



Burnout, work–life balance, and turnover intention: The mediating role of engagement

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ABSTRACT

In an era of rapid business change and intensifying global competition, effective human resource management is critical for sustaining organizational performance. Understanding factors that influence employee well-being, engagement, and retention has therefore become a key managerial concern. This study examines the effects of employee burnout and work–life balance on employee engagement and turnover intention, with a particular focus on the mediating role of employee engagement. The research was conducted at PT Ulun Danu Beratan Lestari, a hospitality organization in Bali, Indonesia. Using a quantitative approach, data were collected from 100 employees selected through purposive sampling from a population of 130 employees. Primary data were obtained via structured questionnaires, complemented by secondary data from organizational documents and relevant literature. The findings indicate that burnout has a positive relationship with employee engagement, while work–life balance also positively influences employee engagement. Burnout is found to significantly affect turnover intention, whereas work–life balance does not show a significant relationship with turnover intention. Furthermore, employee engagement does not have a significant effect on turnover intention and does not mediate the relationship between burnout and turnover intention, nor between work–life balance and turnover intention. These results suggest that employee engagement alone may not sufficiently explain turnover intentions in this organizational context. The study contributes to the literature by highlighting the complex relationships among burnout, work–life balance, and turnover intention, and suggests that future research should consider additional psychological or organizational factors to better explain employee turnover behavior.

Keywords: Employee Burnout, Work–Life Balance, Employee Engagement, Turnover Intention, Human Resource Management

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INTRODUCTION

Human resources are a strategic asset in achieving organizational goals, particularly in highly competitive and dynamic business environments. Organizational performance increasingly depends on how effectively employees are managed, developed, and retained over time. Employees contribute not only through their skills and knowledge but also through their motivation, engagement, and commitment to organizational objectives. Prior studies suggest that higher-quality human resources are associated with stronger organizational outcomes, whereas inadequate human resource management can hinder goal attainment. Consequently, understanding the determinants of employee retention has become an important agenda in human resource management research and practice.

PT Ulun Danu Beratan Lestari, a company operating in Bali, Indonesia, provides an appropriate context for examining employee retention issues in a service-based organization. The company has experienced employee resignations every year, with a gradual upward trend in recent periods. Company records indicate that the number

of resignations was 11 employees in 2019, decreased to 9 employees in 2020, increased to 10 employees in 2021, and rose further to 12 employees in 2022. Although the overall turnover level remains relatively modest, the increasing trend suggests a potential retention risk. Such a pattern warrants systematic investigation to prevent future disruptions to organizational performance and service quality.

Turnover intention refers to an employee's conscious plan or willingness to leave an organization and is widely recognized as an antecedent of actual turnover (Alfianda & Dwiadmadja, 2022). This concept is particularly important because it allows organizations to identify retention problems before employees actually resign. Elevated turnover intention can impose substantial costs through recruitment and training expenses, productivity disruption, and the loss of organizational knowledge and experience. From a managerial perspective, turnover intention represents an early warning signal of deeper organizational or psychological issues. Empirical research commonly links turnover intention to psychological strain and unfavorable work conditions, including burnout, work-life balance challenges, and reduced employee engagement.

Burnout is commonly defined as a psychological syndrome arising from prolonged exposure to work stress, characterized by exhaustion, cynicism or detachment, and reduced professional efficacy (Maslach & Leiter, 2016). In service-oriented organizations, burnout is frequently associated with decreased job satisfaction, reduced organizational commitment, and a stronger desire to leave (Noni et al., 2020). Preliminary observations and interviews at PT Ulun Danu Beratan Lestari indicate that some employees perceive high workloads and demands extending beyond regular working hours. Such conditions may increase emotional and physical fatigue over time. However, some employees also report that compensation is perceived as relatively commensurate with workload, suggesting that the relationship between burnout and turnover intention may be context-dependent rather than uniform.

