

The Role of Job Satisfaction as an Intervening Variable and Its Effect on Burnout and Compensation for Turnover Intention

Charly Bede¹, Parwoto², M. Ali Iqbal³

^{1,2,3}Master of Management Study Program on Postgraduate School, Universitas Mercu Buana, Indonesia.

Corresponding Author: Charly Bede

DOI: <https://doi.org/10.52403/ijrr.20220776>

ABSTRACT

Burnout is a syndrome that occurs in many employees in various parts of the world. This condition can trigger employee turnover. The purpose of this study is to empirically prove and confirm the turnover intention model and its relationship to burnout, compensation, and job satisfaction. Data was collected using a questionnaire filled out by 120 respondents from a population of 170 people using purposive sampling technique. The questionnaire was analyzed through a quantitative approach with SEM PLS analysis using Smart PLS 3.2.9 software. This study shows that burnout and job satisfaction have a significant effect on turnover intention, and compensation has an insignificant relationship with turnover intention. Then it was found that burnout and compensation had a significant effect on job satisfaction. Furthermore, job satisfaction partially mediates the effect of burnout on turnover intention and fully mediates the effect of compensation on employee turnover intention.

Keywords: Burnout, Compensation, Job Satisfaction, Turnover Intention

INTRODUCTION

Turnover can happen to workers all over the world. A study entitled Preparing for Take-Off by Hay Group conducted on 700 million employees in 19 countries, concluded that in 2010-2018 the turnover rate in the world experienced a significant increase every year. (Group, 2012). Like other countries, Indonesia also faces a fairly high employee

turnover with a percentage of 15.8% in 2016 being ranked 4th in the world with the highest voluntary turnover rate after Argentina, Venezuela and Romania. The high turnover rate also occurs at YPK. Ora Et Labora, with an increase in employee turnover in the last 3 years by 17%. Based on the results of the pre-survey, the factors that most influence the emergence of turnover intention are work stress related to burnout and the compensation received by employees from the company.

Several studies have stated that burnout has a positive effect on turnover intention ((Santhanam & Srinivas, 2020); (Lin & Liu, 2017). This means that the higher the burnout experienced by employees, the higher the intention to leave the company. Contrast with the results the study, Barthauer (2020) found no relationship between burnout and turnover intention. Other studies have also found that burnout has negative implications for job satisfaction (Robinson et al., 2019).

Compensation is everything that employees receive in return for their work. According to Chen (2019), compensation has a negative effect on turnover intention where employee loyalty increases with the amount of compensation they receive. Job satisfaction is one of the predictors in the emergence of turnover intention and job satisfaction is also an important factor in attracting and retaining skilled human resources. (Li et al., 2020). Several

researchers found that job satisfaction has a negative effect on employee turnover (Chen et al., 2019; Ikatrinasari et al., 2018; Symitsi et al., n.d.). Previous research revealed that there is a strong relationship that affects job satisfaction on turnover intention; (Alshammari et al., 2016; Hofaidhllaoui & Chhinzer, 2014; Lu et al., 2016). Meanwhile, research conducted by (Anwar & Shukur, 2015) found that there is a weak relationship between job satisfaction and turnover intention.

LITERATURE REVIEW

According to Robbins & Judge, (2016) turnover intention is an act of permanent resignation carried out by employees either voluntarily or not voluntarily. Turnover can be in the form of resignation, transfer out of an organizational unit, dismissal or death of a member of the organization.

According to Mobley (2011) in (Halimah et al., 2016) Turnover measurement indicators consist of: Thinking about leaving, Searching for alternative jobs, intentions to leave. Hasibuan (2015) defines job satisfaction as the satisfaction enjoyed by obtaining praise for work, placement, treatment, equipment and a good working environment. Employees who feel job satisfaction at work will prioritize their work over remuneration for carrying out their duties.

Koustelios' (1997) Employee Satisfaction Inventory Theory in Kroupis et al., (2019) is used to assess job satisfaction which measures six aspects of work: job itself, pay, promotion, supervisor working condition and organization as a whole.

