



## Stress Fallout: How Burnout Fuels Employee Turnover

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### Abstract

This study explores the impact of job stress, stress-induced exhaustion, and withdrawal on turnover intention, with a focus on the mediating role of stress-induced exhaustion and withdrawal in the relationship between job stress and turnover intention. Conducted at The Tanis Beach Resort, Nusa Lembongan, the research involved 70 employees selected through purposive sampling from a population of 170, targeting permanent employees with at least two years of experience. Data were collected via questionnaires and analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method. The results reveal that job stress, exhaustion, and withdrawal positively and significantly influence turnover intention. Furthermore, stress-induced exhaustion and withdrawal were found to significantly mediate the relationship between job stress and turnover intention. These findings offer valuable insights for human resource management at The Tanis Beach Resort, suggesting strategies to reduce turnover intention by addressing job stress and fostering a supportive work environment.

Keywords: *Human Resource Management, Job Stress, Stress-induced Exhaustion, Turnover Intention, Withdrawal*

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## 1. INTRODUCTION

Bali is one of the islands that can be considered as the prima donna of tourism in Indonesia, where Bali is already famous internationally. Bali is known for its natural beauty and unique culture, which are rarely found in other countries. This has led to a continuous increase in foreign and domestic tourists visiting Bali, resulting in rapid tourism development in Bali. Supporting industries in the tourism sector, such as hotels, villas, bars, restaurants, and others, have expanded employment opportunities for the Balinese people, especially in areas with tourist attractions, including Nusa Lembongan. Nusa Lembongan is a small island separated from Bali. Nusa Lembongan has charming natural beauty, which is a major attraction for tourists visiting this beautiful small island. The high number of visits to Nusa Lembongan has led to the proliferation of tourism industries, particularly in hospitality, resulting in intense competition among hotels, villas, and other establishments. Companies do many activities to retain their employees; often, companies provide what employees need so that they do not intend to move jobs or resign. However, it often happens that the company fails to manage its employees, which results in a threat when the employees feel like moving from the company where they work. One of the behaviors of employees that often arises due to a company's failure to manage its human resources is the willingness of employees to move jobs, which is called turnover intention.

The high turnover intention tends to impact the company negatively, as it causes instability in the increase of human resources and labor conditions. Withdrawal behavior is when employees do not engage in activities unrelated to their work during working hours (van Ruysseveldt et al., 2023). This behavior can be described as employees directing their attention away from the work environment (Christine W.S., Megawati Oktorina, and Indah Mula 2010). Withdrawal behavior leads to a behavior where employees distance themselves from work or can be said to avoid tasks. Such behaviors include absenteeism, lateness, turnover, neglecting responsibilities, and excessive socializing during working hours (Rambing 2022). The impact of experiencing consequences of stress-induced exhaustion for employees is that they lose interest in their work and their motivation decreases, which can affect their work quality and quality of life (Wirati, Wati, and Saraswati 2020). Job stress is one of the factors that influences employees to have turnover intention, where job stress has a significant and influential impact on the increase of turnover intention (Marcella and Ie 2022). One of the accommodations available in Nusa Lembongan is The Tanis Beach Resort. The Tanis Beach Resort is one of the popular resorts in Nusa Lembongan, as it is strategically located and has beautiful scenery.

Customer satisfaction is a benchmark for the success of a company. With increasing customer satisfaction, the trust of customers will also increase, which will impact future customers as well, which is beneficial for the company. However, this does not match the quality of service provided by The Tanis Resort. It can be seen that the reviews from tourists to the employees and the comfort provided show low scores. The low score indicates that the service provided by The Tanis Resort employees is not satisfactory to tourists, affecting the review scores given by consumers. Good service quality is obtained from quality human resources owned by the company, so companies that want to progress must be smart in managing their human resources. The Tanis Beach Resort Nusa Lembongan's primary research questions focus on comprehending organizational commitment dynamics and employee well-being. First and foremost, the study investigates the connection between employee consequences of stress-induced exhaustion and job stress at the resort.