In addition to burnout, work-life balance has attracted growing scholarly attention as a factor influencing employee well-being and retention. Work-life balance reflects an individual's ability to manage work demands alongside personal and family responsibilities (Fenia & Rondonuwu, 2019). A supportive work-life balance is often associated with improved well-being, higher job satisfaction, and stronger retention outcomes. Nevertheless, empirical findings remain mixed across organizational and cultural contexts, with some studies reporting significant effects on turnover intention and others reporting non-significant relationships (Martin et al., 2021). At PT Ulun Danu Beratan Lestari, initial evidence suggests that employees may experience difficulties maintaining balance due to demanding workloads and limited time for personal life, highlighting the importance of examining this factor empirically.

Employee engagement represents a positive, fulfilling work-related state characterized by vigor, dedication, and absorption, reflecting the extent to which employees feel psychologically connected to their work and organization (Jufrizen & Kandhita, 2021). Engaged employees are generally more motivated, more satisfied, and more willing to invest effort in organizational goals. As a result, they are often assumed to be less likely to consider leaving their organization. However, prior empirical evidence is inconsistent, with some studies reporting negative relationships with turnover intention and others finding positive or non-significant effects (Jessica & Rosiana, 2019). Importantly, employee engagement may function as a mediating mechanism through which burnout and work-life balance influence turnover intention, yet this mechanism remains underexplored in many organizational settings, particularly within Indonesian service organizations.

Against this background, the present study investigates the relationships among burnout, work-life balance, employee engagement, and turnover intention among employees of PT Ulun Danu Beratan Lestari. The study is designed to provide a comprehensive examination of both direct and indirect relationships among these variables. Specifically, this research examines the effects of burnout and work-life balance on employee engagement, as well as the direct effects of burnout, work-life balance, and employee engagement on turnover intention. In addition, the mediating role of employee engagement in the relationships between burnout and turnover intention and between work-life balance and turnover intention is tested. By clarifying these relationships, this research aims to contribute to the employee retention literature and provide evidence-based implications for human resource practices in service-sector organizations.

LITERATURE REVIEWS

Attribution Theory

This study is grounded in attribution theory, which explains how individuals interpret events and assign causes to behaviors and outcomes. Attribution theory proposes that behavior is shaped by both internal factors, such as ability and effort, and external factors, such as task demands and situational conditions (Arfan, 2020). In organizational contexts, employees continuously interpret work experiences to understand the causes of stress, satisfaction, and performance. These interpretations influence attitudes such as engagement and behavioral intentions, including the intention to leave an organization. Therefore, attribution theory provides a relevant framework for explaining how burnout and work-life balance shape employee engagement and turnover intention.

Burnout

Burnout is defined as a chronic psychological condition resulting from prolonged work-related stress, characterized by physical and emotional exhaustion, depersonalization, and reduced personal accomplishment (Mayzell, 2020; Rivas et al., 2021). Burnout often emerges due to excessive workload, limited support, and an imbalance between job demands and available resources. Employees experiencing burnout tend to show lower job satisfaction, decreased motivation, and weakened organizational commitment. Prior research indicates that burnout is associated with withdrawal behaviors and a higher likelihood of turnover intention, particularly in service-oriented organizations (Christiana, 2020; Noni et al., 2020). In this study, burnout is conceptualized as a multidimensional construct encompassing physical exhaustion, emotional exhaustion, mental fatigue, and reduced self-esteem (Chairina R., 2019).

Work-life Balance

Work-life balance refers to an individual's perceived ability to manage work responsibilities alongside personal and family roles with minimal conflict (Arifin, 2022). When employees experience difficulty balancing competing roles, they may face increased stress, dissatisfaction, and reduced well-being (McDonald & Bradley, 2019). Conversely, a supportive work-life balance can enhance satisfaction, psychological well-being, and sustainable performance (Greenhaus, 2020; Handayani, 2019). Empirical findings regarding the relationship between work-life balance and turnover intention are mixed, with some studies reporting significant effects and others reporting non-significant relationships (Martin et al., 2021). In this study, work-life balance is measured through time balance, engagement balance, and satisfaction balance (McDonald & Bradley, 2019).

