

(Research/Review) Article

## Job Stress, Job Burnout, and Turnover Intention in Employees of Digital Education Platform and Book Provider Company PT. XYZ

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**Abstract:** This study aims to evaluate the impact of job stress and emotional exhaustion (burnout) on employees' intention to resign (turnover intention), considering the importance of retaining high-quality personnel for companies. High levels of job stress often lead to psychological and emotional strain that harms employee well-being, which may, in turn, increase their desire to leave the job. Additionally, burnout—characterized by emotional fatigue, depersonalization, and reduced personal accomplishment—also contributes to the rise in turnover intention. This research adopts a quantitative approach using a survey method, where data were gathered from employees of PT XYZ, a company engaged in providing books and digital educational platforms. The purposive sampling technique was used to collect responses through distributed questionnaires. Statistical analysis was conducted using SPSS IBM version 29 to examine the direct effects of job stress, burnout, and turnover intention. The findings indicate that job stress has no significant influence on the turnover intention of employees at PT XYZ. However, the burnout variable shows a positive and significant effect on employees' intention to leave. These results underscore that excessive stress and severe burnout can heighten the risk of turnover within an organization. Therefore, it is crucial for companies to implement effective strategies to manage job stress and prevent burnout in order to reduce employees' turnover intention. Keywords: Job stress; job burnout; turnover intention; nurse; hospital

### 1. Introduction

Business digitization has recently become common in various industrial sectors. The education sector is a field that really needs adjustments to always be relevant to current business conditions. Various companies and institutions engaged in education certainly need to adapt and optimize digitalization. However, the flexibility of digitalization can cause employee burnout due to improper workload management [1]. Meanwhile, employees as human resources in the company are valuable assets because of their crucial role in supporting business activities. Increased turnover in companies has become a serious problem and even some companies feel frustrated when they find out that the quality recruitment process turned out to be in vain because the recruited employees have chosen jobs in other companies. Job pressures due to digitalization are driving the importance of research on the causes of turnover in employees who work in information technology and other fields that intersect with digital technology [2]. Turnover intention is a result of many reasons such as job stress, job satisfaction, organizational commitment, organizational culture and others [3]. Turnover is a common problem across industries, with high levels of job stress prone to employee burnout [4]. In this context, digitalization not only impacts work systems, but also communication patterns, performance expectations, and the need for employees to master increasingly complex technologies. Turnover intention is an individual's process of cognitive processing in thinking, planning and encouraging an individual to leave their job voluntarily. Turnover intention can have an effect on the sustainability of a company or organization. Turnover will negatively impact the organization because it causes unstable situation in term of workforce

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conditions, reduced staff efficiency, an unfavorable organizational climate, and a rise in expenditures related to workforce management.

The inability of organizations to manage digital-based changes often exacerbates employees' psychological conditions, which in turn affects retention and work productivity. A previous study shows that companies that implement digitalization strategies without adequate change management support experience higher turnover than companies that manage digital transitions with a holistic approach [5]. Digital transformation, although offering efficiency, often demands faster response times and longer working hours. The integration of artificial intelligence and machine learning tools requires ongoing training, which can be overwhelming for some employees. Many employees feel underprepared when new technologies are introduced without sufficient technical support. Digital workloads are often invisible, leading to a misperception that digital work is less demanding. This misperception contributes to unrealistic performance expectations from management. In the education sector, online learning platforms require continuous updates and content redesign, increasing digital workloads for educators. Human resource departments are now tasked with balancing technological upgrades with employee well-being. Organizations that fail to provide mental health support often see a spike in absenteeism and resignations. Remote working, while flexible, can blur the lines between personal and professional life, increasing the risk of burnout. Studies have shown that digital fatigue is now as common as physical fatigue in modern work environments [6]. Younger employees, often perceived as tech-savvy, are not immune to the stress induced by constant connectivity. The expectation to be reachable outside regular hours undermines work-life balance. High employee turnover not only compromises operations but also leads to increased recruitment and training spending. Companies that invest in digital literacy programs tend to have lower turnover rates. Regular feedback and open communication are key to easing the transition into digitized workflows. When employees are under pressure, their work can be disrupted, resulting in employees often deviating from their routine behaviors that ultimately affect their work outcomes [3]. Therefore, understanding the dynamics of job stress and burnout in the context of digital transformation is crucial for devising effective retention strategies. Recent empirical studies suggest that psychological detachment and digital detox strategies can mitigate the adverse effects of technostress and digital overload.