Burnout syndrome is a psychological response to chronic interpersonal and emotional work stress that arises among service organization professionals who work in contact with clients or users of the organization. In some cases, these symptoms are accompanied by feelings of guilt (Bouza et al., 2020). The measurement of burnout uses the Maslach Burnout Inventory (MBI) scale with 2 dimensions,

namely Emotional Exhaustion and Depersonalization, (Maslach et al., 1996) and has been adapted by (Mansour & Tremblay, 2016), (Kroupis et al., 2019).

Compensation satisfaction includes reactions to salary equity assessments (i.e. the degree to which the input-to-results ratio is the same) and the difference between what employees actually receive and what they perceive they should receive from their organization (Oh, 2020). Compensation measurement can be done using 2 dimensions, namely Pay Satisfaction and Benefit Satisfaction (Vatankhah et al., 2017)

METHODS

The population in this study were YPK Ora Et Labora employees with a total of 170 people. Determination of the sample in this study using purposive sampling technique. Purposive sampling is a limited design for specific people who can provide the necessary information because only those who have the information or meet the criteria set by the study (Sekaran & Bougie, 2017). Based on the Slovin formula, the number of samples required is 120 (Hair et al., 2014). The criteria used in the sampling of this research are male or female employees and have worked for more than one year. The data used are primary data obtained through questionnaires distributed to employees. To measure the opinion of respondents used a five-point Likert scale. According to (Sekaran & Bougie, 2013) the Likert Scale is a scale designed to assess how much respondents agree with a statement.

The data analysis technique in this study used Partial Least Square (PLS). PLS is a Structural Equation Modeling (SEM) equation model with an approach based on variance or component based structural equation modeling. According to (Ghozali, 2015), the purpose of PLS-SEM is to develop a theory or build a theory (prediction orientation). PLS is used to explain whether there is a relationship between latent variables (prediction).

RESULT

The results of the hypothesis test were obtained by utilizing the SmartPLS 3.2.7

statistical application. The path coefficient value can be seen in table 1.

Table 1. Direct Effect

Relationship Between Constructs	Original Sample (O)	T Statistic	P Value	Information
Burnout (X1) -> Turnover Intention (Y)	0,442	4,494	0,000	Significantly Positive
Burnout (X1) -> Job Satisfaction (Z)	-0,622	11,487	0,000	Significantly Negative
Compensation (X2) -> Turnover Intention (Y)	0,212	1,735	0,083	No Significant Effect
Compensation (X2) -> Job Satisfaction (Z)	0,463	9,477	0,000	Significantly Positive
Job Satisfaction (Z) -> Turnover Intention (Y)	-0,479	3,266	0,001	Significantly Positive

Based on table 1, the following results are obtained:

Burnout (X1) has a significant positive effect on the variable turnover intention (Y) of 44.2%.

Burnout (X1) has a significant negative effect on the job satisfaction variable (Z) of 62.2%.

Compensation (X1) affects the turnover intention variable (Y) insignificantly by 21,2%.

Compensation (X1) has a significant positive effect on the job satisfaction variable (Z) of 46,3%.

Job satisfaction (Z) has a significant negative effect on the turnover intention variable (Y) of 47.9%.

The indirect effect can be seen in table 2.

Table 2. Indirect Effect

Relationship Between Constructs	Original Sample (O)	T Statistic	P Value	Information
Burnout (X1) -> Job Satisfaction (Z) -> Turnover Intention (Y)	0,298	3,329	0,001	Significantly Positive
Compensation (X2) -> Job Satisfaction (Z) -> Turnover Intention (Y)	-0,222	2,953	0,003	Significantly Negative

Based on table 2 obtained the following results:

Burnout (X1) has a significant positive effect on the variable turnover intention (Y) through job satisfaction (Z) of 29,8%.

Compensation (X2) has a significant negative effect on the variable turnover intention (Y) through job satisfaction (Z) of 22,2%.

