

THE EFFECT OF EMPLOYEE ENGAGEMENT AND BURNOUT ON EMPLOYEE TURNOVER INTENTION AT DYNASTY MUSIC EQUIPMENT SEMARANG

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Abstract

The increasingly tight competition in the event organizer industry requires companies to have competent human resources capable of providing quality services. The importance of human resources in supporting the success of event organizer companies that are oriented towards service quality and customer satisfaction makes employee management a very strategic aspect. Companies need employees who are highly engaged in their work and are able to work optimally without experiencing excessive work fatigue. This study aims to analyze the effect of employee engagement on turnover intention. To analyze the effect of burnout on employee turnover intention. This type of research uses a causal explanatory method with a quantitative approach. The population of this study was employees of Dynasty Music Equipment Semarang, with a total of 55 respondents. The data collection technique in this study was carried out by distributing questionnaires with a 5-point Likert scale. The analysis tool used in this study was Smart PLS 4.0. The results of the study showed that: (1) There is no effect of employee engagement variables on Turnover Intention in Dynasty Music Equipment Semarang employees with a p value of $0.059 > 0.05$. (2) The p-value of $0.059 > 0.05$ indicates that burnout influences turnover intention among employees at Dynasty Music Equipment Semarang, with a p-value of $0.000 < 0.05$. The research findings indicate that employee engagement does not influence employee turnover intention at Dynasty Music Equipment Semarang. Conversely, burnout has a positive effect on turnover intention, meaning that the higher the level of burnout experienced by employees, the higher their desire to leave the company. Therefore, companies need to prioritize burnout prevention and management efforts to reduce employee turnover intention.

Keywords: employee engagement, burnout, turnover intention

INTRODUCTION

The increasingly dynamic global business environment demands that organizations adapt to technological changes, market competition, and increasingly complex customer demands. In these conditions, a company's competitive advantage is determined not only by its physical assets and financial capital, but also by its ability to effectively manage its human resources. Human resources are a critical factor in determining an organization's success in maintaining its existence and achieving its goals (Yusuf, 2026). Event organizers are part of the creative industry and need to adapt to the developments of the Fourth Industrial Revolution (Industry 4.0) by leveraging digital technologies and online systems. As Industry 4.0 has impacted nearly every industrial sector, business operators are required to prepare business strategies capable of addressing the resulting challenges and changes (Hatammimi and Krisnawati, 2018). The event organizing industry is a service sector experiencing rapid growth and increasingly fierce competition. Event organizing companies are required to provide professional services because the success of an event depends heavily on the quality of their human resources. Therefore, companies need to maintain the availability of a competent workforce to support productivity and service quality. However, high employee turnover rates remain a challenge for many organizations, as they can incur high recruitment and training costs and disrupt operational effectiveness (Al Sabei et al., 2020).

One factor influencing turnover intention is employee engagement. Employee engagement reflects the level of psychological involvement and commitment of employees to their work and the organization (Dessler & Varkkey, 2017). Employees with high employee engagement tend to demonstrate greater loyalty and work motivation, potentially reducing their desire to leave the company. Furthermore, another factor that can influence turnover intention is burnout, a state of physical, mental, and emotional exhaustion caused by prolonged work pressure (Sijabat & Hermawati, 2021). Burnout can lead to decreased work motivation, job satisfaction, and organizational commitment, thus increasing employees' desire to leave the company (Sundari & Meria, 2022).

This phenomenon occurred at Dynasty Music Equipment Semarang, an event organizer company specializing in organizing music events, renting supporting equipment, and providing wedding planning services. Interviews with management revealed problems such as employee turnover, low employee engagement, and burnout due to the high physical demands of the work. These conditions have the potential to increase turnover intention and disrupt the company's operational stability. Therefore, this study aims to analyze the influence of employee engagement and burnout on employee turnover intention at Dynasty Music Equipment Semarang.

LITERATURE REVIEW

Human Resource Management (HRM)

According to Hasibuan (2019), human resources (HR) is defined as the science and art of managing the relationships and roles of the workforce in order to assist businesses, employees, and society in achieving their goals in an effective and efficient manner.

Employee Engagement

Schaufeli and Bakker (2004) define job engagement as a pleasant and satisfying state of mind linked with work. This state of mind is characterized by excitement, dedication, and absorption in the task that one is doing. Accordingly, high levels of energy and a strong identification with one's work are other characteristics that can be used to describe occupational engagement. According to Diana and Frianto (2021), employee engagement refers to the degree to which an employee is able to fully devote himself in his work and is committed to attaining the goals of the organization. This is accomplished by maintaining a high level of performance and expressing himself both physically and emotionally in relation to his work. Good employee performance not only supports the achievement of individual goals but also enhances organizational performance effectiveness. Therefore, every employee needs to understand the organization's goals as a guide in carrying out their duties and responsibilities (Permatasari et al, 2019).