Turnover intention

Turnover intention is defined as an employee's conscious desire or plan to leave an organization and is widely regarded as a strong predictor of actual turnover (Mathis & Jackson, cited in Rutinaias, 2019; Andriyani, 2019). High turnover intention can negatively affect organizations through increased recruitment costs, loss of experience, and disruption of work processes. Turnover intention develops through a cognitive evaluation process in which employees assess dissatisfaction, stress, and perceived alternative opportunities. Indicators of turnover intention include the desire to resign due to work environment or health factors, the intention to seek better employment opportunities, and expectations for improved compensation or career advancement (Santoni & Harahap, 2020).

Employee Engagement

Employee Engagement refers to the level of involvement, commitment, and enthusiasm employees exhibit toward their work and organization (Allen, cited in Sihombing, 2020). Engaged employees demonstrate dedication, accountability, and a strong emotional connection to organizational goals. Employee engagement is influenced by factors such as work environment, leadership, coworker relationships, training and career development, organizational policies, and occupational well-being (Handoyo & Setiawan, 2019). Prior studies suggest that higher engagement is generally associated with lower turnover intention; however, empirical results remain inconsistent across organizational contexts (Jessica & Rosiana, 2019). Importantly, employee engagement may function as a mediating mechanism through which burnout and work-life balance influence turnover intention.

Previous empirical studies provide mixed evidence regarding the relationships among burnout, work-life balance, employee engagement, and turnover intention. Several studies report that burnout has a positive and significant effect on turnover intention (Yosiana, 2022; Intan, 2019), while others suggest that the effect may depend on intervening variables such as engagement or organizational commitment (Astuti, 2022). Research on work-life balance also shows inconsistent findings, with some studies identifying significant effects on turnover intention and others reporting no direct effect (Sahidillah, 2022). These inconsistencies highlight the importance of examining employee engagement as a mediating variable.

Based on the reviewed literature, this study proposes that burnout and work-life balance influence turnover intention both directly and indirectly through employee engagement. By testing these relationships simultaneously, the study seeks to clarify the role of employee engagement as an explanatory mechanism linking work-related stressors and resources to employees' intention to leave the organization.

METHODS

This study employed a quantitative, explanatory research design to examine the relationships among burnout, work-life balance, employee engagement, and turnover intention. A quantitative approach was appropriate as it enables hypothesis testing and statistical analysis of both direct and indirect relationships among variables. The study used a cross-sectional design, with data collected at a single point in time.

The research was conducted at PT Ulun Danu Beratan Lestari, Bali, Indonesia. The unit of analysis was

the individual employee, as the constructs examined reflect employees' perceptions and work-related experiences. The study population consisted of 130 employees. A purposive sampling technique was applied to select active employees with a minimum tenure of one year. Using the Slovin formula with a 5% margin of error, a sample size of 98 respondents was determined.

Primary data were collected through structured questionnaires containing closed-ended items measuring burnout, work-life balance, employee engagement, and turnover intention. Responses were recorded using a five-point Likert scale, ranging from strongly disagree to strongly agree. Secondary data from organizational records and relevant academic literature were used to support the research context and interpretation of results.

Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS version 3.0. PLS-SEM was chosen due to its suitability for complex models involving mediating variables and its minimal requirements regarding data distribution. The analysis followed a two-stage procedure: measurement model evaluation and structural model evaluation.

The measurement model was assessed for convergent validity, discriminant validity, and construct reliability to ensure that the indicators adequately represented their latent constructs. The structural model was evaluated by examining the coefficient of determination (R^2) and predictive relevance (Q^2) to assess the model's explanatory and predictive capability.

Hypotheses were tested using a bootstrapping procedure with a significance level of 5%. Path coefficients were considered significant when the t-statistic exceeded 1.96 and the p-value was below 0.05. Both direct and indirect effects were analyzed to examine the mediating role of employee engagement. This analytical approach enabled a comprehensive assessment of the mechanisms through which burnout and work-life balance influence turnover intention.

