

The Effect of Employee Work Experience and Burnout on Turnover Intention at PT Mandiri Inovasi Bersama in Tangerang

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ABSTRACT

The purpose of this study was to determine the effect of work experience and burnout on employees' turnover intention at PT Mandiri Inovasi Bersama in Tangerang, both partially and simultaneously. This study employed a quantitative method with a descriptive associative approach. The population consisted of 45 employees, and the entire population was selected as the research sample using the saturated sampling technique. Data were collected through questionnaires and analyzed using validity tests, reliability tests, classical assumption tests, multiple linear regression analysis, and hypothesis testing with the assistance of SPSS version 27. The result of the study indicated that the work experience variable (X_1) had a positive and significant effect on turnover intention (Y), as evidenced by a calculated t-value of 13.453, which was greater than the t-table value of 1.682, and a significance value of $0.000 < 0.05$. Therefore, H_{01} was rejected and H_{a1} was accepted. The burnout variable (X_2) also had a positive and significant effect on turnover intention (Y), as indicated by a calculated t-value of 18.602, which was greater than the t-table value of 1.682, and significance value of $0.000 < 0.05$. Therefore, H_{02} was rejected and H_{a2} was accepted. Simultaneously, work experience and burnout had a positive significant effect on employees' turnover intention. Therefore, H_{03} was rejected and H_{a3} was accepted. Thus, the regression model used was considered appropriate and capable of explaining the effect of work experience and burnout on employees' turnover intention at PT Mandiri Inovasi Bersama in Tangerang

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1. INTRODUCTION

Human resources play a strategic role in achieving organizational goals and maintaining long term business sustainability. According to Pratama(2022), human resource management is an important part of management that focuses on managing human resources within an organization. The achievement of

organizational goals is largely determined by the active role of employees as planners, implementers, and decision makers within the organization.

Effective human resource management is important for organization to ensure that employees can contribute optimally and remain committed to the organization. According to Pratama (2022), the objectives of human resource management include recruiting and retaining highly motivated and skilled human resources, improving employee quality through training, creating a productive and harmonious work environment, and providing rewards for employee performance. In today's competitive business environment, organizations are required not only to attract quality employees but also to retain them to keep operations effective and organizational performance strong. One of the main challenges organizations face is employees intention to leaves, which refers to an employees willingness or conscious plan to voluntarily leave the organization. High turnover intention can lead to increased recruitment and training costs, disruptions in organizational knowledge, and decreased productivity (Noe et al, 2018)

Work experience and burnout are two factors that often play a role in whether employees think about leaving their job. Work experience reflects the knowledge, skills, and abilities employees gain from their work. More experienced employees usually perform better and adapt more easily. However, previous research shows mixed results regarding the relationship between work experience and the desire to leave. Some studies say that experienced employees are more likely to stay because they feel more committed to the organization, while others suggest that experienced employees have better job opportunities, which could make them more likely to want to leave.

Burnout is another important factor that affects the intention to leave a job. Burnout is a psychological condition marked by emotional exhaustion, physical fatigue, and a reduced sense of personal achievement due to prolonged work stress (Maslach & Leiter, 2022). Employees experiencing burnout tend to show lower job satisfaction, decreased organizational commitment, and a stronger intention to look for work elsewhere. So, managing burnout is an important concern in human resource management.

PT Mandiri Inovasi Bersama, a manufacturing company in Tangerang, also faces challenges related to employee turnover. Understanding the factors that influence employees intention to leave is really important for supporting effective human resource management and improving employee retention.

Based on inconsistent findings from previous studied and organizational conditions, this research aims to examine the effect of work experience and burnout on employees intention to leave their job at PT Mandiri Inovasi Bersama, both partially and simultaneously. These finding are expected to contribute to the human resource management literature and provide practical recommendations for organizations in developing strategies to reduce turnover intentions and improve employee retention.

2. METHODS

This study uses a quantitative research approach with an associative design to look at the impact of work experience and burnout on employees intentions to leave at PT Mandiri Inovasi Bersama, Tangerang. The study involved all 45 employees of the company as participants. Since the population is quite small, a saturated sampling (census) technique was used, so every employee could participate in the study. This approach ensures that the data collected represents the entire organization.

