

# Burnout, Leadership, and Turnover Intention among Generation Z in Mining Industry

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Employee turnover in Gen Y affects the effectiveness of an organization, especially for the mining industry. As a form of anticipation of the next generation (Gen Z) then the company needs to identify the tendency for Turnover Intention and factors that influence it. This study aims to analyze the effect of Transformational Leadership, Burnout, and the mediating role of Job Satisfaction variables. This study used Structural Equation Modeling PLS and the samples are mining industry's employees at Papua on the staff level with respondent criteria born between 1995 to 2012. The results showed that Burnout significantly affects Job Satisfaction but does not affect Turnover Intention. Then, Transformational Leadership has a significant impact on Job Satisfaction but has no significant impact on Turnover Intention. And, Job Satisfaction significantly affects Turnover Intention. In this study, Job Satisfaction mediates Burnout through Turnover Intention and also mediates Transformational Leadership through Turnover Intention.

**Keywords:** Transformational Leadership, Burnout, Job Satisfaction, Turnover Intention

## 1. Introduction

Employee turnover affects the effectiveness of an organization (Judge, T. A., & Kammeyer-Mueller, J., 2022). This is primarily due to the costs of employee termination, which fall into three categories: separation, replacement, and training costs (Judge & Mueller, 2022; Susik, 2021). The costs incurred by the company can also be categorized as financial and non-financial. Financial losses can be misplaced costs of time and productivity. While non-financial costs include lost morale, lost customer satisfaction, lost customers, and lost efficiency (Judge & Mueller, 2022; Tyler, 2021).

The Great Resignation phenomenon is currently taking place in numerous Gen Y-dominated businesses. If current leaders or managers do not meet their demands, Gen Y those born between 1980 and 1994 will constantly look for better job opportunities. All once agreed that this emerging generation had general tendencies of job hopping, despite the fact that there are various views about them both personally and organizationally. Generation Y employees can only be convinced to be satisfied and to stay on the job by offering no other options for Job Satisfaction (Hassan M., et al, 2019). A Deloitte Millennial (Gen Y) survey (2022) found that 24% of Gen Y want to leave their company within two years and 32% want to leave their company even without another job lined up.

According to Mckinsey article (2023), mining companies face a talent shortage. 71% of miners believe they will not be able to meet their production and strategic goals due to a lack of skills. In fact, 86% of mining operators say they find it harder to recruit and retain the talent they need than two years ago. In one of the mining industries in Indonesia, there is a phenomenon of resignation at the staff level of 7.8% in 2022. At the same company from 2017 to 2022, there was a fairly high turnover which came from Gen Y on the staff level. A Deloitte survey (2022) involving more than 14,000 cross-industry participants also shows that 34% of Gen Y who work in the mining/energy sector have the intention to leave the company within two years. Resources sectors such as mining are currently experiencing difficulties in finding talent (Hutchings, K., et al, 2011)

Generation Z, in particular, has begun to enter the labor market in recent years. Generation Z itself is the generation born between 1995 to 2012, bringing a unique selling proposition and having specific characteristics such as being realistic, open-minded, and digital integrators. Gen Z has been characterized as being more individualistic and disrespectful of power than previous generations (Gaan, N. & Shin, Y., 2022; Burton, et al., 2019). They are considered to be more demanding workers than previous generations. The highly nomadic behavior of Generation Z suggests a lack of organizational identification and that the individual does not place a high priority on long-term loyalty to organizations (Gaan, N. & Shin, Y., 2022; Chillakuri & Mahanandia, 2018). A survey by Deloitte (2022) showed that 46% of Gen Z who work in the mining industry/energy have the intention to leave the company in two years.

There are many reasons why employees leave the company. Even though each generation requires a different type of leader, leadership is one of the factors driving an employee to leave the company (Gaan, N. & Shin, Y., 2022; Rudolph et al., 2018) Gen Z has been characterized as being more disrespectful toward authority and leaders than previous generations (Gaan, N. & Shin, Y., 2022; Burton, et al., 2019). According to the leadership literature, Transformational Leadership has a significant relationship with the intention to leave a position. A leader's approach can influence workers' intentions to leave the company through Job Satisfaction acts as a moderator in the relationship between perceptions of supervisor support and intention to leave the company (Ivansyah, 2019; Ahmad et al., 2018).

Another factor that can cause an employee to leave the company is Burnout. Generation Z has a history of lack of independence resulting in their dependence on organizational support. When they have to work in remote areas, psychological stress can be exacerbated by a lack of organizational support (Gaan, N. & Shin, Y., 2022; Russo et al., 2021). The need for support can cause Burnout and lead to the desire to leave work. Besides affecting the desire to leave work, Burnout also affects one's Job Satisfaction ( Zhang, L. F., 2019; Matin, et al., 2012).

For this reason, the current research wants to focus on the Turnover Intention that occurs among Gen Z in a mining/energy company in Indonesia. We want to find the correlation between Burnout, Leadership, Job Satisfaction, and Turnover Intention and what factors (Burnout, leadership, Job Satisfaction) are most strongly related to Turnover Intention, in order to help companies identify the factors that cause Turnover Intention.

