

## PSYCHOLOGICAL WELL-BEING AS A MEDIATOR OF THE EFFECT OF BURNOUT ON TURNOVER INTENTION AMONG EMPLOYEES OF A DISTRIBUTOR COMPANY

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### ABSTRACT

High turnover intention in distributor companies poses a challenge to human resource stability and the continuity of company operations. Burnout is assumed to increase employees' tendency to leave the organization, while psychological well-being may serve as a psychological mechanism that mitigates this effect. This study aimed to analyze the effect of burnout on turnover intention and the role of psychological well-being as a mediating variable among employees of a distributor company. The study employed a quantitative approach with a cross-sectional design involving 216 employees selected through purposive sampling. Data were collected using questionnaires and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 4. The findings indicate that burnout has a positive effect on turnover intention ( $\beta = 0.718$ ;  $p < 0.001$ ) and a negative effect on psychological well-being ( $\beta = -0.745$ ;  $p < 0.001$ ). Psychological well-being has a negative effect on turnover intention ( $\beta = -0.140$ ;  $p = 0.023$ ) and partially mediates the relationship between burnout and turnover intention ( $\beta = 0.104$ ;  $p = 0.025$ ). These findings indicate that burnout is a stronger factor in driving turnover intention, while psychological well-being functions as a protective factor that reduces part of this effect. This study extends the application of the Job Demands–Resources Theory and Conservation of Resources Theory in the context of distributor companies and enriches the literature on the psychological mechanisms linking burnout to turnover intention. Practically, the findings support the importance of managing burnout and strengthening psychological well-being as employee retention strategies.

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## INTRODUCTION

High labor mobility is one of the major challenges in human resource management across various industrial sectors, including distributor companies. Organizations are not only required to acquire competent employees but also to retain employees so that they remain committed to the organization. Employees' intention to leave the organization (turnover intention) is an initial indicator that requires attention because it has been proven to predict actual turnover (Putranti, 2022); (Mardikaningsih & Arifin, 2022). This condition not only increases recruitment and training costs but also disrupts operational stability and reduces organizational productivity (Bachri & Solekah, 2021). Therefore, turnover intention has become a strategic issue because it can threaten organizational effectiveness before actual turnover occurs.

This issue is increasingly relevant in distributor companies, which are characterized by high operational targets, intensive work mobility, and demands for rapid task completion. Employees in sales, logistics, operations, and warehouse departments are required to achieve targets while ensuring the smooth distribution process and interdepartmental coordination. Based on data from the Human Resources Department, the employee turnover rate during the period from May 2025 to April 2026 reached an average of 11.26%. This rate has exceeded the 5–10% threshold that is used in some literature as a reasonable turnover limit, thereby indicating an employee retention problem that requires organizational attention (Felicia et al., 2023); (Hanum & Meliala, 2023). A high turnover rate has the potential to reduce organizational effectiveness through increased employee replacement costs, disruptions to operational efficiency, decreased productivity, and the loss of human and social capital (Park & Shaw, 2013). In addition, Tripathy and Pandey (Mahendra et al., 2020) explained that the higher the turnover intention, the greater the tendency of employees to engage in actual turnover (Wong & Cheng, 2019). Thus, high turnover in distributor companies indicates the need to identify factors that encourage employees' intention to leave the organization.

Preliminary surveys and interviews with employees in the logistics, operations, sales, and warehouse departments indicated that some employees had begun considering leaving the company due to high work pressure, heavy targets, work facilities, disharmonious interdepartmental relationships, and discrepancies between initial expectations and the working conditions encountered. These conditions were also accompanied by increasing complaints of fatigue, absenteeism, tardiness, and declining work motivation. These findings indicate that turnover intention is not only related to organizational conditions but also to employees' psychological conditions in dealing with work demands. Interestingly, not all employees who experience work pressure demonstrate the same level of intention to leave the organization. This phenomenon indicates the existence of psychological mechanisms that may explain differences in employees' responses to work demands.

One of the factors that has been widely studied as a cause of turnover intention is burnout. Robbins dan Judge (Robbins & Judge, 2022) explained that burnout is one of the important determinants influencing employees' decisions to remain in or leave an organization. Burnout is characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment resulting from continuous exposure to work-related stress (Jeikawati et al., 2023); (Maslach & Leiter, 2022). In distributor companies, such conditions may arise due to high distribution targets, operational workloads, and time pressures that must be met every day. From the perspective of Job Demands-Resources (JD-R) Theory, high job demands can deplete employees' physical and psychological energy, particularly when they are not balanced by adequate job resources. Such conditions may develop into burnout and subsequently increase the risk of turnover intention.