Primary data were collected through a structured questionnaire created based on indicators of work experience, burnout, and intention to leave the job. All questionnaire items were measured using a five-point likert scale, form 1 (strongly disagree) to 5 (strongly agree). Before testing the hypotheses, the research instrument was evaluated through validity and reliability tests to ensure measurement accuracy and internal consistency. The collected data were analyzed using IBM SPSS Statistics version 27. The analysis procedures included descriptive statistics, classical assumption statistics, classical assumption tests (normality, multicollinearity, heteroscedasticity, and autocorrelation), multiple linear regression analysis, coefficient of determination (R^2), and hypothesis testing using t-tests and F-tests. Statistical significance was set at a 5% level ($p < 0.05$) to evaluate the partial and simultaneous effects of work experience and burnout on employees intention to leave the job.

3. FINDINGS AND DISCUSSION

Respondent Characteristics

This study involved 45 employees of PT Mandiri Inovasi Bersama, Tangerang. A saturated sampling technique was used because the entire population of 45 employees was included as the research sample. The respondents provided data on work experience, fatigue, and intention to leave through structured questionnaires.

Company data also showed that employee turnover fluctuated during 2021–2025. The number of employees leaving the company increased from 2 in 2021 to 5 in 2024 and remained relatively high at 4 in 2025. This situation indicates the relevance of studying factors related to employees' intention to leave the organization.

Table 1. Employee Turnover at PT Mandiri Inovasi Bersama, 2021–2025

Year	Employees Leaving	Total Employees
2021	2	41
2022	3	44
2023	2	46
2024	5	44
2025	4	45

Source: Company data, processed by the authors.

Validity and Reliability

The questionnaire was tested for validity and reliability before hypothesis testing. The validity test was conducted to see if the questionnaire items sufficiently measured the intended constructs, while the reliability test was carried out to assess the consistency of the measurement tool.

The results showed that the questionnaire items met the validity requirements, and the research variables demonstrated acceptable reliability. Therefore, this instrument is considered suitable for further statistical analysis.

Table 2. Validity and Reliability Results

Variable	Validity	Reliability	Result
Work Experience	Valid	Reliable	Accepted
Burnout	Valid	Reliable	Accepted
Turnover Itention	Valid	Reliable	Accepted

Source: SPSS 27 output.

Classical Assumption Test

Before performing multiple linear regression analysis, classical assumption tests are carried out. These tests include normality, multicollinearity, heteroscedasticity, and autocorrelation. The results show that the regression model meets the required classical assumptions. So, the model is considered suitable for testing the proposed hypothesis.

Table 3. Classical Assumption Test Results

Test	Result	Conclusion
Normality	Meets Criterion	Normally Distributed
Multicollinearity	Meets Criterion	No. Multicollinearity
Heteroscedasticity	Meets Criterion	No. Heteroscedasticity
Autocorrelation	Meets Criterion	No Autocorrelation

Source: SPSS 27 output.

Hypothesis Testing

Multiple linear regression is used to examine the effect of work experience and fatigue on the intention to leave. The results are presented in Table 4.

Hypothesis	Relationship	Coefficient (β)	t/F-value	Sig.	Decision
H1	Work Experience → Turnover Intention	0.461	13.453	0.000	Supported
H2	Burnout → Turnover Intention	0.621	18.602	0.000	Supported
H3	Work Experience + Burnout → Turnover Intention	-	76.650	0.000	Supported

Note: t-test was used for H1 and H2, while the F-test was used for H3.

The Effect of Work Experience on Job Change Intention

The first hypothesis proposes that work experience has a significant effect on the intention to change jobs. The results show a regression coefficient of 0.461, a t-value of 13.453, and a significance value of 0.000. Since the significance value is below 0.05 and the calculated t-value exceeds the critical value of 1.682, H1 is supported.

The positive coefficient indicates that higher levels of work experience are associated with a higher intention to change jobs. This finding suggests that experienced employees may have greater knowledge, skills, and awareness of alternative job opportunities. As a result, employees with more experience may be better able to evaluate opportunities outside their current organization and may develop a stronger intention to leave when they see more attractive career prospects.

The Impact of Burnout on the Intention to Change Jobs

The second hypothesis suggests that burnout has a significant effect on the intention to change jobs. The analysis produced a regression coefficient of 0.621, a t-value of 18.602, and a significance value of 0.000. Since the significance value is below 0.05, H2 is supported.

The positive coefficient indicates that the higher the level of burnout, the higher the intention to change jobs. Employees experiencing physical, emotional, and mental exhaustion may have lower motivation and a weaker desire to stay with their current organization. This finding is highly relevant to the company's work conditions as company data shows that 21 employees work overtime for 6–10 hours per month and 15 employees work overtime for more than 10 hours per month. So, workload and long working hours can contribute to employee burnout and, in turn, strengthen the intention to change jobs.