## **1. Literature Review and Hypothesis Development**

### **1.1 Turnover Intention**

Employee Turnover Intentions are related to employees' likelihood of leaving their current job. Turnover Intention as a stage of the decision-making process is a decision before someone actually leaves the workplace (Ngamkroekjoti, et al, 2012; Mobley, 1982). The relationship between Turnover Intention and actual turnover has been extensively examined in the literature. Intention and actual turnover are measured separately; however, actual turnover will increase as intent increases. Turnover Intention to quit can be used as a valid indicator of the actual quitting in the workforce as a whole (Muliawan et al., 2009; Jaros et al., 1993).

Mobley (1977) explains Turnover Intention as a cognitive concept. From a theoretical perspective, cognitive projections represent the mental decisions that occur between an individual's attitude toward work and the decision to stay or leave. To facilitate understanding, Sager (1991) defined three rolling perceptions consisting of the thought of quitting, the intention to search for another job, and the intention to leave. These three rolling perceptions can be referred to as dimensions in measuring Turnover Intention.

## 1.2 Job Satisfaction

Based on Azeez & Adeoye (2016), Job Satisfaction is an individual's enjoyment of their own work experience is what leads to the positive emotion. Employees are happy with their jobs if they are satisfied with the job's content, environment, and their own personal needs.

Job Satisfaction is multifaceted and includes how employees feel about a variety of both internal and external aspects of their jobs (Ali et al, 2014). According to Spector (1997), there are nine categories of Job Satisfaction, such as Pay Promotion, Supervision, Fringe benefits, Contingent rewards, Operating conditions, Coworkers, Nature of work, and Communication. These nine components can be referred to as dimensions in measuring Job Satisfaction.

## 1.3 Burnout

Two independent researchers, psychiatrist Herbert Freudenberger and social psychologist Christina Maslach, were the first to begin studying Burnout. Specifically, Freudenberger (1974) was the first to introduce the idea of employee Burnout. Burnout known as psychological syndrome that develops as an ongoing reaction to chronic interpersonal stressors at work. (Maslach and Leiter, 2016). The fundamental ideas in his definition of Burnout, which are still present in contemporary definitions of job Burnout, stated that these experiences caused people to fail, wear out, or exhaust themselves by placing excessive demands on their strength, energy, or resources (Koutsimani et al, 2019).

Based on Maslach et al. (1996) states that Burnout has three components: exhaustion, cynicism, and a lack of professional competence. Particularly exhaustion or chronic fatigue brought on by high workload demands is strongly correlated with feelings of stress. The second factor, depersonalization or cynicism, is a lack of interest in or alienation from one's job and coworkers. Lastly, a lack of professional effectiveness contributes to decreased effectiveness, achievement, and fulfillment in the workplace and in organizations. The three components above can be defined as dimensions in measuring Burnout.

## 1.4 Transformational Leadership

According to Basar & Hamid (2021), the term "Transformational Leadership" refers to a leader's capacity for idea generation, employee motivation, and changing the capacity of followers to achieve excellence. Based on Avolio (1999), motivated, competent, and able to set examples for followers are transformational leaders who can influence others by modeling appropriate behavior. Proactive transformational leaders inspire their teams to realize their potential and work toward greater success.

A transformational leader cultivates a sense of purpose that transcends immediate objectives, has the power to influence, mentor, and inspire subordinates, and has a profound effect on people's attitudes (Bass, 1999). When it comes to implementing change within an organization,

the director's role as a leader is closely related to Transformational Leadership.

According to Bass (2006), there are four components of Transformational Leadership. First component is Intellectual stimulation refers to innovative solutions to problems, promotes intelligence, and supports. Second, Individualized consideration refers to coaching and mentoring by a leader, gives personal attention and treats employees individually. Third, Idealized influence refers to respect, trust, and has vision and sense of mission. And fourth, Inspirational motivation, who inspires and motivates the employees, communicates high expectations, shows important goals in simple ways, optimism and enthusiasm are shown. These four components can be referred to as dimensions in measuring Transformational Leadership.

### **1.5 Burnout and Job Satisfaction**

As Maslach and Leiter (2016) later pointed out, Burnout is the result of interpersonal stressors in prolonged work. Research by Ruotsalainen et al (2015) has shown that Burnout is associated with lower work performance which often leads to some form of withdrawal, such as absenteeism and intention to quit.

Burnout affects the physical and mental health of employees. Employees who are tired perform poorly, fall short of professional standards, make mistakes, are less careful, and are less inventive when it comes to solving problems. But more importantly, they put only the minimal amount of effort necessary to keep their jobs, and they are less engaged. Burnout consequently affects the most dedicated workers and has a variety of detrimental effects on the workers themselves, the organizations in which they work, and the people who receive the services (Montero-Marin et al, 2009; Maslach & Leiter, 2008).

