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The Effects of Work Stress Towards Turnover Intention Mediated by Burnout (Study on Employees Working in PT Mitra Jaya Raya Borneo Pontianak)

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ABSTRACT

One of the corporate responsibilities towards their employees is to maintain the employees working in the company, with the work environment provided, the workload given, and developing them with good training. In reality, employees often experience work stress in doing their jobs, and the accumulation of work stress triggers burnout, thus encouraging them to leave the company. This study examines the effect of job stress on turnover intention mediated by burnout at PT Mitra Jaya Raya Borneo Pontianak as the object of research, with a population of 35 employees. Using saturation sampling technique, the sample of this study was 35 respondents. This research uses PLS-SEM analysis, using the SmartPLS 3.2.9 application to process questionnaires data. The results of this study indicate that job stress has a significant positive effect on turnover intention, job stress has a significant positive effect on burnout, burnout has an insignificant positive effect on turnover intention, and burnout does not mediate the relationship between job stress and turnover intention.

Keywords: work stress, burnout, turnover intention, PLS-SEM

INTRODUCTION

Ideally in a company, employees are able to endure in the given environment and working conditions as well as the assigned workload, in order that the employee can work well without feeling work stress and burnout. Companies have a big responsibility in retaining the best employees, but oftentimes companies are unable to retain these employees, because employees experienced work stress (Hom, Allen, & Griffeth, 2020: 58) within the company and the accumulation of work stress causes burnout, which then will encourage them to leave the company. Employees who leave the company will have a negative impact on the company, such as increasing employee recruitment, selection and training costs, as well as

disrupting the company's work flow due to unfulfilled labour (Robbins, Coulter, & Decenzo, 2019: 360).

Previous studies examining turnover intention have linked work stress and burnout as causes of turnover intention. This is supported by Asepta and Pramitasari's research, which examines the effect of job stress and burnout on turnover intention in female employees in Malang City, concluding that job stress and burnout have a positive effect on turnover intention (2022: 49). Sintadewi and Dewi, analysing the relationship between work stress and turnover intention mediated by burnout in Kutabex Beach Front Hotel Bali employees, concluded that work stress has a significant positive effect on burnout, work stress and burnout have a significant positive effect on turnover intention, and burnout partially mediates the relationship between work stress and turnover intention (2018: 2322-2325). These studies are the basis for researchers to carry out research, therefore, this study will discuss the effect of work stress on turnover intention with burnout as a mediating variable at PT Mitra Jaya Raya Borneo in Pontianak.

LITERATURE REVIEW

Work Stress (X)

People naturally experience stress from various aspects of their lives. Employees who work and are involved in a company will experience work stress as a form of response to the acceptance of the tasks assigned. Job stress is defined as psychological discomfort that arises due to pressures that arise from the surrounding environment (Robbins & Judge, 2022: 641). The indicators used to measure job stress were proposed by Beehr and Newman (in Asih, Widhiastuti, & Dewi, 2018: 6-8), which consisted of three different indicators, such as Psychological Symptoms, Physiological Symptoms, and Behavioural Symptoms.

Burnout (Z)

The burden of tasks that are given exceeds the capacity that can be borne by a person, and high expectations in the output targets to be achieved will lead a person to force themselves to make haste in carrying out their duties. In the long run, these conditions will lead to burnout for those affected. Burnout is defined as an occupation phenomenon that results from chronic workplace stress that is failed to be managed (World Health Organization in Selhub, 2022: 8-9). Indicators of burnout variables are then described by Maslach (in Lubbadeh, 2020), as Exhaustion, Cynicism, and Personal Achievement.

Turnover Intention (Y)

Every company is bound to be affected by Turnover Intention. Turnover Intention can be defined as a voluntary act of a person to separate himself from the company (Mobley & Price in Hom, Allen & Griffeth, 2019: 3). High turnover intention indicates that a company has many employees who want to leave, and if left unchecked, it will bring disadvantages to the company. The turnover intention indicator was adopted from Perl *et al.* (in Hom, Allen & Griffeth, 2020: 110-112), referred to as TESS (Turnover Events and Shock Scale) consisted

of six different indicators, such as Personal Factors, Distrust in Work, Conflict, Missed Opportunities, Loss of Appreciation, and Opportunities Outside of Work.