The strongest effect of burnout on turnover intention is obtained from respondents' perceptions of emotional resource factors in the weakening of physical aspect or declining employee health due to physical exhaustion. This triggers a physical decline in the respondent, resulting in an increase in the aspect of intention to leave or the desire to leave his job

The burnout variable has a significant negative effect on job satisfaction, this means that the increase in burnout felt by employees decreases job satisfaction. The strongest burnout factor has an influence on employee job satisfaction perceptions, namely weakening of physical in the emotional resource aspect. The strong effect of weakening of physical in employees is reflected in the respondent's statement that respondent feels is emotion are drained in doing his job. Ali & Ali, (2014) in their research stated that job burnout has a negative effect on job satisfaction. Kim et al., (2017) also stated that there was a significant negative relationship between burnout and job

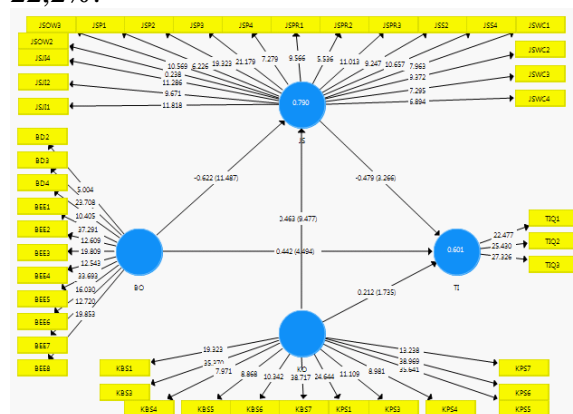


Figure 1. Path Coefficient

The influence between variables can be seen more specifically in Figure 1.

DISCUSSION

The burnout variable has a positive and significant effect on turnover intention (H1).

satisfaction.

The compensation variable has no significant effect on turnover intention. In particular, the results of the study show that the weakest compensation factor in influencing turnover intention is found in the dimension of benefit satisfaction, namely the indicator of benefit determination satisfaction. Respondents in this study indicate that the words conveyed by superiors regarding the benefits obtained affect employee satisfaction with compensation. Employees believe that the benefits received are appropriate, but the words conveyed by superiors are not comfortable to hear. The better the boss in conveying words such as in interviews or dialogue between superiors and subordinates, the less the employee's intention to leave his job.

Compensation has a positive and significant effect on job satisfaction. The compensation factor that has the strongest influence on the perception of employee job satisfaction is Variable Pay Procedures in the aspect of pay satisfaction. The strong effect of Variable Pay Procedures on employees is reflected in the respondent's statement that I am satisfied with the company's method in determining the amount of my salary, bonuses, and incentives. This proves that proper payroll procedures can affect employee perceptions of job satisfaction. Good payroll procedures describe every income and other benefits received by employees in detail. With clear procedures, employees will not worry about reduced salaries or unknown deductions.

Job satisfaction has a negative and significant effect on turnover intention. Based on the results of this study, it was found that job satisfaction affects employees' intentions to leave the company, which refers to the strong value of the job satisfaction factor, which is feeling insecure aspect. The strength of the pay effect or the work itself is reflected in the respondent's statement that i do not feel insecure because of the difference in salary with colleagues.

Respondents in this study were satisfied with their work causing decrease the desire to leave their job. The higher the salary discrepancy felt by the employee, the lower the desire to leave his job.

The results of this study support the research findings, which state that job satisfaction affects the intention to leave, this can be seen from the data that some employees claim their job satisfaction has been fulfilled, some other employees feel quite comfortable and get enough results to work at the company and dont have the desire to leave his company (Abd-Ellatif et al., 2021)

Job satisfaction partially mediates or weakens the effect of burnout on turnover intention. The higher the level of burnout felt by the employee, the more the employee's desire to leave the company will arise, but this can be reduced by the role of job satisfaction as a mediator. The strongest effect of burnout on turnover intention was obtained from respondents' perceptions of the emotional resource aspect on indicators of weakening of physical or declining health of employees due to physical exhaustion. Meanwhile, when mediated by job satisfaction, the strongest burnout factor has an influence on employee job satisfaction perceptions, namely weakening of physical in the emotional resource aspect. The job satisfaction factor that most influences employees not to leave their job because the burnout they experience is the pay aspect, namely the indicator of feeling insecure.