## 2. Literature Review

### 2.1. Turnover Intention

The intention to resign reflects a condition where employees willingly decide to part ways with their organization[7]. Numerous prior studies have indicated that employees' desire to leave across different industries is closely associated with occupational stress and emotional exhaustion (burnout) [7], [8], [9]. The intention to resign, often referred to as turnover intention, serves as a key metric in human resource practices, as it can signal potential resignations that may disrupt organizational continuity[10]. Excessive stress at work and overwhelming job demands are major contributors to this intention, whereas a healthy and supportive work setting can play a role in minimizing it. The issue of turnover intention is particularly critical in the healthcare sector globally, as it can diminish both the quality of patient treatment and institutional productivity. This concept entails an employee's intentional and conscious plan to exit the organization. In the nursing profession, this is frequently triggered by sources such as job-related tension, insufficient managerial backing, unfavorable working environments, and mental fatigue. When the efforts made by workers are not balanced with appropriate recognition or compensation, it can lead to burnout, ultimately undermining their mental and emotional health. Research has shown that staff who experience higher levels of burnout and dissatisfaction are more likely to report intentions to leave their positions, which in turn contributes to increased staffing shortages and workload for remaining staff [11]. Overloaded work, both in terms of quantity and quality, can cause physical and mental fatigue in employees. Genuine employee attrition may be the result of unforeseen repercussions of turnover intention [12]. Turnover intention can bring beneficial outcomes to an organization when it involves the departure of underperforming staff. However, the loss of top-performing individuals—particularly those with valuable experience, specialized skills, and strong competencies—can negatively affect the company's operations and overall performance [13]. When employees are burdened with excessive or overly complicated responsibilities, they may experience heightened levels of stress and exhaustion,

which can drive them to look for alternative employment opportunities that offer a more manageable workload and healthier work-life balance[14].

## 2.2. Job Stress

Job stress could be defined as a possible response to a shortage of perceived resources to deal with a particular situation at work. [15]. Job stress generally describes a person's deviant emotions in the workplace as a result of work-related pressures, demands, or relationships. [3]. Job stress addresses the personal psychological, physical, and behavioral responsiveness to job-related challenges in the short or long term. Job stress includes external demands that affect people's physical and mental states, such as any particular object in the environment or environmentally harmful stimuli in the workplace. Corporate employees in various sectors feel job stress for a number of reasons related to work conditions, also known as environmental pushes. Job stress is characterized by acute experiences of anxiety and frustration in response to occupational demands, whereas burnout represents a chronic psychological condition that emerges as a cumulative consequence of sustained job-related pressure. Job stress can negatively impact employee performance in a diverse number of job sectors [16]. Organizational employees may encounter occupational stress resulting from a range of employer-related factors, including intense workplace competition, ongoing technological advancements, inadequate remuneration, limited recognition by leadership, diminished intrinsic motivation, excessive job demands, and adverse social dynamics. [8]. Employees may experience stress, feelings of tension, worry, and frustration as a result of work overload [12]. According to previous research by [17], the stress experienced by employees is more influenced by organizational factors than individual personality factors. Job stress in company employees can be seen as a reaction when their knowledge and abilities do not match the demands and pressures of the job [9]. Job stress is caused by a number of predictor, including poor working interpersonal relationships with superiors, coworkers, and subordinates [13]. Job stress not only affects employees' health, but also performance, which in turn leads to high levels of absenteeism and turnover intention [18]. Stressed employees tend to experience disturbed thoughts, behave unnaturally, become irritable, and like to be alone so that their work productivity is not optimal.