There is proof that higher rates of Burnout may be linked to less Job Satisfaction (Harrington et al, 2001). This statement supported by the invention of a report of lower levels of Job Satisfaction are also associated with Burnout (Alharbi et al, 2016). Therefore, we propose the following hypothesis:

Hypothesis 1 : Burnout negatively affects Job Satisfaction

### **1.6 Transformational Leadership and Job Satisfaction**

Previous research has shown that transformational leaders favor granting their team members more autonomy because it improves employee motivation and satisfaction (Asghar & Oino 2017). Transformational leaders exhibit a personal interest, which enables them to identify and address individual capacities, aspirations, and needs. In many surveys, Job Satisfaction is positively correlated with the supervisor's individual perception of Transformational Leadership (Braun et al, 2013).

Long et al, 2014 provided evidence that the connections between the elements of Transformational Leadership (personal consideration, inspirational motivation, idealized influence, and intellectual stimulation) shows a positive influence on Job Satisfaction. The results of the survey show that when staff members value their supervisors' contributions and encourage their behavior to meet their needs, i. e. Increased Job Satisfaction when employees believe he is a transformational leader. Therefore, the following hypothesis was derived:

Hypothesis 2 : Transformational Leadership positively affects Job Satisfaction.

### **1.7 Job Satisfaction and Turnover Intention**

Numerous studies have discovered an inverse relationship between Job Satisfaction and intention to leave; one of these studies reached the same conclusion, finding that low physician satisfaction in Australia is associated with intention to leave the healthcare industry (Joyce, C.; Wang, W.C., 2015). Workers with high levels of Job Satisfaction also have lower intention to quit in the samples from Slovenia and Austria (Jiménez, P et al, 2017).

The findings of this study are in line with Kurniawaty et al. (2019) research , which holds that a company's ability to succeed depends heavily on its ability to keep its employees happy at their jobs. The research results indicate that the work environment, stress and Job Satisfaction affect the change of intention of employees at Mandiri Bank, which is supported by the theories and results of other studies previously saved. This research shows that Job Satisfaction has a significant and negative impact on intention to quit (Kurniawaty et al. 2019). Thus, the following hypothesis we proposed:

Hypothesis 3 : Job Satisfaction negatively affects Turnover Intention

### **1.8 Burnout and Turnover Intention**

Rahim and Cosby (2016) investigation found that workplace Burnout modulated the association between intention to leave and workplace disrespect. Additionally, disrespect in the workplace has been shown to negatively affect job performance. Put another way, participants with higher levels of disrespect reported higher levels of workplace Burnout, resulting in higher intentions to leave and lower job performance (Salama et al, 2022). Based on hypothesis testing in a research regarding the effect of role conflict and Burnout on Turnover Intention in the Software Industry, this shows that Burnout has a positive and significant effect on Turnover Intention (Soelton et al, 2019).

Findings in research by Ran et al (2020) showed a positive relationship between job Burnout and Turnover Intention, while a negative relationship exists between job Burnout and satisfaction, and satisfaction and Turnover Intention. Thus, the following hypothesis we proposed:

Hypothesis 4 : Burnout positively affects Turnover Intention

### **1.9 Transformational Leadership and Turnover Intention**

According to Amankwaa & Anku-Tsede (2015) study on leadership and followers' intentions to leave and job-searching behaviors, perceptions of Transformational Leadership among followers were significantly inversely related to followers' intentions to leave. In addition, Transformational Leadership was negatively correlated with intention to leave the company, despite the fact that the relationship was not statistically significant in comparison to the literature already in existence.

Caillier (2016), examined worker attitudes over time along with leadership philosophies discovered that Transformational Leadership had a detrimental effect on staff members' intentions to leave. Transformational Leadership is associated with decreased intention to quit and the intention to leave a position is negatively correlated with Transformational Leadership (Suryawan et al, 2021). Thus, the following hypothesis we proposed:

