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Workaholism, Work Life Balance and Turnover Intention: Understanding the Millennial Generation

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Abstract

This study aims to examine the effect of Work-life balance and Workaholism on Turnover Intention through burnout as a mediating variable in the millennial generation in Surabaya. Data was collected through the distribution of questionnaires filled out by 350 Millennial Generation respondents in Surabaya City. The analysis tool used is IBM SPSS version 29.0 For Windows. The results showed that Work-life balance has a negative and significant effect on Turnover Intention. While Workaholism has a positive and significant influence on Turnover Intention. Meanwhile, the influence of Burnout as a mediating variable can change Work life balance has a positive influence on Turnover intention, and strengthen the positive influence of Workaholism on Turnover Intention. This finding shows that the important role of managing Burnout can affect Work-life balance and Workaholism which can have an impact on Turnover Intention among Millennial Generation in Surabaya. The managerial implications of this research include the need to pay attention to aspects of managing Burnout, Work-life balance and Workaholism in overcoming the problem of Turnover Intention in the Millennial Generation in Surabaya.

Keywords burnout, millennial generation, turnover intention, work-life balance, workaholism.

1. Introduction

Generational change in the workplace challenges human resource managers for effectively managing and motivating their organisation's workforce (Osif, 2008) in (Alonderiené et al., 2017), as each generation has different preferences and priorities, one of which is the millennial generation. Some characteristics of the millennial generation who like freedom, flexibility, desire challenging work, and boredom levels more rapidly than previous generations are underlying the conditions that drive a high turnover rate (Deloitte Indonesia, 2019). Millennials are a generation that tends to have a lower level of loyalty to organisations or companies compared to previous generations (Madiistriyatno, 2019).

Seminar Nasional FMI 2025 Batam

Prosiding



e-ISSN: 3026-4499

Vol. 3

21-23 Oktober 2025

Figure 1. Employee Loyalty Level by Generation



Source : job planet

Based on the data above, it shows that 46.5% of Millennials are likely to switch workplaces with a length of work in their previous workplace for only 2 years. Various studies have been conducted to look at the factors that can affect turnover and found that turnover intention is the strongest antecedent of turnover (Hom, et.al., 2017; Jiang, Liu, McKay, Lee, & Mitchell, 2012) in (Ekhananda, 2020). The results of a survey conducted by William in (Kusumawati, 2021) show that 3 out of 10 millennials are planning to stay in a company for only 2-3 years while there are only 1 in 10 millennials who choose to stay within 10 years.

The location of this research is Surabaya City. Based on Law No.26 of 2007, Surabaya is one of the largest metropolitan cities in Indonesia. The choice of location considers the high complexity between work and non-work found in metropolitan cities so that it is expected to capture work-life balance (Herachwati et al., 2019) and workaholicism in the Millennial Generation. Another consideration is that according to data from the Central Statistics Agency through the 2020 population census, the number of Millennial Generation in East Java is 24.32% of the total population of East Java and specifically in Surabaya City the number of Millennial Generation dominates at 25.52%. Based on the phenomena described above, the problem formulations that will be studied in this study are as follows: (1) Does Work-life balance affect Turnover Intention in the Millennial Generation in Surabaya City?; (2) Does Workaholic affect Turnover Intention in the Millennial Generation in Surabaya City?; (3) Does Burnout affect Turnover Intention in the Millennial Generation in Surabaya City?; (4) Does Burnout mediate the effect of Work-life balance on Turnover Intention in the Millennial Generation in Surabaya City?; (5) Does Burnout mediate the effect of Workaholic on Turnover Intention in the Millennial Generation in Surabaya City?. The objectives of this study are: To determine the effect between Work-life balance, Workaholicism and Burnout on Turnover Intention in the Millennial Generation in Surabaya City. And to find out Burnout mediates the

Seminar Nasional FMI 2025 Batam

Prosiding



e-ISSN: 3026-4499

Vol. 3

21-23 Oktober 2025

influence of Work-life balance and Workaholism on Turnover Intention in the Millennial Generation in Surabaya City.