Compensation has no effect to turnover intention and when mediated by job satisfaction the effect turns negative. The higher the level of compensation obtained by employees has no effect to the incidence of turnover intention, but the role of job satisfaction strenghten this effect. This indicates that through job satisfaction the higher the level of compensation, the lower the employee's turnover intention. The strongest influence of compensation on turnover intention is in the aspect of Pay Satisfaction with indicators of variable pay structure satisfaction. Job satisfaction or job

satisfaction is able to make employees who are satisfied with their compensation to reduce the employee's desire to leave his job, this is precisely what encourages decreased turnover intention. The job satisfaction factor that most influences the relationship is in the Pay aspect or satisfaction with salary. Based on the analysis results, employees with high compensation satisfaction and high job satisfaction have a low desire to leave their jobs.

CONCLUSION

Based on the discussion of the results of data analysis on the hypotheses proposed in this study, the following conclusions can be drawn:

Burnout positively affects turnover intention. Physical exhaustion can weaken health conditions thereby increasing the desire to leave the company. Employees who experience burnout tend to have the intention to leave their current job.

Burnout has a negative effect on job satisfaction, weakening of physical in the emotional resource is a factor that is considered strong in influencing job satisfaction. This job makes their energy drained so that they feel the burnout they experience and reduce employee job satisfaction.

Compensation has not affected employee turnover intention. Good communication between superiors and subordinates in the delivery of benefits is an important factor that influences the effect of compensation on turnover intention. The better the communication that is built, the less the employee's intention to move from his job.

Compensation affects job satisfaction positively. Every element in the employee payroll structure can be traced and questioned if there are problems. The amount of salary and benefits that have been determined has also gone through a series of clear processes and rules. This makes employees feel satisfied and reduces the intention to leave their jobs.

Job satisfaction negatively affects employee turnover intention. The most powerful job satisfaction factor plays a role in the pay aspect, namely insecure. causing a reduce to leave their job. This affects the higher the level of satisfaction felt by employees, the lower the desire to leave their jobs.

Job satisfaction can mediate the effect of burnout on employee turnover intention. The higher the satisfaction with salary, the less desire to leave due to burnout.

Job satisfaction can mediate the effect of compensation on employee turnover intention. Job satisfaction or employee job satisfaction is able to make employees who are satisfied with their compensation to reduce the employee's desire to leave his job. Job satisfaction or employee job satisfaction mediates employees who feel satisfied enough with their compensation to reduce the occurrence of turnover intention. The job satisfaction factor that most strongly affects the relationship is found in the pay aspect, which is feeling insecure.

Acknowledgement: None

Conflict of Interest: None

Source of Funding: None

REFERENCES

1. Abd-Elatif, E. E., Anwar, M. M., AlJifri, A. A., & El Dalatony, M. M. (2021). Fear of COVID-19 and Its Impact on Job Satisfaction and Turnover Intention Among Egyptian Physicians. *Safety and Health at Work*, 12(4), 490–495. <https://doi.org/10.1016/j.shaw.2021.07.007>
2. Alshammari, M. A., Qaied, B. A. A. L., Al-Mawali, H., & Matalqa, M. (2016). What drives employee's involvement and turnover intentions: Empirical investigation of factors influencing employee involvement and turnover intentions? *International Review of Management and Marketing*, 6(2), 298–306.
3. Anwar, G., & Shukur, I. (2015). The Impact of Training and Development on Job Satisfaction : A Case Study of Private Banks in Erbil. *International Journal of Social Sciences & Educational Studies*, 2(1), 65–72.
4. Ashraf, M. A. (2020). Demographic factors, compensation, job satisfaction and organizational commitment in private