RESULTS AND DISCUSSION

Results

This research was located in Tabanan Regency, Bali Province. This research will involve workforce involvement at PT Ulun Danu Beratan Lestari by highlighting the influence of burnout, work life balance, employee engagement and turnover retention. Through purposive sampling techniques and the Slovin formula, the number of samples used in this research was 100 employees who worked at the company PT Ulun Danu Beratan Lestari located in Bali. All respondents in this study have filled in complete identification which includes age, domicile and latest education. The profiles of the 100 respondents who participated can be seen in the table below.

Respondent Description

Data were collected from 100 employees at PT Ulun Danu Beratan Lestari (Tabanan Regency, Bali) using purposive sampling. Respondents were predominantly women (62%), while men comprised 38%. The age distribution was concentrated in early career stages: 43% were 20–25 years, 43% were 26–31 years, and 14% were 32–37 years. In terms of education, respondents were largely Bachelor's degree holders (63%), with the remainder primarily completing senior high school (37%).

Structural Equation Modelling – Partial Least Square (SEM-PLS)

In this study, the data analysis method employed was the use of SmartPLS software version 3.0, based on the hypothesis and research design. Structural Equation Modeling (SEM) can be characterized as an analytical approach that integrates elements of factor analysis, structural modeling, and path analysis. Partial Least Square (PLS) emerges as a robust analytical technique due to its versatility, it can be applied across all data scales, imposes fewer assumptions, and doesn't necessitate a large sample size (Hasbiah, 2021). The stages of data analysis carried out using SmartPLS software areas follows: 4.2.2.1 Outer Model Analysis (Measurement Model) Outer Model Analysis is a crucial step in structural equation modeling that specifies the relationship between latent variables and the indicators that measure them (Maulidya, 2020). Sudiksa (2022), in the book "Structural Equation Modeling Based Partial Least Square (SEM-PLS) With SmartPLS", explains that the Outer Model, also known as the Measurement Model, illustrates how latent variables (constructs) relate to the indicators used to measure them.

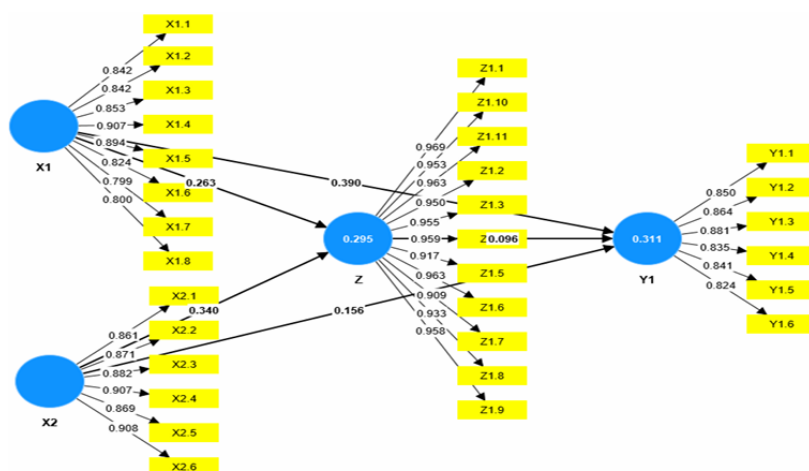


FIGURE 1. PLS Algorithm Result

Convergent Validity The convergent validity value is the factor loading value on the latent variable with its indicators. The standards used for convergent validity are > 0.7 for the outer loading value and > 0.5 for the AVE value. The following are convergent validity values based on the outer loading value and AVE value:

Convergent validity testing through the Loading Factor value can be seen in Table 1. It can be explained that the Loading Factor value of 31 indicators for each research construct has met the specified requirements, where the Loading Factor value obtained is above the requirement of 0.60. The convergent validity test can also be carried out with the AVE value, where the AVE value is expected to be above 0.50 to assess the construct or latent variable used as valid (Hair Jr et al., 2014).

TABLE 1. Average Variance Extracted (AVE)

Turnover Intention	0.716
Burnout	0.780
Work-life Balance	0.721
Employee Engagement	0.899

Validity and reliability criteria can also be seen from the reliability value of a variable and the Average Variance Extracted (AVE) value of each variable. A variable is said to have high reliability if the composite reliability value is above 0.7 and the AVE is above 0.5. Based on table 4.9, it is stated that all variables meet composite reliability because their values are above the recommended figure, namely above 0.7 which meets the reliability criteria.

