical and mental exhaustion due to ongoing work pressure and high demands (Laily et al., 2020). Supervisors are expected to be able to help overcome burnout and reduce employee turnover. Among the various forms of assistance, guidance and recognition provided by superiors to subordinates, supervisor support is the main factor that can influence employee work performance.

(Tnay et al., 2013) conveyed that there is a significant negative relationship between supervisor support and turnover intention, meaning that the more support from superiors, the less employees will want to leave. However, there are differences shown by (Buulolo & Ratnasari, 2020) that there is a positive and significant relationship between manager support and the desire to leave, which shows that even though the manager provides great support, the employee's desire to leave is also high.

Based on the description above regarding supervisor support, job insecurity, burnout and turnover intention as well as the problem of employee turnover and

turnover at PT Perintis Karya Sentosa Semarang, this research was carried out with the title "Supervisor Support as a Key Factor in Mediating Burnout on PT Employee Turnover Intention." Pioneer Karya Sentosa Semarang"

## **LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT**

### **TurnoversIntention**

According to(Audina & Kusmayadi, 2022), the employee's desire to leave their job voluntarily is the definition of the intention to quit the job or turnover intention.(Ajiputra & Yuniawan, 2016)reinforces this opinion by saying that turnover intention means that employees want to leave the company while receiving compensation from the company.

Social factors and workplace relationships also influence workers' desire to leave the company. According to research conducted by(Kuntary, 2019), if employees feel less close to their coworkers, they are more likely to leave their jobs. This happens if employees feel like they have to sacrifice a lot to stay there or if they feel less connected to the company.

Turnover intentionHigh employees often show their employees' dissatisfaction with their job or their company(Paramita & Hendratmoko, 2021). One source of employee dissatisfaction can stem from the belief that the compensation they receive is not commensurate with the quality of the work they provide. Additionally, workers may experience the feeling that what they do for the company is not appreciated. Lastly, work that is perceived as unchallenging or does not allow for personal development can also cause employees to become dissatisfied, which in turn leads to high turnover. Companies can increase employee retention, increase employee satisfaction, and reduce high turnover by understanding these factors.

(Merdiana & Gumelar, 2021)conveyed the existence of a significant negative influence between supervisor support and turnover intention. Supervisor support is an important factor, because the lower the supervisor's support, the greater the possibility of employees leaving their jobs. Likewise research from(Kalidass & Bahron, 2015)shows the results that manager support has a negative effect on employees' desire to leave. This research shows that the lower the manager's support an employee receives, the higher the employee's desire to leave work.

The supervisor's availability to listen to employee problems, provide constructive guidance, and show empathy for employee difficulties were significantly related to reducing employee intentions to leave their jobs. The research results show that the impact between superior support and intention to leave work is significantly negative. In other words, good superior support can help reduce subordinates' desire to leave work.

Research result(Audina & Kusmayadi, 2022)shows that job insecurity influences employee turnover intention in a significantly positive way. The same thing was also conveyed by(Kuntary, 2019)It was also found that there was a positive correlation between job insecurity and employees' encouragement to leave the company. The high rate of job insecurity will also have a high impact on the turnover intention of company employees. Study(Utami & Bonussyeani, 2009)found that higher job uncertainty leads to less commitment at work and more desire to move.

Study(Septiari & Ardana, 2016)found that job insecurity has a positive and significant influence on the desire to move. They said that the results of the analysis of the job insecurity variable show that it has a positive correlation with turnover

intention, which means that if job security increases, turnover intention also increases.

Burnout positive and significant impact on turnover. According to the opinion of (Yosiana & Suci, 2022) Job burnout is defined as emotional exhaustion towards work. This is in line with opinion (Rahim & Cosby, 2016) that job burnout has a positive and significant impact on the desire to stop working. Another study by (Zhang et al., 2020) found a positive and significant correlation between burnout and employees' desire to leave.

Study (Lestari & Diana, 2023) found a significant relationship between burnout and turnover intention or the desire to quit. The results of this research emphasize the importance of paying attention to the emotional and mental well-being of employees in the work environment. Given these findings, companies can consider the importance of improving employee welfare programs that can help prevent burnout, as well as ensure a healthy and productive work environment.

(Purba et al., 2023) said that burnout is one of the factors that can cause employees to want to move, because fatigue itself is a condition experienced by employees, such as loss of enthusiasm and frustration because they feel they are not appreciated at their workplace. This reduces employee work motivation and triggers changes in attitudes in employees.

