

The Impact of Overtime, Career Development, and Workplace Friendly towards Turnover Intention and Emotional Exhaustion as the Mediation of Variable

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Abstract

Research aim : This study aims to examine the impact of overtime, career development, and workplace friendliness on employee turnover intention, with emotional exhaustion serving as a mediating variable.

Design/Method/Approach : Quantitative research methodology was employed, utilizing statistical analysis techniques. The population comprised all employees of Matahari Department Semarang exhibiting an intention to resign. A sample of 387 employees was selected using the Slovin formula (5% margin of error). Data collection was facilitated through a questionnaire survey administered to the respondents. Partial Least Squares Structural Equation Modeling (PLS-SEM) software was employed for data analysis.

Research Finding : The findings indicate that overtime significantly influences emotional exhaustion, while career development does not exhibit a significant impact on emotional exhaustion. Workplace friendliness was found to have a significant effect on emotional exhaustion. Moreover, overtime, career development, and workplace friendliness were identified as influencing factors on turnover intention. Emotional exhaustion was not directly associated with turnover intention but served as a mediator in the relationship between overtime, career development, workplace friendliness, and turnover intention. Specifically, overtime, career development, and workplace friendliness were found to influence turnover intention through their effects on emotional exhaustion.

Keywords : overtime, career development, workplace friendly, turnover intention, emotional exhaustion

Introduction

In Indonesia, intense competition to provide the best service has evolved as a result of the country's booming retail industry and economic progress. A range of techniques have been explored to compete with this issue, start with improving the quality of human resources (HR) and matching retail items. Employees, often known as human resources, are the most important and valuable asset of every business. and personnel play an important role in the achievement of organizational goals by the company. Personnel must be managed well in order to have a positive impact on the organization's success. However, if employees are not adequately managed, they will be unmotivated to work, causing them to fail or resign. A high rate of employee turnover is a measurement technique that is frequently used to indicate basic organizational issues. Employee turnover can lead to insecurity and uncertainty about employee conditions, as well as increased recruitment costs. As a result, a firm must be able to retain its personnel by providing high remuneration and knowing things that can make its employees comfortable enough to continue working without hurting the company's overall performance.

Employees can improve customer pleasure and loyalty. This occurs because the position of employees has a significant impact on client loyalty and disloyalty. When serving consumers, good personnel will undoubtedly be friendlier, more pleasant, more responsive.

According to previous research conducted by (Hadi et al., 2018), overtime has a positive and significant effect on turnover intention. These results are in line with research conducted by (Fatrachia & Santosa, 2022) which states that overtime has a positive and significant effect on turnover intention. Supported by research conducted (Aditya et al., 2021) which states that career development has a positive and relevant impact on turnover intention. These results are in line with research conducted by (Akhmad Darmawan, Abdan Syakuro, 2021) stating that career development has a positive and relevant impact on turnover intention. Supported by research conducted (Yuliantoro, 2022) which states that career development has a positive and relevant impact on turnover intention (Yuningsih et al., 2021) states that workplace friendly has a positive and significant effect on turnover intention. These results are in line with research conducted by (Sudarmanto et al., 2022) which states that workplace friendliness has a positive and significant effect on turnover intention. According to (Khomsa & Rohyani, 2021), emotional exhaustion has a negative and significant effect on turnover intention. These results are in line with research conducted by (Jasmine & Martdianty, 2022) which states that emotional exhaustion has a positive and significant effect on turnover intention.

Diferent from the previous study abot the researcher of this study wants to analyze whether overtime, career development, workplace friendly, and emotional exhaustion have an influence on the high turnover intention rate at Matahari Department Store Semarang.

The objective of this study is to test and analyze the effect of overtime on the emotional exhaustion, the influence of career development on emotional exhaustion, the influence of workplace friendliness on emotional exhaustion, the effect of overtime on employee turnover intention, the influence of career development on employee turnover intention, the influence of workplace friendliness on employee turnover, the effect of overtime on employee turnover intention through emotional exhaustion, the influence of career development on employee turnover intention through emotional exhaustion, the influence of workplace friendliness on employee turnover intention through emotional exhaustion of Matahari Department Store Semarang employees.