Furthermore, the study examines the connection between the consequences of stress-induced exhaustion and turnover intention, specifically regarding employees' propensity to quit. Furthermore, the study aims to examine the connection between workplace stress and employee withdrawal behavior, evaluating the potential influence of this conduct on turnover intention among the resort's personnel. These questions explore the complex relationships between work happiness, organizational loyalty, and personal stress levels in The Tanis Beach Resort's operational setting.

The novelty of this research lies in several key aspects. Firstly, by focusing on the context of Tanis Beach Resort in Nusa Lembongan, this study provides a deeper understanding of how dynamics such as job stress, stress-induced exhaustion, withdrawal behaviors, and turnover intentions unfold within a unique organizational environment. Secondly, it examines the

intricate interaction between exhaustion, withdrawal behaviors, and turnover intentions, contributing to a more comprehensive understanding of the underlying mechanisms driving employee turnover. Additionally, by employing purposive sampling within a small-scale organizational context, this research offers a unique perspective on addressing research questions within resource-constrained environments. By contextualizing the study within the distinctive setting of Tanis Beach Resort, valuable insights are offered that can inform both theoretical frameworks and practical interventions in managing workplace stress and reducing turnover intentions among employees.

## 2. LITERATURE REVIEW

### Work Stress

In a journal published by (Sidhu et al. 2020), work stress is defined as an individual's reaction to the mismatch between job demands and available resources. This incongruence may include excessive workload, time pressure, interpersonal conflicts, and other factors that burden employees. Furthermore, the article by (Sidhu et al. 2020) explains that work stress can negatively affect an individual's productivity, mental well-being, and physical health. Various factors contribute to the emergence of work stress. Here are some commonly identified factors:

1. **Excessive Workload:** One of the primary causes of work stress is an excessive workload. This could be tasks that are too numerous or too complex to be completed within the given time frame (Ahmun et al. 2019).
2. **Job Uncertainty:** The importance of uncertainty in work as a cause of stress is emphasized. Uncertainty about job security or organizational changes can create insecurity and stress (Adiguzel, Asst, and Kucukoglu 2019).
3. **Interpersonal Conflict:** Interpersonal conflicts at work can cause significant stress. Social conflicts in the workplace can disrupt interpersonal relationships and employees' psychological well-being (Ahmad, 2022).
4. **Role Ambiguity:** Uncertainty in tasks or roles at work can lead to confusion and anxiety (Xu and Tracey 2014).

The consequences of work stress can have significant implications for individual well-being and workplace productivity. A journal published by (Bryce, Bryce, and Pan American Health Organization. Emergency Preparedness and Disaster Relief Coordination Program. 2001) provides in-depth insights into the impact of work stress.

### Consequences of Stress-induced exhaustion

Consequences of stress-induced exhaustion are chronic work-related stress, characterized by profound feelings of exhaustion, loss of interest or motivation in work, and a sense of inability to achieve desired outcomes. The article by (Leiter and Maslach 1988) provides in-depth insight into the consequences of stress-induced exhaustion. According to the article, the consequences of stress-induced exhaustion result from a mismatch between three main dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment.

Factors influencing the consequences of stress-induced exhaustion can increase an individual's risk of experiencing this condition in the workplace. According to the article by (Şahin Yildirim 2023), some factors that can influence the consequences of stress-induced exhaustion include excessive workload, job uncertainty, lack of social support, job control, and work-life conflict.

The connection between job stress and the consequences of stress-induced exhaustion among employees within a company is notable. Consequences of stress-induced exhaustion experienced by employees is a form of excessive work stress. Job stress arises due to exhaustion caused by working too intensely, chronic fatigue, boredom, depression, and withdrawal from work. Research conducted by (Wachyuni, Suroso, and Supardi 2023) found a positive influence of job stress variables on the consequences of stress-induced exhaustion. This indicates that higher levels of job stress among employees lead to increased consequences of stress-induced exhaustion. Consequently, based on previous research observations, the following hypothesis can be drawn:

**H1: Job stress has a constructive consequence on consequences of Stress-induced exhaustion.**

Unmanaged consequences of stress-induced exhaustion within a company can result in a high intention to leave.