## 2.3. Job Burnout

Burnout has attracted much attention as an occupational phenomenon that is common in various work sectors [19]. Burnout is a psychological syndrome that occurs due to chronic work stress that is not managed properly. Previous study explain that burnout consists of three main dimensions, namely: emotional exhaustion, depersonalization, and reduced self-achievement [20]. Various studies on job stress and burnout have focused on professionals in health or education [9]. Burnout not only affects individuals by reducing mental health and work motivation, but also affects organizations through decreased productivity and increased employee turnover intention. Burnout is increasingly acknowledged as a significant occupational hazard, particularly in professions such as education, healthcare, and other roles characterized by sustained emotional involvement and interpersonal demands. [21]. Burnout in the context of work is a condition of work failure, energy exhaustion, and physical and mental fatigue caused by work that demands excessive abilities, energy, and resources from a person [22]. Previous research on burnout experienced by employees found that it is an indication or symptom of suicidal intentions [21]. A study by [23] found that individuals who experience burnout have a higher risk of experiencing physical health problems such as cardiovascular disease and metabolic disorders, which ultimately worsen their conditions at work. Burnout has the potential to emerge individually in employees when companies do not reward them through promotions or appropriate salary increases, resulting in burnout [24]. Thus, burnout can be defined as a specific form of exhaustion that affects workers in various sectors and adversely affects physical and mental health.

## 2.4. Hypothesis Development

Among professionals in the higher education sector, job-related stress has been identified as a factor influencing the tendency to leave their positions [25]. A study conducted by [15] confirmed that occupational stress plays a role in physicists' intention to resign. Pressure resulting from excessive workload has also been recognized as a contributor to employees' intention to quit [12]. Elevated stress levels significantly heighten the chances of employees

leaving their organizations prematurely [17]. Over time, individuals who are unable to effectively manage job stress may become incapable of continuing their employment, thus increasing the risk of turnover intention [3]. Previous research by [13] also support the notion that job stress is positively correlated with employees' desire to resign. The interplay between burnout, job insecurity, and the inclination to resign highlights the intricate nature of today's workplace environment [26]. Burnout leads to diminished employee output and serves as a major trigger for turnover intention [7]. Investigations in the information technology sector reveal that burnout has a direct impact on workers' desire to exit their jobs [2]. Furthermore, previous studies by [22] demonstrated that burnout significantly contributes to higher turnover intention in the hospitality industry. Research by [27] also noted the adverse effects of burnout on turnover intention among customer service staff. Similarly, the findings from [8] revealed that both job stress and burnout contribute to the increased intention of healthcare employees to leave their positions and the institutions they work for. Based on this theoretical framework and prior evidence, the following hypotheses are proposed in this study:

H1: Job stress has a positive and significant relationship with turnover intention.

H2: Job burnout has a positive and significant relationship with turnover intention.