2. Literature Review

According to (Westerman & Yamamura, 2007) the arrival of the millennial generation in the company has its own demands that can affect productivity, motivation, and raise retention and turnover issues. One of the demands of the Millennial Generation is the balance between personal life and work, commonly referred to as Work-life balance. Research by (Deloitte Indonesia, 2019) shows that work-life balance is one of the main factors considered by millennials when choosing a job. They consider the value of having time to pursue hobbies, spending time with family and friends, and having time for themselves outside of work. Several previous studies have concluded that Work-Life Balance practices are proven to have an influence on employee Turnover Intention (Kakar et al., 2021). Work-life imbalance is a factor in employees' decisions to leave their current jobs (Chen et al., 2019). According to a survey conducted (Deloitte Indonesia, 2019) shows that 43% of millennials have recently left their organizations due to workload pressure. Excessive workload pressure can lead to burnout. As described by (Boamah & Laschinger, 2015) which reveals that increasing Burnout in employees can lead to high work-life conflict and which ultimately results in high Turnover Intention (Putri et al., 2019).

On the other hand, there is workaholism behaviour among millennials. Experts in the world of work said that workaholism behaviour is common in people between the ages of 19 and 35, possibly more than Generation X and the baby boomer generation (Johnston, 2016). In an article entitled 'Millennials aren't lazy, they're workaholics' revealed that millennials are the first generation to grow up with a smartphone in hand and are often stereotyped as a lazy generation (Johnston, 2016). Along with the development of advanced technology and the flexibility gained can actually encourage workaholism behaviour as the boundaries between work and other life roles become unclear (Porter, 2001; Sullivan, 1999) in (Ng et al., 2007). These changes have created a workforce that enables and encourages employees to invest as much energy as possible in work and as technology develops the idea of a 40-hour working day every Monday to Friday begins to fade (Molino et al., 2016). According to the National Labour Force Survey data in 2022 showed that as much as 28.42% of the total working population in urban areas experienced excessive working hours, which is more than 40 hours per week.

Employees who tend to be Workaholism, are on employees who are categorised as Type A. Type A personalities are characterised by aggressiveness, strictness and competitiveness. They want to achieve more in less time, ambitious & perfectionist. Workaholism also occurs among workers in the banking industry (Akinwale et al., 2023), one of them occupies a position as a marketing staff who has the task of marketing and selling fund products and services according to predetermined targets. According to the results of interviews conducted by researchers with informants who work as marketing staff at one of the large private banks in Surabaya City who said that 'I have the intention to quit and look for another job because of flexible work that can do work outside the office, making my working hours uncertain. There is no boundary between

Seminar Nasional FMI 2025 Batam

Prosiding



e-ISSN: 3026-4499

Vol. 3

21-23 Oktober 2025

work time and personal time. Sometimes the time that should be for personal interests is used for work interests such as meeting with customers where we adjust the customer's time'. According to (Van Beek et al., 2013) in (Tri Wulandari & Pratama Hafidz, 2023), Workaholism is one of the factors that cause turnover intention. This is reinforced by the research findings (Nemteanu & Dabija, 2020) which reveal that workaholism is proven to have a positive influence on Turnover Intention. In addition, workaholism is considered the main cause of Burnout due to working too hard (Schaufeli, 2016) in (Ekhananda, 2020).

Consensus has not been established on deciding whether workaholism is a positive or negative condition, and whether or not the disorder should be rewarded within an organisation. Although most researchers identify workaholism as a negative condition for health, on the other hand there are those who interpret workaholism as a state that has positive consequences for both workaholics and the organisations they work for (Tarns, Schaufeli, & Verhoeven, 2005, p. 38) in (Hartinger, 2010). There are differences in perceptions of the influence of work-life balance and workaholism on turnover intention and there is not much research related to work-life balance and workaholism in influencing turnover intention in the millennial generation in Indonesia, especially in Surabaya City, it is necessary to conduct further research related to these variables. It is hoped that the results of this research can be used as a reference for science and as a basis for an organisation's decision.

3. Research Method

In this research, each variable is supported by several questions, namely the Work-life balance variable consisting of 14 questions adopted from (Fisher et al., 2009). The Workaholism variable consists of 17 questions adopted from the Workaholism Battrey (WorkBAR) made by Spence and Robbins 1992 in (Ekhananda, 2020). Meanwhile, the Burnout variable consists of 15 questions adopted from the Maslach's Burnout Inventory - General Survey (MBI-GS) compiled by Schaufeli et al., (1996) in (Ekhananda, 2020). And the Turnover Intention variable consists of 6 questions adopted from the Turnover Intention Scale shortened version or TIS-6 compiled by Bothma & Roddt (2013) in (Nemteanu & Dabija, 2020). This research is a quantitative type research and this research began in August 2023 to April 2024 in Surabaya City.