Discriminant Validity

Discriminant validity is a test that functions to measure the accuracy of the reflective model, which is done by comparing the root of each AVE square to the correlation value between constructs. If the square root value of AVE is higher than the correlation value between constructs or > 0.5 , then it is declared to meet the criteria for discriminant validity. The examination of the measurement model yields compelling insights into the realm of discriminant validity. Through a meticulous calculation of the square root of the Average Variance Extracted (AVE) for each construct, the ensuing values - 0.846, 0.883, 0.849, and 0.948 - notably surpass the widely acknowledged threshold of 0.5. This threshold, serving as a heuristic guideline, posits that a construct should encapsulate a greater proportion of variance within its constituent items than it shares with items from other constructs. The observed values, surpassing the 0.5 benchmark, thereby affirm the constructs' capacity to delineate distinct dimensions, attesting to their discriminant validity. This nuanced understanding denotes that each construct, delineated by its AVE square root, successfully captures a more substantial portion of unique variance intrinsic to its items, fortifying the argument that it stands apart from other constructs within the measurement model. The implication of this discernment extends beyond mere statistical validation; it underscores the robustness of the measurement model in faithfully capturing and distinguishing the nuanced facets inherent in each construct. The discernible delineation of constructs not only fortifies the credibility of the measurement model but also enhances the fidelity with which it reflects the intricacies of the underlying phenomena being scrutinized. In summation, the confirmation of discriminant validity, as evidenced by the surpassing AVE square root values, lends credence to the efficacy of the measurement model in encapsulating and distinguishing the unique dimensions embedded within each construct, thereby advancing the comprehensiveness and reliability of the analytical framework.

Composite Reliability

The composite reliability values obtained in this study, each exceeding 0.8 for every construct, provide a robust indication of the data's reliability. Composite reliability is a crucial metric in assessing the internal consistency and dependability of the measurements within a research study. In our case, the values surpassing the 0.8 threshold suggest a high degree of reliability for each construct under investigation. This implies that the variables or factors being measured in our study consistently capture and reflect the underlying constructs with minimal measurement error. Consequently, we can confidently conclude that the data in this study demonstrates a high level of reliability in terms of composite reliability, reinforcing the validity of our findings and supporting the credibility of the research outcomes.

Inner Model Analysis

The Inner Model, also known as structural model analysis, serves as a tool for predicting the causal relationships between the variables under examination. Sudiksa (2022) stated that this model describes the relationship between latent variables, which are based on established theories, logical reasoning, and the practical insights accumulated by previous researchers. The structural model or inner model is evaluated using the Coefficient of Determination (R^2), Hypothesis. Figure 2 below shows the results of the inner model analysis using the PLS bootstrapping procedure.