Hypothesis 5 : Transformational Leadership negatively affects Turnover Intention

### **1.10 The mediating role of Job Satisfaction**

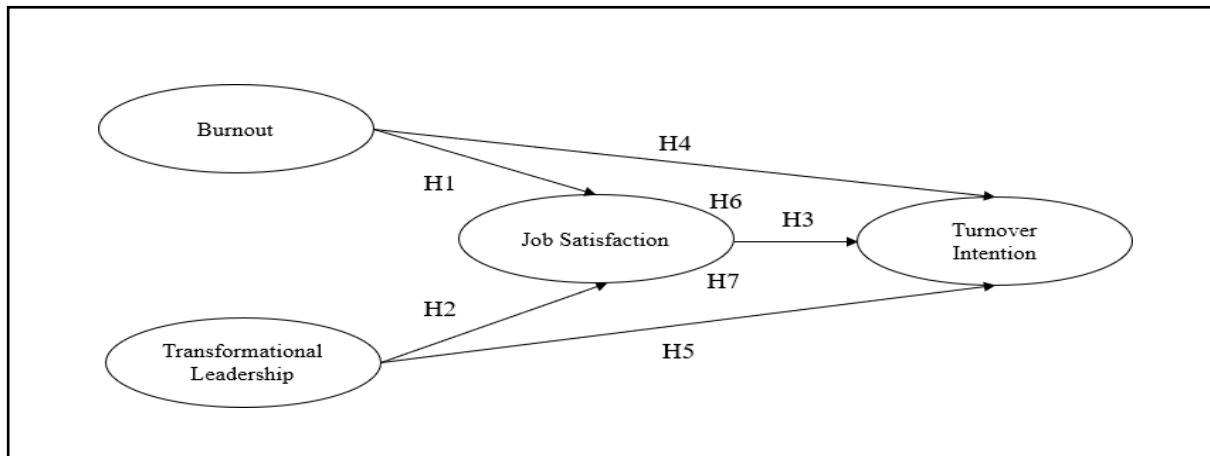
Job Satisfaction and Turnover Intention have been frequently examined along with Burnout in various fields. Job Burnout is one of the best predictors of Job Satisfaction and Turnover Intention. Employees who are experiencing job Burnout are not only less committed to their employer, but are also more dissatisfied with their job (AlOtaibi & AlOtaibi, 2022). According to the findings of a meta-analysis, all four aspects of Transformational Leadership have a favorable relationship with leader effectiveness, organizational commitment, and Job Satisfaction and a negative relationship with intention to leave (Guay, 2013).

Suryawan et al, 2021 claimed that a leader's style can affect employee Turnover Intentions through three different channels: job embeddedness, Job Satisfaction, and affective commitment. Based on his research, the relationship between perceptions of supervisor support and intention to leave the company is moderated by Job Satisfaction and effective organizational commitment. Thus, the following hypothesis is proposed:

Hypothesis 6 : Job Satisfaction mediates the relationship between Burnout and Turnover Intention

Hypothesis 7 : Job Satisfaction mediates the relationship between Transformational Leadership and Turnover Intention

## 2.11. Research Model



**Figure 1 Research Model**

## 2. Methods

### 2.1 Research Purpose

The main purpose of this study is to measure the relationship between Burnout, Transformational Leadership, and Turnover Intention, using Job Satisfaction as a mediator. Exogenous variables such as Transformational Leadership and Burnout and endogenous variables such as intention to leave the company are both present in this study. Job Satisfaction as a mediating variable will also become an exogenous and endogenous variable.

### 2.2 Population

This study will be carried out in the mining industry at Papua. Quantitative data types are used in this study. The employees (Gen Z) at the Staff level in the mining industry at Papua are the population in this study. The total number is 146 employees.

### 2.3 Sampling

The sampling method used in this study is a specific sampling method or purpose. Purposive sampling is a sampling technique in which the sample is chosen based on the researchers' assessment. The sample used in this study was 85 Gen Z employees of the mining industry at Papua, based on the Slovin formula.

### 2.4 Measurement

This study employs explanatory research, which uses hypothesis testing to explain how different variables relate to one another. The causality model was used in this study because it aims to establish the cause-and-effect relationship between two or more variables (Sugiyono, 2013: 5). The theoretical framework of this study is illustrated in Figure 1. The Burnout variable



was measured by 15 items based on the three dimensions suggested by Maslach et al. (1996). The Transformational Leadership variable was measured by 10 items generated from four dimensions based on Bass (2006). The Turnover variable was measured by 6 items based on three dimensions suggested by Sager (1991). All items of Burnout, Transformational Leadership, and Job Satisfaction were presented on a 5-point Likert-type scale with Never–Always anchor statements. The Job Satisfaction variable is generated from nine dimensions divided into 18 items based on Spector (1997). All items were presented on a 5-point Likert-type scale with Strongly disagree– Strongly Agree anchor statements.

### **3. Data Analysis**

There are 4 latent variables namely, Burnout and Transformational Leadership as independent (exogenous) latent variables, Job Satisfaction as dependent (endogenous) latent variables which are also mediating variables, and Turnover Intention as the dependent (endogenous) variable.

#### **3.1 Measurement Model (Outer Loading)**

The measurement model is the relationship between latent variables and their indicators. The measure of the cordiality of the measurement model can be perceived based on convergent validity, discriminant validity, and reliability.

##### **3.1.1 Convergent Validity**

Convergent validity has the principle that the correlation between indicators on one latent variable has a high correlation (Ghozali, 2008). Convergent validity testing can be seen based on the value of the outer loading/loading factor and the Average Variance Extracted (AVE) value. An outer loading value above 0.7 means that the indicator meets good convergent validity. However, Ghozali said that outer loading above 0.5 was acceptable. Meanwhile, the AVE value of 0.5 can be said that the indicators meet good convergent validity.

Table 1. Outer loading values for each indicator on each latent variable

Latent Variable	Indicator	Outer Loading	
Burnout	BO1	0.762	
	BO2	0.686	
	BO3	0.747	
	BO4	0.783	
	BO5	0.685	
	BO6	0.695	
	BO7	0.717	
	BO8	0.702	
	BO9	0.741	
	BO14	0.738	
	BO15	0.815	
	Job Satisfaction	JS1	0.79
		JS10	0.71
		JS5	0.811
		JS7	0.688
JS9		0.659	
Turnover Intention	TI1	0.787	
	TI2	0.747	
	TI3	0.79	
	TI4	0.867	
	TI5	0.889	
	TL2	0.626	
Transformational Leadership	TL3	0.832	
	TL4	0.656	
	TL5	0.905	
	TL6	0.71	

	TL7	0.762
	TL8	0.686
	TL10	0.843

Based on table 1, it is known that all indicators for each latent variable have good convergent validity with a value above 0.6.