Various studies have shown that burnout has a positive effect on turnover intention. Kinanthi and Dewanti (Kinanthi & Dewanti, 2026), Ambarwati et al. (Ambarwati et al., 2024), and Andari et al. (Andari et al., 2024) consistently found that the higher the level of burnout, the greater the tendency of employees to leave the organization. Nevertheless, these findings do not fully explain why not all individuals experiencing burnout have the same level of turnover intention. Some employees remain capable of maintaining their commitment and performance despite facing high work pressure. This indicates that the relationship between burnout and turnover intention may not occur only directly but also through psychological conditions that determine individuals' ability to maintain their functioning when facing pressure.

A psychological condition that may explain this mechanism is psychological well-being. From the perspective of Ryff's Psychological Well-Being Theory, individuals with high psychological well-being tend to be better able to manage work pressure, maintain positive psychological functioning, and retain a sense of purpose and meaning in their work (Riskasari & Utami, 2021). The Conservation of Resources (COR) Theory perspective also explains that individuals strive

to acquire, retain, and protect resources that are valuable to them. Continuous work pressure can deplete psychological resources and increase burnout, while the depletion of these resources may reduce individuals' ability to maintain psychological well-being. Ultimately, decreased psychological well-being may increase individuals' tendency to consider leaving a work environment perceived as threatening to their well-being. Thus, psychological well-being has the potential to serve as a mechanism that mediates the relationship between burnout and turnover intention.

Empirical support for this mechanism is demonstrated by Rizky et al. (Rizky, 2025) who found that burnout and psychological well-being both affect turnover intention. Maheshwari et al. (Maheshwari et al., 2025) demonstrated that psychological well-being mediates the relationship between burnout and intention to leave, while Desiana et al. (Desiana et al., 2024) found that employee well-being mediates the relationship between work stress and turnover intention. However, these findings do not fully explain the conditions in distributor companies because the studies were conducted in different organizational contexts. Distributor companies have a combination of target demands, mobility, time pressure, and cross-departmental coordination that may shape experiences of burnout and psychological well-being differently from those in other sectors.

Based on these conditions, three main gaps can be identified in previous research. First, most studies continue to position burnout as a direct predictor of turnover intention, so the psychological mechanisms explaining differences in employees' responses have not been fully revealed. Second, research on psychological well-being as a mediator remains relatively limited and has been conducted more frequently in the healthcare and manufacturing sectors, as well as among Generation Z workers, while studies in distributor companies remain very limited. Third, there is a contextual gap because the characteristics of distributor work, which are marked by operational targets, work mobility, time pressure, and cross-functional coordination, differ from those of the sectors that have been widely studied. Therefore, previous research findings cannot be directly generalized to explain the mechanism of burnout on turnover intention among employees of distributor companies. The findings of the preliminary survey, which showed that not all employees experiencing high work pressure had the same level of turnover intention, further strengthen the need to examine this psychological mechanism.

Based on these gaps, this study offers novelty by developing and testing a mediation model of psychological well-being in the relationship between burnout and turnover intention among employees of a distributor company. The contribution of this study lies not only in testing the mediation relationship but also in extending the application of JD-R Theory and COR Theory to the context of distributor companies, which remains limited in research. JD-R Theory is used to explain how job demands can result in burnout, while COR Theory helps explain how the depletion of psychological resources is associated with decreased psychological well-being and the tendency to leave the organization. The integration of these two perspectives enables this study to explain not only whether burnout increases turnover intention but also how this effect occurs through employees' psychological conditions. Practically, the findings of this study are expected to serve as a basis for companies to control burnout while strengthening psychological well-being as part of employee retention strategies.

Based on the theoretical foundation and research gaps, the research hypotheses are formulated as follows:

- H1: Burnout has a positive effect on turnover intention among employees of a distributor company.
- H2: Burnout has a negative effect on psychological well-being among employees of a distributor company.
- H3: Psychological well-being has a negative effect on turnover intention among employees of a distributor company.
- H4: Psychological well-being mediates the effect of burnout on turnover intention among employees of a distributor company.

Based on the foregoing discussion, this study aims to analyze the effect of burnout on turnover intention and to examine the role of psychological well-being as a mediating variable among employees of a distributor company.