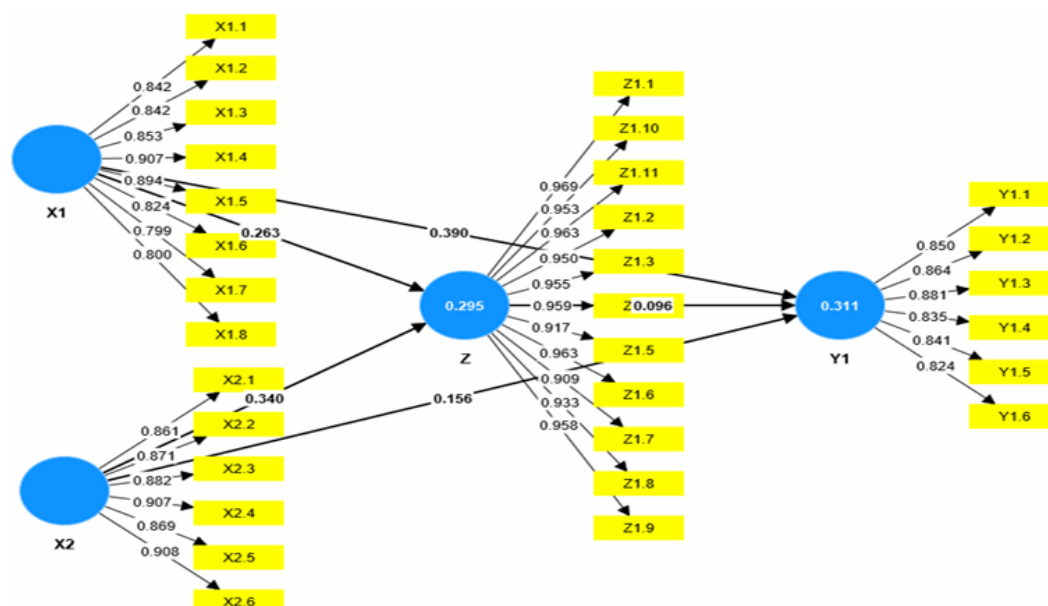


FIGURE 2. PLS Bootstrapping Result

R-Square (R^2)

R^2 value for the Turnover Intention variable is calculated at 0.311, signifying that 31.1% of the variability in consumer satisfaction can be elucidated or impacted by the independent variables under consideration. However, a noteworthy 68.9% of the variability in the Turnover Intention variable is attributed to factors beyond those included in the analysis. This suggests that there are substantial external elements influencing turnover intention that are not accounted for in the current study. Moving on to the Employee Engagement variable, its R^2 value is determined to be 0.295. This implies that 29.5% of the variability in the Employee Engagement variable is explicable or subject to influence by the independent variables considered. Conversely, a substantial 70.5% of the variability in Employee Engagement is attributable to other unexamined factors. These findings underscore the importance of exploring additional variables or external factors that may contribute significantly to the understanding of both turnover intention and employee engagement. Further research and analysis are warranted to comprehensively capture the complexities of these phenomena and refine the model for a more accurate representation of the dynamics at play.

Hypothesis Testing

Hypothesis testing pays attention to 3 points in structural testing with bootstrapping, including original sample, t-statistics and p-values. Each point has a different function, including: original samples are used to determine the influence of the direction of the relationship between constructs, t-statistics are used to measure the level of

significance of the hypothesis, and finally p-values are used to measure the level of significance of the hypothesis at the level different significance. The inner model or structural model in this research can be seen in the following table:

TABLE 2. Hypothesis Testing Results

Path	β	t-value	p-value
Burnout \rightarrow Turnover Intention	0.390	3.247	0.001
Burnout \rightarrow Employee Engagement	0.236	2.219	0.027
Work-Life Balance \rightarrow Turnover Intention	0.156	1.398	0.162
Work-Life Balance \rightarrow Employee Engagement	0.340	3.639	0.000
Employee Engagement \rightarrow Turnover Intention	0.096	0.963	0.335

Based on Table 2, burnout has a significant positive effect on employee engagement ($\beta = 0.236$, $p = 0.027$) and turnover intention ($\beta = 0.390$, $p = 0.001$), supporting Hypotheses 1 and 3. Work-life balance significantly influences employee engagement ($\beta = 0.340$, $p < 0.001$), supporting Hypothesis 2, but does not have a significant effect on turnover intention ($\beta = 0.156$, $p = 0.162$), leading to the rejection of Hypothesis 4. Employee engagement does not significantly affect turnover intention ($\beta = 0.096$, $p = 0.335$); therefore, Hypothesis 5 is not supported.

Testing Mediation Effects

At this stage, PLS-SEM analysis with mediation effects will be discussed, namely the relationship between exogenous and endogenous constructs through connecting variables. In other words, the influence of exogenous variables on endogenous variables can be direct but can also be through connecting variables.

TABLE 3. Mediation Test Results

Indirect Path	β	t-value	p-value
Burnout \rightarrow Engagement \rightarrow Turnover Intention	0.025	0.712	0.476
Work-Life Balance \rightarrow Engagement \rightarrow Turnover Intention	0.033	0.917	0.359

As shown in Table 3, employee engagement does not mediate the relationship between burnout and turnover intention ($\beta = 0.025$, $p = 0.476$), nor between work-life balance and turnover intention ($\beta = 0.033$, $p = 0.359$). Accordingly, Hypotheses 6 and 7 are not supported.