The population in this study is the Millennial Generation in Surabaya City with a number based on data from the Central Statistics Agency or BPS from the results of the Population Census in 2020, the number of wishes for millennials born in 1981 - 1996 is 689,154 people. In determining the number of samples in this study using the Issac & Micheal table. The total population of the millennial generation in Surabaya City is 689,154 or close to 700,000 with an error rate of 5%, so the number of samples obtained is 348 and increased to 350 respondents.

The sampling technique from the population is carried out using Convenience sampling which includes nonprobability sampling techniques. The Millennial Generation criteria taken as respondents in this study are as follows: (1) Respondents have a birth year in accordance with the millennial generation, namely between 1981 - 1996. (2) Work and live in Surabaya City. (3) Have a minimum work experience of 1 -2 years. (4) Professionals such as engineers, architects,

Seminar Nasional FMI 2025 Batam

Prosiding



e-ISSN: 3026-4499

Vol. 3

21-23 Oktober 2025

doctors, dentists, nurses, accountants, tourism workers, and surveyors. (5) Banking workers, especially in the position of marketing staff in the banking industry.

In measuring the variables of Work-life balance, Workaholism, Burnout and Turnover Intention, respondents filled out questionnaires using a Likert scale consisting of 5 points, namely 5 (strongly agree) to 1 (strongly disagree).

In testing the hypothesis in this study using analytical techniques, namely regression analysis techniques with mediation or path analysis. In this study using the Statistical Package for Social Science (SPSS) version 29.0 test tool. The use of Package for Social Science (SPSS) version 29.0 in this study is because it is able to process data with a large number of respondents.

4. Hasil dan Pembahasan

Respondents who participated in this research were millennials in Surabaya City with 350 respondents. From the results of the distribution of questionnaires through gform, the results of the characteristics of respondents based on gender, age, latest education and length of work were obtained.

Table 1. Respondents Profile

		Frequency (Percentage)
Gender	Male	204 (58%)
	Female	146 (42%)
Age	< 24 Years	11 (3,1%)
	24 Years – 32 Years	217 (62%)
	33 Years – 39 Years	122 (34,9%)
Latest Education	Highschool	20 (5,7%)
	Diploma	52 (14,9%)
	Bachelor's degree	224 (64%)
	Master's degree	54 (15,4%)
Job Tenure	< 2 Years	23 (6,6%)
	2 – 4 Years	145 (41,4%)
	5 – 7 Years	123 (35,1%)
	8-10 Years	42 (12%)
	>10 Years	17 (4,9%)

Path Analysis can be performed after the instrumental test results consisting of validity test, reliability test and classical assumption test have met the requirements. In determining whether there is a direct or indirect effect between the independent variable (X) and the mediating variable (Z) on the dependent variable (Y), Path analysis testing is carried out using the SPSS version 29.0 programme with the causal step and product of coefficient strategies.

Seminar Nasional FMI 2025 Batam

Prosiding



e-ISSN: 3026-4499
Vol. 3
21-23 Oktober 2025

Table 2. Recapitulation of Hypothesis Testing

Hypothesis	Coefficients Beta / Path Coefficient Value			t-Count	Sig	Summary
	Direct	Indirect	Total Effect			
<i>Work-life balance</i> → <i>Turnover Intention</i>	- 0,429	-	0.287	-3,323 < 1.649	0.001	Negative and Significant
<i>Workaholism</i> → <i>Turnover Intention</i>	0.391	-	1.103	7,230 > 1.649	0.001	Positif dan Signifikan
<i>Burnout</i> → <i>Turnover Intention</i>	0.796	-	-	6,035 > 1.649	0.001	Positive and Ssignificant
<i>Work - life balance</i> → <i>Burnout</i> → <i>Turnover Intention</i>	-	0.716	-	-	3,956 > 1.96	Full Medating
<i>Workaholism</i> → <i>Burnout</i> → <i>Turnover Intention</i>	-	0.712	-	-	4,506 > 1.96	Parsial Mediating

The effect of work-life balance on the desire to leave work (turnover intention) obtained a path coefficient value of -0.429 (negative) and t count of - 3.323 is smaller than t table of 1.694 with a significant 0.001, because the sig value obtained is less or less than the sig level of 0.05, then H0 is rejected and Ha is accepted. So Work-life balance has a negative and significant direct effect on Turnover Intention. So it can be concluded that the first hypothesis **(H1) is accepted**.