Indicator Employee Engagement There are three indicators according to Schaufeli and Bakker, (2004), namely:

- a. Vigor. It's characterized by high energy to maintain mental well-being while working. Vigor also reflects a willingness to work hard and persevere.
- b. Dedication. A high level of commitment in work with the intention of reaching goals is what we mean when we talk about dedication. characterized by a level of excitement, inspiration, pride, and a sense of being challenged.
- c. Absorption. Having a sensation of satisfaction and being completely focused on the task at hand are two characteristics that define absorption. When employees believe that time goes swiftly while they are working, it is difficult for them to stop working. This is a measurement of employee satisfaction.

Burnout

Burnout defined as a syndrome of emotional exhaustion, depersonalization and low sense of self- accomplishment leading to decreased work effectiveness (Firmansyah et al., 2023). Burnout is not just fatigue, but a combination of physical signs (feeling tired, headaches and digestive problems) and behavioral changes (irritability and frustration) towards the work environment, which is experienced by many dedicated and committed workers. (Hidayat et al., 2023).

According to Maslach in Kumajas, (2023) burnout indicators are described as follows:

- a. Emotional exhaustion,

Emotional exhaustion, which is a condition where an individual experiences physical and psychological fatigue due to continuous work pressure and demands.

- b. Depersonalization,

Depersonalization, which is characterized by the emergence of negative, cynical attitudes, or distancing from work and patients, which can reduce the quality of interactions in service.

- c. Decreased self-esteem.

Reduced personal accomplishment, namely a reduced feeling of competence and effectiveness in carrying out tasks, which can ultimately hinder work productivity.

Turnover intention

ATurnover intention is a subjective perception of an employee to leave the current job with the aim of seeking other opportunities (Ardiyanti, 2019). Meanwhile, according to Arum & Handari, (2020) defining turnover intention as the tendency of workers to move or quit their jobs voluntarily from their old place of work to a new place according to their own choice. According to Kristiyanto (2021).

According to Mobley (2011), the following are the signs that can be used to measure the intention to leave:

- a. Thinking of Quitting is a reflection of an individual's thinking regarding whether or not they will leave their job or continue working there. To begin, they are dissatisfied with their job, which ultimately leads them to contemplate leaving their current place of employment.
- b. An individual's willingness to look for work with a different company is reflected in their intention to explore for alternative employment opportunities. In the event that an employee begins to regularly contemplate leaving their current position, it is quite probable that they will look for employment elsewhere, preferably with a company that they believe offers better opportunities.
- c. The intention to quit is a reflection of an individual's intention to leave their current position. In the end, it is up to the employee to decide whether they will continue working at their current job or whether they will leave it altogether. Employees have the intention of leaving when they find a better job.

Hypothesis Development

The relationship between employee engagement and turnover intention.

According to Schaufeli and Bakker (2004), employee engagement refers to the degree to which workers feel an emotional, cognitive, and bodily relationship to their assigned task. People who are engaged in their work have a high level of passion, a strong energy, and a perception that their work is significant. Employees take an active role in contributing to the accomplishment of company goals. According to Mobley (2011), turnover intention refers to the tendency or intention of employees to quit the organization when they are knowingly and deliberately leaving. Laurensius (2024) conducted research that demonstrates that employee involvement has a detrimental impact on the inclination to leave an organization. Additionally, Andari (2024) demonstrates that employee involvement has a detrimental impact on the intention to leave the company.

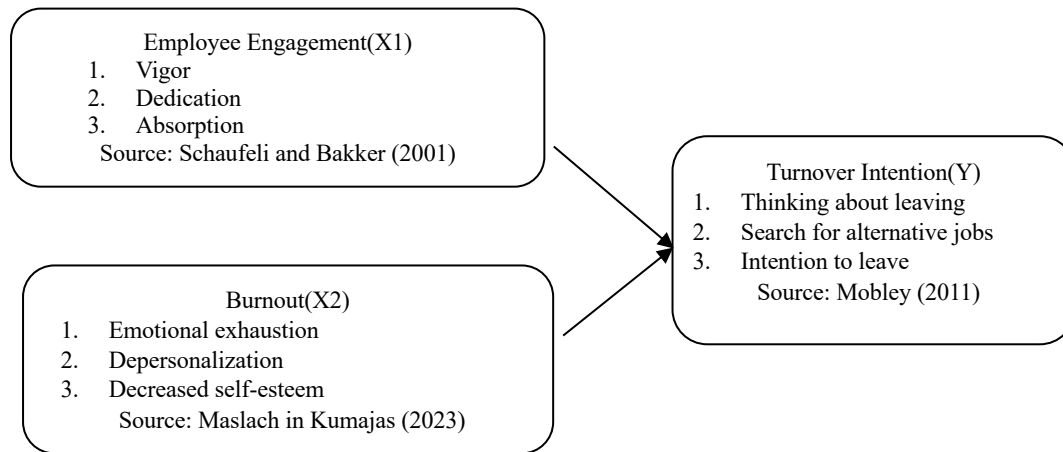
H1: There is a negative influence between employee engagement and employee turnover intention at Dynasty Music Equipment Semarang.