## METHOD

This study employed a quantitative approach with an explanatory research design to examine the effect of burnout on turnover intention and the role of psychological well-being as a mediating variable among employees of distributor companies in Medan City. The study was conducted during the period of January–June 2026. The study population consisted

of 461 active employees of distributor companies. The sample was determined using a purposive sampling technique with the following criteria: (1) being an active employee and (2) having a minimum tenure of one year. The selection of these criteria was based on the assumption that employees with a minimum tenure of one year have sufficient work experience to evaluate working conditions, levels of burnout, psychological well-being, and their tendency to leave the organization. The sample size referred to the recommendation of Hair et al. (Hair et al., 2021) which states that research using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach requires an adequate number of respondents to produce stable parameter estimates; therefore, this study used more than 200 respondents.

The research data consisted of primary data obtained through an online questionnaire distributed using Google Forms. Before completing the questionnaire, respondents were provided with an explanation regarding the research objectives, data confidentiality, the voluntary nature of participation, and their right to withdraw from the study at any time without any consequences. Respondents' participation was indicated through informed consent at the beginning of the questionnaire. All data were collected without including respondents' personal identities and were used solely for research purposes. The research instrument employed a four-point Likert scale, ranging from 1 (strongly disagree) to 4 (strongly agree). The use of an even-numbered scale was intended to minimize respondents' tendency to select a neutral response (central tendency bias).

The research instruments were developed based on the conceptual sources of each variable and were administered in Indonesian. The burnout variable initially consisted of 19 indicators referring to the three dimensions proposed by Maslach et al. (Maslach et al., 1997), namely emotional exhaustion, depersonalization, and reduced personal accomplishment. The psychological well-being variable initially consisted of 37 indicators based on Ryff (Ryff, 1989), multidimensional model, which includes autonomy, environmental mastery, personal growth, positive relations with others, purpose in life, and self-acceptance. Meanwhile, the turnover intention variable initially consisted of 25 indicators based on the dimensions developed by Ike et al. (Ike et al., 2023), namely subjective social status, organizational culture, personal orientation, expectation, and career growth.

The quality of the instruments was evaluated using iterative outer model assessment through PLS-SEM. The evaluation included outer loading, convergent validity, discriminant validity, and construct reliability. Indicators demonstrating inadequate measurement quality were gradually eliminated based on the results of the measurement model evaluation until a final model meeting the validity and reliability criteria was obtained. The evaluation process was conducted through five rounds of testing. In the final measurement model, the burnout variable retained 10 indicators, the psychological well-being variable retained 6 indicators, and the turnover intention variable retained 16 indicators. This procedure was conducted to ensure that the retained indicators adequately represented the constructs being measured.

**Table 1.** Operationalization of Research Variables

| Variable                 | Dimensions                                                                                                         | Source                                |
|--------------------------|--------------------------------------------------------------------------------------------------------------------|---------------------------------------|
| Burnout                  | Emotional Exhaustion, Depersonalization, Reduced Personal Accomplishment                                           | Maslach et al. (Maslach et al., 1997) |
| Psychological Well-Being | Autonomy, Environmental Mastery, Personal Growth, Positive Relations with Others, Purpose in Life, Self-Acceptance | Ryff (Ryff, 1989)                     |
| Turnover Intention       | Subjective Social Status, Organizational Culture, Personal Orientation, Expectation, Career Growth                 | Ike et al. (Ike et al., 2023)         |

Source: Adapted from Maslach et al. (1997), Ryff (1989), and Ike et al. (2023).

Data analysis was conducted using Partial Least Squares-based Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS 4 software. The PLS-SEM approach was selected because of its ability to analyze complex relationships among latent variables simultaneously, accommodate mediation models, and not require multivariate normally distributed data (Hair et al., 2022). The analysis was conducted in two stages, namely the evaluation of the measurement model (outer model) and the structural model (inner model).

The evaluation of the outer model aimed to examine the quality of the instrument through construct validity and reliability testing. Convergent validity was evaluated based on outer loading values  $\geq 0.70$  and an Average Variance Extracted (AVE)  $\geq 0.50$ . Discriminant validity was tested using the Fornell–Larcker criterion and the Heterotrait-Monotrait Ratio (HTMT). Construct reliability was assessed based on Cronbach’s Alpha and Composite Reliability values, which were required to exceed 0.70.

Furthermore, the inner model evaluation was conducted to assess the predictive capability of the model through  $R^2$ ,  $Q^2$  Predictive Relevance, and effect size ( $f^2$ ) values. Hypothesis testing was conducted using the bootstrapping procedure to obtain path coefficients, t-statistics, and p-values. A hypothesis was considered accepted when the p-value was  $< 0.05$ . The mediation effect of psychological well-being was tested through indirect effect analysis using the bootstrapping approach. The mediation effect was considered significant when the indirect path showed a p-value  $< 0.05$ .