- university: an analysis using SEM. *Journal of Global Responsibility*, 11(4), 407–436. <https://doi.org/10.1108/JGR-01-2020-0010>
5. Barthauer, L., Kaucher, P., Spurk, D., & Kauffeld, S. (2020). Burnout and career (un)sustainability: Looking into the Blackbox of burnout triggered career turnover intentions. *Journal of Vocational Behavior*, 117, 103334. <https://doi.org/10.1016/j.jvb.2019.103334>
 6. Bayarçelik, E. B., & Findikli, M. A. (2016). The Mediating Effect of Job Satisfaction on the Relation Between Organizational Justice Perception and Intention to Leave. *Procedia - Social and Behavioral Sciences*, 235(October), 403–411. <https://doi.org/10.1016/j.sbspro.2016.11.050>
 7. Bobby Panda, F. (2015). The Influences of. *Job Satisfaction... Jurnal EMBA*, 637(4), 638–644.
 8. Borralha, S., Jesus, S. N. de, Pinto, P., & Viseu, J. (2016). Hotel employees: A systematic literature review. *Tourism & Management Studies*, 12(1), 120–126. <https://doi.org/10.18089/tms.2016.12112>
 9. Bouza, E., Gil-Monte, P. R., Palomo, E., Bouza, E., Cortell-Alcocer, M., Del Rosario, G., Gil-Monte, P. R., González, J., Gracia, D., Martínez Moreno, A., Melero Moreno, C., Molero García, J. M., Montilla, P., Palomo, E., Peñacoba, E., Rodríguez Créixems, M., Rodríguez de la Pinta, M. L., Romero Agüit, S., Sartorius, N., & Soriano, J. B. (2020). Work-related burnout syndrome in physicians in Spain. *Revista Clínica Española (English Edition)*, 220(6), 359–363. <https://doi.org/10.1016/j.rceng.2020.02.003>
 10. Chen, J., Goergen, M., Leung, W. S., & Song, W. (2019). CEO and director compensation, CEO turnover and institutional investors: Is there cronyism in the UK? *Journal of Banking and Finance*, 103, 18–35. <https://doi.org/10.1016/j.jbankfin.2019.03.019>
 11. Cheng, J. C., & O-Yang, Y. (2018). Hotel employee job crafting, burnout, and satisfaction: The moderating role of perceived organizational support. *International Journal of Hospitality Management*, 72(November 2017), 78–85. <https://doi.org/10.1016/j.ijhm.2018.01.005>
 12. Chung, E. K., Jung, Y., & Sohn, Y. W. (2017). A moderated mediation model of job stress, job satisfaction, and turnover intention for airport security screeners. *Safety Science*, 98, 89–97. <https://doi.org/10.1016/j.ssci.2017.06.005>
 13. Chung, Y., & Choo, H. (2019). A structural path to job satisfaction, burnout, and intent to leave among child protection workers: A South Korean study. *Children and Youth Services Review*, 100(September 2018), 304–312. <https://doi.org/10.1016/j.childyouth.2019.03.018>
 14. Claes Fornell and David F. Larcker. (2012). *Evaluating Structural Equation Models with Unobservable Variables and Measurement Error*. 7(2), 57–77.
 15. Dessler, G. (2006). *Manajemen Sumber Daya Manusia* (p. 281). PT.INDEKS.
 16. Geys, B., Heggedal, T. R., & Sørensen, R. J. (2017). Are bureaucrats paid like CEOs? Performance compensation and turnover of top civil servants. *Journal of Public Economics*, 152, 47–54. <https://doi.org/10.1016/j.jpubeco.2017.05.006>
 17. Ghozali, I. (2015). *No Title*. Universitas Diponegoro.
 18. Greenberg, M. T., & Abenavoli, R. (2017). Universal Interventions: Fully Exploring Their Impacts and Potential to Produce Population-Level Impacts. *Journal of Research on Educational Effectiveness*, 10(1), 40–67. <https://doi.org/10.1080/19345747.2016.1246632>
 19. Group, H. (2012). Preparing for take-off. *Economist (United Kingdom)*, 404(8802), 1–5.
 20. Gutmann, P. (2016). *Tackling Trends in Turnover*. 25. <https://www.mercer.com/content/dam/mercer/attachments/global/webcasts/gl-2016-webcast-talent-tackling-trends-in-turnover-mercer.pdf>
 21. Hair, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. *European Business Review*, 26(2), 106–121. <https://doi.org/10.1108/EBR-10-2013-0128>
 22. Hair, J. F., Sarstedt, M., Pieper, T. M., & Ringle, C. M. (2012). The Use of Partial Least Squares Structural Equation Modeling in Strategic Management Research: A