The relationship between burnout and turnover intention.

An individual is said to be in a condition of burnout when they are under excessive psychological stress, which leads to feelings of emotional tiredness and a lack of enthusiasm to work. Experiencing persistent stress at work might lead to burnout, according to Kumajas (2023). The complete response of an individual to the psychosocial stress that they have experienced over a period of time is known as work fatigue. According to research, job tiredness has a tendency to diminish the worker's performance as well as their motivation. Work tiredness is a complete criterion that incorporates not just physical and psychological fatigue but also a wider variety of elements, such as lower physical performance, emotions of fatigue, decreased motivation, and decreased work productivity. Work fatigue is a criterion that encompasses all of these factors. Research conducted by Firmansyah (2023) reveals that burnout has a favorable and significant impact on the intention to leave one's current position.

H2: There is a positive influence between burnout and employee turnover intention at Dynasty Music Equipment Semarang.

Framework



Picture1. Framework

METHOD

Techniques for conducting research The technique that was utilized was a quantitative method that took a causal explanatory approach. All of the personnel at Dynasty Music Equipment Semarang make up the population for this special study. Census sampling was the method that the researcher utilized in order to select the sampling approach for this investigation. According to Sugiyono (2022), the census sampling methodology, also known as saturated sampling, is a method of sampling in which each and every member of the population is representative of the population as a whole. During the course of this research, a total of 55 individuals participated as respondents. The method of data gathering that was utilized was a questionnaire. Regarding the measuring of the questionnaire, a Likert scale was utilized, and the available response options were as follows: strongly agree, agree, neutral, disagree, and strongly disagree. This study makes use of SmartPLS software version 4.0 for its data analysis model. Partial Least Square (PLS) is a variance-based Structural Equation Analysis (SEM) that has the capability to test measurement models and structural models simultaneously (Abdillah and Jogiyanto's, 2009). PLS method, the model is constructed based on two main components: the inner model and the outer model, which describes the relationship between each latent variable and the manifest indicators used as measurement tools (Sutjipto et al, 2019). According to Sugiyono (2022), inferential statistics, also known as inductive statistics or probability statistics, is a statistical method that is utilized to examine sample data, and the results are then assigned to the population. For the purpose of this investigation, inferential statistical data analysis can be evaluated with the assistance of Smart PLS software. This program incorporates model measurement (outer model), model structural assessment (inner model), and hypothesis testing that has been developed. The principal component analysis approach, also known as the variation extraction block, is utilized by PLS in the measurement model. This allows for the determination of the relationship between indicators and latent constructs through the calculation of the total variance, which includes the common variance, the specific variance, and the error variance inside the model.

RESULTS AND DISCUSSION

Dinasty Music Equipment Semarang is an event organizer company in Semarang Regency that provides event management services, such as sound system rentals, stages, lighting, generators, band equipment, and wedding planning. These services support a wide range of activities, from small events like celebrations to large events like concerts and weddings, making them a comprehensive and competitive service provider in the region. The following are the characteristics of respondents:

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Table 1. Respondent Characteristics

Gender	Frequency	%
Woman	12	21.82
Man	43	78.18
Total	55	100
Age	Frequency	%
18-25 years old	8	14.55
26-35 years old	13	23.64
31-35 years old	17	30.91
36-40 years old	8	14.55
>40 years	9	16.36
Total	55	100
Education	Frequency	%
JUNIOR HIGH SCHOOL	2	3.64
SENIOR HIGH SCHOOL	46	83.64
D4/S1	7	12.73
Total	55	100

Source: Processed Data (2026)

Respondents In this study, the majority of respondents were male, 43 people with a percentage of 78%. This study shows that most of the employees of Dynasty Music Equipment Semarang are male because the business sector engaged in event organizer services, especially the rental of event equipment such as sound systems, stages, lighting, and generators, requires more workers with physical activity in the field and high mobility which tends to be dominated by male workers. The respondents of this study were dominated by the age of 31 to 35 years, amounting to 17 people or 31%, because in that age range employees generally have more mature work experience, better career stability, and high adaptability to the demands of work in the event organizer field. Respondents with high school education amounted to 46 people or 84%. Respondents with high school education amounted to 46 people or 84% because the type of work at Dynasty Music Equipment Semarang requires more technical skills and field work experience than a higher education background, so that high school graduates are more absorbed in the company's operations.