Discussion

This study examined how burnout and work life balance relate to employee engagement and turnover intention, and whether employee engagement mediates these relationships in a service sector organization in Bali, Indonesia. Overall, the findings indicate that burnout is a key determinant of turnover intention, while work life balance primarily contributes to employee engagement rather than directly reducing turnover intention. In addition, employee engagement did not significantly predict turnover intention and did not function as a mediating mechanism. These results suggest that employees' intentions to leave are shaped more strongly by strain related factors than by motivational attachment alone, refining the retention narrative proposed in the introduction (Alfianda & Dwiatmadja, 2022; Noni et al., 2020).

The results show that burnout has a significant and positive relationship with employee engagement. Although burnout is often expected to undermine engagement, this pattern can be theoretically explained by the possibility that employees experience an engaged but exhausted condition in which involvement is maintained while energy resources are depleted. In demanding service settings, employees may appraise heavy workloads and customer demands as challenges that must be met to protect service quality and professional reputation, which can sustain dedication and absorption even when exhaustion rises (Christiana, 2020; Lestari, 2023). From a conservation of resources perspective, employees may also increase effort to prevent further resource loss, such as negative performance evaluations or customer complaints, which temporarily elevates engagement while simultaneously accelerating fatigue (Maslach, 2020). Interpreted through attribution theory, employees may attribute high job demands to organizational expectations or professional norms, which reinforces a sense of responsibility to remain involved despite strain (Christiana, 2020; Lestari, 2023). This pattern reflects a high involvement and high strain condition, where engagement is sustained at the cost of psychological well being (Maslach, 2020).

Work life balance was found to have a significant positive effect on employee engagement. This result supports the view that balance functions as an important personal and organizational resource that enables employees to invest energy and attention in their work. When employees perceive harmony between work responsibilities and personal life, they are more likely to feel capable of sustaining involvement at work. Interpreted through attribution theory, employees may attribute their engagement to manageable role demands and sufficient personal time, reinforcing their willingness to contribute (Fenia & Rondonuwu, 2019; Fauziah, 2020). This finding is consistent with prior studies that identify work life balance as a key antecedent of employee

engagement (Fauziridwan et al., 2020).

Burnout was also found to significantly increase turnover intention, confirming its role as a critical retention risk factor. Chronic exhaustion and reduced efficacy can motivate employees to consider leaving as a means of escaping ongoing strain. In demanding service contexts, employees may perceive continued exposure to stress as unsustainable, prompting withdrawal cognitions. Attribution theory helps explain this process, as employees may attribute burnout to external organizational factors such as workload pressure, staffing limitations, or insufficient recovery opportunities (Maslach, 2020; Noni et al., 2020). This result aligns with previous research demonstrating a positive relationship between burnout and turnover intention (Lestari, R. B., 2023).

In contrast, work life balance did not have a significant direct effect on turnover intention. This suggests that perceived imbalance alone may not be sufficient to trigger intentions to leave in this organizational context. Employees may accept imbalance as a normal aspect of service work or may prioritize other considerations when evaluating whether to stay or leave. From an attribution perspective, turnover intentions may be attributed more strongly to external opportunities, compensation, or career development prospects than to balance issues (Martin et al., 2021; Syah Fanissa & Indiyati, 2025). This finding supports the argument that work life balance improves well being and engagement but does not always translate into retention outcomes.

Employee engagement was not found to significantly predict turnover intention. One explanation is that engagement levels may be relatively high and uniform across employees due to supportive organizational conditions, reducing variability in engagement and weakening its statistical association with turnover intention. Another possibility is that turnover intention is shaped more by external pull factors such as labor market conditions or better career opportunities than by internal attachment to the organization. This result is consistent with previous findings indicating that employee engagement does not always have a direct effect on turnover intention across contexts (Jessica & Rosiana, 2019; Fauziah, 2020).