- Review of Past Practices and Recommendations for Future Applications. *Long Range Planning*, 45(5–6), 320–340. <https://doi.org/10.1016/j.lrp.2012.09.008>
23. Hakim, L. (2016). Produktifitas kerja Ditinjau dari Burnout dan Self Efficacy. *Psikoislamika: Jurnal Psikologi Dan Psikologi Islam*, 13(2), 23. <https://doi.org/10.18860/psi.v13i2.6437>
24. Halimah, T. N., Fathoni, A., & Maria M Minarsih. (2016). Lingkungan Kerja Terhadap Turnover Intention Pramuniaga Di Gelael Supermarket (Studi Kasus Pada Gelael Superindo Kota Semarang). *Journal of Management*, 2(2).
25. Hamid, R. S., & Anwar, S. M. (2019). *Structural Equation Modelling (SEM) Berbasis Varian*.
26. Han, S. J., Bonn, M. A., & Cho, M. (2016). The relationship between customer incivility, restaurant frontline service employee burnout and turnover intention. *International Journal of Hospitality Management*, 52, 97–106. <https://doi.org/10.1016/j.ijhm.2015.10.002>
27. Hasibuan, M. S. (2015). *Manajemen Sumber Daya Manusia. Edisi Revi*.
28. Hassan, O., & Ibourk, A. (2021). Burnout, self-efficacy and job satisfaction among primary school teachers in Morocco. *Social Sciences & Humanities Open*, 4(1), 100148. <https://doi.org/10.1016/j.ssaho.2021.100148>
29. Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115–135. <https://doi.org/10.1007/s11747-014-0403-8>
30. Hofaidhllaoui, M., & Chhinzer, N. (2014). The relationship between satisfaction and turnover intentions for knowledge workers. *EMJ - Engineering Management Journal*, 26(2), 3–9. <https://doi.org/10.1080/10429247.2014.11432006>
31. Howard, M. C. (2016). A Review of Exploratory Factor Analysis Decisions and Overview of Current Practices: What We Are Doing and How Can We Improve? *International Journal of Human-Computer Interaction*, 32(1), 51–62. <https://doi.org/10.1080/10447318.2015.1087664>
32. Ikatrinasari, Z. F., Prayogo, L., & Ariyanti, S. (2018). Analysis of turnover intention power factors: A case study of retail company in Jakarta. *Management Science Letters*, 8(10), 1097–1102. <https://doi.org/10.5267/j.msl.2018.7.002>
33. Indarti, S., Solimun, Fernandes, A. A. R., & Hakim, W. (2017). The effect of OCB in relationship between personality, organizational commitment and job satisfaction on performance. *Journal of Management Development*, 36(10), 1283–1293. <https://doi.org/10.1108/JMD-11-2016-0250>
34. Kim, W. H., Ra, Y. A., Park, J. G., & Kwon, B. (2017). Role of burnout on job level, job satisfaction, and task performance. *Leadership and Organization Development Journal*, 38(5), 630–645. <https://doi.org/10.1108/LODJ-11-2015-0249>
35. Kroupis, I., Kouli, O., & Kourtessis, T. (2019). Physical education teacher's job satisfaction and burnout levels in relation to school's sport facilities. *International Journal of Instruction*, 12(4), 579–592. <https://doi.org/10.29333/iji.2019.12437a>
36. Labora, O. E. (1986). *Sejarah YPK ORA et LABORA*. 1–5.
37. Lam, L. W. (2012). Impact of competitiveness on salespeople's commitment and performance. *Journal of Business Research*, 65(9), 1328–1334. <https://doi.org/10.1016/j.jbusres.2011.10.026>
38. Leider, J. P., Harper, E., Shon, J. W., Sellers, K., & Castrucci, B. C. (2016). Job satisfaction and expected turnover among federal, state, and local public health practitioners. *American Journal of Public Health*, 106(10), 1782–1788. <https://doi.org/10.2105/AJPH.2016.303305>
39. Li, Y., Huang, H., & Chen, Y. Y. (2020). Organizational climate, job satisfaction, and turnover in voluntary child welfare workers. *Children and Youth Services Review*, 119, 105640. <https://doi.org/10.1016/j.childyouth.2020.105640>
40. Lia Fitria, H. B. dan R. (2017). Effect of Job Satisfaction and Perception of Work Opportunities. *Rjoas*, 8(August), 167–178.
41. Lin, C. P., & Liu, M. L. (2017). Examining the effects of corporate social responsibility and ethical leadership on turnover intention.