## **Burnout**

Herbert Freudenberger, a clinical psychologist who deeply understood the stress response experienced by employees working in the public service sector, was the first to use the term "burnout". In 1974, Freudenberger defined burnout as a psychological stress syndrome that shows a negative response to the stress imposed by his work (Pradana et al., 2017). People who experience burnout tend to lose energy and interest in doing their work. There are some opinions that consider fatigue as part of more stress.

Burnout is when someone feels very tired and bored with their routine work. Apart from that, fatigue can also have an impact on a person's condition, such as depression and the desire to resign from the work they do (Laily et al., 2020). Burnout can also be defined as a condition of boredom that can cause a person to be disappointed, lose interest, and lose the desire to work. In contrast, burnout is a condition that includes psychological exhaustion, cynicism, and inefficiency at work (Paramita & Hendratmoko, 2021). The stress a person experiences in complex social relationships is considered a cause of burnout.

There are 4 general indicators that are often used to identify burnout according to Maslach in (Hayati & Fitria, 2018) namely Emotional Exhaustion, Depersonalization, Reduced Personal Achievement and Tendency to Avoid Work. These four indicators provide a complete picture of the burnout conditions often experienced by employees. They conducted in-depth research on how long-term stress at work can impact a person as a whole. Feelings of physical or emotional exhaustion, along with a sense of hopelessness and increased stress levels, are often key characteristics of emotional exhaustion. If someone displays a cold attitude, this can disrupt working relationships and reduce the quality of performance or services provided.

A reduction in personal achievement indicates that a person feels unable to meet the work goals that have been set. As a result, self-confidence and desire to work also decreases. However, a desire to avoid work indicates that a person has lost the desire to engage in their work, which can affect their productivity and quality of work. A

good understanding of the four signs of burnout can help employees recognize, prevent, and overcome burnout in their workplace. This will also help organizations be more efficient and improve everyone's mental health.

(Nurlaila, 2017) stated there was a significant negative relationship between supervisor support and emotional exhaustion. An employee who gets support from a superior in completing tasks and problems is less likely to experience emotional exhaustion. He also said that if superiors have the ability to listen to employee problems, provide guidance and show empathy for employee difficulties, this is significantly associated with reducing burnout levels. According to (Wonua et al., 2023) there is a negative correlation between supervisor support and burnout. In other words, the more support from superiors, the fewer symptoms of burnout.

(Rohyani & Bayuardi, 2021) found that job insecurity had a significant positive impact on job stress. In a study carried out by (Astuti & Rizana, 2022), concluded that job insecurity has a significant positive impact on burnout, which indicates that job insecurity can trigger burnout in employees. These findings reflect the importance of understanding the impact that job insecurity has on employee well-being and performance. Thus, special attention needs to be paid to creating a more stable work environment and providing job security guarantees for employees in order to reduce the negative impact of job insecurity on their well-being.

H1: Burnout is positive and significant on turnover intention

### **Supervisors Support**

Supervisor Support or better known as supervisor support, is a condition where leaders appreciate the performance of their employees and care about employee welfare (Buulolo & Ratnasari, 2020). Supervisor support, according to (Novrandy & Tanuwijaya, 2022), refers to a superior's ability and readiness to provide support, guidance, and constructive assessment to his or her subordinates. This is believed to be able to influence employee motivation, engagement and well-being in the work environment.

According to (Asmaradita, 2013), supervisor support refers to interactions between supervisors and subordinates that include open communication, availability, and a willingness to listen and help resolve problems faced by employees. Supervisory support can be defined as a superior's efforts to provide the resources, information and guidance needed by employees to achieve work goals effectively. This allows for the creation of a work environment that focuses on employee growth and development.

H2: Supervisor support is significantly negative on burnout

H3: Supervisor support has a significant negative effect on turnover intention

### **Jobs Insecurity**

(Hayati & Fitria, 2018) Job insecurity is also known as "job insecurity", referring to the feelings of insecurity that a person experiences while they are working due to the distractions and insecurities that exist in their workplace. (Audina & Kusmayadi, 2022) defines job insecurity as a condition where employees feel uncertainty in the workplace. Job insecurity is a psychological state experienced by subordinates who feel anxious or unsure because of the continuous changes that occur in their workplace.

(Kuntary, 2019) adding that the increasing number of temporary or contract jobs often leads to job insecurity. This incident occurred because many types of work were

only available for a certain period of time, which made employees feel unsure about their jobs. Many workers feel that their job stability is threatened because many types of work are only contract, which can have a negative impact on their psychological and physical condition.

