

The Effect of Role Conflict and Burnout Toward Turnover Intention at Software Industries, Work Stress as Moderating Variables

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Abstract—This research aims to examine and analyze the effect of role conflict, burnout, job stress, and Turnover Intention on employees of PT. EDI Indonesia. The method being used for this research is descriptive method. The objects of this research are 80 employees of PT. EDI Indonesia. The approach being used for this research is Structural Equation Model (SEM) analysis tool Smart-PLS 3.0. The results showed role conflict has positive and significant effect on employee's job stress. Burnout has positive and significant effect on Job Stress. Burnout has positive and significant effect on turnover intention. Role conflict has positive and significant effect on turnover intention. Job stress has positive and significant effect on turnover intention.

Keywords: role conflict, burnout, job stress, turnover intention

I. INTRODUCTION

Human resources are important factors in a company that determine the success or failure of a company in achieving its goals. Human resources are the most valuable and most important assets or assets owned by an organization, because the success of the organization is largely determined by the human element [1]. In order for the company's goals to be achieved, the company must pay attention to and maintain its workers well so that workers who have good qualifications in the company do not have the desire to move even leave the company (*turnover intention*) because they receive less attention from the company. Human resources are always attached to each company as a determinant of existence and play a role in contributing towards achieving company goals effectively and efficiently. Companies need reliable and quality human resources so that companies must be able to manage and pay attention to human resources as well as possible [2]. In other words, companies must be aware of the value of employee investment, where it is currently very difficult to collect a good-performing and high-quality workforce, so it would be better for companies to develop and maintain existing human resource assets and employees have no desire to move even leaving the company (*turnover intention*) because it gets less attention from the company and feels comfortable to keep working and being loyal to the company.

According to Soelton and Atnani, providing a definition of *Turnover intention* is the degree of attitude attitudes held by employees to look for new jobs in other places or plans to leave

the company within the next three months, and two years to come [3]. Whereas, *Turnover intention* is a situation where workers have intentions or tendencies that are carried out consciously to look for another job as an alternative in a different organization and *turnover* is the driver of the exit of workers from where they work [4].

The high level of *turnover intention* on the company will increasingly cause a variety of potential costs, both the training costs that have been invested in employees, the level of performance that must be sacrificed, and the costs of recruitment and retraining. The current increase in *turnover intention* has become a serious problem for many companies, even some companies are frustrated when they find out that the recruitment process that has succeeded in recruiting qualified staff turned out to be futile because the recruited staff had chosen jobs in other companies. In addition, the costs incurred in developing employees in the form of training will also only be in vain because the employees stop working. Pawesti, and Wikansari suggests that the occurrence of *turnover intention* can harm the company both in terms of cost, resources, and employee motivation [5]. With the occurrence of *turnover intention* means the company loses a number of workers. This loss must be replaced with a new employee. Companies have to spend from recruitment to getting ready-to-use labor. Employees who are left behind will be affected by their motivation and enthusiasm. Employees who previously did not try to find a new job will start looking for jobs, which will then *turnover intention*.

Turnover is a classic problem that is always faced by entrepreneurs. As with *replacement* that continues to run, both *replacement* (replacement) due to general factors and resignation. If the change is caused by an age factor, the company can anticipate by preparing cadres to replace the position of the employee. But if employee turnover is caused by resignation, it will be difficult for the company because it is related to the implementation of work programs that have been set by the company [6]. The high level of *turnover* employee in the company can be seen from how much the employee wants to move to an organization or company [7]. Thus it is clear that turnover will have a negative impact on the organization because it creates instability in the condition of the workforce, decreases employee productivity, a non-conductive working

atmosphere and also has an impact on the increasing cost of human resources [8].

Avery et al., suggest that there are several factors that are considered as causes of *Turnover Intention*, namely job satisfaction, affective commitment, workload, work fatigue (*burnout*), work stress, staff salaries, and role conflict [9]. The researcher used variable role conflict, work exhaustion (*burnout*), and work stress, because it was the biggest variable that had an effect on *Turnover Intention* at the research location, namely PT EDI Indonesia, Sunter North Jakarta. The results of research conducted by Zahroh and Sudibya prove that role conflict has a positive influence *turnover intention* on employee [10]. Positive influence means that if the level of employee role conflict increases, *turnover intention* employee will also increase, and vice versa. Sintaasih found that role conflict has a direct relationship to *turnover intention* [11]. The direct relationship shows that employees will continue to enjoy their work despite experiencing role conflicts, but because the pressure from the family role is strong enough, it can force employees to get out of their jobs.