METHOD

This research was conducted at PT Mitra Jaya Raya Borneo Pontianak, with the type of associative research method, described as a research method conducted to test two or more variables (Sudirman in Rahmat, 2020: 95). The data collection method in this study used questionnaires and documentary studies. Questionnaire is a method of collecting data by providing questions that are given directly to be filled in (Fadjarajani & Rosali in Rahmat, 2013: 56). Documentary study is a data collection technique by collecting and analyzing documents, both written documents, images, works, and electronics.

Population is explained by Wati in Rahmat (2020: 185), as a generalization of objects or subjects that have qualities and characteristics to be studied and conclusions are drawn, thus the population in this study are all employees who work at PT Mitra Jaya Raya Borneo Pontianak, namely 35 employees. Wati in Rahmat (2020: 186) explain the sample as part of the characteristics possessed by a population. The sample was taken using saturated sampling, which is a sample technique that uses the entire population as the sample (Wati in Rahmat, 2020: 199), hence the sample in this study was 35 people. This study uses the SmartPLS 3.2.9 application to manage data into research results, using PLS-SEM analysis techniques.

RESULTS AND DISCUSSION

Convergent Validity

Convergent validity is the extent to which a measurement has a positive correlation with other measurements on the same variable (Hair *et al.*, 2022: 120). The recommended loading factor value is above 0.70, and the AVE (Average Variance Extracted) value for the variable is above 0.5 (Ghozali & Latan in Hamid & Anwar, 2019: 42). The following is a convergent validity table for work stress and burnout variables.

Table 1. Convergent Validity

Variable	Indicator	Loading Factor	Description
Work Stress (X)	JS1	0.888	Valid
	JS2	0.853	Valid
	JS3	0.856	Valid
	JS4	0.801	Valid
	JS5	0.879	Valid
	JS6	0.758	Valid
	JS7	0.840	Valid
	JS8	0.891	Valid
	JS9	0.845	Valid
	JS10	0.846	Valid

	JS11	0.842	Valid
	JS12	0.859	Valid
	JS13	0.867	Valid
	JS14	0.832	Valid
Burnout (Z)	BO1	0.858	Valid
	BO2	0.880	Valid
	BO3	0.797	Valid
	BO4	0.860	Valid
	BO5	0.861	Valid
	BO6	0.763	Valid
	BO7	0.740	Valid
	BO8	0.821	Valid
	BO10	0.790	Valid
	BO11	0.859	Valid
	BO12	0.860	Valid
	BO13	0.863	Valid
	BO14	0.865	Valid

Based on Table 1, the value of each indicator of work stress and burnout variables is above 0.70, which indicates that each measurement meets the standards of convergent validity. Figure 1 displays the relationship between variables and their AVE values.