The uncertainty of working hours that are not regularly scheduled makes employees feel insecure and makes it difficult to plan activities outside of work. They also feel unstable about possible salary reductions. Additionally, concerns about possible pay cuts can increase stress, reduce financial stability, and make employees feel unsafe at work. Taken together, these two things lead to disruptive uncertainty, which has a negative impact on employee well-being.

Job insecurity is defined as a condition when employees feel insecure due to uncertainty about their job at the company. Keep in mind that the short- and long-term effects of workplace insecurity can have on workers' mental and physical health.

H4: Job insecurity is positive and significant on burnout

H5: Job insecurity is positive and significant on turnover intention

## RESEARCH METHODS

The research carried out is quantitative research, by using Saturated sampling technique was used on PT employees. Perintis Karya Sentosa with 80 employees. Saturated sampling (Sugiyono, 2019) is an approach taken by taking the entire available population as a sample, without carrying out special selection or grouping. Data collection was carried out through a questionnaire method which was distributed online using Google Forms. The questionnaires distributed contain statements related to the variables of this research, including supervisor support, job insecurity, turnover intention and burnout. Filling out the questionnaire uses a Likert scale as a guide, respondents are asked to give a value from 1 to 5 for each statement. In this research, the SmartPLS 3.0 program uses the Structural Equation Model (SEM).

## RESEARCH RESULTS AND DISCUSSION

### Respondent Characteristics

The respondents have various different backgrounds. Respondents' age, gender and educational background were classified in this study.

**Table 1**  
**Respondent Characteristics**

No	Variable	Category	Amount	Percentage
1	Age	20 – 25 years	33	41%
		26-30 years old	30	37%
		31-35 years old	8	10%
		>35 years	9	12%
2	Gender	Man	42	53%
		Woman	38	47%
3	Last education	SENIOR HIGH	6	8%
		SCHOOL S1	74	92%

From table 1 it is known that of the total of 80 respondents, 33 were aged 20–25 years, 30 aged 26–30 years, 8 aged 31–35 years, and 9 aged over 35 years. The majority of the sample and population are men (41%). The majority of employees are

aged between 20-25 years (41%) with the majority having a bachelor's degree (S1) at 92%.

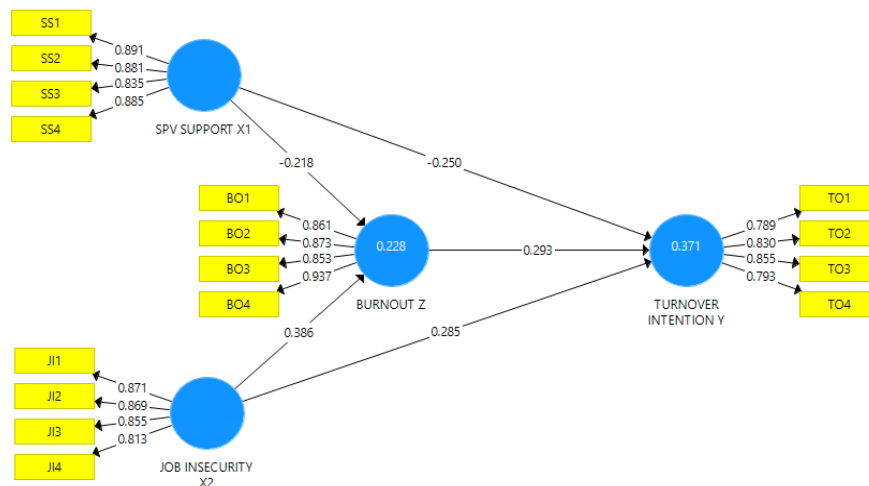
### Quantitative Analysis Results

SmartPLS requires that the data must be valid and reliable, so in the initial stage it evaluates the outer and inner models. Hypothesis testing uses the SmartPLS 3.0 application using the Partial Least Square (PLS) analysis method to test the hypothesis.