Role is a situation where an individual is faced with different role expectations. Wibowo and Rahardja say that role conflict and work fatigue have a significant influence [12]. The higher role conflict and work fatigue (*burnout*) will *turnover intention* increase the of employees. According to Dewi and Wulanyani role conflict occurs when attention and time are too focused on one role, so that other roles cannot be fulfilled optimally [13]. Whereas Anjani, argues that differences in role conflict in individuals can occur because of differences in roles or individual tasks in society [14]. In addition, role conflict arises when the management provides a task that cannot be resolved properly by employees due to unavailability of sufficient time and resources (funds and equipment) [15]. The higher the role conflict, the more disturbing the performance of employees and their commitment to the organization also decreases so that the greater the possibility of transfer of work done by employees.

In addition to role conflict, which affects the high level of *turnover of intention* a company's is to *burn*. Physical activity and the number of workloads / tasks can affect burnout (work fatigue). Gonul and Gokce say *burnout* is a prolonged response related to stress factors that continue to occur in the workplace where the result is a combination of workers and their jobs [16]. Work fatigue/*burnout* is a pretty important factor in determining a person's high and low performance. The employees who have the highest *burnout* level are mostly likely to withdraw from their jobs so that the work is not optimal and decide to resign from their jobs.

According to Maharani and Triyoga *burnout* is a symptom of emotional fatigue caused by the high demands of work, which is experienced by individuals who work in situations where they must serve the needs of many people [17]. Meanwhile, if employees feel that there is a mismatch given by the company to employees, such as the existence of unhealthy competition among fellow employees, lack of support from superiors, this is what causes symptoms of *burnout* in employees. According to Rahmawati conditions *burnout* will also affect the decline in performance and work performance

and changes in individual attitudes in the work environment such as: withdrawal from work by keeping a distance (decreasing intensity related to either the client or coworkers), more absences and has *turnover* a higher than other workers [18].

In addition to factors of role conflict and *burnout*, job stress can also affect *turnover intention*. According to Nawawi, it provides a definition of stress as a stressed state, both physically and psychologically [3]. Whereas, according to the results of research conducted by Siddiqui and Jamil, it was shown that work stress is one of the main factors affecting *turnover intention* employee [19]. Stress is a major issue of concern, because it has become part of the lives of employees, and it is difficult to avoid stress in work. Job stress is an adaptive response, limited by individual differences and psychological processes, namely the consequences of each activity (environment), external situations or events that burden excessive psychological or physical demands on someone in the place of the individual [20].

The reaction of employees who are stressed in work is like [20]: irritable, not communicative, mentally exhausted, losing spontaneity and creativity, easily physically tired, dizzy headache, excessive smoking, delaying or avoiding work. The existence of a positive relationship to work stress on *turnover intention*, where the increase in work stress is also followed by an increase in *turnover intention*. In the long term employees who cannot resist work stress, employees are no longer able to work in the company. At an increasingly severe stage, stress can make employees become sick or even resign (*turnover*) [21]. In line with these conditions, the PE Electronic Data Interchange Indonesia as one of the companies in the field of Engineering and Information residing in Jakarta is required to increase capability in the face of competition, one of which is by considering labor factors.

A. Objective

The purpose of the study to determine the effect Influence of Role Conflict, and *Burnout* Against *Turnover Intention* with Job Stress as an intervening variable On Employee PT EDI Indonesia.

B. Benefits of Research

The results of this study are expected to contribute to add insight or research studies and as a basis and comparative and reference studies for similar researchers. The results of this study can be as consideration for the agency to determine the policy to be taken in dealing with the influence of Role Conflict, and *Burnout* Against *Turnover Intention* with Job Stress as an intervening variable at PT EDI Indonesia employees.

II. STUDY OF THEORY AND FRAMEWORK

A. Role Conflict

Role conflict is a conflict that occurs because there is a conflict when we are carrying out certain roles. Role conflict is a form of dispute between expectations related to a role. Role conflict is the result of inconsistencies in the expectations of

various parties or one's perceptions with the difference between the demands of roles and needs, as well as individual values and so on. As a result, someone who has a role conflict will be in an atmosphere of tossed, pinched and wrong. Role conflict can make individuals unable to make better decisions between the roles they perform.