Consequences of stress-induced exhaustion that is not well managed typically result in the inability of individuals to interact positively with their environment, both in the workplace and beyond. Research by (Salama et al. 2022) indicates that the consequences of stress-induced exhaustion positively affect turnover intensity. The higher the consequences of stress-induced exhaustion in the work environment, the higher the employee turnover intensity. Thus, based on this understanding, the following hypothesis can be proposed:

**H2: Consequences of Stress-induced exhaustion have a constructive consequence on turnover intention.**

Job stress experienced within a company is the precursor to employees physically withdrawing. Excessive workloads provided by the company can also trigger job stress among employees. Research (2019) found that job stress positively and significantly affects physical withdrawal behavior. This indicates that the higher the job stress experienced by employees while working, the higher the pressure they feel, prompting them to consider quitting. This suggests that the higher the workload burden caused by job stress, the higher the level of physical withdrawal behavior. Consequently, based on this understanding, the following hypothesis can be proposed:

**H3: Job stress has a constructive consequence on withdrawal.**

Withdrawal behavior, such as psychological withdrawal, comprises a series of actions that employees take to avoid work situations, ultimately leading to resignation from the organization. Psychological withdrawal is a form of laziness or lack of intensive thought about work. Research by (Qasim, Javed, and Shafi 2014) found that the Connection between Hindrance Stressors had a constructive consequence on turnover. This effect indirectly affects tension, work attitudes, and intentions to move. Finally, job stress will positively affect withdrawal behavior since job satisfaction, organizational commitment, and turnover intentions are antecedents of withdrawal behavior. The connection between testing variables in that study is interrelated or has a positive relationship. Thus, based on this research understanding, the following hypothesis can be proposed:

**H4: Withdrawal behavior has a constructive consequence on turnover intention.**

The emergence of workplace stress directs employees towards job dissatisfaction; when employees feel dissatisfied with their work, they are inclined to experience the consequences of stress-induced exhaustion, leading them to choose to leave their jobs. A study conducted by (Wahyono and Riyanto 2020) found that stress has a positive and significant effect on turnover intentions with consequences of stress-induced exhaustion as a mediating variable. Based on the findings of the above research, the following hypothesis can be formulated:

**H5: Job stress has a constructive consequence on turnover intention through consequences of Stress-induced exhaustion as an intervening variable.**

Employees with higher stress levels tend to experience job dissatisfaction, leading to a high intention to leave the organization. The intention or withdrawal from the company initiates employee turnover. Intention is a decision in behavior through desired ways or stimuli to perform actions, whether consciously or unconsciously. This intention is the beginning of a person's behavior formation. A study conducted by (2020) found that job stress positively and significantly affects turnover intention among Holiday Inn Express Bali Raya Kuta employees. Based on the findings of the above research, the following hypothesis can be formulated:

**H6: Job stress has a constructive consequence on turnover intention through withdrawal as an intervening variable.**

Although the hypotheses explored in this study may seem predictable, given existing research on work stress and employee turnover intentions, our research offers new insights in several key areas. Firstly, by focusing on the specific context of Tanis Beach Resort in Nusa Lembongan, Bali, we provide a deeper understanding of how these dynamics unfold within a different organizational environment. Secondly, we contribute to a deeper understanding of the underlying mechanisms driving employee turnover by examining the interaction between exhaustion, withdrawal behaviors, and turnover intentions. Additionally, our methodological approach, utilizing purposive sampling within a small-scale organizational context, offers a unique perspective in addressing research questions within resource-constrained environments. By contextualizing our research within the distinctive setting of Tanis Beach Resort, we provide valuable insights that can inform both theoretical frameworks

and practical interventions in managing workplace stress and reducing turnover intentions among employees.