Descriptive Analysis

Table 2. Results of Descriptive Statistical Analysis of Employee Engagement Variables

No	Statement	Alternative Options					Amount	Total score	Ideal score	category
		STS (1)	TS (2)	N (3)	S (4)	SS (5)				
1.	At work, I feel full of energy.	1 1.8%	2 3.6%	7 12.7%	28 50.9%	17 3.9%	55 100%	223	275	Good
2.	In my job, I feel strong and passionate.	1 1.8%	2 3.6%	9 16.4%	26 47.3%	17 30.9%	55 100%	221	275	Good
3.	I feel that the work I do is full of meaning and purpose.	1 1.8%	3 5.5%	10 18.2%	17 30.9%	24 43.6%	55 100%	225	275	Good
4.	I am enthusiastic about my work	2 3.6%	2 3.6%	12 21.8%	15 27.3%	24 43.6%	55 100%	222	275	Good
5.	Time seems to fly when I'm working	1 1.8%	3 5.5%	7 12.7%	25 45.5%	19 34.5%	55 100%	223	275	Good

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6.	When I work, I forget everything around me.	1 1.8%	2 3.6%	8 14.5%	20 36.4%	24 43.6%	55 100%	229	275	Good
Total Score Amount									1,343	
Ideal Score Total									1,650	
Percentage Score									81.4%	

Source: Processed Data (2026)

Based on respondent response results for variable *employee engagement* showed a total score of 1,343 out of an ideal score of 1,650, resulting in a good score of 81.4%. This means that employees demonstrate a positive level of engagement with their work and the organization, characterized by emotional attachment, work enthusiasm, and high levels of participation in carrying out tasks.

Table 3. Results of Descriptive Statistical Analysis of Burnout Variables

No	Statement	Alternative Options					Amount	Total score	Ideal score	category
		STS (1)	TS (2)	N (3)	S (4)	SS (5)				
1.	I feel tired every morning before I have to face another day.	13 23.6%	25 45.5%	14 25.5%	1 1.8%	2 3.6%	55 100%	79	275	Low
2.	I feel emotionally drained by my job.	23 41.8%	23 41.8%	6 10.9%	3 5.5%	0	55 100%	99	275	Low
3.	I treat other people's problems as if they are not my problems.	27 49.1%	17 30.9%	7 12.7%	4 7.3%	0	55 100%	98	275	Low
4.	I became more indifferent to my work.	12 21.8%	19 34.5%	20 36.4%	4 7.3%	0	55 100%	126	275	Low
5.	I feel ineffective in my job.	18 32.7%	12 21.8%	22 40%	1 1.8%	2 3.6%	55 100%	122	275	Low
6.	I feel like I'm not achieving much in my work.	15 27.3%	30 54.5%	6 10.9%	4 7.3%	0	55 100%	109	275	Low
Total Score Amount									633	
Ideal Score Total									1,650	
Percentage Score									38.36	

Source: Author's Processed Data (2024)

The average percentage for the variable can be known burnout. This value is 38.36%, indicating a low burnout level. A low burnout level, which falls into the good category, indicates that employees have low levels of emotional, physical, and mental exhaustion, allowing them to perform their duties optimally without experiencing excessive work pressure.

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Table 4. Results of Descriptive Statistical Analysis of Turnover Intention Variable

No	Statement	Alternative Options					Amount	Total score	Ideal score	category
		STS (1)	TS (2)	N (3)	S (4)	SS (5)				
1.	I often think about leaving this job.	21 38.2 %	25 45.5 %	4 7.3%	3 5.5%	2 3.6%	55 100%	105	275	Low
2.	I am considering the option of leaving this company.	24 43.6 %	18 32.7 %	10 18.2%	1 1.8%	2 3.6%	55 100%	104	275	Low
3.	I am actively seeking information about job openings in companies.	24 43.6 %	20 36.4 %	7 12.7%	2 3.6%	2 3.6%	55 100%	103	275	Low
4.	I have updated my CV/resume to apply for jobs elsewhere.	27 49.1 %	20 36.4 %	4 7.3%	2 3%	2 3.6%	55 100%	97	275	Low
5.	I intend to leave this company within the next 12 months.	27 49.1 %	15 27.3 %	8 14.5%	4 7.3%	1 1.8%	55 100%	102	275	Low
6.	I have a definite intention to leave this company as soon as possible.	28 50.9 %	18 32.7 %	5 9.1%	2 3.6%	2 3.6%	55 100%	97	275	Low
Total Score Amount										608
Ideal Score Total										1,650
Percentage Score										36.84