The effect of Workaholism on Turnover Intention obtained a path coefficient value of 0.391 (positive) and t count of 7.230 is greater than t table of 1.694 with a significance of 0.001, because the sig value obtained is less or smaller than the sig level of 0.05, then H0 is rejected and Ha is accepted. So Workaholism has a positive and significant direct influence on the desire to leave work (turnover intention). So it is concluded that the second hypothesis **(H2) is accepted**.

The impact of Burnout on the desire to leave the job (turnover intention) obtained a path coefficient value of 0.796 (positive) and t count of 6.035 is greater than t table of 1.694 with a significance of 0.001, because the sig value obtained is less or less than the sig level of 0.05, then H0 is rejected and Ha is accepted. So Burnout has a positive and significant direct effect on Turnover Intention. So it can be concluded that the third hypothesis **(H3) is accepted**.

The indirect effect of Work-life balance on turnover intention through Burnout has a path coefficient value of 0.716, which is greater than the direct effect path coefficient value of - 0.429. This shows that Burnout mediates the effect of Work-life balance on Turnover Intention with a significance value seen from the calculated z value of 3.956, which is greater than the absolute z value of 1.96, it can be concluded that it is significant in the mediation variable. To

Seminar Nasional FMI 2025 Batam

Prosiding



e-ISSN: 3026-4499

Vol. 3

21-23 Oktober 2025

be able to determine the role of mediation is determined based on significance. Based on the results of the analysis of the direct effect of work-life balance on turnover intention, the path coefficient value is -0.429 with a significant value of $0.001 < 0.05$ (significant) and the indirect effect obtained a path coefficient value of 0.716 with a significant value of $3.956 > 1.96$ (significant). Based on this comparison, although the direct effect path coefficient value is negative but still significant, the mediation role is full mediation. So it can be concluded that Work-life balance can influence indirectly through Burnout on Turnover Intention. So it is concluded that the fourth hypothesis **(H4) is accepted**.

The indirect effect of Workaholism on Turnover Intention through Burnout has a path coefficient value of 0.712, where the coefficient value is greater than the direct effect path coefficient value of 0.391. This shows that Burnout mediates Workaholism on Turnover Intention with a significance value seen from the calculated z value of 4.506, which is greater than the absolute z value of 1.96, so it is concluded that it is significant in the mediation variable. To be able to determine the role of mediation is determined based on significance. Based on the findings of the analysis of the direct effect of workaholism on turnover intention, the path coefficient value is 0.391 with a significant value of $0.001 < 0.05$ (significant) and the indirect effect obtained a path coefficient value of 0.712 with a significant value of $4.506 > 1.96$ (significant). Based on this comparison, although the direct effect path coefficient value drops but is still significant, the mediation role is partial mediation. So it can be concluded that Workaholism can influence either directly or indirectly through Burnout on Turnover Intention. So it is concluded that the fifth hypothesis **(H5) is accepted**.

Based on the research identifications, it shows that work-life balance has a negative and significant influence on the desire to leave work (turnover intention) on the desire to leave millennials in Surabaya City. Based on the findings of the regression analysis, it states that the regression coefficient value has a negative correlation, which indicates that if there is an increase in work-life balance on the desire to leave millennials in Surabaya City, there will be a decrease in the intention to change workplaces. The findings of this study are in line with research (Sismawati & Lataruva, 2020) showing that work-life balance has a negative effect on turnover intention in the Millennial Generation at Bank BTN Syariah Semarang. By referring to the description of respondents' answers to the Work-life balance variable, it shows that the Work interference with personal life dimension has a high score compared to other dimensions. Dimensions with indicators that have a narrative 'I have enough time to work, so it doesn't interfere with my personal time'. When looking at the characteristics of respondents based on gender, it is dominated by respondents with male gender at 58% compared to women with a percentage of 42%. That means that millennials in Surabaya City with male gender are more likely to be able to balance work life with personal life because men can focus their time on work. The dimension with the lowest score is personal life interference with work with the indicator having the lowest score 'I can do my job responsibilities well, even though I am facing problems with my personal life'. When associated with the characteristics of respondents with female gender, where the number of female respondents is less than men, the millennial generation in Surabaya City is female, therefore women are considered not to have a good