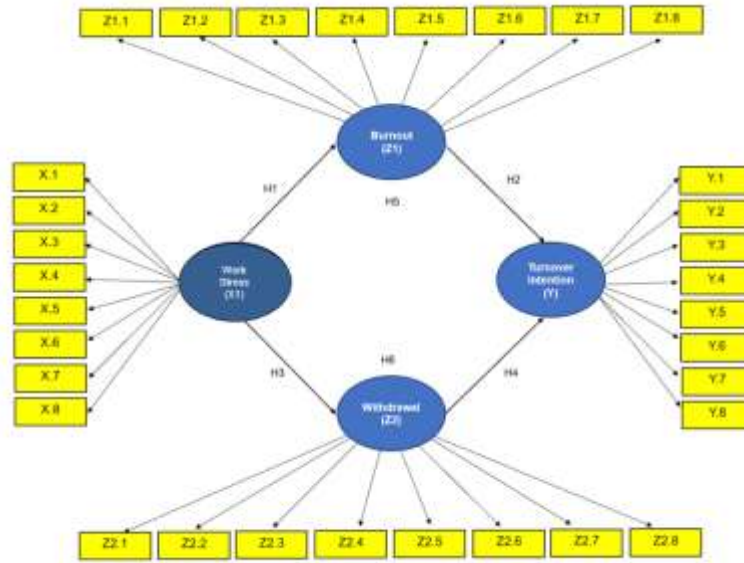


Figure 1. Conceptual Framework

### 3. RESEARCH METHOD

This research was conducted at The Tanis Beach Resort in Nusa Lembongan, which has operated since 2000. The company operates in the tourism accommodation services sector, providing comfortable tourism experiences with picturesque views. The resort's strategic location is one of its main attractions, resulting in a steady influx of tourists. The company must deliver top-notch service to its customers to meet the demands of the high number of visitors. The study population consisted of 170 employees of The Tanis Resort Nusa Lembongan.

A purposive sampling technique was employed to select a sample of 70 employees, with the criteria being permanent employees who have worked for a minimum of 2 years. Due to the relatively small number of employees at Tanis Beach Resort, Nusa Lembongan, Bali, this research employs purposive sampling. This approach was chosen to enable researchers to choose participants with relevant experience to the research topic selectively, thus optimizing accuracy and depth of analysis. Additionally, this method allows for a more focused and intensive study of individuals who significantly impact the organizational context. This method is based on clear inclusion criteria to mitigate bias, such as length of employment, levels of experienced stress, and job positions. Moreover, efforts are made to ensure balanced representation from various employee groups, such as hierarchical levels and departments, to minimize potential biases in the study results.

Quantitative data were collected through interviews using questionnaires, focusing on levels of job stress, fatigue, turnover rates, employee absenteeism data for the last year, and intention to leave The Tanis Beach Resort. Responses from the collected questionnaires will be analyzed with appropriate weighting and analyzed using Smart PLS 3.0 software, which utilizes Partial Least Squares (PLS), a component-based or variance-based Structural Equation Modeling (SEM) model. The comprehensive research methodology aims to provide insights into the impact of job stress, consequences of stress-induced exhaustion, and withdrawal on turnover intention among The Tanis Beach Resort employees. Additionally, the study examines the mediating role of stress-induced exhaustion consequences and withdrawal in the relationship between job stress and turnover intention.

### 4. RESULTS AND DISCUSSION

#### 4.1 RESULT

The inner model, comprising inner relationships, structural models, and substantive theories, depicts the connections between latent variables based on their substantive theories. The structural model is evaluated using R-square for dependent

constructs, Stone-Geisser Q-square for predictive relevance, and the significance of the structural path coefficient parameters are tested. Figure 2 below illustrates the results of the inner model analysis through the PLS bootstrapping procedure.

