

The Influence of Workload and Work Environment on Turnover Intention: The Intervening Role of Burnout (Case Study: Employees of PT Global Yimi Cargo, Bekasi Branch)

Meyyfa Nuri Yanti ^{1*}, Corry Yohana ², Christian Wiradendi Wolor ³

¹ Universitas Negeri Jakarta, East Jakarta, Jakarta Special Capital Region, Indonesia; e-mail : meyyfa.nuri@mhs.unj.ac.id

² Universitas Negeri Jakarta, East Jakarta, Jakarta Special Capital Region, Indonesia; e-mail : corryyohana@unj.ac.id

³ Universitas Negeri Jakarta, East Jakarta, Jakarta Special Capital Region, Indonesia; e-mail : christianwiradendi@unj.ac.id

* Corresponding Author : Meyyfa Nuri Yanti

Abstract: This study aims to examine the effects of workload and work environment on turnover intention, with burnout serving as an intervening variable among employees of PT Global Yimi Cargo Bekasi Branch. A quantitative approach with a survey method was employed. The population consisted of 149 employees, selected using the proportionate stratified random sampling technique. Data were collected through questionnaires using a five-point Likert scale and analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS 4.0. The results indicate that workload has a positive and significant effect on burnout and turnover intention, while work environment has a negative and significant effect on burnout and turnover intention. In addition, burnout has a positive and significant effect on turnover intention. Burnout was also found to partially mediate the effects of workload and work environment on turnover intention. The coefficient of determination shows that workload and work environment explain 54.9% of the variance in burnout, while workload, work environment, and burnout explain 48.4% of the variance in turnover intention. These findings support the Job Demands-Resources (JD-R) Theory, suggesting that high job demands and inadequate job resources increase employee burnout, which subsequently leads to higher turnover intention.

Keywords: Workload; Work Environment; Burnout; Turnover Intention; SEM-PLS

1. Introduction

Human resources serve as the primary asset sustaining a company's operational continuity. In an increasingly competitive business landscape, organizations are required to maintain the stability and quality of their workforce. Competent, loyal, and productive human resources constitute an essential foundation for addressing external challenges. However, one of the crucial issues frequently confronted by companies is a high rate of turnover intention the inclination of employees to leave the organization. Turnover intention reflects an employee's tendency or willingness to voluntarily resign. A high level of turnover intention can jeopardize organizational sustainability, as continuous staff turnover disrupts key operational tasks, severely hinders corporate growth and progress, increases recruitment and training costs for new hires, and diminishes the morale and motivation of remaining team members. Furthermore, elevated turnover rates obstruct the development of a solid work culture and disrupt internal stability, thereby reducing overall operational effectiveness.

Companies operating in the logistics sector are characterized by high operational demands, strict time constraints, and substantial work pressure. Such conditions predispose employees to job burnout, which ultimately triggers the desire to quit (turnover intention). Additionally,

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workload and work environment serve as pivotal factors influencing employees' psychological states.

PT Global Yimi Cargo, an integral part of the J&T Cargo network, is an Indonesian logistics and freight distribution provider specializing in cargo delivery services. The company offers large-scale and heavy freight shipping supported by modern logistics technology systems. PT Global Yimi Cargo commenced operations in Indonesia in 2021, rendering it a relatively new entity in the national logistics industry.

Table 1. Employee Data of PT Global Yimi Cargo (2022–2025)

No.	Year	Total Employees	Number of Resigned Employees	Turnover Rate (%)
1	2022	198	183	92,42
2	2023	152	113	74,34
3	2024	243	168	69,14
4	2025	201	93	46,27

Source: Primary data processed by the researcher(s) (2026)

Based on internal data from PT Global Yimi Cargo between 2022 and 2025, the total number of employees and annual resignation rates exhibited significant fluctuations. In 2022, the company employed 198 personnel, with 183 resignations recorded. In 2023, the total workforce decreased to 152 employees, with 113 resignations. Subsequently, in 2024, the workforce expanded to 243 employees alongside 168 resignations. By 2025, the total number of employees stood at 201, with 93 resignations.

According to Gallup, Inc. a global analytics, research, and management consulting firm founded by George Gallup in 1935 in the United States an annual turnover rate below 10% is generally considered a healthy turnover rate, although this threshold may vary depending on the industry context.

To identify the primary factors driving turnover intention (the propensity of employees to leave the organization), a preliminary survey was conducted by administering a structured questionnaire to 30 employees at PT Global Yimi Cargo. The pre-survey results revealed that 22 respondents (73.3%) expressed an intention to leave the company in the near future. This finding indicates that a substantial majority of employees possess a strong inclination to seek alternative employment, highlighting a critical issue that warrants urgent managerial attention.

The preliminary survey further identified key factors hypothesized to contribute to turnover intention. Burnout emerged as the most prominent factor, with 27 respondents (90%) reporting severe physical and emotional exhaustion caused by work demands. In addition to burnout, workload recorded an exceptionally high percentage, reported by 86.7% of respondents (26 employees), indicating that most employees perceive their assigned duties as overly burdensome. Furthermore, 83.3% of respondents (25 employees) identified the work environment as a critical factor, evaluating current workplace conditions as unsupportive or uncomfortable.

This study positions burnout as an intervening variable because it represents the underlying mechanism explaining how workload and work environment influence turnover intention. Excessive workload and an unsupportive work environment do not necessarily directly compel employees to resign; rather, these adverse conditions first induce job burnout characterized by emotional exhaustion, diminished enthusiasm, and reduced personal accomplishment which subsequently elevates turnover intention.