Role conflict is a situation where an individual is faced with different role expectations. The role conflict will arise if the individual finds that being obedient to the demands of one role causes him to have difficulty adhering to the demands of the other roles [22]. In addition, role conflict arises when management provides a task that cannot be resolved properly by employees due to the unavailability of time and resources (funds and equipment) [15]. Meanwhile, according to Kreitner and Kinicki translated by the Alchemist Language Bureau, the role is the behavioral order that one expects from a position [23]. According to Robbins and Judge, suggesting that role conflict is a situation where individuals are faced with expectations of different roles [22]. According to Paden and Buchler, role conflict arises between the expectations of two different roles that are owned by someone [24].

B. Burnout

Burnout is a new phenomenon in the field of psychology. An understanding of this concept actually existed about 35 years ago, but it was not until 1974 that the issue of *burnout* was the subject of studies by psychologists. *Burnout* is the term first coined by Freudenberger in 1974, which is a representation of psychological stress syndrome which shows a negative response as a result of the work pressure [25]. Rosyid and Farhati state that *burnout* is defined as the condition of individuals who experience physical fatigue, cynicism (*depersonalization*), mental fatigue, reduced ability to solve problems (*reduced personal accomplishment*), and *emotional exhausted* that occurs due to long periods of stress, in situations that require high emotional involvement [26].

Priansa says *burnout* is a psychological reaction to stress and discomfort experienced by employees when he reduces his involvement in carrying out work so that work is not optimal [27]. Katarini, explains the definition of *burnout* operational. "*Burnout is a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment among individuals who do work of some kind,*" which means that based on this limitation, it can be determined when someone has experienced *burnout*, the way is to examine the symptoms of drought *emotional*, *depersonalization* and decreased sense of success in carrying out daily tasks [25]. The term *burnout* is also interpreted as an *exhaustion* physical, emotional, and mental that disturbs him.

C. Job Stress Job

Stress is a feeling that pressures or feels depressed experienced by employees in the face of work [28]. According to Handoko, work stress is a condition of tension that affects emotions, thought processes and conditions of a person [29]. Whereas according to Robbins, work stress is a dynamic condition in which an individual is expected with an opportunity, obstacle, or demand related to what is desired and the results are perceived as an uncertainty [22].

Furthermore, according to Nawawi, it provides a definition of stress as a stressed state, both physically and psychologically [3]. This stressed situation is generally a condition that has the characteristic that the demands of the environment exceed the ability of the individual to respond. Environment does not mean only the physical environment, but also the social environment. Such an environment also exists in work organizations as a place for every member of the organization or employee to use most of their time in their daily lives.

D. Turnover Intention

Turnover intention consists of two words, namely *Turnover* and *Intention*. *Turnover* is an act of voluntary or involuntary withdrawal from an organization [30]. Whereas *Intention* comes from English which means intention or desire, so if combined *Turnover Intention* is the desire of an employee to leave the company voluntarily. The occurrence of *turnover intention* high indicates that employees do not feel at home working in a company. The existence of *turnover intention* results in companies issuing a high enough cost because companies become more often conduct recruitment and debriefing in the form of training which is quite pressing in terms of costs.

Turnover Intention is a mediating factor between attitudes that affect the intention to get out and really leave the company [31]. Whereas according to Dharma, *turnover intention* is the degree of attitude tendencies possessed by employees to look for new jobs in other places or a plan to leave the company within the next three months, and two years to come [32].

E. Conceptual Framework

Based on previous descriptions, the following is illustrated the conceptual framework (chart) of the influence between research variables.

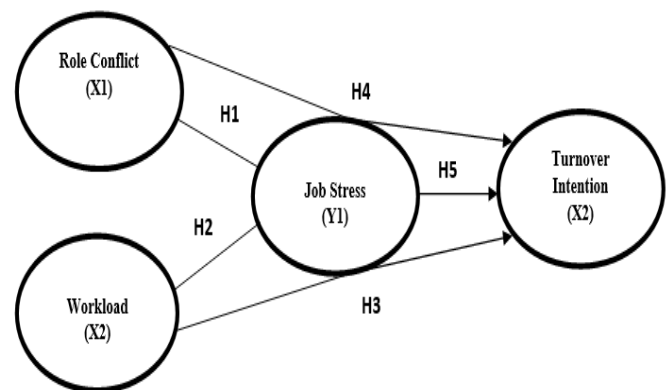


Fig. 1. Thinking framework.