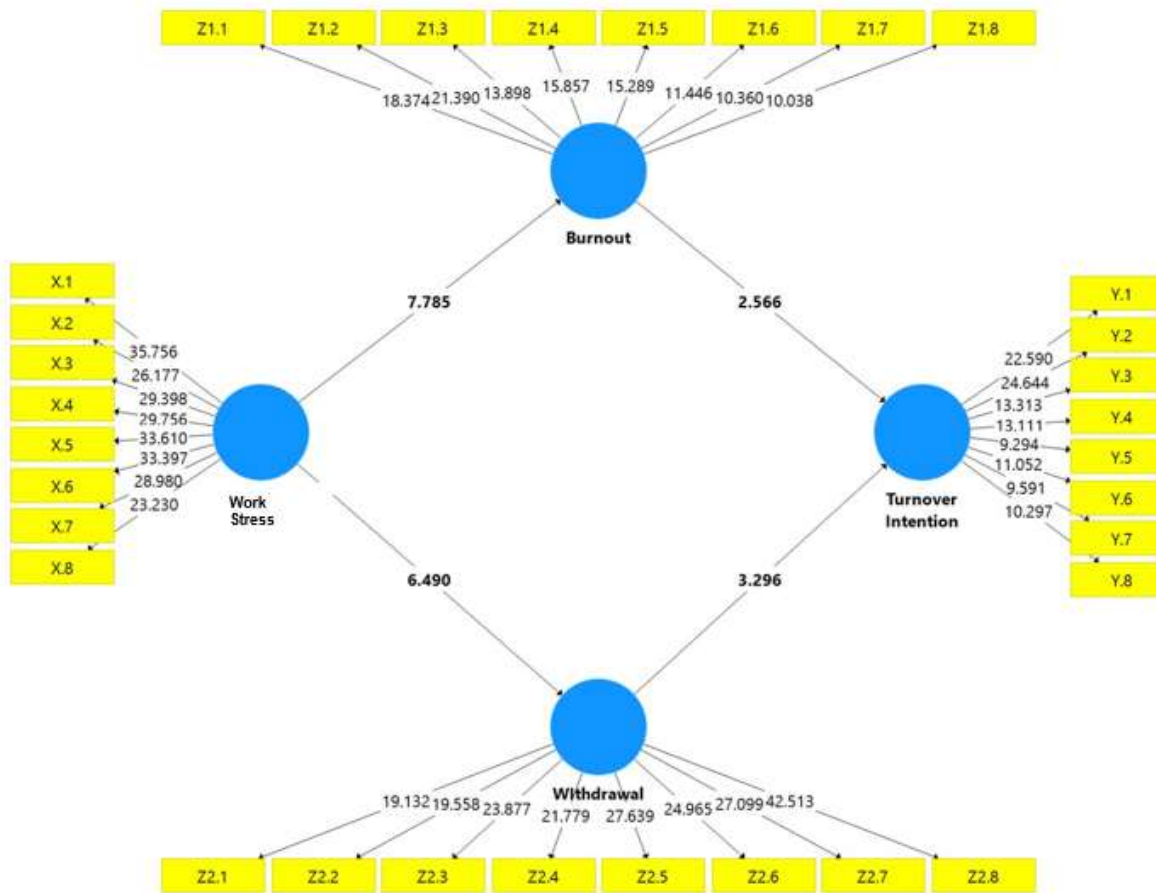


Figure 2. Path Coefficients

a) Coefficient of Determination Test (R2)

Table 1 / R Square Result

	R Square	R Square Adjusted
Consequences of Stress-induced exhaustion	0.363	0.353
Turnover Intention	0.485	0.470
Withdrawal	0.370	0.361

Sumber: PLS-SEM (2023)

The structural test through the R2 value can be observed in Table 1. The analysis of the coefficient of determination R2 indicates that the obtained R2 value for the consequences of stress-induced exhaustion construct of 0.363 signifies that the job stress construct can explain 36.3% of the variation in consequences of stress-induced exhaustion. The remaining 63.7% (100% - 36.3%) can be explained by factors outside the research model. The R2 analysis shows that the variables' strength in predicting the consequences of stress-induced exhaustion can be categorized as weak predictive strength due to the obtained value being above 0.25.

Next, the obtained R2 value for the Withdrawal construct is 0.370, signifying that the job stress construct can explain 37% of the variation in withdrawal. Other factors outside the research model can explain the remaining 63% (100% - 37%). Through the R2 analysis, it is evident that the strength of the variables in predicting withdrawal can be categorized as weak predictive strength due to the obtained value being above 0.25. Lastly, the obtained R2 value for the latent variable turnover intention of 0.485 indicates that the job stress, consequences of stress-induced exhaustion, and Withdrawal constructs can explain 48.5% of the variation in turnover intention. The remaining 51.5% (100% - 48.5%) can be explained by other external determinants. Through

the R2 analysis, it is evident that the strength of the variables in predicting turnover intention can be categorized as weak predictive strength because the obtained value is above 0.25 and has not yet reached the criterion of 0.50 to be classified as moderate.