The conceptualization of burnout as an intervening variable is further grounded in the Job Demands-Resources (JD-R) Theory. This framework posits that high job demands (e.g., excessive workload) combined with inadequate job resources (e.g., a poor work environment) deplete employees' physical and psychological energy, ultimately precipitating burnout.

Although previous empirical studies have examined the effects of workload, work environment, and burnout on turnover intention, the reported findings remain inconsistent. Several

studies have demonstrated that workload, work environment, and burnout do not exert a statistically significant influence on turnover intention, thereby indicating empirical gaps and inconsistencies that necessitate further empirical verification across different contexts and organizational settings. Moreover, empirical studies simultaneously analyzing the impact of workload and work environment on turnover intention through the mediating role of burnout remain relatively limited, particularly within the Indonesian logistics sector.

Therefore, this research investigates the influence of workload and work environment on turnover intention, with burnout serving as an intervening variable, to provide crucial insights for the management of PT Global Yimi Cargo in identifying the drivers of employee departure. This study incorporates four distinct variables: workload, work environment, burnout, and turnover intention with data drawn from employees at the Bekasi Branch Office of PT Global Yimi Cargo. This specific study location was selected due to the pronounced internal turnover intention issues attributed to these underlying organizational variables.

2. Preliminaries or Related Work or Literature Review

2.1. Grand Theory

This study adopts the Job Demands-Resources (JD-R) Theory as its grand theory. The JD-R framework is a prominent theoretical model in organizational behavior and occupational psychology used to elucidate the relationship between job characteristics and employee well-being. Initially developed by [15] and subsequently refined by [7], the model posits that every working condition can be categorized into two broad dimensions: job demands and job resources. Job demands refer to physical, psychological, social, or organizational aspects of a job that require sustained physical or mental effort, thereby incurring physiological and psychological costs. Conversely, job resources pertain to those aspects of the job that are functional in achieving work goals, reducing job demands, and stimulating personal growth and development, such as supervisory support, a supportive work environment, and effective organizational systems [20].

Based on this framework, workload represents a core component of job demands, where excessive job demands exacerbate job burnout. On the other hand, the work environment constitutes a job resource, where inadequate working conditions exacerbate burnout levels. Consequently, burnout emerges as a primary outcome of the imbalance between job demands and resources, with turnover intention acting as a critical downstream consequence of prolonged burnout.

2.2. Turnover Intention (Y)

Turnover intention refers to an employee's conscious and deliberate cognitive inclination to leave the organization and actively seek alternative employment opportunities. It represents the final cognitive stage in the psychological sequence prior to an employee's actual voluntary resignation. [83] define turnover intention as a conscious and deliberate willingness on the part of an employee to withdraw from the organization.

Accordingly, this study measures turnover intention through three dimensions: (1) Thinking of Quitting, (2) Intention to Search for Alternative Employment, and (3) Intention to Quit. These dimensions comprehensively capture the sequential progression of turnover intention, ranging from initial cognitive withdrawal to the concrete intention to sever employment ties [4].

2.3. Workload (X1)

[3] define workload as the aggregate psychological and physiological costs incurred by an employee in fulfilling assigned job demands. Grounded in established literature, workload can be conceptualized as the total volume of physical, cognitive, and temporal tasks required of an individual, shaped by job characteristics, working conditions, and personal capacity. When these demands exceed an employee's coping capacity, they manifest as job strain, fatigue, and an elevated propensity to leave the organization.

Therefore, this study adopts three distinct dimensions of workload: Mental Demand, Physical Demand, and Temporal Demand [50]. The selection of these dimensions aligns with the operational dynamics of the logistics sector and fulfills the research objective of examining how task demands drive burnout and turnover intention.

2.4. Work Environment (X2)

According to [32], the work environment encompasses all surrounding physical and non-physical conditions that influence employees in executing their assigned responsibilities. Formally conceptualized, the work environment includes physical, social, and psychological factors in the workplace that impact comfort, safety, interpersonal dynamics, and operational performance. A conducive work environment supported by healthy interpersonal relationships, effective leadership, transparent communication, and adequate job resources enhances employee well-being and organizational attachment while dampening the propensity to quit.

Thus, this study incorporates two main dimensions of the work environment: Physical Work Environment and Non-Physical Work Environment [72]. These dimensions comprehensively capture both physical layout and socio-psychological workplace factors that potentially induce burnout and turnover intention among employees at PT Global Yimi Cargo.

2.5. Burnout (Z)

[48] define burnout as a prolonged response to chronic interpersonal and emotional stressors on the job. Burnout impairs individual psychological health while deteriorating job performance, organizational productivity, and workplace interpersonal relationships. Synthesizing scholar perspectives, burnout represents a psychological syndrome arising from unmanaged chronic workplace stress, characterized by emotional depletion, cynicism toward work, and a diminished sense of professional efficacy. This condition adversely affects personal health while impairing performance and intensifying the desire to resign.

Accordingly, this study operationalizes burnout using three core dimensions: Emotional Exhaustion, Depersonalization, and Reduced Personal Accomplishment [64], which possess robust theoretical and empirical grounding in evaluating severe job stress.

2.6. Hypotheses

2.6.1. Effect of Workload on Burnout

Workload is a fundamental antecedent of an employee's psychological state. Burnout represents emotional, mental, and physical exhaustion caused by prolonged workplace stress. When task demands surpass individual capacity, employee energy reserves deplete, motivation declines, and job performance deteriorates. Consequently, higher perceived workload correlates with a greater risk of experiencing burnout.