Hypothesis research

- There is a positive and significant influence between role conflict on work stress
- There is a positive and significant influence between *burnout* on work stress

- There is a positive and significant influence between *Burnout* on *turnover intention*
- There is a positive and significant influence between Role Conflict towards *turnover intention*
- There is a positive and significant influence between work stress on *turnover intention*

III. RESEARCH METHODOLOGY

A. Research Design

Research design is a type of causal research. Causal research design is useful for analyzing the relationships between one variable with other variables. In this study researchers were interested in examining the independent variables namely Role Conflict, Workload on Employee Performance as the dependent variable with Burnout as an intervening variable in PT Electronic Data Interchange Indonesia.

B. Data Collection Instruments

The instruments used for data collection are questionnaires submitted to employees. The questionnaire was distributed to 80 respondents of employees of PT EDI Indonesia, Jakarta.

C. Population

The population in this study were employees of PT EDI Indonesia, amounting to 398 employees consisting of 190 permanent employees, 190 employees with contract systems, and 18 outsourcing employees.

D. Samples

Sample that used after calculation using the Slovin formula with an e value of 0.10 with the results of 80 respondents, namely 80 permanent employees at PT Electronic Data Interchange Indonesia.

E. Data Analysis

Data analysis and interpretation for research aimed at answering research questions in order to uncover certain phenomena. To analyze the data used The Structural Equation Modeling (SEM) from PLS 3.0 statistical software in the model and review of hypotheses, structural equation models.

IV. RESULTS AND DISCUSSION

A. Test Validity and Reliability

TABLE I. RESULTS OF CONVERGENT VALIDITY TEST

Variable	Indicator	Outer Loading	Remarks
Role Conflict	KP3	0.823	Valid
	KP4	0.845	Valid
	KP5	0.792	Valid
	KP6	0.719	Valid
	KP7	0.500	Valid
Burnout	BO2	0.729	Valid
	BO3	0.668	Valid
	BO4	0.820	Valid
	BO5	0.871	Valid
	BO9	0.676	Valid
	BO10	0.583	Valid
Job Stress	BO11	0.736	Valid
	SK1	0.704	Valid
	SK4	0.791	Valid
	SK5	0.821	Valid
	SK6	0.651	Valid
	SK7	0.733	Valid
	SK8	0.713	Valid
Turnover Intention	SK9	0.709	Valid
	SK10	0.731	Valid
	TI2	0.836	Valid
	TI3	0.872	Valid
	TI4	0.728	Valid
	TI5	0.668	Valid
	TI7	0.514	Valid
	TI8	0.681	Valid

Table 1 shows that all indicators meet *convergent validity* because they have a value *loading factor* above 0.5 and thus all indicators for measuring research constructs are valid. If all indicators have a *loading factor* above 0.5, the proposed measurement model has the potential to be tested further.

TABLE II. TEST RESULTS COMPOSITE RELIABILITY

Variable	Composite Reliability	Remarks
Role Conflict	0.855	Reliable
Burnout	0.888	Reliable
Job Stress	0.903	Reliable
Turnover Intention	0.867	Reliable

Table 2 shows that the results *composite reliability* show satisfactory values, namely all latent variables are reliable because all values of latent variables have values *composite reliability* > 0.70. So it can be concluded that the questionnaire used as this research tool has been reliable and consistent.

B. Hypothesis Testing

After testing the suitability of the model, it can be tested against the hypothesis. The hypothesis testing of the study was conducted using the method *Structural Equation Modeling* (SEM) with PLS 3.0 software. The basic hypothesis making is done by comparing the magnitude of the *t-table* with *t-count* at alpha 0.05 (5%) = 1.96. If the *table is* less than alpha 1.96 then the hypothesis is not accepted or rejected, and vice versa if the *table is* > 1.96 then the hypothesis is accepted or there is a significant influence between the two variables.