### Outer Model Evaluation

To determine the reliability and validity of each construct, an outer model assessment was carried out. The following table shows the results of these measurements. This table summarizes the criteria for each indicator, including Loading Factor, AVE, Composite Reliability and Cronbach's Alpha. In addition, a multicollinearity test was carried out to identify multicollinearity between variables through assessing the correlation between independent variables. The following scheme and table:

**Picture1**  
**PLS Outer Model Schematic**



**Table2**  
**Loading Factor, AVE, Composite Reliability and Cronbach's Alpha for each indicator**

Variable	Indicator	Items	Loading factors*)	AVE**)	Composite reliability***)	Cronbach Alpha****)
Supervisor Support	Hear subordinates' problems	SS1	0.891	0.762	0.928	0.897
	Motivate subordinates	SS2	0.881			

Variable	Indicator	Items	Loading factors*)	AVE**)	Composite reliability***)	Cronbach Alpha****)
	Consistent guidance	SS3	0.835			
	Appreciation of subordinates' performance	SS4	0.885			
Job Insecurity	Short term work contracts	Ji1	0.871	0.726	0.914	0.875
	Uncertainty of the future	Ji2	0.869			
	Working hours are not fixed	Ji3	0.855			
	Worried about salary reduction	Ji4	0.813			
Turnover Intention	looking for new job	TO1	0.789	0.668	0.889	0.834
	It doesn't matter the results of the work	TO2	0.830			
	Decreased motivation	TO3	0.855			
	Increased absenteeism	TO4	0.793			
Burnout	Emotional exhaustion	BO1	0.861	0.778	0.933	0.904
	Depersonalization	BO2	0.873			
	Reduction in performance	BO3	0.853			
	Avoiding work	BO4	0.793			

\*) Loading factor is valid if the value is > 0.6; \*\*) AVE is valid if the value is > 0.5 \*\*\*) Composite reliability is valid if the value is > 0.7; \*\*\*\*\*) Cronbach Alpha is valid if the value is > 0.6.

The results of the validity analysis through the average variance extracted (AVE) for each construct must be more than 0.60, while the AVE must exceed 0.50 because the sum of the squares of external loadings must be at least 50 percent of the variable variance, and Cronbach Alpha must also exceed 0.60. Based on the analysis of Table 5, all items meet the criteria generated using SmartPLS 3.0 (Ringle et al., 2015). Next, test discriminant validity through assessing the heterotrait-monotrait correlation ratio (HTMT). One way to assess this is through the heterotrait-monotrait correlation ratio (HTMT), as recommended by (Hair et al., 2010), the HTMT value must be smaller than 1 so that it can be said to fulfill the assessment of discriminant validity. Can be seen in the following table:

**Table3**  
**HTMT Assessment**

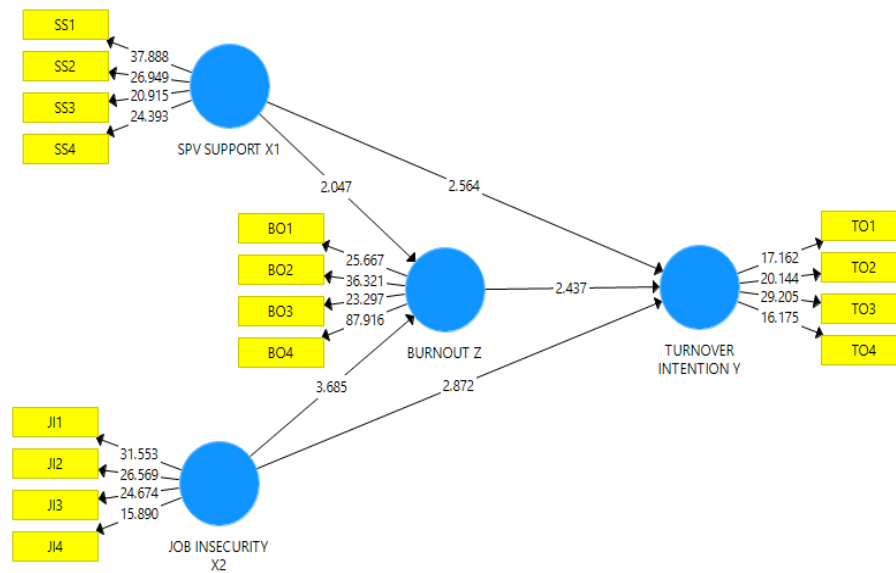
Variable	Burnout	Job Insecurity	Supervisor Support	Turnover Intention
Burnout	0.882			
Job Insecurity	0.427	0.852		
Supervisor Support	-0.291	-0.190	0.873	

Turnover Intention	0.488	0.458	-0.389	0.817
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**Inner Model Evaluation**

Coefficient Determination (R2), Goodness of Fit Test, and Hypothesis Testing are used in the evaluation of this inner model by displaying the PLS scheme as follows:

**Picture2  
Inner PLS Bootstrapped Model Scheme**



**Table4  
R Square, R Square Adjusted, Predictive Relevance**

	Coefficient of Determination		Predictive Relevance (Q2)
	R Square (R2)	R Square Adjusted	Q2 value
Burnout	0.228	0.208	0.163
Turnover intention	0.371	0.346	0.234

The magnitude of the influence of other variables on the dependent variable can be calculated by the magnitude of the determination coefficient (R-square). Chin said that in a structural model, if the R2 result for the dependent latent variable is 75% or above, it shows how much influence the independent variable (which influences) has on the dependent variable. If the result is between 26% and 74%, it is categorized as moderate influence, and if it is below 25%, it is categorized as weak influence.