[59] demonstrated a significant relationship between perceived workload and burnout among medical-surgical nurses in U.S. teaching hospitals. Furthermore, [74] identified a strong positive correlation between workload and burnout among educators. Grounded in these empirical findings, workload is posited to exert a positive effect on burnout; as workload increases, burnout levels rise accordingly.

H₁: Workload significantly influences burnout among employees of PT Global Yimi Cargo.

2.6.2. Effect of Work Environment on Burnout

The work environment plays a pivotal role in shaping employee psychological outcomes. An unsupportive work environment characterized by poor interpersonal relationships, inadequate supervisory support, and negative workplace behavior amplifies emotional strain. These adverse conditions erode an employee's capacity to cope with work demands, thereby precipitating burnout.

[24] observed that workplace bullying, as a non-physical work environment dimension, significantly increases employee burnout. Similarly, [39] confirmed that the nursing work

environment and supervisory support significantly impact burnout among hospital nurses in South Korea. Substandard physical or non-physical working conditions foster higher burnout levels.

H₂: Work environment significantly influences burnout among employees of PT Global Yimi Cargo

2.6.3. Effect of Workload on Turnover Intention

Workload is a primary driver of turnover intention. High task volume, task complexity, and tight deadlines generate substantial pressure. When sustained over time without proportional job resources, continuous task demands induce physical and psychological fatigue, escalating the intention to quit.

[38] demonstrated that workload exerts a positive effect on turnover intention. This is supported by [19], who reported that workload positively and significantly affects turnover intention among employees at PT Madhani Talatah Nusantara. Elevated workloads consistently heighten the intention to leave an organization.

H₃: Workload significantly influences turnover intention among employees of PT Global Yimi Cargo.

2.6.4. Effect of Work Environment on Turnover Intention

The work environment directly impacts employee turnover intention. A safe, comfortable, and supportive environment with positive interpersonal dynamics fosters organizational commitment and job motivation. Conversely, an unfavorable work environment induces job dissatisfaction and occupational stress, prompting turnover intention.

[78] found that the work environment significantly affects turnover intention. Similarly, [73] established a significant relationship between the work environment and employee turnover at PT XYZ. While contextual variations exist, the work environment remains a crucial determinant of turnover intention.

H₄: Work environment significantly influences turnover intention among employees of PT Global Yimi Cargo.

2.6.5. Effect of Burnout on Turnover Intention

Burnout is a critical antecedent of turnover intention. Employees experiencing burnout suffer from emotional exhaustion, lost intrinsic motivation, and cynicism toward their organization. As burnout severity intensifies, the intention to voluntarily leave the organization escalates.

[85] demonstrated that burnout positively and significantly impacts turnover intention among primary care providers in rural Shandong, China. Similarly, [4] confirmed a strong positive association between burnout and turnover intention among nurses in Jordan. Burnout consistently acts as a catalyst for employee turnover.

H₅: Burnout significantly influences turnover intention among employees of PT Global Yimi Cargo.

2.6.6. Mediating Effect of Burnout on the Workload–Turnover Intention Relationship

Excessive workload impacts physical well-being while indirectly driving turnover intention through the psychological mechanism of burnout. Chronic task overload causes severe emotional depletion, which subsequently translates into a desire to withdraw from the organization.

[51] highlighted burnout as the single largest contributor to turnover intention among healthcare workers post-COVID-19. Furthermore, [30] confirmed that workload significantly impacts turnover intention indirectly through burnout among preschool teachers in Taiwan. High task pressure increases burnout, which in turn elevates turnover intention.

H₆: Burnout mediates the relationship between workload and turnover intention among employees of PT Global Yimi Cargo.

2.6.7. Mediating Effect of Burnout on the Work Environment–Turnover Intention Relationship

An unfavorable work environment heightens psychological distress and triggers burnout. According to the JD-R theory, the work environment serves as a job resource that buffers job demands. A supportive work environment mitigates workplace stress and prevents burnout, whereas an inadequate work environment depletes coping resources and elevates burnout risks. Thus, burnout acts as an intervening mechanism explaining how the work environment impacts turnover intention.

[60] revealed that burnout mediates the relationship between the nursing work environment and turnover intention in Ghana. Additionally, [24] demonstrated that adverse non-physical work environment conditions, such as workplace bullying, elevate burnout, which subsequently increases turnover intention.

H₇: Burnout mediates the relationship between the work environment and turnover intention among employees of PT Global Yimi Cargo.

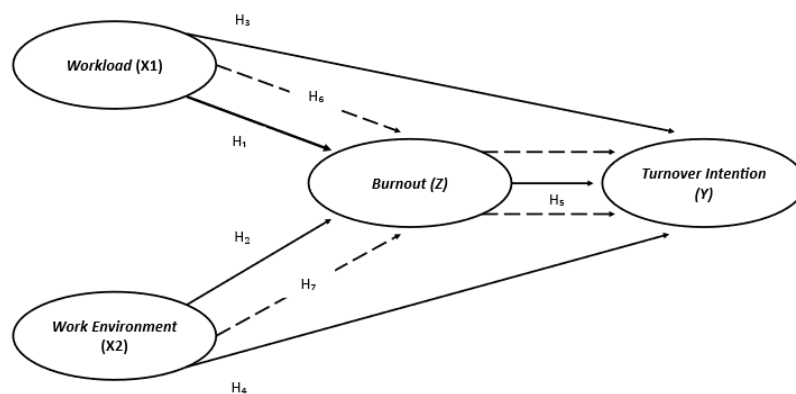


Figure 1. Conceptual Framework Model

3. Proposed Method

Workload and work environment serve as the independent variables in this study, with burnout acting as the intervening variable and turnover intention as the dependent variable. A quantitative approach was adopted, utilizing primary data collected through a 5-point Likert scale questionnaire distributed online via Google Forms and shared through the Feishu platform. The study population comprised all 242 employees at the Bekasi Branch Office of PT Global Yimi Cargo. Sampling was conducted using a combination of purposive sampling and proportionate stratified random sampling. Based on the formula by [40] with a 5% margin of error, a sample size of 149 respondents was determined and proportionally allocated across departments relative to their population size.