To minimize the potential for common method bias, all questionnaire items were arranged randomly, respondents were guaranteed anonymity, and there were no right or wrong answers when completing the instrument. These measures were implemented to improve the accuracy of responses and reduce social desirability bias in the study. Research ethics were implemented by providing respondents with adequate information regarding the research objectives, data confidentiality, the voluntary nature of participation, and their right to withdraw without consequences. All respondents provided informed consent before completing the questionnaire.

## RESULT AND DISCUSSION

### Respondent Characteristics

This study involved 216 employees of distributor companies who met the criteria for participation as respondents. The characteristics of the respondents are presented in Table 2.

**Table 2.** Respondent Characteristics (n = 216)

| Characteristic | Category   | n   | %     |
|----------------|------------|-----|-------|
| Gender         | Male       | 143 | 66,20 |
|                | Famale     | 73  | 33,80 |
| Education      | DIII       | 22  | 10,19 |
|                | S1         | 98  | 45,37 |
|                | SMA        | 36  | 16,67 |
|                | SMK        | 60  | 27,78 |
|                |            |     |       |
| Tenure         | 1–3 years  | 114 | 52,78 |
|                | 4–6 years  | 41  | 18,98 |
|                | >6 years   | 61  | 28,24 |
| Job Field      | Warehouse  | 19  | 8,80  |
|                | Logistics  | 54  | 25,00 |
|                | Operations | 81  | 37,50 |
|                | Sales      | 62  | 28,70 |

Source: Primary data processed from the research data (2026).

The majority of respondents were male (66.20%), held a bachelor’s degree (45.37%), had a tenure of 1–3 years (52.78%), and worked in the operations division (37.50%). This composition indicates that the sample was dominated by employees working in the company’s core operational functions, and was therefore considered representative of the

conditions of burnout, psychological well-being, and turnover intention within a work environment characterized by high operational intensity.

#### Measurement Model Evaluation (Outer Model)

The measurement model evaluation was conducted to ensure that all constructs met the requirements for validity and reliability before testing the structural model. In accordance with the recommendations of Hair et al. (Hair et al., 2022), the evaluation was conducted through the assessment of outer loading, Average Variance Extracted (AVE), Composite Reliability (CR), Cronbach's Alpha (CA), Heterotrait–Monotrait Ratio (HTMT), the Fornell–Larcker Criterion, and the Standardized Root Mean Square Residual (SRMR).

At the initial stage, several indicators had outer loading values below the recommended threshold (0.70). Referring to Hair et al. (Hair et al., 2022), indicators with low loading values were gradually eliminated until all constructs met the requirements for convergent validity. This process resulted in the removal of 31 psychological well-being indicators, 10 burnout indicators, and 10 turnover intention indicators. Following the model refinement process, all retained indicators had adequate outer loading values, as presented in Table 3.

**Table 3.** Final Outer Loading

| Construct                | Indicator | Loading |
|--------------------------|-----------|---------|
| Burnout                  | BOT5      | 0,747   |
|                          | BOT6      | 0,762   |
|                          | BOT10     | 0,806   |
|                          | BOT11     | 0,758   |
|                          | BOT12     | 0,698   |
|                          | BOT14     | 0,722   |
|                          | BOT16     | 0,739   |
|                          | BOT17     | 0,804   |
|                          | BOT19     | 0,767   |
| Psychological Well-Being | PWB6      | 0,727   |
|                          | PWB10     | 0,759   |
|                          | PWB12     | 0,689   |
|                          | PWB13     | 0,715   |
|                          | PWB26     | 0,733   |
|                          | PWB30     | 0,692   |
| Turnover Intention       | TOI3      | 0,687   |
|                          | TOI6      | 0,709   |
|                          | TOI7      | 0,700   |
|                          | TOI10     | 0,651   |
|                          | TOI12     | 0,751   |
|                          | TOI13     | 0,691   |
|                          | TOI14     | 0,742   |
|                          | TOI15     | 0,748   |
|                          | TOI16     | 0,729   |
|                          | TOI17     | 0,734   |

| Construct | Indicator | Loading |
|-----------|-----------|---------|
|           | TOI18     | 0,744   |
|           | TOI21     | 0,739   |
|           | TOI22     | 0,711   |
|           | TOI24     | 0,691   |
|           | TOI25     | 0,766   |

Source: Primary data processed using SmartPLS 4 (2026)

Furthermore, construct reliability and convergent validity were evaluated based on Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE) values.