The R Square table is used to determine the magnitude of the influence of the supervisor support and job insecurity variables on burnout, which is 0.228 or 22.8% and states that it has a weak influence value. Then R Square was used to determine the influence of supervisor support, job insecurity and burnout variables on turnover intention with a value of 0.371 or 37.1% and stated to have a moderate influence value.



The Goodness of Fit assessment can be determined from the Q-square value. If the Q2 value is less than 0, then the variables or data cannot predict the model well, and if the Q2 value is greater than 0, then the variables or data can predict the model well. If we pay attention, this research has good Goodness of Fit in its calculation results, with a Q-Square value of 0.514, or 51.4%, which shows the amount of data that the research model can offer at 51.4%. Other factors not included in this study accounted for 48.6% of the total. Thus, it can be seen from these results that this research model can be stated to have good Goodness of Fit.

After data processing is carried out, the results can be used to answer the hypothesis in this research. The hypothesis is accepted if the P value <0.05. Because there are independent variables, dependent variables, and mediating variables, this research has direct and indirect effects. The results of hypothesis testing in the SmartPLS 3.0 program can be seen using the Path Coefficient Bootstrapping Technique as follows.

**Table5**  
**Hypothesis Test Results via Path Coefficient Bootstrapping Technique**

	Original Samples (O)	Samples Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Results
Burnout(Z) → turnover intention (Y)	0.293	0.293	0.121	2,417	0.016	Significant positive
Supervisor support(X1) → burnout (Z)	-0.218	-0.220	0.101	2,150	0.032	Significant negative
Supervisor support(X1) → turnover intention (Y)	-0.250	-0.255	0.097	2,575	0.010	Significant negative
Job insecurity(X2) → burnout (Z)	0.386	0.393	0.106	3,649	0,000	Significant positive
Job insecurity(X2) → turnover intention (Y)	0.285	0.291	0.100	2,853	0.004	Significant positive
Supervisor support(X1)→ burnout (Z) → turnover intention (Y)	-0.064	-0.067	0.045	1,433	0.152	Not significant

	Original Samples (O)	Samples Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Results
Job insecurity(X2) → burnout (Z) → turnover intention (Y)	0.113	0.114	0.056	2,011	0.044	Significant

There are 5 hypotheses in this research. The bootstrapping analysis technique is used to carry out hypothesis testing. The influence of the level of significance between the independent variable and the dependent variable can be measured using t-statistical results. The effect is significant if the statistical t value is  $>1.967$  (= TINV (0.05,50), or t-table significance 5%).

Judging from table 5 above, we can find that the t-statistic burnout to turnover intention greater than t table (1.967), namely 2.417 with a P-Value of  $<0.05$ , namely 0.016. It can be concluded that the direct influence of burnout on turnover intention is positive and significant, in line with the proposed hypothesis. So H1 is accepted.

The direct effect of supervisor support on burnout has a t-statistic value greater than the t-table (1.967), namely 2.150 with a P-value  $<0.05$  of 0.032. It can be concluded that the direct effect of supervisor support on burnout is negative and significant, in line with the proposed hypothesis. So H2 is accepted.

The direct influence of supervisor support on turnover intention has a t-statistic value that is greater than the t-table (1.967), namely 2.575 with a P-value  $<0.05$ , namely 0.010. It can be concluded that the direct influence of supervisor support on turnover intention is negative and significant, in line with the proposed hypothesis. So H3 is accepted.

The direct influence from job insecurity to burnout has a t-statistic value greater than the t-table (1.967), namely 3.649 and P-value  $<0.05$ , namely 0.000. It can be concluded that the direct influence of job insecurity on burnout is positive and significant, in line with the proposed hypothesis. So H4 is accepted.