## b) Hypothesis Testing

**Table 2 | Hypothesis Testing Results**

	Original Sample	T Statistics	P Values
Job stress -> Consequences of Stress-induced exhaustion	0.602	7.785	<b>0.000</b>
Consequences of Stress-induced Exhaustion -> Turnover Intention	0.369	2.566	<b>0.005</b>
Job stress -> Withdrawal	0.609	6.490	<b>0.000</b>
Withdrawal -> Turnover Intention	0.400	3.296	<b>0.001</b>
Job stress -> Withdrawal	0.609	6.490	<b>0.000</b>
Job stress -> Consequences of Stress-induced exhaustion -> Turnover Intention	0.222	2.200	<b>0.014</b>
Job stress -> Withdrawal -> Turnover Intention	0.243	2.816	<b>0.003</b>

Sumber: PLS-SEM (2023)

The results of hypothesis testing through the bootstrapping procedure can be seen in Table 2, showing that all hypotheses formulated in this study can be accepted. This is indicated by discovering positive and significant relationships between the constructs, as demonstrated by obtaining t-statistic values above 1.65 with p-values below 0.05. Furthermore, consequences of stress-induced exhaustion and withdrawal were found to act as mediating variables in the connection between job stress and turnover intention. This result is confirmed by obtaining t-statistic values above 1.65 with p-values below 0.05.

## 4.2 DISCUSSION

### H1: Influence of Job Stress on Consequences of Stress-induced exhaustion

The first hypothesis formulated in this study states that job stress positively affects the consequences of stress-induced exhaustion. Through hypothesis analysis using the bootstrapping PLS procedure, it can be confirmed that job stress can have a positive influence with a path coefficient of 0.602 on the consequences of stress-induced exhaustion construct. This indicates that job stress can positively influence the outcomes of stress-induced exhaustion. Furthermore, significance testing through the t-statistic values shows that a t-value of 7.785 ( $> 1.65$ ) and a p-value of 0.000 ( $< 0.05$ ) are obtained. These results indicate that the relationship between job stress and the consequences of stress-induced exhaustion is statistically significant. Thus, it can be concluded that the first hypothesis is accepted, where the relationship between job stress and the consequences of stress-induced exhaustion is statistically proven to be positive and significant.

The findings of this study suggest that a higher level of job stress leads to an increased level of consequences of stress-induced exhaustion. This is supported by the research conducted by (Wachyuni, Suroso, and Supardi 2023), which found a positive influence of job stress on the consequences of stress-induced exhaustion. Consequences of stress-induced exhaustion experienced by employees in a company is a form of excessive job stress. Job stress is caused by exhaustion from working too intensely, chronic fatigue, boredom, depression, and disengagement from work (Soelton et al. 2020). When employees feel exhausted and excessively pressured, they tend to feel incapable of solving problems, leading them to disengage from their work.

### H2: Influence of Consequences of Stress-induced Exhaustion on Turnover Intention

The second hypothesis formulated in this study states that the consequences of stress-induced exhaustion positively affect turnover intention. Through hypothesis analysis using the bootstrapping PLS procedure, it can be confirmed that the consequences of stress-induced exhaustion can positively influence the turnover intention construct with a path coefficient of 0.369. This indicates that the consequences of stress-induced exhaustion can influence turnover intention positively. Furthermore, significance testing through the t-statistic values shows that a t-value of 2.566 ( $> 1.65$ ) and a p-value of 0.005 ( $< 0.05$ ) are obtained. These results indicate a statistically significant relationship between the consequences of stress-induced exhaustion and turnover

intention. Thus, it can be concluded that the second hypothesis is accepted, where the relationship between the consequences of stress-induced exhaustion and turnover intention is statistically proven to be positive and significant.

### **H3: Influence of Job Stress on Withdrawal**

The third hypothesis formulated in this study states that job stress positively affects withdrawal. Through hypothesis analysis using the bootstrapping PLS procedure, it can be confirmed that work stress can have a positive influence with a path coefficient of 0.609 on the Withdrawal construct. This indicates that job stress can influence withdrawal positively. Furthermore, significance testing through the t-statistic values shows that a t-value of 6.490 ( $> 1.65$ ) and a p-value of 0.000 ( $< 0.05$ ) are obtained. These results indicate that the relationship between job stress and withdrawal is statistically significant. Thus, it can be concluded that the third hypothesis is accepted, where the relationship between job stress and withdrawal is statistically proven to be positive and significant.