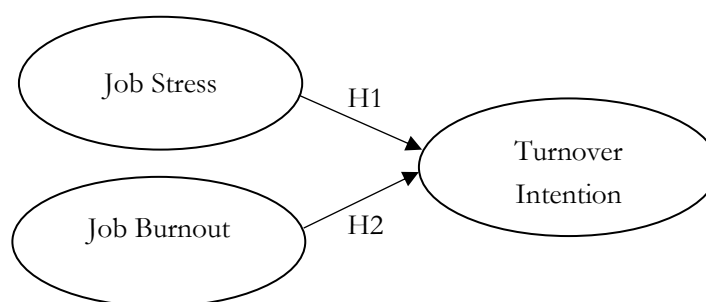


Figure 1. Research Model

### 3. Proposed Method

This study employed a quantitative research approach, utilizing both primary and secondary data. Primary data were collected through online questionnaires distributed via Google Forms to employees of PT XYZ, while secondary data comprised relevant scholarly articles aligned with the study's topic. The research population included all employees of PT XYZ. A probability sampling technique was implemented, ensuring that each member of the target population had an equal opportunity to be selected as part of the sample [28]. More specifically, the research applied simple random sampling—a method where participants are selected entirely by chance, regardless of their position, status, or role within the organization [28]. The final sample consisted of 55 current employees of PT XYZ. This sampling method also adhered to Roscoe's guidelines, which are applied when the total population size is unknown. As cited in [28]. In this research, the sample used were employees currently working at PT XYZ with a total of 55 people. The sampling technique in this study also refers to Roscoe's Theory because the number of the total population is not exactly known. According to Roscoe in [28], Roscoe recommends that a suitable sample size for scientific studies ranges between 30 and 500 participants. For research involving multivariate analysis, the sample should be at least ten times the number of variables studied. Given that 55 respondents participated in this research, the sample size is deemed appropriate. The dependent variable in this study is turnover intention, measured using instruments adapted from prior academic literature [7]. The study also examines two independent variables: job stress and burnout. Two independent variables are also examined: job stress and burnout. Job stress is assessed through seven items adapted from the study by [16] while burnout is measured using seven items drawn from the research of [7]. Each construct was measured using a 5-point Likert scale: Strongly Agree (SA) = 5, Agree (A) = 4, Neutral (N) = 3, Disagree (D) = 2, and Strongly Disagree (SD) = 1. The average score from questionnaire responses is interpreted and classified according to the criteria shown in Table 1 below.

Table 1 Score Range Category

Score Range	Category
1,00-1,80	Very Low
1,81-2,60	Low
2,61-3,40	Medium
3,41-4,20	High
4,21-5,00	Very High

#### 4. Results and Discussion

The outcomes of the validity and reliability assessments indicate that all instruments used in the data collection process exceed the established benchmarks, thereby confirming their effectiveness and consistency in analyzing responses from the 55 participants. In particular, the validity test results demonstrate that the obtained r-values are greater than the minimum required threshold, validating that each indicator within the studied variables successfully meets the standards for validity, as outlined in Table 2. below.

Table 2. Validity Test Result

Variable	Item indicator	r table	r count	status
Job Stress (X1)	X1.1	0,2656	0,637	valid
	X1.2	0,2656	0,748	valid
	X1.3	0,2656	0,632	valid
	X1.4	0,2656	0,711	valid
	X1.5	0,2656	0,650	valid
	X1.6	0,2656	0,543	valid
	X1.7	0,2656	0,530	valid
Job Burnout (X2)	X2.1	0,2656	0,841	valid
	X2.2	0,2656	0,857	valid
	X2.3	0,2656	0,769	valid
	X2.4	0,2656	0,517	valid
	X2.5	0,2656	0,805	valid
	X2.6	0,2656	0,760	valid
	X2.7	0,2656	0,800	valid
Turnover Intention (Y)	Y1	0,2656	0,825	valid
	Y2	0,2656	0,900	valid
	Y3	0,2656	0,934	valid

After successfully surpassing the indicator validity test, the reliability test was subsequently conducted by comparing against the Cronbach alpha value which must be greater than 0.7, with the results presented in Table 2. below:

**Table 3. Reliability Test Result**

Variable	Cronbach's Alpha	Status
Job Stress	0,756	Reliable
Job Burnout	0,788	Reliable
Turnover Intention	0,859	Reliable

Source: Research Data Processing (2025)

Referring to Table 3., all variables exhibit Cronbach's Alpha coefficients greater than 0.6, indicating that the instruments employed for gathering primary data are considered reliable. Following the reliability testing phase, the analysis proceeds with computing the average (mean) score for each of the research variables.