Seminar Nasional FMI 2025 Batam

Prosiding



e-ISSN: 3026-4499

Vol. 3

21-23 Oktober 2025

ability to achieve a balance between work and personal life. This is due to work family conflict which is less supportive of women's roles at work and at the same time their roles in the household. According to (Herachwati et al., 2019) stated that the problem of work-life balance in Asian countries is still a problem for women rather than men. This finding is in line with research (Bintang et al., 2016) saying that female workers carry out multiple roles in life, namely being housewives and workers, often women experience imbalance conditions. This imbalance condition will encourage the emergence of indications of a desire to leave work (turnover intention). The results of the research findings are in line with the research findings (Fayyazi & Aslani (2015) in (Lestari & Margaretha, 2021) in the Iranian Industry with a sample of 265 employees proving that there is a significant negative relationship between Work - life balance and Turnover Intention. The study explains that the support of the Work - life balance program from the organisation reduces employee stress levels and the desire to leave the organisation. This statement is also supported by research by Lazar, Osoian, and Ratiu (2010) in (Lestari & Margaretha, 2021) which states that one of the benefits of work-life balance is to reduce employee turnover rates in organisations. The happier employees are in their personal lives, the happier they are at work. It is confirmed that work-life balance has a negative impact on the desire to leave work (turnover intention) (Suifan et al., 2016). Employees who feel a higher level of balance in their work and life have a lower intention to quit (Fayyazi & Aslani, 2015).

The Effect of Workaholism on Turnover Intention. Based on the findings in this study that Workaholism has a positive and significant influence on the desire to leave work (turnover intention) in the millennial generation in Surabaya City. So, this shows that millennials in the city of Surabaya who are workaholic or obsessed with their work, also have a desire to leave their jobs. The focus of the researcher's findings is on the lowest score dimension, namely work involvement in the indicator with the narrative 'I feel bored and restless during holidays when there are no productive activities that I can do', indicating that millennials in Surabaya City tend to workaholism or obsessed with work, because they feel bored and restless when they are on holiday and there are no productive activities. Meanwhile, in the dimension of feeling driven to work with the indicator that has the highest score in the narrative 'it is important for me to work hard, even when I don't enjoy what I do'. The drive to work is one of the dimensions of workaholism, where the main component of workaholism is that workaholic individuals focus on work even to the detriment of other roles and responsibilities. If we review the characteristics of respondents based on gender, then male respondents are more likely to be workaholism. In particular, gender role expectations stipulate that men should take on the role of worker and responsibility giver, as well as contribute resources to the family through the labour force. This is supported by research findings (Kang, 2020) which reveal that there are very different differences between genders. The study showed that men have higher levels of workaholism in Korea, whereas women are expected to take on most of the family responsibilities, taking care of children and the household. This difference in expectations can lead to a more complex experience for women workaholics, as they have to find ways to balance family responsibilities with the internal drive to overwork. Therefore, women show lower workaholism than men

Seminar Nasional FMI 2025 Batam

Prosiding



e-ISSN: 3026-4499

Vol. 3

21-23 Oktober 2025

because women spend less time working. These findings are in line with research (Burke, 1999) revealing the fact that women have fewer working hours most likely reflects their greater time commitment to household and family responsibilities, referred to by Hochschild (1989) as 'second shift work'. When viewed from the characteristics of respondents based on age which is dominated by the age of 33 - 39 years, in research (Kang, 2020) the age category of 30 - 40 years shows high work addiction compared to the age group 50 - 60s. And finally, in this study it is dominated by millennial generation respondents who have a bachelor's degree (S1) background, based on the findings of research conducted (Kang, 2020) which shows that those with a university diploma show a higher level of work addiction compared to those with a high school diploma. But on the other hand, the millennial generation has a tendency to move around the workplace. When associated with the description of the answers to the turnover intention variable with the indicator that has the highest score, namely 'I tend to think about quitting my current job'. This is in line with the statement (Mulyapradana, 2012) in (Bintang et al., 2016) that younger workers tend to have the courage to leave the company to find a job that is more in line with their expectations, which can then trigger the desire to leave the job (turnover intention). In previous research on workaholism states that there are still no consistent results, there are several research findings that find that workaholism has a positive effect on the desire to leave work (turnover intention). And conversely, some studies found that workaholism has a negative influence on the desire to leave work (turnover intention). The difference in findings from several previous researchers is due to the field of work and the characteristics of the population in the study. In this study, the population of millennial generation in Surabaya City from several fields of work was used. The findings of this study support that workaholism has a positive influence on turnover intention. This is supported by research findings by (Burke & Macdermid, 1999) which reveal that workaholism has a positive influence on the desire to leave work (turnover intention).