Table 2. AVE values for each latent variable

Latent Variable	Average variance extracted (AVE)	Keterangan
Burnout	0.540	Valid
Job Satisfaction	0.539	Valid
Transformational Leadership	0.575	Valid
Turnover Intentions	0.689	Valid

Based on table 2 it can be said that all indicators on latent variables have good convergent validity based on the AVE values for all latent variables showing values above 0.5.

### 3.1.2 Discriminant Validity

Discriminant validity has the principle that the correlation between indicators on different latent variables has a low correlation. This is used to discriminate indicators between latent variables with others.

Discriminant validity testing can be seen based on the Fornell-Larcker Criteria, Cross Loading, and Heterotrait- Monotrait Ratio (HTMT).

Table 3. Fornell-Larcker criterion

Variabel Laten	Burnout	Job Satisfaction	Transformational Leadership	Turnover Intentions
Burnout	0.735			
Job Satisfaction	-0.720	0.734		
Transformational Leadership	-0.658	0.688	0.758	
Turnover Intentions	0.544	-0.694	-0.579	0.830

Table 3 shows that the value on the diagonal is the AVE root value for each latent variable, while the other values in the lower triangle are the correlation values between latent variables. Based on the Fornell-Larcker criteria, if the AVE root value is greater than the correlation between the latent variables, it can be said that the indicators on the latent variable have good discriminant validity. Based on Table 3 it can be seen that the AVE root value of each latent variable is greater than the correlation between the other latent variables, therefore it can be said that the indicators used on the latent variable have good discriminant validity.

Table 4. Cross-loading value

Indicator	Burnout	Job Satisfaction	Transformational Leadership	Turnover Intentions
BO1	0.762	-0.467	-0.432	0.303
BO2	0.686	-0.693	-0.567	0.653
BO3	0.747	-0.506	-0.475	0.351
BO4	0.783	-0.449	-0.466	0.278
BO5	0.685	-0.444	-0.444	0.442
BO6	0.695	-0.634	-0.622	0.404
BO7	0.717	-0.354	-0.398	0.232
BO8	0.702	-0.355	-0.298	0.206
BO9	0.741	-0.548	-0.476	0.502
BO14	0.738	-0.564	-0.515	0.366
BO15	0.815	-0.524	-0.426	0.334
JS1	-0.608	0.79	0.492	-0.52
JS5	-0.686	0.811	0.713	-0.465
JS7	-0.366	0.688	0.321	-0.514
JS9	-0.547	0.659	0.412	-0.504
JS10	-0.386	0.71	0.531	-0.563
TI1	0.325	-0.438	-0.367	0.787
TI2	0.478	-0.566	-0.547	0.747
TI3	0.467	-0.618	-0.514	0.79
TI4	0.407	-0.536	-0.401	0.867

TI5	0.49	-0.614	-0.543	0.89
TI6	0.498	-0.638	-0.471	0.89
TL2	-0.278	0.376	0.626	-0.341
TL3	-0.514	0.603	0.832	-0.472
TL4	-0.312	0.331	0.656	-0.291
TL5	-0.617	0.645	0.905	-0.565
TL6	-0.379	0.38	0.71	-0.278
TL7	-0.599	0.487	0.762	-0.262
TL8	-0.554	0.579	0.686	-0.611
TL10	-0.594	0.607	0.843	-0.493

The cross-loading value will be compared with the outer loading value. If the outer loading value is greater than the cross-loading, it can be said that the indicators have good discriminant validity.

Based on table 4 it is known that all outer loading values are greater than their cross-loading therefore it can be said that these indicators have met good discriminant validity.

Table 5. HTMT value

Latent Variable	Heterotrait-monotrait ratio (HTMT)
Job Satisfaction <-> Burnout	0.792
Transformational Leadership <-> Burnout	0.680
Transformational Leadership <-> Job Satisfaction	0.775
Turnover Intentions <-> Burnout	0.543
Turnover Intentions <-> Job Satisfaction	0.820
Turnover Intentions <-> Transformational Leadership	0.601

If the HTMT value is below 0.9, it can be said that the indicators on the latent variable have good discriminant validity. Based on table 4 it can be seen that the HTMT value among the latent variables is below 0.9 which means that the indicators on the latent variable have met good discriminant validity.