Source: Processed Data (2026)

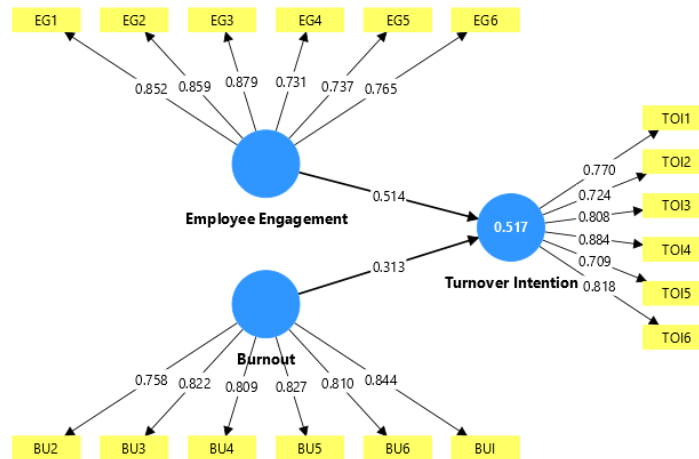
The average percentage for the variable is known *turnover intention*. The low turnover intention score was 36.84. The low turnover intention category can be interpreted as a condition where employees' desire to leave the company is low, indicating a favorable situation for the organization.

Measurement Model Test (Outer Model)

It is necessary to carry out Outer Model Analysis in order to guarantee that the measurement instrument that is being utilized satisfies the standards for validity and reliability (Husein, 2015). The validity and dependability of a model can be evaluated with the help of the measuring model, also known as the outer model. According to Jogiyanto and Abillah (2015), the purpose of validity testing is to ascertain whether or not the research instrument is feasible in terms of measuring the variables that are intended to be measured. Cronbach's Alpha, Composite Validity, Discriminant Validity, Composite Reliability, and Average Variance Extracted (AVE) were the four measurement criteria that were utilized in the process of evaluating the Outer Model in this particular research endeavor. The following figure illustrates the research model that was utilized in this study:

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Source: SmartPLS 4.0 Output 2026
Picture 2. Outer Model

Validity Test (Convergent Validity)

The evaluation of the Outer Loading value, which should be greater than 0.7, and the Average Variance Extracted (AVE) value, which should be at least 0.5, is the standard method for conducting convergent validity testing. This indicates that the latent variable is capable of explaining more than half of the indicator's variance on average. The findings of the convergent validity study performed on each indicator of employee engagement, burnout, and intention to leave the company are presented in the following form. The conditions for an Outer Loading value that is more than 0.7 are satisfied by each and every one of the indicators that are used to measure these variables.

Table 5. Output Outer Loading X1, X2, Y and Z

Indicator	Employee engagement(X1)	Burnout(X2)	Turnover Intention(Y)
EG1	0.852		
EG2	0.859		
EG3	0.879		
EG4	0.731		
EG5	0.737		
EG6	0.765		
JAIL		0.844	
BU2		0.758	
BU3		0.822	
BU4		0.809	
BU5		0.827	
BU6		0.810	
TOI1			0.770
TOI2			0.724
TOI3			0.808
TOI4			0.884
TOI5			0.709
TOI6			0.818

Source: SmartPLS 4.0 Output 2026

The findings of the tests conducted on the indicators that were used to measure variables X1, X2, and Y are presented in Table 5. As a consequence of the tests, it has been determined that every indication has satisfied the requirements for an Outer Loading value that is more than 0.7. As a result, it can be concluded that each and every indicator contained within this table is suitable for use in the process of measuring these variables.

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Discriminant Validity Test.

Testing for discriminant validity seeks to confirm that each indicator has a stronger link with its own variable construct than it does with other variables on the list of variables being tested. To put it another way, an indicator must have the highest factor loading value on the construct that is intended to be measured. This demonstrates that the indicator is not only relevant but also particular with respect to measuring the variable that is intended to be measured (Wiyono (2020)). Presented below is a table that contains the values of the Average Variance Extracted (AVE):

Table 6. Mark Discriminant Validity (Cross Loading)