The Effect of Burnout on Turnover Intention. The results showed that Burnout has a direct and positive influence on the desire to leave work (turnover intention) in the millennial generation in Surabaya City. This means that the higher the millennial generation employees feel burnout, the higher the intention to leave work (turnover intention) by millennial generation employees in Surabaya City. Burnout consists of 3 dimensions, but 2 of the 3 dimensions have indicators with the highest scores in this study, namely emotional exhaustion or emotional exhaustion and depersonalisation or cynicism. According to (Lingard, 2003) revealed that job characteristics are the main thing in predicting emotional exhaustion and cynicism. The results of this study show that the emotional exhaustion dimension with the indicator that has the highest score in the narrative 'I feel my emotions are drained because of work'. This means that millennials have a tendency to feel overwhelmed or emotional exhaustion in their work which may be caused by the workload or intensity of their work. The findings of this research are in line with the findings of research conducted by (Pinzaru et al., 2016) which revealed that millennials often feel emotional exhaustion which is part of burnout because millennials may have low resistance to pressure and stress at work. Therefore, the higher the level of pressure and stress at work, the greater the likelihood of turnover intention among millennials in Surabaya City. In

Seminar Nasional FMI 2025 Batam

Prosiding



e-ISSN: 3026-4499

Vol. 3

21-23 Oktober 2025

addition, the cynicism dimension in the indicator with the highest score reveals that millennials in Surabaya City feel less enthusiastic about their work. This indicates an intention to change jobs in the millennial generation in the city of Surabaya. Supported by the results of the description of the answers to the burnout variable with the dimension that has the highest indicator score with the narrative 'I tend to think about quitting my current job'. If a conclusion is drawn, the millennial generation in Surabaya City feels burnout so that it encourages the desire to change jobs. These findings are in line with the results of research conducted by (H. Kim & Kao, 2014) which revealed that burnout is one of the biggest predictors of turnover intention.

Burnout Mediates the Effect of Work-life balance on Turnover Intention. In this case, the results show that burnout plays a full role as a mediation between work-life balance and turnover intention. This means that when burnout is included as a mediating variable, work-life balance has a positive and indirect effect on the desire to leave work (turnover intention) in the millennial generation in Surabaya City. If it is related to the description of respondents' answers to the work-life balance variable which has the lowest score with the narrative "I can do my job responsibilities well, even though I am faced with problems with my personal life", this shows that there are indications of an imbalance between work and personal life (work life imbalance) in the millennial generation in Surabaya City. The excessive workload pressure felt by millennials can lead to burnout, this is shown in the description of the answers to the Burnout variable which has the highest score with the narrative 'I feel my emotions are drained because of work'. The rise of burnout is a result of work-life imbalance, which is a factor that influences employees' decisions to leave their current jobs (Chen et al., 2019). This is supported by research (Van Den Broeck et al., 2017) in (Ekhananda, 2020) job demands such as workload, role conflict, and aspects of work that require sustained and energy-consuming physical or psychological effort or skills are the main risk factors for Burnout. Burnout in employees increases the likelihood that a worker will consider leaving their current position. As described by (Boamah & Laschinger, 2015) in (S. W. Putri et al., 2019) which reveals that an increase in Burnout in employees can cause work life imbalance and which ultimately results in high Turnover Intention. Burnout is considered as one of the dominant predictors that drives the desire to leave work (turnover intention) in the millennial generation of Surabaya City. This is reinforced by research findings (Leiter & Maslach, 2009) in (Maslach & Leiter, 2016) which reveal that because Burnout is the last step of work resources (e.g. WLB) that are lacking towards the formation of a desire to leave work (turnover intention). The results of the research findings found are in line with the findings of previous research which was researched by (J. M. Haar, 2021) which found that cynicism which is one of the dimensions of Burnout fully mediates the effect of Work-life balance on the desire to leave work (turnover intention). Thus, high work-life balance provides more resources and these resources can be used to minimise the nature of cynicism at work, which is the main driver of turnover intention in the sample in this study, namely the millennial generation in Surabaya City. It can be concluded that if Work-life balance is applied properly, it will have an impact on reducing burnout and can prevent the emergence of a desire to leave work (turnover intention) in millennial generation employees in

Seminar Nasional FMI 2025 Batam

Prosiding



e-ISSN: 3026-4499

Vol. 3

21-23 Oktober 2025

Surabaya City.