TABLE III. HYPOTHESIS TESTING RESULTS

	Original Sample	Standard Deviation	T-Statistics	P Values	Remarks
<i>Role Conflict → Job Stress</i>	0.321	0.043	7.435	0.000	Positive- Significant
<i>Burnout → Job Stress</i>	0.691	0.043	6.196	0.000	Positive- Significant
<i>Burnout → Turnover Intention</i>	0.400	0.192	5.556	0.000	Positive- Significant
<i>Role Conflict → Turnover Intention</i>	0.536	0.122	4.394	0.000	Positive- Significant
<i>Job Stress → Turnover Intention</i>	0.323	0.263	4.103	0.000	Positive- Significant

C. *Effects of Roles Conflict against Job Stress*

Based on the hypothesis test in this study obtained the results of the T-statistic value of 7.435, the original sample value is 0.321, and the P Values value is 0.000. The T-statistic value is greater than the T-table value 1.96, the original sample value shows a positive value, and the P Values value shows less than 0.05, this result shows that role conflict has a positive and significant effect on work stress. The results of this hypothesis are supported by Viator and Pasewark research which shows that role conflict has a positive effect on work stress [33].

D. *The Effect of Burnout against Job Stress*

Based on the hypothesis test in this study obtained the results of the T-statistic value of 6.169, the original sample value of 0.691, and the P Values value of 0.000. The T-statistic value is greater than the T-table value 1.96, the original sample value shows a positive value, and the P Values value shows less than 0.05, this result shows that burnout has a positive and significant effect on work stress. The results of this hypothesis are supported by the research of Prestiana and Purbandini which show that there is a positive and significant relationship between burnout variables and work stress variables [34].

E. *The Effect of Burnout against Turnover Intention*

Based on hypothesis testing in this study showed T-statistic values for 5556, the value of the original sample of 0.400, and the value of P Values of 0000. The T-statistic value is more than 1.96 T-table value, the original sample value shows a positive value, and the P Values value shows less than 0.05, this result shows that burnout has a positive and significant effect on turnover intention. These results reinforce previous research conducted Based on the results of research from Visser and Rothman that there is a significant relationship between burnout and turnover intention on employees [35].

F. *The Effect of Conflict against Turnover Intention*

Based on the hypothesis test in this study the T-statistic value is 4,394, the original sample value is 0.536, and the P Values value is 0.000. The T-statistic value is greater than the T-table value 1.96, the original sample value shows a positive value, and the P Values value shows less than 0.05, this result shows that role conflict has a positive and significant effect on turnover intention.

G. *The Effect of Job Stress against Turnover Intention*

Based on the hypothesis test in this study the T-statistic value is 4.103, the original sample value is 0.323, and the P Values value is 0.000. The T-statistic value is greater than the

T-table value 1.96, the original sample value shows a positive value, and the P Values value shows less than 0.05, this result shows that work stress has a positive and significant effect on turnover intention. The results of this hypothesis are supported by Liu's study which shows that work stress has a direct and positive impact on turnover intention [36].

V. CONCLUSIONS AND SUGGESTIONS

A. *Conclusions*

- Role conflict has a positive and significant effect on the work stress of PT. EDI Indonesia. This means that if the conflict faced by employees is high, the work stress of employees will increase.
- Burnout has a positive and significant effect on the work stress of PT. EDI Indonesia. This means that if the employee's fatigue is high, the work stress of the employee will increase.
- Burnout has a positive and significant effect on the turnover of PT. EDI Indonesia. This means that if the employee is exhausted, the desire to leave the employee is high.
- Role Conflict has positive and significant effect on PT. EDI Indonesia. This means that if the conflict faced by employees is high, then the desire to leave the employee is high.
- Job stress has a positive and significant effect on the turnover of PT. EDI Indonesia. This means that if the work stress of the employee is high, then the desire to leave the employee is high.

B. *Suggestions*

- Company must further tighten the procedures that have been implemented so that employees do not ignore the rules or policies that have been made in work, for example by giving a warning or warning letter to employees who violate company rules.
- Employees must rest their minds by optimizing rest periods at night to reduce fatigue after working and feeling fresh thoughts when working again and the company can also provide vacation facilities together to employees to avoid work stress, such as gathering.
- Companies must improve safety in work, such as periodically checking equipment and equipment working to reduce accidents at work.

- Companies must provide salaries that are in accordance with company standards and assess employee performance in order to retain employees and reduce the desire of employees to leave the company, giving salaries must be adjusted to the assessment of performance and levels of performance achieved.

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