Item	Employee engagement (X1)	Burnout(X2)	Turnover Intention(Y)
EG1	0.852	0.369	0.557
EG2	0.859	0.364	0.519
EG3	0.879	0.385	0.570
EG4	0.731	0.428	0.487
EG5	0.737	0.490	0.581
EG6	0.765	0.294	0.485
JAIL	0.384	0.844	0.414
BU2	0.478	0.758	0.421
BU3	0.381	0.822	0.512
BU4	0.386	0.809	0.389
BU5	0.334	0.827	0.418
BU6	0.400	0.810	0.541
TOI1	0.458	0.433	0.770
TOI2	0.538	0.391	0.724
TOI3	0.469	0.507	0.808
TOI4	0.618	0.493	0.884
TOI5	0.365	0.397	0.709
TOI6	0.639	0.432	0.818

Source: SmartPLS 4.0 Output 2026

All things considered, the results of the tests demonstrate that every indicator in the model possesses the largest factor loading value on its respective construct. This suggests that these indicators more significantly reflect the variable that was supposed to be reflected than other variables. Consequently, it is possible to draw the conclusion that all of the indicators that were used in this research satisfy the requirements for good discriminant validity and are appropriate for use in Structural Equation Modeling (SEM) modeling that is based on Partial Least Square (PLS model).

Reliability Test (Composite Reliability)

The reliability value of a construct (also known as composite reliability) and the Average Variance Extracted (AVE) value of each construct should also be considered when evaluating validity and reliability criteria. If the Composite Reliability value is greater than 0.7 and the AVE value is greater than 0.5, and if the Cronbach's Alpha value is greater than 0.7, then the construct is considered to have a high credibility. Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE) values are presented in the table that follows for each and every variable that was investigated.

Table 7. Cronbach's Alpha, Composite Reliability and Average Variance Extracted (AVE) values

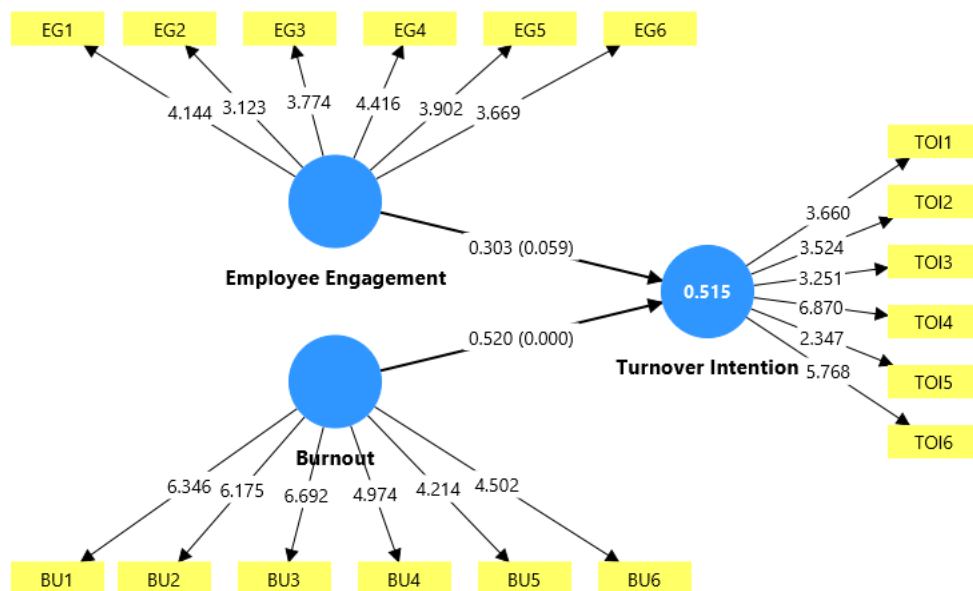
	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Employee engagement	0.891	0.894	0.917	0.650
Burnout	0.897	0.904	0.921	0.659
Turnover intention	0.877	0.888	0.907	0.620

Source: SmartPLS 4.0 Output 2026

According to the findings presented in the table earlier, the Cronbach's Alpha value for each and every variable is greater than 0.80, with a range that extends from 0.877 to 0.891. It may be deduced from this that every construct possesses a high level of internal consistency. The Composite Reliability number, which includes both rho_a and rho_c, is more than 0.70 for all constructs. This indicates that the constituent indicators of each variable are able to measure the construct in a consistent manner that is consistent with the construct. The value of rho_a can be anywhere between 0.888 and 0.904, whilst the value of rho_c can be anywhere between 0.907 and 0.921. Not only does the AVE value for each variable show values that are greater than 0.50, but it also ranges from 0.620 to 0.659. On the basis of these findings, it is possible to draw the conclusion that all of the constructs that were utilized in the research project have satisfied the anticipated reliability and validity standards, which means that they are eligible for use in subsequent analysis.