Burnout Mediates the Effect of Workaholism on Turnover Intention. This study found that burnout acts as a partial mediation in the relationship between workaholism and turnover intention in the millennial generation in Surabaya City. This explains that Workaholism can have a direct or indirect effect on turnover intention in the Millennial Generation in Surabaya City. This means that whether or not Burnout is a mediating variable, Workaholism has an influence on Turnover Intention in the millennial generation in Surabaya City. Workaholism is a person's tendency to overwork resulting in a lack of time and resources to take part in activities that are not related to their work. Due to the lack of internal resources, millennials in Surabaya City who are workaholic when experiencing burnout will cause turnover intention. Workaholism and burnout cause negative consequences for individuals and organisations. When associated with the description of respondents' answers in the workaholism indicator with a high score, it states that millennials tend to feel it is important for them to work hard even when they cannot enjoy what they have done. This causes a tendency for millennials in Surabaya City to feel burnout which can encourage cynicism towards work, this is shown in the description of the answers to the burnout variable with the narrative 'I became less enthusiastic about my work'. This can lead to turnover intention in the millennial generation in Surabaya City. The findings in this study are in line with previous research conducted by (Mcgoey, 2022) which states that burnout mediates a positive and proven relationship between workaholism and turnover intention. So, those who have a tendency to be addicted to work (workaholism), then have a greater risk of experiencing burnout and potentially having the intention to quit their job.

5. Conclusion

Based on the results of the analysis of the variables in the study, namely work-life balance, workaholism, burnout and their influence on the turnover intention of Generation Y employees in Surabaya City, the following conclusions are obtained: (1) Work-life balance is proven to have a negative influence on turnover intention in the millennial generation in Surabaya City, meaning that the more effective the implementation of work-life balance, the lower the tendency of millennials in Surabaya City to leave work (turnover intention). (2) Workaholism is proven to have a positive influence on turnover intention in millennial generation employees in Surabaya City, which means that the millennial generation with workaholism, the greater the influence on turnover intention in the millennial generation in Surabaya City. (3) Burnout is proven to have a positive influence on turnover intention in millennial generation employees in Surabaya City, which means that the millennial generation experiences Burnout at work, the greater the influence on turnover intention in the millennial generation in Surabaya City. (4) Burnout mediates the relationship between work-life balance and turnover intention in millennial generation employees in Surabaya City, which means that work-life balance that is not implemented properly will lead to burnout, when burnout gets higher it will encourage the emergence of intention to move millennial generation employees in Surabaya City. (5) Burnout mediates the relationship between workaholism and turnover intention in millennial generation employees in Surabaya City, which means that workaholism in employees can lead to burnout,

Seminar Nasional FMI 2025 Batam

Prosiding



e-ISSN: 3026-4499

Vol. 3

21-23 Oktober 2025

when burnout gets higher it will lead to turnover intention in the millennial generation in Surabaya City.

After reviewing the results of the study and identifying existing limitations, the researcher proposes several suggestions for future research including: (1) Research on work-life balance and workaholism needs to be carried out further and more in-depth. One of them is by looking at the relationship between independent variables and their relationship with various job outcomes such as job performance, turnover, and so on. (2) Research on workaholism in the world of work needs to be done, because there is limited research on this matter. (3) Future research with work-life balance and workaholism variables can focus on the work field of certain companies. This is because based on previous research, differences in the company's work field can affect the direction of the influence of work-life balance and workaholism on the desire to leave work (turnover intention). (4) Future research can explore differences in the influence of work-life balance and workaholism between employees of national and multinational companies. (5) Future research can conduct comparative research to see differences in worklife balance and workaholism on the intention to move to another organisation or company in other generations. (6) Future research can also be conducted with a wider regional coverage, not only in Surabaya City.

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Vol. 3

21-23 Oktober 2025

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Vol. 3

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Seminar Nasional FMI 2025 Batam

Prosiding



e-ISSN: 3026-4499

Vol. 3

21-23 Oktober 2025

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