The Combined Effect of Work Experience and Fatigue

The third hypothesis examines the combined effect of work experience and fatigue on the intention to quit. The F-test resulted in an F value of 76.650 with a significance value of 0.000. Since the significance value is below 0.05, H3 is supported.

The coefficient of determination (R^2) is 0.785, indicating that work experience and fatigue together explain 78.5% of the variation in the intention to quit. The remaining 21.5% is explained by other factors not included in this study's model.

Regression Model

The multiple linear regression equation obtained from this study is expressed as follows:

$$Y = \alpha + 0.461X_1 + 0.621X_2 + \varepsilon \quad (1)$$

where Y represents the intention to leave the job, X_1 represents work experience, and X_2 represents burnout.

These positive coefficients indicate that both independent variables have a positive relationship with the intention to leave the job. Burnout has a larger coefficient (0.621) compared to work experience (0.461), which suggests that burnout contributes relatively more strongly to the intention to leave the job in this regression model.

Discussion

Work Experience and Intention to Change Jobs

The results confirm that work experience has a significant and positive influence on the intention to change jobs. This finding suggests that employees with more work experience may have a stronger intention to leave the organization. Experienced employees generally have better professional knowledge and skills, which can boost their confidence in seeking other job opportunities.

These findings have important implications for retaining employees. Organizations should not assume that experienced employees will automatically stay with the company. Career development, recognition, promotion opportunities, and appropriate rewards are important strategies for retaining experienced employees.

Fatigue and Intention to Change Jobs

The findings show that fatigue has a significant positive influence on the intention to change jobs. Among the two independent variables, fatigue has a higher regression coefficient, with $\beta = 0.621$, compared to $\beta = 0.461$ for work experience. This indicates that fatigue is an important factor associated with employees' intention to leave the company.

These findings can be understood from the employees' working conditions. Company overtime records show that most employees regularly work overtime. Prolonged workloads and insufficient recovery time can lead to physical and emotional fatigue. When such conditions persist, employees may see leaving the organization as an alternative to reduce job-related stress. Therefore, management should pay more attention to workload distribution, overtime management, getting enough rest, supporting employees, and developing a healthier work environment.

The Combined Effect of Work Experience and Burnout

Simultaneous testing shows that work experience and burnout significantly influence the intention to leave a job. An R^2 value of 0.785 indicates that these two variables together explain 78.5% of the intention to leave a job in the research model.

These results suggest that the intention to leave is affected by both employees' professional characteristics and their psychological conditions. Experienced employees might have a higher chance of moving to another organization, while employees experiencing burnout might be more motivated to leave their current workplace. When both conditions occur together, the likelihood of intending to leave can increase. Overall, these findings address the three research goals proposed in this study. Work experience significantly affects turnover intention, burnout significantly affects turnover intention, and both of these variables together influence turnover intention. From a managerial perspective, retaining employees should combine career development strategies for experienced staff with burnout prevention and employee wellness programs.

4. CONCLUSION

This study looks at the impact of work experience and burnout on employees intention to leave at PT Mandiri Inovasi Bersama, Tangerang. The result show that both work experience and burnout significantly affect employees intention to leave, both individually and together. Employees with more work experience tend to see broader career opportunities, which can increase their intention to leave the organization when more attractive job options arise. In addition, burnout emerges as an important factor influencing the intention to leave, indicating that prolonged work stress and emotional exhaustion can reduce employees motivation and commitment to the organization.

This study highlights that employee retention can't rely solely on compensation or recruitment strategies. Organizations also need to focus on career development, employee well-being, and workload management to reduce employees intentions to leave. Providing clear career paths, maintaining a supportive work environment, and running programs to prevent burnout can contribute to higher employee satisfaction and long-term organizational sustainability.

Although it contributes this study has some limitations. First, the research was conducted in a single manufacturing company with a relatively small sample of 45 employees, which might limit the generalizability of the findings. Second, the study only examined two independent variables, namely work experience and burnout, while other factors like job satisfaction, organizational commitment, leadership style, compensation, and work-life balance could also effect employees intentions to leaves.

Future research is recommended to involve a larger sample from various industries and geographic locations to improve the generalizability of the findings. Additionally, upcoming studies could include additional organizational and psychological variables as well as apply a longitudinal

research design to provide a more comprehensive understanding of the factors that influence employee intentions to leave.

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