Data analysis was performed using Structural Equation Modeling – Partial Least Squares (SEM-PLS) facilitated by SmartPLS software. Evaluation of the measurement model (outer model) was conducted through tests of convergent validity, discriminant validity, outer loadings, Average Variance Extracted (AVE), Composite Reliability, and Cronbach's Alpha. Meanwhile, evaluation of the structural model (inner model) involved assessing the coefficient of determination (R^2), predictive relevance (Q^2), path coefficients, overall predictive relevance, Goodness of Fit (GoF), as well as validity, reliability, and hypothesis testing.

4. Results and Discussion

4.1. Descriptive Statistical Analysis

Descriptive statistical analysis was conducted to provide an overview of respondents' perceptions regarding the variables of workload, work environment, burnout, and turnover intention. A summary of the mean values per dimension is presented in Table 2.

Table 2. Adjusted Indicator Mean Values

Variable	Indicator	Number of Items	Item	Item Mean	Indicator Mean
<i>Workload (WL)</i>	Physical Demand	3	WL1	3,087	3,57
			WL2	3,611	
			WL3	4,000	
	Mental Demand	4	WL4	2,617	3,34
			WL5	3,436	
			WL6	3,913	
			WL7	3,409	
	Temporal Demand	3	WL8	3,799	3,49
			WL9	3,315	
			WL10	3,342	
<i>Work Environment (WE)</i>	Physical Work Environment	3	WE1	3,678	3,36
			WE2	3,107	
			WE3	3,295	
	Non-Physical Work Environment	6	WE4	3,456	3,58
			WE5	3,899	
			WE6	3,517	
			WE7	3,685	
			WE8	3,383	
			WE9	3,537	
<i>Burnout (BO)</i>	Emotional Exhaustion	4	BO1	3,208	3,04
			BO2	3,201	
			BO3	3,020	
			BO4	2,725	
	Depersonalization	3	BO5	2,564	2,55
			BO6	2,523	
			BO7	2,557	
	Reduced Personal Accomplishment	3	BO8	2,960	3,00
			BO9	2,852	
			BO10	3,195	
<i>Turnover Intention (TI)</i>	Thinking of Quitting	3	TI1	3,248	3,17
			TI2	3,168	
			TI3	3,081	
	Intention to Search for Alternative Employment	3	TI4	3,087	3,24
			TI5	3,456	
			TI6	3,188	
	Intention to Quit	3	TI7	3,174	3,30
			TI8	3,034	
			TI9	3,685	

Source: SmartPLS 4.0 primary data processed by the researcher (2026)

- a. Workload (WL): The Physical Demand dimension recorded the highest score (3.57), whereas Mental Demand recorded the lowest score (3.34). This indicates that employees of PT Global Yimi Cargo perceive greater pressure from physical activities and time constraints than from mental or cognitive demands.
- b. Work Environment (WE): The Non-Physical Work Environment dimension recorded the highest score (3.58), whereas the Physical Work Environment recorded the lowest score (3.36). This indicates that employees tend to perceive workplace relationships, supervisory support, and communication more positively than workplace facilities and physical conditions.
- c. Burnout (BO): The Emotional Exhaustion dimension recorded the highest score (3.04), whereas Depersonalization recorded the lowest score (2.55). This pattern shows that emotional exhaustion is more prominently experienced by employees than maintaining distance from work and colleagues. This aligns with the view of [47] that emotional exhaustion represents the earliest and most salient component of burnout.
- d. Turnover Intention (TI): The Intention to Quit dimension recorded the highest score (3.30), whereas Thinking of Quitting recorded the lowest score (3.17). This pattern indicates that a portion of employees has reached an advanced stage of the turnover intention process aligned with [52], characterized by a stronger intention to leave the company rather than merely contemplating it.

Overall, these results provide a detailed overview of variations in employee perceptions at the dimensional level, which complements the indicator analysis and serves as a foundation for formulating practical implications.

4.2. Evaluation of Measurement Model (Outer Model)

Measurement model testing was conducted to ensure the validity and reliability of the research instrument, where the evaluation results demonstrate that all indicators for the variables workload (WL1 to WL10), work environment (WE1 to WE9), burnout (BO1 to BO10), and turnover intention (TI1 to TI9) met the established criteria.

4.2.1. Construct Reliability and Validity Test

Table 3. Construct Reliability and Validity Test Results

Variable	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	AVE
BO	0,944	0,945	0,952	0,667
TI	0,936	0,937	0,946	0,662
WE	0,945	0,948	0,953	0,693
WL	0,932	0,934	0,943	0,622

Source: SmartPLS 4.0 primary data processed by the researcher (2026)

Based on Table 3, the AVE values for all four variables are entirely above the threshold limit of 0.50 required by [25], specifically BO at 0.667, TI at 0.662, WE at 0.693, and WL at 0.622. The highest AVE value is found in the WE variable at 0.693, which means that the work environment construct is capable of explaining 69.3% of the variance of all its constituent indicators, whereas the lowest AVE value is found in the WL variable at 0.622, which still shows that the workload construct is capable of explaining more than 62% of its indicator variance. These results confirm that more than half of the variance in each indicator can be explained by its respective latent construct, so all research variables are declared to have met the requirements of good convergent validity.