- Personnel Review*, 46(3), 526–550. <https://doi.org/10.1108/PR-11-2015-0293>
42. Lu, B., Fan, W., & Zhou, M. (2016). Social presence, trust, and social commerce purchase intention: An empirical research. *Computers in Human Behavior*, 56, 225–237. <https://doi.org/10.1016/j.chb.2015.11.057>
43. Mabaso, C. M., & Dlamini, B. I. (2017). Impact of Compensation and Benefits on Job Satisfaction. *Research Journal of Business Management*, 11(2), 80–90. <https://doi.org/10.3923/rjbm.2017.80.90>
44. Malhotra, N. K. (1996). *Marketing Research An Applied Oriented* (Second). Prentice Hall, Inc.
45. Mansour, S., & Tremblay, D. G. (2016). How the need for “leisure benefit systems” as a “resource passageways” moderates the effect of work-leisure conflict on job burnout and intention to leave: A study in the hotel industry in Quebec. *Journal of Hospitality and Tourism Management*, 27, 4–11. <https://doi.org/10.1016/j.jhtm.2016.02.002>
46. Maslach, C., & Leiter, M. P. (2016). Understanding the burnout experience: Recent research and its implications for psychiatry. *World Psychiatry*, 15(2), 103–111. <https://doi.org/10.1002/wps.20311>
47. Mobley, W. H. (2011). *Pergantian Karyawan: Sebab-Akibat dan Pengendaliannya*. PT. Gramedia.
48. Mu, A. (2019). BAB IV Analisis Data dan Pembahasan. *Journal of Chemical Information and Modeling*, 53(9), 1689–1699.
49. Murdania, A. A., & Fachrurrozieb, F. (2022). Pengaruh Kepuasan Kerja Dan Komitmen Organisasional Terhadap Turnover Intention. *E-Jurnal Manajemen Universitas Udayana*, 11(2), 297. <https://doi.org/10.24843/ejmunud.2022.v11.i02.p05>
50. Notoatmodjo, S. (2010). *Metodologi Penelitian Kesehatan*. Rineka Cipta.
51. Octaviani, H. (2015). Person-Organization Fit, Kepuasan Kerja, Dan Turnover Intention: Studi Empiris Pada Karyawan Generasi Y Industri Perbankan Di Indonesia. *Jurnal Manajemen*, 12(2), 111–128. <https://doi.org/10.25170/jm.v12i2.811>
52. Oh, J. (2020). Employee perceptions of HRM practices and their turnover intentions: evidence from South Korea. *Evidence-Based HRM*, 8(2), 145–160. <https://doi.org/10.1108/EBHRM-04-2019-0037>
53. Ong, D., Ong, V., Zhang, L., Huey, P., & Hie, T. (2014). Expressions of Fresh Graduates: Employee Loyalty in Malaysia. *World Journal of Management*, 5(2), 92–106. <https://doi.org/10.21102/wjm.2014.09.52.08>
54. Park, I. J., Kim, P. B., Hai, S., & Dong, L. (2020). Relax from job, Don't feel stress! The detrimental effects of job stress and buffering effects of coworker trust on burnout and turnover intention. *Journal of Hospitality and Tourism Management*, 45(October), 559–568. <https://doi.org/10.1016/j.jhtm.2020.10.018>
55. Rivai, V. Z. (2015). *Manajemen Sumber Daya Manusia Untuk Perusahaan*. 7(Depok: PT RAJAGRAFINDO).
56. Robbins, S. P., & Judge, T. A. (2016). *Perilaku Organisasi* (16th ed.). Salemba Empat.
57. Robinson, O. P., Bridges, S. A., Rollins, L. H., & Schumacker, R. E. (2019). A study of the relation between special education burnout and job satisfaction. *Journal of Research in Special Educational Needs*, 19(4), 295–303. <https://doi.org/10.1111/1471-3802.12448>
58. Safari, I. (2020). A study on the relationship between burnout and job satisfaction of iranian EFL teachers working in universities and schools. *Journal on Efficiency and Responsibility in Education and Science*, 13(4), 164–173. <https://doi.org/10.7160/ERIESJ.2020.130401>
59. Saman, A. (2020). Effect of Compensation on Employee Satisfaction and Employee Performance. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 4(01), 185–190. <https://doi.org/10.29040/ijebar.v4i01.947>
60. Sandbrook, C., Fisher, J. A., Holmes, G., Luque-Lora, R., & Keane, A. (2019). The global conservation movement is diverse but not divided. *Nature Sustainability*, 2(4), 316–323. <https://doi.org/10.1038/s41893-019-0267-5>
61. Santhanam, N., & Srinivas, S. (2020). Modeling the impact of employee engagement and happiness on burnout and turnover intention among blue-collar workers at a manufacturing company.