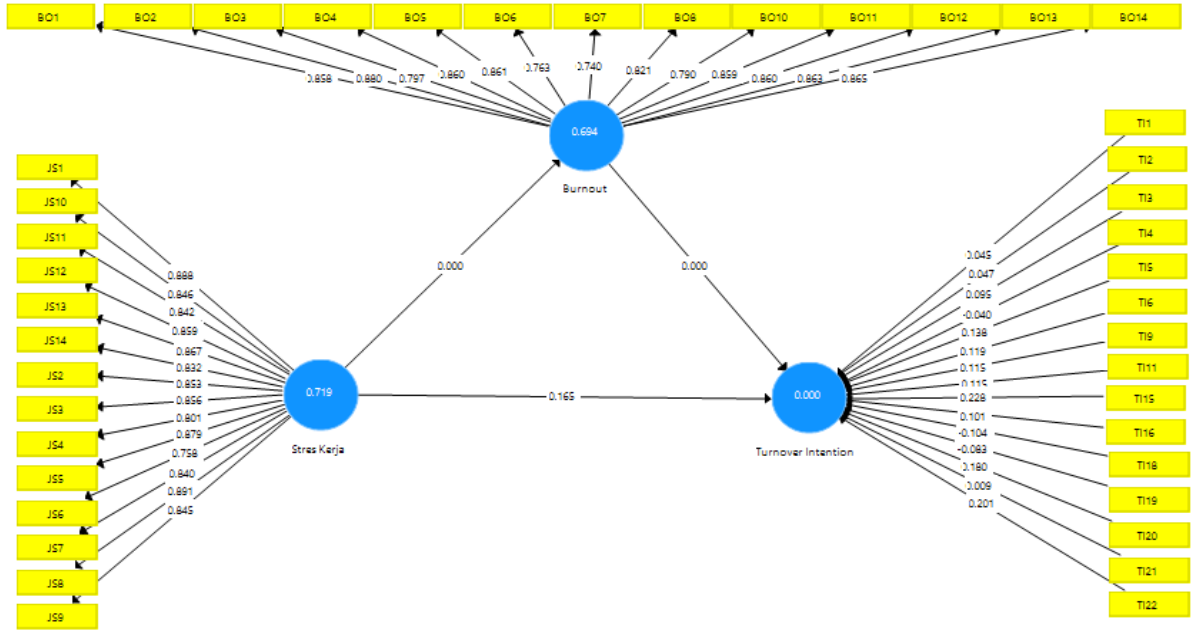

Figure 1. AVE Value and the Relationship Between Variables

Based on Figure 1, each variable has a value above 0.5 (0.719 on Work Stress and 0.694 on Burnout), hence it can be concluded that this research model is valid.

Discriminant Validity

Discriminant validity is the extent to which a variable is different from other variables so that the variable can measure symptoms or facts that cannot be measured by other variables (Hair *et al.*, 2022: 120). The recommended cross-loading value is above 0.70 (Ghozali & Latan in Hamid & Anwar, 2019: 42). Table 2 displays the results of the discriminant validity test for work stress and burnout variables.

Table 2. Discriminant Validity

	Work Stress	Burnout
JS1	**0.888**	0.807
JS2	**0.853**	0.870
JS3	**0.856**	0.844
JS4	**0.801**	0.740
JS5	**0.879**	0.869
JS6	**0.758**	0.723
JS7	**0.840**	0.811
JS8	**0.891**	0.831
JS9	**0.845**	0.862
JS10	**0.846**	0.787
JS11	**0.842**	0.792
JS12	**0.859**	0.806
JS13	**0.867**	0.777
JS14	**0.832**	0.744
BO1	0.810	**0.858**
BO2	0.879	**0.880**
BO3	0.763	**0.797**
BO4	0.872	**0.860**
BO5	0.825	**0.861**
BO6	0.717	**0.763**
BO7	0.621	**0.740**
BO8	0.684	**0.821**
BO10	0.669	**0.790**
BO11	0.866	**0.859**
BO12	0.798	**0.860**
BO13	0.853	**0.863**
BO14	0.867	**0.865**

The table above shows that each cross-loading value in each variable has a value above 0.70, which indicates that each variable meets the discriminant validity standard.

Reliability

Reliability test is the extent to which variable measurements provide fixed results, with the intention that variable measurements are consistent even though they are used many times

(Fadjarajani & Rosali in Rahmat, 2013: 12). The recommended Cronbach alpha or composite reliability value is above 0.7 (Ghozali & Latan in Hamid & Anwar, 2019: 42). Table 3 displays the results of Cronbach alpha and composite reliability of work stress and burnout variables.

Table 3. Reliability Test

	Cronbach's Alpha	Composite Reliability
Burnout	**0.963**	**0.967**
Work Stress	**0.970**	**0.973**

Based on this table, it is shown that the Cronbach alpha and composite reliability values of each variable have values above 0.7, hence the two variables are reliable.

Weight Significance

Weight significance is the significance value obtained from the outer weight after the bootstrapping process. A good weight significance value depends on the significance level, which in this case is 5%, hence the t-statistic value must be above 1.96 (Hair *et al.*, 2022: 192). Table 4 presents the outer weight of the turnover intention variable.

Table 4. Weight Significance

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
TI1 -> Turnover Intention	0.045	0.040	0.210	**0.213**	**0.832**
TI2 -> Turnover Intention	0.047	0.055	0.226	**0.210**	**0.834**
TI3 -> Turnover Intention	0.095	0.105	0.237	**0.402**	**0.688**
TI4 -> Turnover Intention	-0.040	-0.056	0.230	**0.172**	**0.863**
TI5 -> Turnover Intention	0.138	0.149	0.175	**0.786**	**0.432**
TI6 -> Turnover Intention	0.119	0.101	0.207	**0.572**	**0.567**
TI9 -> Turnover Intention	0.115	0.100	0.261	**0.439**	**0.661**

TI11 -> Turnover Intention	0.115	0.110	0.157	**0.733**	**0.464**
TI15 -> Turnover Intention	0.228	0.223	0.212	**1.074**	**0.283**
TI16 -> Turnover Intention	0.101	0.082	0.191	**0.531**	**0.596**
TI18 -> Turnover Intention	-0.104	-0.053	0.272	**0.382**	**0.702**
TI19 -> Turnover Intention	-0.083	-0.055	0.218	**0.381**	**0.703**
TI20 -> Turnover Intention	0.180	0.167	0.182	**0.985**	**0.325**
TI21 -> Turnover Intention	0.009	-0.002	0.185	**0.047**	**0.963**
TI22 -> Turnover Intention	0.201	0.195	0.174	**1.156**	**0.248**

Based on the table above, it can be said that all variable indicators fail to meet the requirements of the weight significance test. Hair *et al*. (2022: 152) argue that in the decision to remove or retain formative indicators, if the outer weight value of an indicator is not significant, but the outer loading value is above 0.5, then the decision is to retain the indicator. For this reason, table 5 displays the results of the outer loading of the turnover intention variable.