The HTMT value between Job Satisfaction and Burnout is 0.792 below 0.9 meaning that the

indicators on the Job Satisfaction and Burnout variables can be well discriminated. The HTMT value between Transformational Leadership and Burnout is 0.680 which is less than 0.9 meaning that the indicators on the Transformational Leadership and Burnout variables can be well discriminated. The HTMT value of the Transformational Leadership variable with Job Satisfaction is 0.775 which is less than 0.9 meaning that the indicators on the Transformational Leadership and Job Satisfaction variables can be well discriminated. The HTMT value on the variable Turnover Intention with Burnout is 0.543 which is smaller than 0.9 meaning that the indicators on the latent variable Turnover Intention and Burnout can be well discriminated against. The HTMT value of the Turnover Intention variable with Job Satisfaction is 0.820 which is less than 0.9 meaning that the indicators on the Turnover Intention and Job Satisfaction variables can be well discriminated against. The HTMT value of the Turnover Intention variable with Transformational Leadership is 0.601 which is less than 0.9 meaning that the indicators on the Turnover Intention and Transformational Leadership variables can be well discriminated against.

### 3.1.3 Construct Reliability

Reliability testing can be seen based on Cronbach's Alpha (CA) and Composite Reliability (CR) values. CA or CR values above 0.7 indicate that the latent variable meets good reliability.

Table 6. CR value for each latent variable

Latent Variable	Cronbach's alpha	Composite reliability	Note
Burnout	0.916	0.928	Reliable
Job Satisfaction	0.784	0.853	Reliable
Transformational Leadership	0.893	0.914	Reliable
Turnover Intentions	0.909	0.930	Reliable

Based on table 6, it is known that the reliability test has been fulfilled. The value of Cronbach's Alpha and Composite Reliability for each latent variable shows a value above 0.7.

### 3.2 Structural Model (Inner Model)

The inner model is the relationship between latent variables. Testing the goodness of the inner model can be seen based on the F square and R square value.

### 3.2.1 F-Square Test

The f-square value interprets the strength of the effect of the relationship between the two latent variables directly. The f-squared value is 0.15; 0.25 and 0.50 indicate a weak, moderate, and strong effect.

Table 7. F-square value

Variabel Laten	Nilai F-square	Notes
Burnout <-> Job Satisfaction	0.313	Medium
Burnout <-> Turnover Intention	0.001	Wea k
Transformational Leadership <-> Job Satisfaction	0.203	Wea k
Transformational Leadership <-> Turnover Intention	0.032	Wea k
Job Satisfaction <-> Turnover Intention	0.240	Wea k

Based on table 7 it is known that Job Satisfaction has a strong effect on Turnover Intention. Burnout to Job Satisfaction and Transformational Leadership to Job Satisfaction have a moderate effect. Otherwise, it has a weak effect.

### 3.2.2 R-Square Test

The R-square value indicates the variation value that can be explained by the independent (exogenous) latent variable on the dependent (endogenous) latent variable. R-square value 0.7; 0.5 and 0.35 indicate variations that can be explained as strong, medium, and weak.

Table 8. R square value

Latent Variable	R Square Adjusted	Note
Job Satisfaction	0.591	Strong
Turnover Intention	0.486	Medium

Based on table 8 it can be seen that the R-square value of Job Satisfaction is 0.591, meaning that the variation in Job Satisfaction that can be explained by Burnout and Transformational

Leadership is 59.1%. The R-square Turnover Intention value is 0.486, meaning that the variation in Turnover Intention that can be explained by Burnout, Transformational Leadership and Job Satisfaction is 38.3%.

### 3.2.3 Model Fit

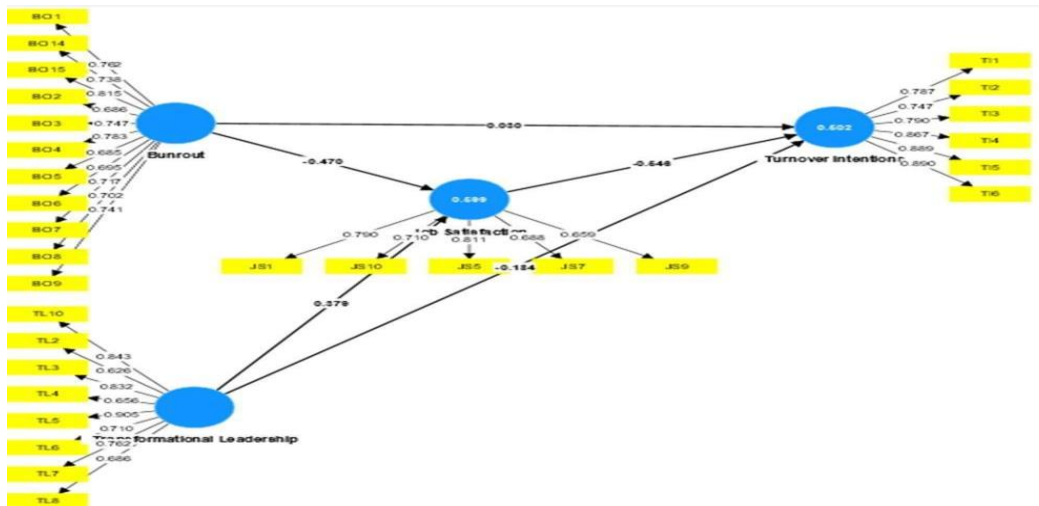


Figure 2 SEM Analysis Result

### 3.2.4 Hypothesis Test

Hypothesis testing is done to answer the hypothesis of the study. In PLS SEM, hypothesis testing is carried out using the bootstrapping method to obtain a statistical t value which is then used to determine whether the relationship between variables is significant or not. The t-statistic value greater than 1.96 indicates a significant relationship which means it has influence. Conversely, the t-statistic value below 1.96 indicates an insignificant relationship between latent variables.