**Table 4.** Results of Reliability and Convergent Validity Testing

| Variable                 | CA    | CR    | AVE   |
|--------------------------|-------|-------|-------|
| Burnout                  | 0,906 | 0,923 | 0,572 |
| Psychological Well-Being | 0,814 | 0,866 | 0,518 |
| Turnover Intention       | 0,934 | 0,942 | 0,519 |

Source: Primary data processed using SmartPLS 4 (2026)

All constructs had Composite Reliability values above 0.70 and AVE values exceeding 0.50, thereby meeting the criteria for reliability and convergent validity (Hair et al., 2022). These results indicate that the indicators used were capable of consistently representing the latent constructs. Discriminant validity was subsequently evaluated using the HTMT approach and the Fornell–Larcker Criterion.

**Table 5.** Results of Discriminant Validity Testing

|                                  | Variable | BOT    | PWB    | TOI   |
|----------------------------------|----------|--------|--------|-------|
| <b>HTMT</b>                      | BOT      | -      |        |       |
|                                  | PWB      | 0,658  | -      |       |
|                                  | TOI      | 0,791  | 0,768  | -     |
| <b>Fornell–Larcker Criterion</b> | BOT      | 0,757  | -      | -     |
|                                  | PWB      | -0,545 | 0,720  |       |
|                                  | TOI      | 0,622  | -0,675 | 0,720 |

Source: Primary data processed using SmartPLS 4 (2026).

The HTMT values for all constructs were below the threshold of 0.90, while the square roots of the AVE for each construct were higher than the correlations between constructs. Thus, discriminant validity was established (Hair et al., 2022). The overall model fit also showed good results, with an SRMR value of 0.057, which was lower than the maximum threshold of 0.08 as recommended by Hair et al. (Hair et al., 2022) and Hu & Bentler (Hu & Bentler, 1999). These results indicate that the measurement model met the good fit criteria and was therefore suitable for proceeding to structural model evaluation.

#### Structural Model Evaluation (Inner Model)

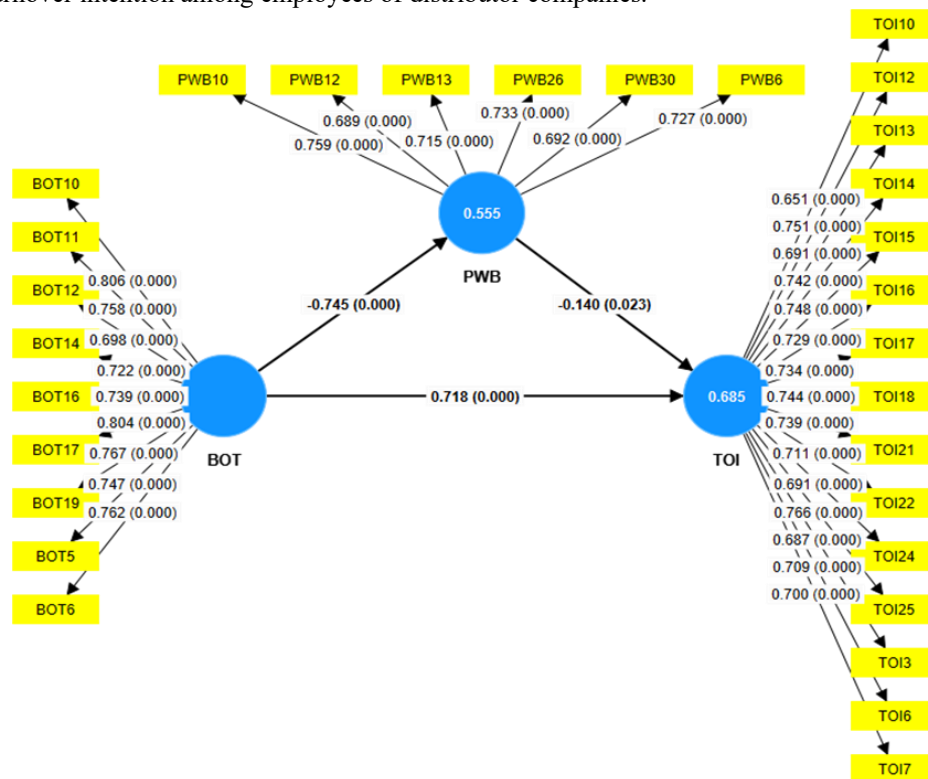
After the measurement model met all validity and reliability requirements, the evaluation proceeded to the structural model (inner model) to assess the predictive capability of the model and the magnitude of the effects among constructs. The evaluation was conducted through the assessment of  $R^2$ ,  $Q^2$  Predict, and effect size ( $f^2$ ), as recommended by Hair et al. (Hair et al., 2022).