Structural Model Testing (Inner Model)

By assessing the R2 and Q2 values, which are measures of predictive power for the dependent variable, as well as the path coefficient, which is used to evaluate the link between dependent variables, the PLS technique is utilized to carry out the evaluation of the inner model. In addition to this, the T-statistic value of each path in the model is used to determine whether or not the association between variables is significant.



Source: SmartPLS 4.0 Output 2025

Picture 3. Inner Model

In the model, the MarkR-Square (R2) statistic is utilized to determine the extent to which the independent (exogenous) variable contributes to the explanation of the variability of the dependent (endogenous) variable. The interpretation of the coefficient of determination can be broken down into the following categories, as stated by (Savitri et al., 2021). This indicates that the association is fairly strong, as indicated by the R2 value of 0.515. There is a pretty strong association between the variables in the study model, as indicated by the value of 0.497 between them.

Table 8. mark R-Square

Item	R-Square	R-Square Adjusted
Turnover Intention(Y)	0.515	0.497

Source: SmartPLS 4.0 Output 2026

According to table 8, the value of the R-Square (R2) statistic for the Turnover Intention (Y) variable is 0.515, and the value of the Adjusted R-Square statistic represents 0.497. It can be deduced from this that the independent variables that are incorporated into the model are responsible for explaining 51.5% of the Turnover Intention variable, while the remaining 48.5% of the variable is explained by other factors that are not included in the study model. If the adjusted R-square value is relatively near to the R-square value, this is another indication that the model is doing well. Therefore, a high R-Square value suggests that the model has a great ability to predict variables that are

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dependent on the independent variable. Based on the R-Square value, it can be concluded that the model that was utilized in this investigation is pretty effective in explaining the fluctuations that take place in each dependent variable, namely Turnover Intention.

Hypothesis Testing

The T-statistic value, which represents the relationship between the independent variables, the dependent variable, and the mediating variable, can be noticed in an effort to evaluate the importance of the predictive model in the proposed structural model. This can be done by observing the relationship between the three variables. These results are displayed in the Path Coefficient table that may be seen in the SmartPLS output below.

Tabel 9. Path Coefficient (Mean, STDEV, T-Value)

Variables	Original sample (O)	T statistics (O/STDEV)	P values	Hypothesis	Information
Employee Engagement -> Turnover Intention	0.303	1,890	0.059	Significant	Rejected
Burnout -> Turnover Intention	0.520	3,742	0.000	Significant	Accepted

Source: SmartPLS 4.0 Output 2026

According to Table 9, it is possible to explain that the association between employee engagement (X1) and turnover intention (Y) has a path coefficient of 0.303, a T-statistic of 1.890, and a P-value of 0.059. These values indicate that the relationship is positive, but it is statistically insignificant at the 5% level. Additionally, the correlation between burnout (X2) and turnover intention (Y) is statistically significant, as indicated by a coefficient of 0.520, a T-statistic of 3.742, and a P-value of 0.000. This suggests that the result is positive and significant.

DISCUSSION

The influence of employee engagement on Turnover Intention

The findings of the hypothesis testing indicate that there is no correlation between employee engagement and turnover intention among employees of Dynasty Music Equipment Semarang. This conclusion was reached based on the findings of the hypothesis testing. As seen by the findings of the smartpls analysis, which yielded a significant value more than $\alpha = 0.05$, namely 0.059, and a comparison of significant values exceeding 0.05, it can be concluded that the positive influence between employee engagement and turnover intention is not statistically significant. According to these findings, the degree to which an employee is engaged with their work or organization is not yet a factor that determines whether or not they want to leave the company. Employee engagement is a condition that Kahn (1990) defines as the state in which individuals express themselves physically, cognitively, and emotionally in the course of carrying out their job tasks. Generally speaking, employees that have a high level of engagement exhibit significant levels of excitement, dedication, and involvement in their work. Furthermore, Schaufeli et al. (2006) indicate that employee engagement is characterized by three primary characteristics: vigor, dedication, and absorption. These three aspects have the potential to strengthen employee commitment to the firm.

A high level of employee engagement ought to be able to lower the desire to leave the company. Robbins and Judge (2008) noted that employees who have a strong attachment to a business have a tendency to demonstrate more loyalty to the firm and are far less likely to leave the organization. On the other hand, the findings of this study suggest that the level of employee involvement does not have a substantial impact on the intention to leave current employment. This condition implies that an employee's decision to remain with a firm or to quit the company is not just driven by their level of engagement in their work, but is also impacted by other factors such as compensation, possibilities for professional advancement, characteristics of the working environment, job security, and the well-being of the employee employees.