Hypothesis testing can also be done by looking at the p-value. The criterion is if the p-value is less than 0.05, it can be said that the relationship between latent variables is significant or in other words has an influence. Conversely, if the p-value is greater than 0.05, it can be said that the relationship between latent variables is not significant or in other words there is no effect.

The Original Sample value is the path coefficient value which indicates the influence of the exogenous variable on the endogenous variable. If the Original Sample value is positive, then the effect is positive and if the value is negative then the effect is the opposite.



### 3.2.4.1 Direct Influence

The direct effect is used to determine the magnitude of the direct effect and the level of significance of the relationship between latent variables.

Table 9. Testing the Direct Effect Hypothesis

Correlation	Original Sample	T Statistics	P Value
Burnout -> Job Satisfaction	-0.470	6.819	0
Transformational Leadership -> Job Satisfaction	0.379	5.399	0
Job Satisfaction -> Turnover Intention	-0.546	4.960	0
Burnout -> Turnover Intention	0.030	0.252	0.801
Transformational Leadership -> Turnover Intention	-0.184	1.592	0.111

Table 9 is used to answer the hypothesis related to the direct relationship between latent variables.

#### **Hypothesis 1:** Burnout has a significant effect on Job Satisfaction

Hypothesis 1 is accepted. Based on table 9 it is known that the t-statistic value of the relationship between Burnout and Job Satisfaction is 6.819 which is greater than 1.96. It can be concluded that Burnout has a significant effect on Job Satisfaction. It can also be seen from the p-value of 0.000 which is less than 0.05. The original sample value is -0.470 and is negative, meaning that if Burnout increases, then Job Satisfaction will decrease by 47%.

#### **Hypothesis 2:** Transformational Leadership has a significant effect on Job Satisfaction

Hypothesis 2 is accepted. Based on table 9 it is known that the t-statistic value of the relationship between Transformational Leadership and Job Satisfaction is 5.399 which is greater than 1.96, so it can be concluded that Transformational Leadership has a significant effect on Job Satisfaction. It can also be seen from the p-value of 0.000 which is less than 0.05. The original sample value is 0.379 and is positive meaning that if Transformational Leadership increases, then Job Satisfaction will increase by 37.9%.

#### **Hypothesis 3:** Job Satisfaction has a significant effect on Turnover Intention

Hypothesis 3 is accepted. Based on table 9 it is known that the t-statistic value of the relationship between Job Satisfaction and Turnover Intention is 4.960 which is greater than

1.96. It can be concluded that Job Satisfaction has a significant effect on Turnover Intention. It can also be seen from the p-value of 0.000 which is less than 0.05. The original sample value is -0.546 and is negative, meaning that if Job Satisfaction increases, Turnover Intention will decrease by 54.6%.

**Hypothesis 4:** Burnout has a significant effect on Turnover Intention

Hypothesis 4 is rejected. Based on table 9 it is known that the t-statistic value of the relationship between Burnout and Turnover Intention is 0.252 which is less than 1.96, so it can be concluded that Burnout has no significant effect on Turnover Intention. It can also be seen from the p-value of 0.801 which is greater than 0.05. The original sample value is 0.030 and is positive meaning that if Burnout increases, then Turnover Intention will increase by 3%.

**Hypothesis 5:** Transformational Leadership has a significant effect on Turnover Intention

Hypothesis 5 is rejected. Based on table 9 it is known that the t-statistic value of the relationship between Transformational Leadership and Turnover Intention is 1.592, which is less than 1.96. It can be concluded that Transformational Leadership has no significant effect on Turnover Intention. It can also be seen from the p-value of 0.111 which is greater than 0.05. The original sample value is -0.184 and is negative, meaning that if Transformational Leadership increases, Turnover Intention will decrease by 18.4%.

**3.2.4.2 Indirect Influence (Mediation Effect)**

Hypothesis testing for indirect effects was carried out to find out whether the Job Satisfaction variable mediates the relationship between Burnout and Turnover Intention and whether Job Satisfaction mediates the relationship between Transformational Leadership and Turnover Intention. This can also be done by looking at the t-statistical value or p-value of the relationship between the variables. Table 10 is used to answer hypotheses 6 and 7.