Table 5. Outer Loading for Turnover Intention Variable

	Original Sample (O)	**Sample Mean (M)**	**Standard Deviation (STDEV)**	**T Statistics (|O/STDEV|)**	**P Values**
TI1 -> Turnover Intention	**0.806**	0.788	0.080	10.118	**0.000**
TI11 -> Turnover Intention	**0.628**	0.618	0.087	7.182	**0.000**
TI15 -> Turnover Intention	**0.909**	0.891	0.058	15.572	**0.000**

TI16 -> Turnover Intention	**0.808**	0.791	0.069	11.691	**0.000**
TI18 -> Turnover Intention	**0.857**	0.835	0.086	10.012	**0.000**
TI19 -> Turnover Intention	**0.701**	0.690	0.109	6.461	**0.000**
TI2 -> Turnover Intention	**0.883**	0.862	0.070	12.694	**0.000**
TI20 -> Turnover Intention	**0.881**	0.861	0.058	15.087	**0.000**
TI21 -> Turnover Intention	**0.827**	0.806	0.090	9.210	**0.000**
TI22 -> Turnover Intention	**0.856**	0.840	0.065	13.150	**0.000**
TI3 -> Turnover Intention	**0.862**	0.848	0.069	12.451	**0.000**
TI4 -> Turnover Intention	**0.834**	0.816	0.065	12.769	**0.000**
TI5 -> Turnover Intention	**0.847**	0.826	0.071	11.850	**0.000**
TI6 -> Turnover Intention	**0.886**	0.864	0.058	15.375	**0.000**
TI9 -> Turnover Intention	**0.868**	0.851	0.064	13.652	**0.000**

Based on the table above, it can be seen that the outer loading value of each turnover intention indicator is above 0.5, thus it can be concluded that the turnover intention variable indicator is valid.

Multicollinearity

Multicollinearity is an issue that happens when there is a correlation between dependent variables in the research model (Hair *et al.*, 2022: 145). Hence, in order for a variable to be

declared not to have the presence of multicollinearity, the VIF value must be below 10 (VIF <10) (Shrestha, 2020). Table 6 displays the VIF value for the turnover intention variable.

Table 6. Multicollinearity

Indicator	VIF
TI1	4.358
TI2	6.783
TI3	7.051
TI4	5.783
TI5	4.138
TI6	5.296
TI9	7.435
TI11	2.913
TI15	5.380
TI16	4.365
TI18	8.810
TI19	4.635
TI20	5.199
TI21	6.035
TI22	4.635

Based on this table, it can be seen that each variable has a VIF value < 10, which indicates that the turnover intention indicators do not have symptoms of multicollinearity.

R-Square

The R-Square test is a model test where the coefficient indicates how much influence the dependent variable has on the independent variable (Hair *et al.*, 2022: 195). The R-Square coefficient value is divided into 3 categories, namely weak, moderate, and strong, each value consisting of 0.25, 0.50, and 0.75 (Ghozali & Latan in Hamid & Anwar, 2019: 43). Table 7 shows the R-Square of the research model.

Table 7. R-Square

	R Square
Burnout	**0.904**
Turnover Intention	**0.976**

Based on the table above, it can be seen that both variables have a value above 0.75, thus it can be said that the variable model has a strong influence.

F-Square

Table 8. F-Square

	Burnout	Work Stress	Turnover Intention
Burnout			0.122
Work Stress	**9.468**		**2.711**

Based on the table above, it can be seen that the effect of job stress on burnout has a strong effect (9.468), job stress on turnover intention also has a strong effect (2.711), and burnout on turnover intention has a weak effect (0.122).

Q-Square

The Q-Square test measures the predictive ability of the model with data outside the sample (Hair *et al.*, 2022: 197). A good Q-square value is a value above 0, which indicates that the model has predictive relevance (Ghozali & Latan in Hamid & Anwar, 2019: 43). Table 9 shows the Q-Square of the research model.