4.2.2. Discriminant Validity Test (Heterotrait-Monotrait Ratio/HTMT)

Table 4. Discriminant Validity Test Results (HTMT)

BO	TI	WE	WL
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BO	-	-	-	-
TI	0,651	-	-	-
WE	0,561	0,440	-	-
WL	0,539	0,553	0,064	-

Source: SmartPLS 4.0 primary data processed by the researcher (2026)

Based on Table 4, the HTMT values between research constructs are below the threshold limit of 0.85 [25], with the highest value found in the relationship between BO and TI at 0.651. Meanwhile, the lowest HTMT value is found in the relationship between WE and WL at only 0.064. This indicates that workload and work environment are two independent exogenous constructs, in line with the Job Demands-Resources Theory framework [7]; [15]. Thus, all constructs are proven to meet the criteria for discriminant validity.

4.3. Evaluation of Structural Model (Inner Model)

Evaluation of the structural model or inner model was conducted to determine the capability of the research model to explain the relationships between latent variables and to assess the predictive power of the model on the dependent variables. The inner model evaluation in this study includes testing R-Square, Q-Square, F-Square, and Variance Inflation Factor (VIF).

4.3.1. R-Square and Q-Square Tests

R-Square testing was conducted to determine the extent of exogenous variables' ability to explain the variance of endogenous variables in the research model. Meanwhile, Q-Square testing was conducted through the blindfolding procedure to determine the predictive relevance of the research model on endogenous variables.

Table 5. R-Square and Q-Square Test Results

Variable	R-Square	R-Square Adjusted	Q ² predict	RMSE	MAE
BO	0,549	0,543	0,532	0,695	0,565
TI	0,484	0,473	0,429	0,767	0,607

Source: SmartPLS 4.0 primary data processed by the researcher (2026)

Based on Table 5, the R-Square value for the burnout variable (BO) is 0.549, which means that the workload and work environment variables simultaneously explain 54.9% of the variance in the burnout variable, while the remaining 45.1% is explained by other factors outside this research model, such as work life imbalance as noted by [76]. The R-Square value for the turnover intention variable (TI) is 0.484, which means that the workload, work environment, and burnout variables simultaneously explain 48.4% of the variance in turnover intention, while the remaining 51.6% is influenced by other factors outside the model. Meanwhile, the Q²predict value for the BO variable is 0.532 and for the TI variable is 0.429. According to [25], a research model is considered to have good predictive relevance if the Q² value is greater than zero. The higher Q²predict value for BO compared to TI (0.532 versus 0.429) aligns with the pattern found in the previous R-Square testing, where the burnout variable shows a higher level of explainability and predictability than turnover intention.

4.3.2. F-Square Test (Effect Size)

F-Square testing was conducted to determine the contribution or impact of each exogenous variable individually on the endogenous variable in the structural model.

Table 6. F-Square Test Results

Path	F-Square
BO -> TI	0,064
WE -> BO	0,643
WE -> TI	0,090

WL -> BO	0,581
WL -> TI	0,182

Source: SmartPLS 4.0 primary data processed by the researcher (2026)

Based on Table 6, the highest F-Square value is found on the path from WE to BO at 0.643, which falls into the large effect size category and even approaches a very large effect. On the path to the TI variable, the highest F-Square value is found from WL to TI at 0.182, which falls into the medium to large effect category, followed by WE to TI at 0.090 in the small to medium effect category, and BO to TI at 0.064 in the small effect category.

4.3.3. Variance Inflation Factor (VIF) Test

VIF testing was conducted to detect whether multicollinearity issues exist among the exogenous variables in the research model.

Table 7. Variance Inflation Factor (VIF) Test Results

Path	VIF
BO -> TI	2,216
WE -> BO	1,000
WE -> TI	1,643
WL -> BO	1,000
WL -> TI	1,581

Source: SmartPLS 4.0 primary data processed by the researcher (2026)

Based on Table 7, all VIF values for each path are below the threshold limit of 5.00, which serves as the general reference for detecting multicollinearity in the SEM-PLS method according to [25]. In fact, all values are well below the stricter threshold limit of 3.00. With all VIF criteria met in Table 7, it can be concluded that the structural model in this study is free from multicollinearity issues.

4.4. Hypothesis Testing

Hypothesis testing in this study was conducted using the bootstrapping method in SmartPLS 4.0 by examining the original sample values (path coefficients), T-statistics, and P-values. A hypothesis is declared accepted if the T-statistic value is greater than 1.96 and the P-value is less than 0.05 [25].