Statement of Problem

Based on the description of the background to the problem above, it can be said that the employee turnover rate at Matahari Department Store Semarang is relatively high. It is suspected that the cause of the high turnover rate at Matahari Department Store Semarang is caused by several factors including overtime, career development, workplace friendliness, and emotional exhaustion. Therefore, the author wants to research whether overtime, career development, workplace friendliness, and emotional exhaustion have an influence on the high turnover intention rate at Matahari Department Store Semarang.

Research Objectives

Based on the background and problem formulation that has been explained, the objectives to be achieved in this research are:

1. Research and analyze the effect of overtime on emotional exhaustion of Matahari

Department Store Semarang employees.

2. Research and analyze the influence of career development on the emotional exhaustion of Matahari Department Store Semarang employees.
3. Research and analyze the effect of workplace friendliness on the emotional exhaustion of Matahari Department Store Semarang employees.
4. Research and analyze the effect of overtime on the turnover intention of Matahari Department Store Semarang employees.
5. Research and analyze the influence of career development on the turnover intention of Matahari Department Store Semarang employees.
6. Research and analyze the influence of workplace friendliness on employee turnover intention at Matahari Department Store Semarang.
7. Research and analyze the effect of overtime on employee turnover intention through emotional exhaustion of Matahari Department Store Semarang employees.
8. Research and analyze the influence of career development on employee turnover intention through emotional exhaustion of Matahari Department Store Semarang employees.
9. Research and analyze the influence of workplace friendliness on employee turnover intention through emotional exhaustion of Matahari Department Store Semarang employees.

Method

This research uses a quantitative type of research. Quantitative research is a research method based on the philosophy of positivism, which is used to research certain populations or samples, where samples are generally taken randomly, and data is collected using research instruments, then analyzed quantitatively/statistically with the aim of testing predetermined hypotheses (Abdullah, 2015). The method used in collecting data in this research was using a questionnaire. This research was conducted to determine the influence of overtime, career development and workplace friendliness on employee turnover intention, emotional exhaustion as a mediating variable which has an impact on employees' intention to resign (case study of all employees of Matahari Department Store Semarang).

Population

Population is a group of people, who have certain characteristics that will be studied. The population will be part of the generalization area of research conclusions (Purwanza et al., 2022). The population in this study were all employees of Matahari Department Store Semarang who had the intention of resigning.

Sample

The sample is part of the population. Research may only take a portion of the population for research, although the conclusions of the research results will apply to the entire population. Sampling methods are a very important part of research, especially if the researcher wants the research results to apply to the entire population. The sample taken must represent all the

characteristics found in the population to which the conclusion applies. If the sample does not represent the characteristics of the population, then the research conclusions may be different (Purwanza et al., 2022). This research used a random sampling technique. Random sampling is taking samples randomly without paying attention to strata in the population (Purwanza et al., 2022). The benchmark for sampling in this research is by using the 10% slovin formula from all 12,808 employees of Matahari Department Store The Part Mall and from the results of calculating the 10% solving

In accordance with the calculations above, the sample that will be used as respondents in this research is 387 respondents from the total population.

Results and Discussion

Research hypothesis results

Hypothesis	Effect	t- statistics	p-values	Explanation
H1	Effect of Overtime through Emotional Exhaustion	3.338	0.001	Accepted
H2	The Influence of Career Development on Emotionality Exhaustion	0.819	0.413	Rejected
H3	The Influence of Workplace Friendliness on Emotional Exhaustion	2.174	0.000	Accepted
H4	Effect of Overtime through Turnover Intention	1.974	0.049	Accepted
H5	The Influence of Career Development on Turnover Intention	3.645	0.000	Accepted
H6	The Influence of Workplace Friendliness on Turnover Intention	4.187	0.000	Accepted
H7	The Effect of Emotional Exhaustion on Turnover Intention	1.353	0.177	Rejected
H8	The Effect of Overtime on Turnover Intention through Emotional Exhaustion	2.027	0.043	Accepted

H9	The influence of career development on Turnover Intention through Emotional Exhaustion	3.042	0.002	Accepted
H10	The influence of Workplace Friendly on Turnover Intention through Emotional Exhaustion	3.392	0.001	Accepted

Source : Processed primary data (2023)

Discussion

Based on the results of the research data analysis above, it is stated that the results of this research are as follows:

1. The Influence of Overwork and Emotional Exhaustion

The influence of the overtime variable on emotional exhaustion in this study reveals that the P-Value is 0.001, indicating that the P-Value is < 0.1 , and the T-Statistics is 3.338, indicating that the T-statistics value is more than 1.96, indicating that hypothesis 1 in this study is accepted. The findings of this hypothesis are consistent with the findings of (Sumarningsih, 2020), who found that the overtime variable has a positive influence on the emotional tiredness variable. Working overtime requires not only delivering high productivity during overtime hours, but also diminishing productivity during normal working hours, resulting in emotional tiredness. As a result, overtime labor must be done in accordance with the employee's ability to sustain and feel comfortable.