The mediation analysis further indicates that employee engagement does not mediate the relationships between burnout and turnover intention or between work life balance and turnover intention. These findings suggest that burnout influences turnover intention mainly through a direct pathway rather than indirectly through engagement. Similarly, work life balance enhances engagement but does not reduce turnover intention through this mechanism. Attribution theory offers an explanation, as employees may attribute turnover intentions to factors beyond engagement, such as personal career goals, organizational policies, or external labor market conditions (Maslach, 2020; Noni et al., 2020). This highlights the need to consider alternative mediators in future research.

From a theoretical perspective, this study contributes to the employee retention literature by clarifying the distinct roles of burnout and work life balance in shaping engagement and turnover intention. The findings extend attribution theory by demonstrating that employees may remain engaged even when experiencing burnout, indicating that attributions related to responsibility and performance expectations can sustain involvement under strain (Maslach & Leiter, 2016). The results also show that work life balance is a more consistent predictor of engagement than of turnover intention. Furthermore, the lack of mediation through employee engagement suggests that engagement and retention should be treated as related but conceptually distinct outcomes, particularly in service sector settings.

Several limitations should be acknowledged. First, the cross sectional design limits causal inference and does not capture changes in employee perceptions over time. Second, the reliance on self reported data may introduce common method bias and social desirability effects. Third, the study was conducted in a single organization, which may limit generalizability to other sectors or cultural contexts. Future research should adopt longitudinal or mixed method approaches to explore how burnout, work life balance, engagement, and turnover intention evolve over time. Further studies should also examine additional mediators and moderators, such as job satisfaction, organizational commitment, perceived organizational support, tenure, and perceived external employability, to provide a more comprehensive understanding of turnover dynamics (Khatri et al., 2025).

CONCLUSIONS AND SUGGESTION

Conclusions

This study examined the relationships among employee burnout, work life balance, employee engagement, and turnover intention within a service sector organization in Bali, Indonesia. The findings demonstrate that employee burnout significantly influences both employee engagement and turnover intention. While burnout increases employees' psychological involvement in work, it simultaneously heightens their intention to leave the organization, indicating that sustained engagement may occur at the cost of employee well being. This highlights burnout as a critical risk factor for employee retention.

The results also show that work life balance plays a significant role in enhancing employee engagement but does not directly reduce turnover intention. Employees who perceive better balance between work and personal life tend to remain more engaged; however, balance alone is insufficient to discourage intentions to leave. In addition, employee engagement does not significantly affect turnover intention and does not mediate the relationships between burnout and turnover intention or between work life balance and turnover intention. These findings suggest that turnover intention in this organizational context is driven more by strain related conditions

and external considerations than by engagement alone.

Overall, the study contributes to the understanding of employee retention by clarifying that engagement and turnover intention, although related, are influenced by different mechanisms. Burnout emerges as the most direct predictor of turnover intention, while work life balance functions primarily as a driver of engagement rather than a retention mechanism. These insights emphasize the importance of addressing employee strain alongside motivational factors to create a sustainable work environment.

Suggestion

Based on the findings, organizations should prioritize strategies aimed at reducing employee burnout as a core component of retention management. Management is encouraged to implement comprehensive employee well-being programs that address both physical and psychological health, including stress management initiatives, mental health support, and access to counseling services. Regular evaluations of workload distribution and job demands are necessary to prevent prolonged exhaustion and role overload.

To strengthen employee engagement, organizations should continue to improve work life balance practices by minimizing excessive working hours, managing task spillover beyond regular schedules, and offering flexible work arrangements where possible. Although work life balance alone may not reduce turnover intention, it remains essential for sustaining engagement and long term performance. In addition, organizations should enhance career development opportunities, provide clear advancement pathways, and ensure competitive compensation structures, as external career considerations may strongly influence employees' decisions to leave.

Finally, future research should expand this model by incorporating additional explanatory variables such as job satisfaction, organizational commitment, perceived organizational support, and external employability. Longitudinal and mixed method approaches are also recommended to capture changes in employee perceptions over time and to provide deeper insights into how burnout, engagement, and turnover intention interact within different organizational contexts.

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