Table 8. Hypothesis Testing Results

Hypothesis	Statement of Hypothesis	Coefficient	T-Statistics	P-Value	Decision
H ₁	Workload affects burnout	0,512	10,261	0,000	Accepted
H ₂	Work environment affects burnout	-0,539	11,687	0,000	Accepted
H ₃	Workload affects turnover intention	0,386	5,110	0,000	Accepted
H ₄	Work environment affects turnover intention	-0,277	3,694	0,000	Accepted
H ₅	Burnout affects turnover intention	0,271	3,119	0,002	Accepted
H ₆	Workload affects turnover intention through burnout (mediation)	0,139	2,872	0,004	Accepted
H ₇	Work environment affects turnover intention through burnout (mediation)	-0,146	2,865	0,004	Accepted

Source: SmartPLS 4.0 primary data processed by the researcher (2026)

4.4.1. Direct Effect Hypothesis Testing

Based on the data analysis results presented in Table 8, several conclusions can be drawn as follows:

- a. H1: Workload has a positive and significant effect on burnout ($O = 0.512$; $T = 10.261$; $p = 0.000$). This positive coefficient value shows that higher perceived employee workload corresponds to higher levels of experienced burnout.
- b. H2: Work environment has a negative and significant effect on burnout ($O = -0.539$; $T = 11.687$; $p = 0.000$). The negative direction of the coefficient indicates that better workplace conditions perceived by employees lead to lower levels of experienced burnout.
- c. H3: Workload has a positive and significant effect on turnover intention ($O = 0.386$; $T = 5.110$; $p = 0.000$), which means that higher perceived workload leads to higher employee intention to leave the company.
- d. H4: Work environment has a negative and significant effect on turnover intention ($O = -0.277$; $T = 3.694$; $p = 0.000$), which means that better work environment perceived by employees leads to lower intention to leave the company.
- e. H5: Burnout has a positive and significant effect on turnover intention ($O = 0.271$; $T = 3.119$; $p = 0.002$), demonstrating that job burnout experienced by employees increases their intention to leave the company.

4.4.2. Indirect Effect Hypothesis Testing

Based on Table 8, both indirect effect hypotheses in this study are accepted. The sixth hypothesis (H6) shows that workload affects turnover intention through burnout with an indirect path coefficient of 0.139, a T-statistic value of 2.872, and a P-value of 0.004, proving that burnout is capable of mediating the relationship between workload and employee turnover intention. The seventh hypothesis (H7) demonstrates that work environment affects turnover intention through burnout with an indirect path coefficient of -0.146, a T-statistic value of 2.865, and a P-value of 0.004, proving that burnout also mediates the relationship between work environment and employee turnover intention.

Overall, all seven hypotheses proposed in this study are statistically accepted. These findings demonstrate that the conceptual framework constructed based on Job Demands-Resources Theory, positioning workload as a representation of job demands and work environment as a representation of job resources influencing burnout as an intervening variable before ultimately impacting turnover intention, is empirically proven in the context of employees at PT Global Yimi Cargo Bekasi Branch Office.

4.5. Discussion

4.5.1. Effect of Workload on Burnout

The results of the first hypothesis testing demonstrate that workload has a positive and significant effect on burnout among employees of PT Global Yimi Cargo Bekasi Branch Office, with a path coefficient of 0.512, a T-statistic value of 10.261, and a P-value of 0.000. Thus, hypothesis H1 stating that workload affects burnout among employees of PT Global Yimi Cargo is accepted, with a positive direction of relationship, meaning that higher perceived workload corresponds to higher levels of experienced job burnout. In the context of PT Global Yimi Cargo, this health impairment process is clearly reflected through descriptive statistical patterns in indicator WL3 (continuous physical activity, mean 4.000) and WL8 (time constraints in completing work, mean 3.799), both of which are in the highest mean score category among all workload indicators. An F-Square value of 0.581 on the path from WL to BO, categorized as a large effect size according to general SEM-PLS standards, further reinforces that workload is not merely a statistically significant factor, but also a substantial determinant contributing significantly to the variation in burnout levels experienced by employees.

This finding aligns with the Job Demands-Resources Theory framework, which explains that high job demands, such as excessive workload, trigger a health impairment process in which employees' physical and mental energy is continuously depleted, ultimately leading to job burnout [7]; [15]. The findings of this study are also consistent with the results of a study by [30] investigating the effect of workload and emotional demands on turnover intention through burnout among preschool teachers in Taiwan using the Job Demands-Resources Theory framework. Additional support for the H1 finding is found in a study on the

relationship between workload and burnout among nurses, showing a strong positive correlation between quantitative job demands and job burnout levels ($r = 0.498$, $p \leq 0.01$). The similarity in the magnitude of the relationship across two vastly different industry contexts, namely the healthcare sector and the logistics sector in this study, indicates that the fundamental mechanism of the workload burnout relationship is relatively universal and not exclusively tied to the characteristics of a single sector.

4.5.2. Effect of Work Environment on Burnout

The results of the second hypothesis testing demonstrate that work environment has a significant effect on burnout among employees of PT Global Yimi Cargo Bekasi Branch Office, with a path coefficient of -0.539, a T-statistic value of 11.687, and a P-value of 0.000. The T-statistic value on this path is the highest among all direct hypothesis paths in the study, indicating that the relationship between work environment and burnout possesses the strongest and most consistent level of significance within the entire research model. Thus, hypothesis H2 stating that work environment affects burnout among employees of PT Global Yimi Cargo is accepted, with a negative direction of relationship, meaning that better workplace conditions perceived by employees lead to lower levels of experienced burnout. The large F-Square value of 0.643 on the path from WE to BO, representing the largest effect size among all paths in this research model, indicates that work environment is the most dominant determinant in explaining the variation in burnout levels among employees of PT Global Yimi Cargo Bekasi Branch Office, surpassing even the contribution of workload. Regarding indicator contents, relatively high mean scores on WE5 (company willingness to listen to employee grievances, mean 3.899) and WE1 (supportive work facilities, mean 3.678) show that employees of PT Global Yimi Cargo generally perceive the company work environment at a fairly supportive level, although not completely optimal.