2. The Influence of Career Development on Emotional Exhaustion

In this research, the influence of career development variables on emotional exhaustion shows that the P-Value is 0.413, which means the P-Value is > 0.1 and the T-Statistics is 0.819, which means the T-statistic < 1.96 , so it can be concluded that hypothesis 2 in this study is rejected. The results of this hypothesis are in line with research conducted by (Agus et al., 2018) which stated that career development has no significant effect on emotional exhaustion. Busy activities and high work risks tend to cause emotional exhaustion in working individuals. Emotional exhaustion will encourage individuals to work less optimally in carrying out their duties and responsibilities. The increasingly high level of business competition at this time makes every company demand extra hard work from its employees. This shows that company leaders provide opportunities for career development, but most employees feel satisfied with their current position.

3. The Influence of a Friendly Workplace on Emotional Exhaustion

In this study, the influence of the workplace-friendly variable on emotional exhaustion shows that the P-value is 0.000, indicating that the P-value is 0.1, and the T-Statistics is 2,174, indicating that the T-statistics value is greater than 1.96, implying that hypothesis 3 was accepted. The findings of this hypothesis are consistent with the findings of (Martnez-Iigo et al., 2017), who found that the workplace-friendly variable has a favorable and significant influence on employee emotional weariness. This is related to a pleasant workplace (a supportive workplace), which can minimize the level of emotional weariness in a company's individual employees.

4. The Influence of Overtime on Turnover Intention

The influence of the overtime variable on turnover intention in this study reveals that the P-Value is 0.049, indicating that the P-Value is 0.1, and the T-Statistics is 1.974, indicating that the T-statistics value is greater than 1.96, indicating that hypothesis 4 in this research is accepted. The findings of this hypothesis are consistent with the findings of (Fatrachia & Santosa, 2022) research, which found that the overtime variable had a favorable influence on turnover intention. Employees who work overtime will feel bored and may decide to resign, which will increase turnover. This implies that the overtime variable (working overtime) has a significant impact on employee turnover intention. Working overtime and the intention of employees to resign are related in the sense that excessive workload will lead to resignation.

5. The Influence of Career Development on Turnover Intention

The influence of the overtime variable on turnover intention in this study reveals that the P-Value is 0.000, indicating that the P-Value is 0.1, and the T-Statistics is 3,645, indicating that the T-statistics value is greater than 1.96, indicating that hypothesis 5 in this study is accepted. This hypothesis's findings are consistent with research conducted by (Riantini et al., 2021), which found that career development variables have a positive and significant influence on turnover intention. This will occur if employee career development is not adequately managed in the organization because employees believe that the results of their labor receive insufficient feedback and are underappreciated, leading in intentions to resign (turnover) from the company.

6. The Influence of Workplace Friendliness on Turnover Intention

In this study, the influence of the workplace friendly variable on turnover intention shows that the P-Value is 0.000, indicating that the P-Value is 0.1, and the T-Statistics is 4,187, indicating that the T-statistics value is greater than 1.96, implying that hypothesis 6 was accepted. The findings of this hypothesis are consistent with the findings of (Khomsa & Rohyani, 2021) research, which found that workplace friendliness has a favorable and significant effect on employee turnover intention. If workplace friendliness is poor across the board, it will have an impact on employee burnout, which, if uncontrolled, will result in high

staff turnover (resignation) and disrupt the flow of human resources in the organization.