- Benchmarking, 27(2), 499–516.
<https://doi.org/10.1108/BIJ-01-2019-0007>
62. Sekaran, U. (2013). *Research Methods for Business*. Salemba Empat.
63. Sekaran, U., & Bougie, R. (2010). *Research Method For Business: A Skill Building Approach*. John Wiley @ Sons,.
64. Sekaran, U., & Bougie, R. (2013). *RESEARCH Methods for Business: A Skill-Building Approach*. John Wiley & Sons, Ltd.
65. Sekaran, U., & Bougie, R. (2017). *Metode Penelitian untuk Bisnis: Pendekatan Pengembangan-Keahlian* (6th ed.). Salemba Empat.
66. Septerina, S., & Irawati, R. (2018). Pengaruh Compensation Terhadap Kepuasan Kerja Karyawan Pada Bagian Produksi Di Pt. Etowa Packaging Indonesia. *Journal of Applied Business Administration*, 2(1), 13–19.
<https://doi.org/10.30871/jaba.v2i1.714>
67. Shahpouri, S., Namdari, K., & Abedi, A. (2016). Mediating role of work engagement in the relationship between job resources and personal resources with turnover intention among female nurses. *Applied Nursing Research*, 30, 216–221.
<https://doi.org/10.1016/j.apnr.2015.10.008>
68. Shortland, S. (2018). What seals the deal? How compensation and benefits affect women's decisions to accept expatriation in the oil and gas industry. In *The Electronic Library* (Vol. 34, Issue 1). Emerald Publishing Limited.
<https://doi.org/https://doi.org/10.1108/PR-11-2016-0294>
69. Sudrajat, A. (2021). Pengaruh Kepuasan Kerja Dan Komunikasi Terhadap Turnover Intention Pada Departemen QA Bagian QC PT.X Garment Kabupaten Tasikmalaya. *Computech, Jurnal*, 15(2), 74–77.
<http://jurnal.stmik-mi.ac.id/index.php/jcb/article/view/243>
70. Sufiyati, Cokki, S. P. D. M. S. (2021). Effect of Work Overload on Job Satisfaction Through Burnout. *Jurnal Manajemen*, 25(1), 56.
<https://doi.org/10.24912/jm.v25i1.703>
71. Symitsi, E., Stamolampros, P., & Daskalakis, G. (n.d.). *Employees' online reviews and equity prices*.
72. Tri Yulyanti Fathonah *, Aida Vitayala Hubeis, & dan Nurmala K Panjaitan. (20016). Perception of Working Condition and Performance of the Generation Y Employees. *MANAJEMEN IKM: Jurnal Manajemen Pengembangan Industri Kecil Menengah*, 11(2), 111–122.
<http://jai.ipb.ac.id/index.php/jurnalmpi/article/view/15264/11203>
73. Vatankhah, S., Raoofi, A., & Ghobadnezhad, M. (2017). Using compensation satisfaction to predict turnover intention and theft among cabin crew: Mediating role of fraternal deprivation. *Journal of Service Science Research*, 9(1), 91–119.
<https://doi.org/10.1007/s12927-017-0006-2>
74. Yudha, K. (2018). *Pengaruh Compensation Terhadap Kepuasan Kerja*. 2(2).
<https://doi.org/10.1016/j.gecco.2019>

How to cite this article: Charly Bede, Parwoto, M. Ali Iqbal. The role of job satisfaction as an intervening variable and its effect on burnout and compensation for turnover intention. *International Journal of Research and Review*. 2022; 9(7): 724-732. DOI: <https://doi.org/10.52403/ijrr.20220776>