Table 9. Q-Square

	SSO	SSE	Q^2 (=1-SSE/SSO)
Burnout	455.000	179.425	**0.606**
Work Stress	490.000	490.000	
Turnover Intention	525.000	176.204	**0.664**

Based on the table above, it can be seen that burnout and turnover intention have Q-Square values above 0, which indicates that the model has predictive relevance.

Goodness-of-Fit (GoF) Index

Goodness-of-Fit Index is an index that aims to measure the measurement model, structural model, and measure the overall prediction model in a simplistic manner (Hair *et al.*, 2022: 189). The GoF Index value is obtained using the communality value, using the following formula:

$$GoF = \sqrt{\overline{Com} \times \overline{R^2}}$$

Formula 1. Goodness-of-Fit Index

To observe the communality value, a blindfolding process is carried out with a cross-validated communality approach, which involves predicting the omitted data points using the estimated construct value of the dependent variable goal construct (Hair *et al.*, 2022: 197). The results of the approach value are shown in the following table:

Table 10. Communality Value for GoF Index

	SSO	SSE	Q^2 (=1-SSE/SSO)
Burnout	455.000	167.477	**0.632**
Work Stress	490.000	164.619	**0.664**
Turnover Intention	525.000	175.504	**0.666**

The recommended GoF Index values according to Weitzel *et al.* in Bazrkar & Hajimohammadi (2021) are 0.10, 0.25, and 0.36 for small, medium, and large index models. Based on the formula, communality value, and R-Square value, the following results are obtained:

$$GoF = \sqrt{((0.632+0.664+0.666)/3) \times ((0.904+0.976)/2)}$$
$$GoF = \sqrt{0.654 \times 0.940}$$
$$\mathbf{GoF = 0.784}$$

Based on the above calculations, the GoF Index value obtained is 0.784, thus concluding that the measurement model is large.

Hypothesis Testing

This section explains the hypothesis testing results of the analysis. Table 11 describes the overall variable relationship, as well as the significance for each relationship between variables.

Table 11. Influence and Significance between the Variables

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Direct Effect					
Work Stress -> Burnout	**0.951**	0.951	0.029	32.967	**0.000**
Burnout -> Turnover Intention	**0.174**	0.231	0.398	0.436	**0.663**
Work Stress -> Turnover Intention	**0.821**	0.764	0.386	2.125	**0.034**
Indirect Effect					
Work Stress -> Burnout -> Turnover Intention	**0.165**	0.221	0.381	0.434	**0.664**

Based on Table 11, the hypothesis testing result showed that Job Stress has a significant positive effect on Turnover Intention, with the influence value between work stress and turnover intention being 0.821, the significance value of 0.034, and it can be concluded that if work stress increases, employee turnover intention will also increase, and the effect of the relationship between variables has a real change. Similarly, It also shows that Job Stress has a significant positive effect on Burnout, with the influence value between job stress and burnout is 0.951, with a significance value of 0.000, thus indicating that the relationship between both variables is significantly positive, and the relationship between variables has a real change.

However, Burnout has an insignificant positive effect on Turnover Intention, because the influence value between burnout and turnover intention is 0.174, with a significance value of 0.663. This means that the relationship between variables is positively insignificant, and it is concluded that if burnout increases, employee turnover intention also increases, but the effect of the relationship between variables has no real change. In the mediation relationship, Burnout fails to mediate the relationship between Job Stress and Turnover Intention, because the mediation relationship value of burnout on the relationship between job stress and turnover intention is 0.165, with a significance value of 0.664, thus indicating that the mediating variable strengthens the relationship between the independent variable and the dependent variable, but does not fully mediate the relationship between these variables.

CONCLUSION

Based on the discussion above, the research concludes that Job stress has a significant positive effect on turnover intention, Job stress has a significant positive effect on burnout., Burnout has an insignificant positive effect on turnover intention, and Burnout fails to mediate the relationship between job stress and turnover intention, which shows that burnout does not strengthen or weaken the relationship between job stress and turnover intention in real terms, resulting in the relationship to be direct-only nonmedication.

The suggestion given based on the research was companies must pay more attention to the conditions of their employees, both physically, socially, and emotionally. This is due to most employees who have high work stress and burnout, thus encouraging themselves to leave the company. Thus, the company will avoid good employees leaving the company. Another suggestion is for other researchers, which they need to pay attention to involve a larger number of samples in future research to produce better and more accurate research, and also involve turnover intention indicators using the Turnover Events Shocks and Scale theory, considering that research in turnover intention usually uses Mobley's theory.

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