Table 10. Testing the Mediation Effect Hypothesis

Relations Between Variables	Original Sample	T Statistics	P Value
Burnout -> Job Satisfaction -> Turnover Intention	0.257	3.962	0.000
Transformational Leadership -> Job Satisfaction -> Turnover Intention	-0.207	3.533	0.000

**Hypothesis 6:** Job Satisfaction mediates the relationship between Burnout and Turnover Intention

Hypothesis 6 is accepted. Based on table 10 it is known that the t-statistic value of the relationship between Burnout -> Job Satisfaction -> Turnover Intention is 3.962, which is greater than 1.96. This means that Job Satisfaction mediates the relationship between Burnout and Turnover Intention or in other words, Job Satisfaction indirectly influences the relationship between Burnout and Turnover Intention. The original sample value is 0.257 and is positive, meaning that if Job Satisfaction increases, then the relationship between Burnout and Turnover Intention also increases by 25.7%.

**Hypothesis 7:** Job Satisfaction mediates the relationship between Transformational Leadership and Turnover Intention

Hypothesis 7 is accepted. Based on table 10 it is known that the t-statistic value of the relationship between Transformational Leadership -> Job Satisfaction -> Turnover Intention is 3.533 which is greater than 1.96. This means that Job Satisfaction mediates the relationship between Transformational Leadership and Turnover Intention or in other words, Job Satisfaction indirectly influences the relationship between Transformational Leadership and Turnover Intention. The original sample value is -0.207 and is negative, meaning that if Job Satisfaction increases, the relationship between Transformational Leadership and Turnover Intention also decreases by 20.7%.

#### 4. Discussion

The result of this study indicates that H1 was accepted, where Burnout has a significant negative effect on Job satisfaction. This is because Burnout that occurs in Gen Z in the mining industry has increased so that perceived Job Satisfaction decreases. The resulting effects of Burnout are decreased employee performance, frequent mistakes, and reduced engagement with the company.

The result of H2 in this study was rejected, where Burnout has no effect on Turnover Intention. The Burnout faced by Gen Z does not make them intend to leave the company or look for a new job. This is in accordance with the characteristics of Gen Z who are creative in finding solutions and their own convenience.

This study accepts H3, namely Job Satisfaction has a negative effect on Turnover Intention. Based on previous research conducted by Adebayo and Ogunsina (2011) which stated that Job Satisfaction has an influence on changing employee intentions to leave Bank Mandiri as their research object which is supported by theory and results from previous studies.

The result of H4 in this study was accepted, namely Transformational Leadership has a positive effect on Job Satisfaction. Transformational Leadership has a significant influence on Gen Z

in increasing Job Satisfaction in the industry where they work. This means that Transformational Leadership is a leadership style that supports Gen Z patterns and Job Satisfaction in the mining industry. This result is inversely proportional to previous research conducted by Gaan, N. & Shin, Y., 2022; Burton, et al., 2019, which states that Gen Z has a character that does not respect authority from leaders compared to previous generations.

The result of H5 in this study was rejected, where Transformational Leadership has no effect on Turnover Intention. The different characteristics of Gen Z make them have an ideal leadership style that they expect is different. This causes Transformational Leadership to not be a leadership style suitable for Gen Z characters, so that their intention to move increases. The results of this study do not agree with research from Amankwaa & Anku-Tsede (2015), which states that Transformational Leadership has a negative effect on employee intentions to leave the company.

The result of this study indicates that H6 was accepted, namely Job Satisfaction mediates Burnout on Turnover Intention. In the mining industry, Gen Z who feel that they work under pressure or Burnout have an influence on their Job Satisfaction thereby increasing Turnover Intention. In previous research, it was stated that employees who have experienced Burnout in a company not only reduce their commitment to the company, but also feel dissatisfied with their jobs so they have the intention to move. (AlOtaibi & AlOtaibi, 2022).

This study accepts H7, namely Job Satisfaction mediates Transformational Leadership on Turnover Intention. Leadership style has a significant effect on Job Satisfaction and employee Turnover Intention. Related to the character of Gen Z who lacks respect for authority from leaders, it can be said that the results of this study are in accordance with research conducted by Gaan, N. & Shin, Y., 2022; Burton, et al., 2019. Transformational Leadership is not an ideal style for Gen Z in the mining industry, thus affecting employee Job Satisfaction and having a significant impact on Turnover Intention.

## **5. Conclusion**

Two out of many conditions that encourage employees to leave the company are burnout and poor leadership. If employees have better conditions regarding those two, they can express fulfillment and more gratitude instead of having a turnover intention. Based on the results of research and discussions that have been conducted, it can be concluded that this study proves empirically that Burnout and Transformational Leadership had a negative influence on Job Satisfaction in the mining industry. The results also show that Job Satisfaction had a negative influence on employee Turnover Intention. Employees who have low Job Satisfaction will have higher intention to leave the company.

This research is expected to be a reference for other researchers who are interested in the factors that influence employee Turnover Intention. Further studies could be intended to investigate deeply into other factors regarding burnout, leadership, job satisfaction and turnover intention.



Align with the research context, the investigation revealed that working location is also an important prerequisite for turnover intention especially in rural or isolated areas. On this basis, future research may add an examination of the effect of isolated areas commonly known as the working location for the energy sector to turnover intentions. This study has limitations on the number and demographic variance of respondents in order to obtain more specific and useful recommendations. Future research is expected to involve more industrial fields, as well as increase the number of other variables.

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