**Table 6.** Results of Structural Model Evaluation

| Endogenous Variable      | R <sup>2</sup> | Q <sup>2</sup> Predict | f <sup>2</sup> Prediktor     |
|--------------------------|----------------|------------------------|------------------------------|
| Psychological Well-Being | 0,555          | 0,546                  | 1,249                        |
| Turnover Intention       | 0,685          | 0,669                  | Burnout = 0,727; PWB = 0,028 |

Source: Primary data processed using SmartPLS 4 (2026).

An R<sup>2</sup> value of 0.555 indicates that 55.5% of the variation in psychological well-being can be explained by burnout. Meanwhile, an R<sup>2</sup> value of 0.685 indicates that 68.5% of the variation in turnover intention can be simultaneously explained by burnout and psychological well-being. The Q<sup>2</sup> Predict values, all of which were greater than zero, indicate that the model has good predictive capability. Based on the effect size (f<sup>2</sup>) values, burnout had a very large effect on psychological well-being (f<sup>2</sup> = 1.249) and a large effect on turnover intention (f<sup>2</sup> = 0.727). Conversely, psychological well-being had only a small effect on turnover intention (f<sup>2</sup> = 0.028). These findings indicate that burnout is the most dominant construct in explaining the variation in turnover intention among employees of distributor companies.



**Figure 1.** PLS Structural Model Result of Bootstrapping  
Source: Primary data processed using SmartPLS 4 (2026)

### The Effect of Burnout on Turnover Intention

The results of the study indicate that burnout has a positive and significant effect on turnover intention ( $\beta = 0.718$ ;  $t = 13.918$ ;  $p < 0.001$ ). The effect size value of 0.727 also indicates a large effect. This finding positions burnout as the most dominant variable in the research model, indicating that the higher the level of burnout experienced by employees, the greater their tendency to consider leaving the company. This finding is consistent with Üngüren et al. (Üngüren et al., 2024) among

hotel employees in Turkey and Russell et al. (Russell et al., 2020) among educators in the United States, which demonstrated that burnout is positively associated with the intention to leave the organization. The findings of Yuliana et al. (Yuliana et al., 2025) among employees in the Indonesia–China integrated industrial area also showed that burnout increases turnover intention. Arumsari et al. (Arumsari et al., 2025) as well as Budhiarti and Riyanto (Budhiarti & Riyanto, 2022) likewise found that burnout is an important determinant of turnover intention in industries characterized by high operational demands. This consistency indicates that the relationship between burnout and turnover intention is not limited to a particular sector.

On the other hand, not all forms of work-related psychological pressure are directly associated with turnover intention. Annas and Handra (Annas & Handra, 2023), for example, reported that situational work stress did not have a significant effect on turnover intention among logistics workers. This difference indicates that the effect on turnover intention may depend on the nature and accumulation of pressure experienced by workers. Situational work stress may be temporary and allow individuals to recover, whereas burnout represents a more persistent state of exhaustion resulting from prolonged exposure to work demands. Thus, the findings of this study reinforce the importance of distinguishing between temporary work pressure and burnout as a more chronic psychological condition in explaining turnover intention.

However, the magnitude of the effect found in this study becomes more meaningful when considered in light of the characteristics of distributor work. Unlike occupations with relatively structured work rhythms, distribution activities require speed, accuracy, operational continuity, target achievement, and interfunctional coordination. Employees in sales, operations, logistics, and warehouse departments face interrelated demands; delays or problems in one department may affect processes in other departments. Under such circumstances, work pressure does not end with a single task but may accumulate throughout the operational process.

This explanation is consistent with Job Demands–Resources (JD-R) Theory, which explains that high and sustained job demands can deplete physical and psychological energy, thereby triggering burnout and subsequently increasing withdrawal behavior (Bakker et al., 2023). The Conservation of Resources (COR) perspective also helps explain why burnout can become a strong trigger of turnover intention. When available psychological resources become increasingly depleted and recovery is inadequate, individuals may perceive leaving their jobs as one way to stop further resource loss (Hobfoll et al., 2018). Thus, the findings of this study not only confirm the burnout–turnover intention relationship but also indicate that, in distribution environments, operational pressures may be conditions that strengthen this relationship. The practical implication is that burnout management should be positioned as a priority in retention strategies, particularly through the evaluation of workload, targets, work schedules, organizational support, and resource adequacy.