The direct influence of job insecurity on turnover intention has a t-statistic value that is greater than the t-table (1.967), namely 2.853 and a P-value  $<0.05$ , namely 0.004. It can be concluded that the direct influence of job insecurity on turnover intention is positive and significant, in line with the proposed hypothesis. So H5 is accepted.

## Discussion

This study found a positive and significant relationship between job insecurity and burnout on turnover intention of PT employees. Pioneer Karya Sentosa Semarang. Job insecurity can interfere with employee concentration and focus. This finding is in line with previous research (Lestari & Diana, 2023) and (Rahim & Cosby, 2016) who said that job insecurity and burnout influence employees' desire to resign. When employees always feel insecure about their future work, this can cause physical and mental fatigue, causing burnout in the future. Additionally, they may face difficulties in taking important work-related decisions, which ultimately increases stress levels. Burnout contributes significantly to increasing employee turnover intention.

This condition is often associated with physical and emotional fatigue, thereby reducing employee motivation and performance. When employees feel burnt

outAnddo not have certainty about future employment, it is very possible if they are open to looking for new opportunities in other places that are more positive and stable. Overall, the combination of workplace insecurity and ongoing burnout, which often occurs as a result of feeling unsafe, drives employees to seek a more stable, supportive workplace that can meet employees' needs.

so that support from a supervisor plays a big role in reducing employee burnout so that it can reduce employee turnover intention. When a boss is able to show concern for the welfare and needs of his employees, provide constructive input, and listen to the problems his subordinates are facing, this can reduce the level of stress and emotional exhaustion which often triggers burnout in employees. If supervisors are responsive to employee needs, a more positive work environment will be created and employee self-confidence will increase.

Not only that, superior support also influences employees' desire to continue to stay in the organization where they work. When employees feel supported by their superiors, they will feel more emotionally connected to their work and feel more valued in the work environment. This can increase the level of job satisfaction and motivation to remain productive in the work environment. There is support supervisorA strong attitude makes employees feel that the organization cares about their employees, thereby reducing the tendency of employees to look for new jobs and leave their jobs when experiencing difficulties. Therefore, strong supervisor support not only reduces employee burnout but can also reduce employees' desire to leave their jobs.

## **CONCLUSION**

This research can draw conclusions namely:Unsafe work situations have been proven to have a significant negative impact on burnout levels and also influence employee turnover intention in the company. Job-related uncertainty, including concerns about job security and salary reductions, affects employees' well-being and increases their desire to leave their jobs. This emphasizes the importance of job stability in determining the level of employee satisfaction and involvement in their work.

On the other hand, supervisor support can reduce burnout and desire of PT employees. Pioneer Karya Sentosa to leave his job. The results of this study are in line with previous findings. This indicates that the supervisor's role is important in reducing the level of burnout in the work environment so that it can have a positive impact on employee welfare and productivity. If the relationship between supervisors and employees creates a good work environment, it will minimize the risk of employee fatigue and increase organizational success.

The support provided by superiors not only affects employees' emotional well-being but also keeps employees in the company where they work. High supervisor support includes, among other things, listening to employee problems with empathy, providing constructive guidance, and showing concern for employees, contributing to reducing levels of stress and emotional exhaustion, and strengthening employee attachment to the organization where they work.

High supervisor support can reduce the negative impact of job insecurity and fatigue on employees. Supervisor support in providing a supportive work environment, providing constructive guidance, and paying attention to employee needs plays a major role in retaining employees and preventing their tendency to

leave their jobs. In this context, efforts to increase supervisor support can be an efficient way to reduce the level of burnout and turnover intention in the work environment.

Job Demands-Resources (JD-R) theory states that job insecurity and burnout have a positive effect on turnover intention. These results support the theory that explains the relationship between job insecurity, burnout, and turnover intention. This research shows that supervisor support is very important to reduce burnout and the desire to stop working. Supervisor support can also help reduce the negative impact of job uncertainty and fatigue on employees. Overall, this research helps develop theory about what influences employees' turnover intentions.

The results of this research provide important implications for company HR management in efforts to reduce turnover intention. First, companies must promote work environments that provide security and stability to reduce job insecurity. Second, there needs to be increased programs to prevent and overcome burnout, including activities that reduce stress and improve employee well-being. Third, companies need to improve the quality of leadership training to increase their ability to provide greater support, guidance and attention to their subordinates. This is in line with the conservation of resources theory in positive psychology which explains that individuals try to obtain, maintain and protect resources that are valuable to them. Supervisor support is an important social resource that helps employees cope with work demands thereby preventing burnout (Hobfoll et al., 2018).

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