This finding is consistent with the propositions of Job Demands-Resources Theory, which positions the work environment as part of job resources, namely aspects of work that help achieve work goals, reduce job demands, and stimulate personal growth [15]; [20]. [20] in their systematic review emphasize that one of the core propositions of the latest generation JD-R theory is that a lack of job resources directly predicts burnout, regardless of the level of job demands faced by an individual. This finding also aligns with research on the impact of practice environment characteristics on burnout among behavioral health providers at the Veterans Health Administration, which found that potentially modifiable work environment characteristics have a significant impact on burnout levels, measured through emotional exhaustion and depersonalization dimensions [91]. The similarity in relationship strength patterns across two different study designs, namely cross-sectional in this study and longitudinal in the study by [91], reinforces confidence that the causal relationship between work environment and burnout is quite robust and not merely a methodological artifact of a specific study design.

4.5.3. Effect of Workload on Turnover Intention

The results of the third hypothesis testing demonstrate that workload has a positive and significant effect on turnover intention among employees of PT Global Yimi Cargo Bekasi Branch Office, with a path coefficient of 0.386, a T-statistic value of 5.110, and a P-value of 0.000. Thus, hypothesis H3 stating that workload affects turnover intention among employees of PT Global Yimi Cargo is accepted. The relevance of this finding to the research context at PT Global Yimi Cargo Bekasi Branch Office is reinforced by initial pre-survey data showing that 86.7% of respondents reported heavy workloads, while 73.3% of respondents already possessed the desire to leave the company in the near future, a field condition correlation that is consistent with the formal statistical test results in this study. From the indicator perspective, the higher mean score on TI9 (attempting to find another job as soon as possible, mean 3.685) compared to other turnover intention indicators supports the interpretation that a portion of PT Global Yimi Cargo employees has reached an advanced stage of the turnover intention process as conceptualized by [52], specifically the intention to search for alternative employment stage, rather than merely the initial thinking of quitting stage.

This finding aligns with research by [30], which, within the Job Demands-Resources Theory framework for preschool teachers in Taiwan, explicitly formulated that the impact of

workload on turnover intention operates not only through burnout mediation, but also possesses a significant direct effect dimension. A study on the mediating role of exhaustion in the relationship between effort-reward imbalance and turnover intentions in a four year longitudinal study in Sweden also confirmed that although exhaustion is often an important connecting pathway, a direct path of influence exists from imbalanced working conditions toward turnover intentions without being fully mediated by exhaustion itself. This result is also consistent with findings in research on the impact of peak workload and time pressure on work exhaustion and turnover intention among nurses in Taiwan, where peak workload was found to be closely related to time pressure, and both exhibited a positive relationship with work exhaustion which subsequently influenced turnover intention [12].

4.5.4. Effect of Work Environment on Turnover Intention

The results of the fourth hypothesis testing demonstrate that work environment has a significant effect on turnover intention among employees of PT Global Yimi Cargo Bekasi Branch Office, with a path coefficient of -0.277, a T-statistic value of 3.694, and a P-value of 0.000. Thus, hypothesis H4 stating that work environment affects turnover intention among employees of PT Global Yimi Cargo is accepted, with a negative direction of relationship, meaning that better work environment conditions perceived by employees lead to lower intention to leave the company. Comparing F-Square values between the path from WE to BO (0.643) and the path from WE to TI (0.090) provides an interesting picture of the architecture of work environment influence within the entire model. This highly significant difference in effect size confirms that work environment primarily operates as an antecedent to internal psychological conditions (burnout), which then gradually streams into turnover intention, rather than acting as an immediate direct trigger for turnover intention on its own.

This finding is consistent with various studies on the role of work environment in employee turnover intention across industry sectors. A study identifying factors influencing employee turnover intention in small and medium-sized restaurant enterprises in Malaysia emphasized that person-organization fit, reflected partly through significant variation in organizational work environment, is a crucial element determining employee attitudes and behavior, including their tendency to stay or leave the organization. This finding also aligns with a study on perceived work conditions and turnover intentions in a sample of French workers, which found that adverse working conditions were positively and significantly related to turnover intentions. Furthermore, a study on workplace contextual factors toward turnover intention among United States federal employees found that all correlations between work environment variables and turnover intention were significant and negative, meaning that employee turnover intention tends to decrease when employees report agreement or strong agreement regarding various work environment variables.

4.5.5. Effect of Burnout on Turnover Intention

The results of the fifth hypothesis testing demonstrate that burnout has a positive and significant effect on turnover intention among employees of PT Global Yimi Cargo Bekasi Branch Office, with a path coefficient of 0.271, a T-statistic value of 3.119, and a P-value of 0.002. Thus, hypothesis H5 stating that burnout affects turnover intention among employees of PT Global Yimi Cargo is accepted. The relevance of the H5 finding to the context of PT Global Yimi Cargo is reinforced by initial pre-survey data showing that 90% of 30 initial respondents reported experiencing physical and emotional exhaustion due to work, representing the highest percentage among all surveyed factors, confirming that burnout is indeed a widespread psychological condition among company employees. In terms of descriptive statistics, the highest mean score on indicator BO1 (emotional exhaustion due to work, mean 3.208) supports the interpretation that the emotional exhaustion dimension represents the most prominent burnout component felt by employees.