### **The Effect of Burnout on Psychological Well-Being**

Burnout was found to have a negative and significant effect on PWB ( $\beta = -0.745$ ;  $t = 21.670$ ;  $p < 0.001$ ). The effect size value of 1.249 was the largest in the model, while the  $R^2$  value of 0.555 indicated that burnout explained 55.5% of the variance in PWB. These results demonstrate that the consequences of burnout among distributor employees do not stop at exhaustion in carrying out work but extend to individuals' psychological conditions. When work demands occur intensively, employees have increasingly limited opportunities to restore energy, maintain positive interpersonal relationships, develop themselves, and derive constructive meaning from their work.

This finding is consistent with Wibisono and Wibowo (Wibisono & Wibowo, 2024), Hameli et al. (Hameli et al., 2024), and Cengiz et al. (Cengiz et al., 2025), who found a negative relationship between burnout and PWB. The findings of this study also reinforce the JD-R Theory perspective that high job demands can activate the health impairment process, namely a process in which job demands deplete individuals' energy and resources, thereby reducing psychological functioning (Bakker et al., 2023). From the perspective of COR Theory, burnout reflects the continuous loss of psychological resources (Hobfoll et al., 2018).

Interestingly, the findings of this study differ from those of Damaihati et al. (Damaihati et al., 2025) who found no significant effect of burnout on PWB in the manufacturing sector. This difference indicates that the relationship between the two variables may be influenced by job characteristics. In distributor companies, demands related to mobility, targets, service speed, and operational continuity may result in exposure to pressure that is more dynamic and repetitive. This may explain why burnout in this study had a very strong effect on PWB.

The implication is that programs aimed at improving PWB are insufficient if implemented solely through individual-level well-being activities. Companies need to first reduce sources of burnout through workload management, target adjustment, social support, flexibility where possible, competency development, and access to counseling services. A simultaneous approach at both the individual and organizational levels is necessary to enable the recovery of psychological resources to occur more effectively (Hameli et al., 2024).

### **The Effect of Psychological Well-Being on Turnover Intention**

PWB has a negative and significant effect on turnover intention ( $\beta = -0.140$ ;  $t = 2.273$ ;  $p = 0.023$ ). This means that the better the psychological well-being of employees, the lower their tendency to leave the organization. However, the effect size value of 0.028 indicates that the strength of this effect is small compared with the effect of burnout, which reached 0.727. This difference in effect strength is one of the important findings of the study. PWB continues to function as a protective factor, but its capacity is relatively limited when employees face high operational pressure. In other words, having good psychological well-being can help employees cope with their work, but it is not always sufficient to offset continuous job demands when the primary sources of pressure remain unchanged.

This condition can be understood from the characteristics of distributor work. In a work environment that is highly oriented toward targets, distribution speed, achievement of results, and operational continuity, the decision to stay or leave is likely to be influenced more by direct experiences of workload and work pressure than by positive psychological conditions alone. This may explain why PWB has a significant relationship with turnover intention, but its contribution is substantially smaller than that of burnout.

This finding is consistent with Ananda dan Pane (Ananda & Pane, 2017) who demonstrated that PWB has a negative effect on turnover intention, as well as Farabi et al. (Farabi et al., 2025) who found a negative relationship between PWB and turnover intention among Generation Z employees. The JD-R Theory perspective positions PWB as a personal resource that can help individuals cope with job demands (Bakker et al., 2023). Meanwhile, COR Theory views positive psychological conditions as resources that can help individuals maintain adaptive capacity when facing pressure (Hobfoll et al., 2018).

Thus, these findings provide an understanding that PWB is more appropriately positioned as a protective factor rather than as the primary factor that eliminates turnover intention. Companies need to strengthen job autonomy, positive relationships with colleagues and supervisors, clarity of work objectives, career development opportunities, and psychological support. These efforts are consistent with Ananda and Pane (Ananda & Pane, 2017) and Farabi et al. (Farabi et al., 2025). However, given the relatively small effect of PWB, these strategies must be implemented concurrently with efforts to reduce sources of burnout.

### **The Role of Psychological Well-Being in Mediating the Effect of Burnout on Turnover Intention**

The test results indicate that PWB significantly mediates the relationship between burnout and turnover intention ( $\beta = 0.104$ ;  $t = 2.240$ ;  $p = 0.025$ ). Since the direct effect of burnout on turnover intention remains significant ( $\beta = 0.718$ ;  $p < 0.001$ ), the mediation established is partial mediation. This finding means that burnout affects turnover intention through two pathways. First, burnout directly increases turnover intention. Second, burnout decreases PWB, which subsequently increases turnover intention. Thus, PWB explains part of the psychological mechanism linking burnout to the intention to leave the organization, but it is not the only mechanism at work.