The influence of consequences of stress-induced exhaustion on turnover intention, the study confirms that a higher level of consequences of stress-induced exhaustion experienced by employees while working leads to an increased desire to leave. This aligns with the findings of (Salama et al. 2022), which also found a positive significant influence of consequences of stress-induced exhaustion on turnover intensity. The higher the consequences of stress-induced exhaustion in the work environment, the higher the turnover intensity of employees. Mismanaged consequences of stress-induced exhaustion in a company can result in a very high intention to leave. The impact of experiencing the consequences of stress-induced exhaustion by employees is that they lose interest in their work, and their motivation decreases, which can affect their work quality and quality of life.

### **H4: Influence of Withdrawal Behaviour on Turnover Intention**

The fourth hypothesis formulated in this study states that withdrawal positively affects turnover intention. Through hypothesis analysis using the bootstrapping PLS procedure, it can be confirmed that withdrawal can have a positive influence with a path coefficient of 0.400 on the turnover intention construct. This indicates that withdrawal can influence turnover intention positively. Furthermore, significance testing through the t-statistic values shows that a t-value of 3.296 ( $> 1.65$ ) and a p-value of 0.001 ( $< 0.05$ ) are obtained. These results indicate a statistically significant relationship between withdrawal and turnover intention. Thus, it can be concluded that the fourth hypothesis is accepted, where the relationship between withdrawal and turnover intention is statistically proven to be positive and significant.

The influence of job stress on withdrawal The findings of this study do not support the conclusions of (Daniel 2019), which found a positive and significant influence of job stress on Physical Withdrawal Behavior. This means that the higher the stress employees feel while working, the higher their pressure, leading them to consider quitting their jobs. This indicates that the higher the workload caused by job stress, the higher the level of Physical Withdrawal Behavior. Job stress experienced in a company is the beginning of employees physically withdrawing. Overloading employees with work can also trigger job stress.

### **H5: Influence of Job Stress on Turnover Intention through Consequences of Stress-induced exhaustion as an Intervening Variable**

The fifth hypothesis formulated in this study states that Job Stress has a positive effect on Turnover Intention through consequences of stress-induced exhaustion as an Intervening Variable. Testing the mediation hypothesis through the bootstrapping PLS procedure confirms that burnout can mediate the relationship between job stress and turnover intention. This is evidenced by the t-statistic value, which shows a t-value of 2.200 ( $> 1.65$ ) with a p-value of 0.014 ( $< 0.05$ ). The results suggest that job stress significantly influences turnover intention through the consequences of the stress-induced exhaustion variable. Thus, it can be concluded that the fifth hypothesis is accepted.

The influence of withdrawal on turnover intention: the findings of this study are supported by the research conducted by (Qasim, Javed, and Shafi 2014), which found that the Hindrance Stressor relationship had a constructive consequence on turnover. This effect indirectly affects tension, work attitudes, and intentions to move. Finally, job stress will positively affect withdrawal behavior because job satisfaction, organizational commitment, and turnover intentions are antecedents of withdrawal behavior. The influence of job stress on turnover intention through consequences of stress-induced exhaustion as a mediating variable, the findings of this study are consistent with the findings of (Wahyono and Riyanto 2020), which found a positive and significant



effect of job stress on turnover intentions with consequences of stress-induced exhaustion as a mediating variable. The emergence of stress in the workplace will lead employees to job dissatisfaction. When employees are dissatisfied with their jobs, they are more likely to experience the consequences of stress-induced exhaustion, leading them to choose to leave their jobs.

#### **H6: Influence of Job Stress on Turnover Intention through Withdrawal as an Intervening Variable**

The sixth hypothesis formulated in this study states that Job Stress positively affects Turnover Intention through Withdrawal as an Intervening Variable. Testing the mediation hypothesis through the bootstrapping PLS procedure confirms that withdrawal can mediate the relationship between job stress and turnover intention. This is evidenced by the t-statistic value, which shows a t-value of 2.816 ( $> 1.65$ ) with a p-value of 0.003 ( $< 0.05$ ). The results suggest that job stress significantly influences turnover intention through the withdrawal variable. Thus, it can be concluded that the sixth hypothesis is accepted. The influence of job stress on turnover intention through withdrawal as a mediating variable, the findings of this study are supported by the research conducted by (Juliantara, Sihombing, and Sulistyawati 2020), which found that job stress has a positive and significant influence on turnover intention among Hotel Holiday Inn Express Bali Raya Kuta employees. Employees with higher stress levels tend to have higher levels of job dissatisfaction, leading to higher intentions to leave the organization.