7. The Influence of Emotional Exhaustion on Turnover Intention

In this research, the influence of the emotional exhaustion variable on turnover intention shows that the P-value is 0.177, which means the P-value is > 0.1 and the T-Statistics is 1.353, which means the T-statistics value is < 1.96 , so it can be concluded that hypothesis 7 in this study is rejected. This shows that testing the hypothesis above with indicators of emotional exhaustion, namely easily tired and stressed, easily bored, quickly angry without reason, restless, unhappy, and feeling worthless, does not influence indicators of turnover intention, namely thinking about leaving, and looking for alternative jobs. , intention to leave, quitting because of job incompatibility, leaving a job if there is a better job and quitting because of not getting a career path. So it can be concluded that the emotional exhaustion variable does not influence turnover intention.

8. The Influence of Overtime on Turnover Intention through Emotional Exhaustion

In this research, the influence of the overtime variable on turnover intention which has an impact on emotional exhaustion shows that the P-Value is 0.043, which means the P-Value is < 0.1 and the T-Statistics is 2.027, which means the T-statistics value is

> 1.96 , so it can be concluded that hypothesis 8 in this study was accepted. This shows that testing the hypothesis above with overtime indicators, namely working overtime above normal hours, working overtime on official holidays, bringing office work home and overtime wages influence indicators of turnover intention, namely thinking about leaving, looking for alternative jobs, intention to leave, quitting because of job incompatibility, leaving a job because there is a better job and quitting because of not getting a career path which has an impact on indicators of emotional exhaustion, easily tired and stressed, easily bored, quickly angry for no reason, restless, unhappy and feeling like he is worthless. So it can be concluded that the overtime variable influences turnover intention which has an impact on emotional exhaustion.

9. The influence of career development on turnover intention through emotional exhaustion

In this research, the influence of career development variables on turnover intention which has an impact on emotional exhaustion shows that the P-Value is 0.002, which means the P-Value is < 0.1 and the T-Statistics is 3.042, which means the T-statistics value is > 1.96 , so it can be concluded that hypothesis 9 in this study is accepted. This shows that testing the hypothesis above with career development indicators, namely work performance, exposure, loyalty to the organization and opportunities for growth, has an influence on indicators of turnover intention, namely thinking about leaving, searching alternative jobs, intention to leave, quitting because of job incompatibility, leaving a job with a better job and quitting because of not getting a career path which has an impact on indicators of emotional exhaustion, easily tired and stressed, easily bored, quickly angry for no reason, restless, unhappy and felt he was worthless. So it can be concluded that the career development variable has an influence on turnover intention which has an impact on emotional exhaustion.

10. The influence of workplace friendliness on turnover intention through emotional exhaustion

In this research, the influence of the workplace-friendly variable on turnover intention which has an impact on emotional exhaustion shows that the P-value is 0.002, which means the P-Value < 0.1 and the T-statistics is 3.042, which means the T- T-statistics value is > 1.96 , so it can be concluded that hypothesis 9 in this study is accepted. This shows that testing the hypothesis above with workplace-friendly indicators, namely knowing colleagues, working collectively, free communication, organizational support, and close relationships, has an influence on indicators of turnover intention, namely thinking about leaving, looking for alternative jobs, intention to leave, quitting. due to job incompatibility, leaving a job with a better job and quitting because of not getting a career path which has an impact on indicators of emotional exhaustion, easily tired and stressed, easily bored, quickly angry for no reason, restless, unhappy and feeling like he is worthless. So it can be concluded that the workplace-friendly variable influences turnover intention which has an impact on emotional exhaustion.

Conclusion

Based on the data obtained in this research regarding overtime, career development, workplace friendliness towards turnover intention through emotional exhaustion, several conclusions can be drawn. Firstly, the study reveals that overtime significantly contributes to emotional exhaustion among employees, indicating a potential decrease in productivity during regular working hours. Secondly, while career development initiatives are offered by the company, they do not significantly impact emotional exhaustion, suggesting that employees may already feel content with their current roles. Thirdly, a positive and supportive workplace environment significantly reduces emotional exhaustion, highlighting the importance of fostering such a culture within the organization.

Moving forward, it is recommended that companies address the issue of excessive overtime by implementing measures to promote work-life balance and prevent burnout among employees. Additionally, efforts should be made to enhance the effectiveness of career development programs, ensuring that they provide meaningful growth opportunities and recognition for employees' contributions. Furthermore, prioritizing the cultivation of a friendly and supportive workplace culture can serve to mitigate emotional exhaustion and reduce turnover intention. By addressing these factors, organizations can not only improve employee well-being but also mitigate the risks associated with high turnover rates, ultimately fostering a more sustainable and productive workforce.

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