**Table 4. Validity Test Result**

Variable	Item indicator	Score	Mean	Category
Job Stress (X1)	X1.1	2,31	2,64	Medium
	X1.2	3,36		
	X1.3	2,85		
	X1.4	2,64		
	X1.5	2,29		
	X1.6	2,64		
	X1.7	2,40		
Job Burnout (X2)	X2.1	2,84	2,70	Medium
	X2.2	3,11		
	X2.3	2,58		
	X2.4	2,18		
	X2.5	2,64		
	X2.6	2,69		
	X2.7	2,87		
Turnover Intention (Y)	Y1	2,84	2,55	Low
	Y2	2,40		
	Y3	2,42		

Based on the data analysis of the questionnaire responses presented in Table 4., the average score for the work stress variable is 2.64, indicating a moderate level. Similarly, the burnout variable has a mean score of 2.70, also categorized as moderate. In contrast, the turnover intention variable shows a lower average score of 2.55, which falls into the low classification.

**Table 5. Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.629 <sup>a</sup>	.396	.373	2.04036

a. Predictors: (Constant), JS, JB

Based on the data in Table 6. regarding the research model test, work stress and burnout variables together explain 37.3% of the variance in turnover intention, while the remaining 62.7% is attributed to other factors outside of this research model.

**Table 6. Multiple Linear Regression Result**

		Coefficients			
		Unstandardized		Standardized	
		Coefficients		Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	1.278	1.253		1.020
	JS	.010	.087	.018	.117
	JB	.327	.079	.617	4.116
					Sig.
					.312
					.907
					.000

**a. Dependent Variable: TI**

The t-statistic for the independent variable *job stress* is 0.117, which falls below the critical threshold of 1.96, while the associated p-value exceeds 0.05. These results indicate that the influence of job stress on turnover intention is not statistically significant. Therefore, the first hypothesis (H1)—which posited a positive and significant relationship between job stress and turnover intention—must be rejected. This outcome contrasts with the findings of earlier studies that identified a significant correlation between job stress and employees' intention to resign [7], [15], [17], [18], [3]. Nonetheless, other previous research supports the present findings by showing that job stress exerts only a minor or statistically insignificant influence on turnover intention across various occupational settings [29], [30]. This suggests that the job stress experienced by employees in this study may not be a direct driver of their desire to leave the organization. It is plausible that other variables mediate or moderate the relationship between job stress and turnover intention.

In contrast, the analysis of the *burnout* variable yields different results. The t-value for burnout is 4.116, which exceeds the critical value of 1.96, and its significance level is below 0.05 ( $p < 0.05$ ), indicating a statistically significant effect. As such, the second hypothesis (H2), which asserts that burnout positively and significantly influences turnover intention, is accepted. These findings align with prior studies, such as [2] which found that burnout significantly contributes to the intention to quit among employees in the information technology sector. Similar conclusions were drawn in the research conducted by [7] and [22] affirming that burnout serves as a robust predictor of turnover intention. Employees who suffer from prolonged emotional exhaustion are more likely to consider resigning from their roles.

## 5. Conclusions

Based on the results of the study, it can be concluded that job stress has a significant and positive influence on turnover intention. The higher the level of job stress experienced by employees, the greater their tendency to have turnover intention even though the effect is not significant. This means that there are various causes other than job stress that can encourage employees to intend to leave the company. Job stress is an early symptom of employees' intention to think about leaving the company. In addition, this study also proves that burnout is a factor that contributes positively to increasing the level of turnover intention. Employees who experience burnout due to excessive work pressure tend to feel emotionally exhausted and demotivated, thus increasing their desire to leave the job. The implications of the results of this study indicate that companies need to improve the management of strategies to minimize work stress better, including workload evaluation, providing flexibility in work, and employee welfare programs to reduce the risk of burnout and turnover intention. Thus, companies can create a more conducive work environment and retain high-quality employees in the long run.

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