## **5. CONCLUSION**

In conclusion, following the research findings by (Wachyuni, Suroso, and Supardi 2023), this study highlights the significant impact of job stress and the consequences of stress-induced exhaustion on employee turnover intention. Firstly, it was found that higher levels of job stress contribute to increased consequences of stress-induced exhaustion among employees, as supported by previous research. Consequences of stress-induced exhaustion, in turn, lead to a greater desire to leave the organization, indicating concerning trends in employee retention. Additionally, while job stress was expected to have a direct influence on withdrawal behavior, this study did not find significant support for this relationship. However, withdrawal behavior was still identified as a significant predictor of turnover intention, indicating that employees who disengage from their jobs are more likely to consider leaving the organization.

Furthermore, this research confirms the mediating role of consequences of stress-induced exhaustion in the connection between job stress and turnover intention, consistent with previous findings. Similarly, withdrawal behavior was also identified as a mediating variable between job stress and turnover intention. These findings emphasize the importance of organizations effectively addressing job stress and the consequences of stress-induced exhaustion to reduce turnover intention and enhance employee retention strategies.

In addition to the direct effects observed, it's crucial to note the intricate interplay between job stress, consequences of stress-induced exhaustion, withdrawal behavior, and turnover intention. While job stress directly influences the consequences of stress-induced exhaustion and indirectly affects turnover intention through consequences of stress-induced exhaustion and withdrawal behavior, the connection between job stress and withdrawal behavior was insignificant in this study. However, withdrawal behavior emerged as a significant predictor of turnover intention, suggesting its importance as an indicator of potential turnover risk. These findings underscore the complex nature of employee turnover and the multifaceted impact of job-related factors. Therefore, organizations must adopt comprehensive strategies that address job stress and the consequences of stress-induced exhaustion and withdrawal behavior to mitigate turnover intention and effectively promote employee well-being and retention.

## **6. LIMITATION AND IMPLICATION**

The study's limitations encompass various aspects that may impact the robustness and generalizability of its findings. Firstly, the sample size and specific context in which the research was conducted could limit the broader applicability of the results to different organizational settings or populations. Additionally, the cross-sectional design employed in the study offers

only a snapshot of data at a particular moment, potentially overlooking temporal dynamics and trends that longitudinal studies could capture more comprehensively.

Moreover, the reliance on self-report measures introduces the possibility of response biases, such as social desirability or recall bias, which may affect the accuracy and reliability of the collected data. Furthermore, while the study examined the consequences of stress-induced exhaustion and withdrawal behavior as mediating variables, it may have overlooked other potentially influential factors, such as job satisfaction or organizational support, which could also contribute to the connection between job stress and turnover intention. Lastly, the study's correlational nature impedes establishing causal relationships between variables, highlighting the need for future research employing experimental or longitudinal designs to elucidate causality more conclusively. The implications drawn from the study underscore several actionable steps for organizations and researchers alike.

Firstly, organizational interventions targeting job stress reduction and mitigating the consequences of stress-induced exhaustion are crucial. Strategies such as workload management, stress-reduction programs, and fostering a supportive work environment can significantly impact employee well-being and retention. Secondly, organizations should prioritize developing employee support programs to help individuals cope with job stress and the consequences of stress-induced exhaustion.

Moreover, given the significant connection between the consequences of stress-induced exhaustion, withdrawal behavior, and turnover intention, organizations must implement retention strategies. Career development opportunities, recognition programs, and work-life balance initiatives can enhance employee satisfaction and reduce turnover rates. Lastly, future research should explore additional variables that may influence the connection between job stress and turnover intention. Longitudinal studies are particularly valuable in providing insights into the long-term effects of job stress and the consequences of stress-induced exhaustion on turnover dynamics, contributing to a deeper understanding of this complex phenomenon. These implications offer actionable insights for practitioners seeking to address employee turnover effectively while guiding future research endeavors in this field.

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