This result is consistent with Wirtadipura et al. (Wirtadipura et al., 2025) who found a mediating role of PWB in the relationship between job stress and turnover intention among healthcare workers. Fitrizqa and Siregar (Fitrizqa & Siregar, 2025) also demonstrated that PWB mediates the relationship between work-family conflict and turnover intention. Meanwhile, Meilani and Irmawati (Meilani & Irmawati, 2025) demonstrated the importance of employee well-being in explaining the formation of turnover intention, while Zhang et al. (Zhang et al., 2023) showed that general well-being can function as a protective factor against burnout-related turnover intention.

Nevertheless, the contribution of PWB as a mediator in this study was relatively small compared with the direct pathway of burnout. This difference can be observed empirically from the effect size values: burnout  $\rightarrow$  turnover intention was 0.727, whereas PWB  $\rightarrow$  turnover intention was only 0.028. This pattern indicates that, in the context of distributor companies,

exhaustion resulting from job demands has a stronger driving force toward turnover intention than the capacity of psychological well-being to counteract it.

These findings provide important implications for the application of JD-R Theory and COR Theory. Within the JD-R framework, PWB can function as a personal resource, but such personal resources have limited capacity when job demands remain high. Within the COR framework, PWB can serve as a resource that helps employees cope with pressure, but resource loss resulting from continuously occurring burnout may reduce this protective capacity (Bakker et al., 2023).

Thus, the novelty of this study lies not only in demonstrating that PWB mediates the relationship between burnout and turnover intention, but also in demonstrating how this mechanism operates in the context of distributor companies. In this sector, PWB indeed functions as a psychological buffer, but its effect is not yet strong enough to replace the direct effect of burnout. This finding extends the application of JD-R and COR Theory to the context of distribution organizations, which has been relatively understudied compared with the healthcare, education, and service sectors.

Practically, retention strategies should not be directed solely toward improving PWB through counseling, competency development, positive work relationships, or career opportunities. These interventions need to be accompanied by structural changes addressing the sources of burnout, such as target evaluation, workload distribution, scheduling, adequacy of personnel and facilities, and organizational support. An approach that combines the reduction of job demands with the strengthening of personal resources is more consistent with the characteristics of the findings of this study (Üngüren et al., 2024); (Zhang et al., 2023).

### Research Implications and Limitations

Theoretically, this study extends the application of JD-R Theory and COR Theory to the context of distributor companies by demonstrating that burnout is a major determinant of turnover intention as well as the strongest factor in reducing PWB. PWB continues to play a mediating role; however, the partial mediation indicates that the relationship between burnout and turnover intention is not fully explained by psychological well-being.

Practically, the findings suggest that distributor companies need to develop a two-pronged retention strategy: reducing sources of burnout and strengthening PWB. Regular monitoring of burnout, evaluation of workload and work targets, enhancement of organizational support, strengthening of interpersonal relationships, career development, and the provision of counseling services can form part of this strategy. This recommendation is consistent with Üngüren et al. (Üngüren et al., 2024) and Zhang et al. (Zhang et al., 2023) who emphasize the importance of combining the reduction of job demands with the strengthening of individual resources.

The limitations of the study should be considered when interpreting the findings. The research model included only burnout and PWB as predictors of turnover intention, while the partial mediation results indicate the possibility of other factors that may also explain turnover intention. Factors such as leadership, organizational support, job satisfaction, compensation, job embeddedness, and organizational commitment may be considered in future research. In addition, the study was conducted within a single distributor company context, which limits the generalizability of the findings to other sectors or organizations.

## CONCLUSION

This study demonstrates that burnout increases turnover intention and decreases psychological well-being, whereas psychological well-being decreases turnover intention and partially mediates the relationship between burnout and turnover intention among employees of a distributor company. These findings confirm that controlling turnover intention needs to be achieved through both the reduction of burnout and the strengthening of employees' psychological well-being. Theoretically, this study extends the application of Job Demands–Resources Theory and Conservation of Resources Theory to the context of distributor companies by positioning psychological well-being as a psychological resource in the relationship between burnout and turnover intention. Practically, companies need to manage workloads, strengthen organizational support, and create a work environment that supports employees' psychological well-being. This study is limited by its cross-sectional

design, self-report data, and focus on a single distributor company. Future research is recommended to employ a longitudinal design, involve multiple companies (multi-company study), and incorporate the variables of organizational commitment, perceived organizational support, and work engagement to produce a more comprehensive turnover intention model.

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