The findings of this study are consistent with the findings of Pramushinta, Winarto, and Biyanto (2024), who discovered that the level of employee involvement did not significantly influence the desire to leave the company among Generation Z workers. The research showed that even while workers are emotionally invested in their jobs, the desire to quit the organization is more driven by other factors such as the ability to maintain a healthy work-life balance and the sense of fairness that exists inside the business. Furthermore, Desiana et al. (2024) noted that employee engagement does not always have a direct influence on turnover intention. However, it can play a role in conjunction with other factors, such as employee well-being, in its ability to affect employees' desire to leave the firm. Therefore, the findings of this study indicate that increasing employee engagement on its own is not necessarily

capable of reducing the desire to leave a company if it is not followed by changes in other organizational characteristics that employees take into consideration in their job.

The Effect of Burnout on Turnover Intention

Within the workforce of Dynasty Music Equipment Semarang, the findings of the study indicate that burnout has a favorable impact on the intention to leave the company. With a significant value achieved $< \alpha = 0.05$, specifically 0.000, and with a comparison of significant values less than 0.05, the results demonstrate that there is a correlation between burnout and turnover intention. This is demonstrated by the significant value acquired from the smartps analysis performed. The conclusion that can be drawn from this is that the level of burnout that employees experience is directly proportional to the degree to which they want to leave the organization. According to Maslach and Leiter (2016), burnout is a psychological syndrome that develops as a result of prolonged exposure to stress at work. This syndrome is characterized by feelings of emotional weariness, depersonalization, and a diminished sense of personal accomplishment. This conclusion lends support to the burnout theory. As a result of this condition, employees experience a decline in their excitement for their work, their motivation, and their loyalty to the firm. The first stage that takes place before an employee actually departs a business is referred to as turnover intention, as stated by Mobley (2011). One of the primary elements that contributes to the inclination to leave one's current position is ongoing dissatisfaction at work. When workers are confronted with burnout, they frequently have the impression that they are unable to fulfill the requirements of their position. This, in turn, motivates them to look for a new place of employment that is seen to be superior and more supportive of their well-being.

An explanation of burnout is provided by Bakker and Demerouti (2017), who state that it happens when high job expectations are not matched by suitable employment resources. This condition creates a state of mental and physical tiredness, which ultimately leads to an increase in the number of employees who are considering leaving the firm. Since this is the case, the possibility of an employee intending to leave their current position increases in proportion to the amount of job pressure they are under without receiving enough support from their employer. According to Pandey and Risal (2024), who discovered that burnout has a favorable and significant effect on turnover intention, the findings of this study are consistent with those of the previous study. According to the findings of this study, workers who are experiencing high degrees of job burnout are more likely to have a strong urge to look for alternative employment opportunities. In addition, research conducted by Towidjojo and Lumintang (2024) indicated that burnout is a significant factor in raising the intention of employees to leave their current positions. In addition, Suwandi and Badrianto (2024) noted that burnout can lead to a drop in job satisfaction, organizational commitment, and job satisfaction, which in turn encourages people to leave the company. By demonstrating that burnout is a factor that greatly influences employee turnover intention, this study provides additional support for the ideas and empirical findings that have been presented in the past. Therefore, in order to lower the amount of employees who are experiencing burnout and to suppress the intention to leave their jobs, businesses need to efficiently manage their workloads, provide a supportive work environment, and provide employee welfare programs.

CONCLUSION

Given the findings of the research, it is possible to draw the conclusion that the level of employee engagement among Dynasty Music Equipment Semarang employees falls into the category of good. On the other hand, the level of burnout and turnover intention are both in the category of low, as indicated by the majority of respondents who disagree with the statements in both variables. As a consequence of the findings of the inferential analysis, it has been determined that the level of employee attachment to work and the company does not play a significant role in the creation of the desire to quit the firm. This indicates that employee engagement does not have a substantial effect on turnover intention. On the other hand, burnout has a positive and significant effect on turnover intention. This implies that the higher the amount of burnout that employees experience, the greater the likelihood that they will try to leave the organization. The intention to leave Dynasty Music Equipment Semarang is influenced by a number of factors, one of which is burnout. On the other hand, employee engagement has not been shown to have any bearing on the intention to leave. It is recommended by the research that businesses pay greater attention to the variables that can induce burnout in employees. This can be accomplished by managing a balanced workload, giving enough work assistance, and creating a favorable work atmosphere in order to lessen the intention of employees to leave their employees. On top of that, it is recommended that additional researchers include additional variables that have the potential to influence turnover intention. These variables include job satisfaction, organizational commitment, compensation, and work environment. Additionally, it is recommended that the number of samples and research objects be increased in order to obtain more comprehensive results.

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