This finding is consistent with various studies emphasizing that burnout, as a state of physical, emotional, and mental exhaustion resulting from prolonged work stress, is an important determinant of employee turnover intention. A study on emotional exhaustion and employee turnover intention found a significant positive relationship between the two variables, with emotional exhaustion explaining a large proportion of variance in turnover intention, where

factors such as fatigue, frustration, excessive work, stress, and feeling at the end of one's rope were identified as elements most strongly affecting employee turnover intention. This finding also aligns with research on burnout and turnover intention among primary healthcare workers, which found that burnout directly increases turnover intention and indirectly contributes through decreased job satisfaction and professional identity resulting from heightened emotional exhaustion and anxiety. Similar results were confirmed by a study on the impact of job stress and job burnout on turnover intention among hotel employees in Egypt, concluding that hotel employees experiencing prolonged or excessive job stress may ultimately become emotionally exhausted, leading to voluntary turnover behavior from the organization, with findings indicating that job burnout has a significant positive impact on turnover intention [68].

4.5.6. Effect of Workload on Turnover Intention through Burnout

The results of the sixth hypothesis testing demonstrate that workload affects turnover intention through burnout as a mediating variable, with an indirect path coefficient of 0.139, a T-statistic value of 2.872, and a P-value of 0.004. Thus, hypothesis H6 stating that workload and burnout affect turnover intention among employees of PT Global Yimi Cargo is accepted. Because both the direct path from workload to turnover intention (H3, coefficient 0.386, significant) and the indirect path through burnout (H6, coefficient 0.139, significant) are proven significant, burnout acts as a partial mediator in the relationship between workload and turnover intention. With an indirect coefficient proportion of 0.139 out of the total combined direct and indirect effect ($0.386 + 0.139 = 0.525$), it can be concluded that approximately 26.5% of the total effect of workload on turnover intention is transmitted through burnout, while the remaining 73.5% is transmitted directly.

This finding is highly consistent with research by [30], which explicitly tested and proved the mediating and moderating effects of job burnout in the relationship between workload and emotional demands on turnover intentions among preschool teachers in Taiwan, where the study utilized the Job Demands-Resources Theory framework to formulate the hypothesis that the impact of workload on turnover intention can be transmitted through job burnout mechanisms. This finding also aligns with a study on the mediating role of exhaustion in the relationship between effort-reward imbalance and turnover intentions in a four year longitudinal study in Sweden, which emphasized substantial evidence that emotional exhaustion as a burnout component is positively related to turnover intentions, with longitudinal evidence showing that increased exhaustion relates to increased turnover intention in subsequent periods. Additional support is found in a study on peak workload and time pressure among nurses in Taiwan, which found that peak workload and time pressure were positively related to work exhaustion, which in turn positively influenced turnover intention [12].

4.5.7. Effect of Work Environment on Turnover Intention through Burnout

The results of the seventh hypothesis testing demonstrate that work environment affects turnover intention through burnout as a mediating variable, with an indirect path coefficient of -0.146, a T-statistic value of 2.865, and a P-value of 0.004. Thus, hypothesis H7 stating that work environment and burnout affect turnover intention among employees of PT Global Yimi Cargo is accepted, with a negative direction of relationship. As in H6, because both the direct path from work environment to turnover intention (H4, coefficient -0.277, significant) and the indirect path through burnout (H7, coefficient -0.146, significant) are proven significant, burnout also acts as a partial mediator in the relationship between work environment and turnover intention. The significance of the mediation effect in H7, with an indirect coefficient of -0.146 out of the total combined effect ($-0.277 + (-0.146) = -0.423$), indicates that approximately 34.5% of the total effect of work environment on turnover intention is transmitted through burnout mechanisms, while the remaining 65.5% is transmitted directly.

This finding is consistent with propositions of Job Demands-Resources Theory stating that the availability of job resources such as a conducive work environment can activate motivational processes that increase job engagement while lowering burnout risk, which in turn leads to reduced employee turnover intention [7]; as adapted in JD-R theory review, *Frontiers in Psychology*, 2022). This finding is supported by studies on emotional exhaustion and

employee turnover intention showing that a strong positive relationship between emotional exhaustion and turnover intention serves as a central mechanism connecting various negative working conditions, including an unsupportive work environment, to the ultimate outcome of employee intention to leave the organization. Further support for the mediating role of burnout in the relationship between working conditions and turnover intention is found in research on practice environment characteristics and burnout among behavioral health providers at the Veterans Health Administration [91].

5. Conclusions

Based on the results of Structural Equation Modeling Partial Least Squares (SEM-PLS) analysis using SmartPLS 4.0 on 149 employees of PT Global Yimi Cargo Bekasi Branch, it is concluded that workload has a positive and significant effect on burnout with a large effect size, as well as a positive and significant effect on turnover intention. Conversely, the work environment has a negative and significant effect on both burnout and turnover intention, where the work environment is proven to be the most dominant determinant in reducing job burnout. Meanwhile, burnout has a positive and significant effect on turnover intention while simultaneously serving as a partial mediator of the effect of workload and work environment on turnover intention. Respondent characteristics, which are dominated by young employees with relatively short tenures, indicate high vulnerability in this group to the risk of burnout and intention to leave the company.

Based on these findings, the management of PT Global Yimi Cargo is advised to prioritize the improvement of the non-physical work environment through open communication and harmonious work interactions, as well as periodically evaluate workload distribution, particularly in the operational and network divisions, including reviewing performance target systems. The company also needs to establish an early detection program for job burnout and specialized retention strategies for new employees to reduce turnover rates. On the other hand, employees are encouraged to be more proactive in communicating workload constraints and building peer support to manage operational pressures. For future researchers, it is recommended to expand the research model by incorporating other variables such as job satisfaction, compensation, or work-life balance, considering that 51.6% of the variation in turnover intention remains unexplained in this model, as well as applying longitudinal research designs and expanding the sample scope to other operational branches.

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