

Work–Family Conflict, Job Stress, and Burnout as Predictors of Turnover Intention: Evidence from Central Java

Audina Citra Andini¹, Muhdiyanto^{1*}, Muhamad Wahid Ibrahim¹

¹Manajemen / Fakultas Ekonomi dan Bisnis, Universitas Muhammadiyah Magelang

*email: muhdiyanto@ummgl.ac.id

DOI: [10.31603/bmar.v%vi%i.11822](https://doi.org/10.31603/bmar.v%vi%i.11822)

Abstract

This study aims to examine the influence of work–family conflict, job stress, and burnout on turnover intention among employees of KSPPS BMT Tumang in Central Java. Using a quantitative approach, data were collected from 107 married female employees with a minimum of two years of work experience through an online questionnaire. The data were analyzed using multiple linear regression with SPSS software. The results indicate that work–family conflict, job stress, and burnout simultaneously have a positive and significant effect on turnover intention. However, when tested partially, only job stress shows a significant positive effect, suggesting that it is the most dominant factor influencing employees' intention to leave. These findings reinforce the attribution theory, emphasizing that turnover intention arises from both internal (e.g., emotional exhaustion, adaptability) and external factors (e.g., workload, social support). From a managerial perspective, organizations should implement stress management programs, ensure balanced workload distribution, and promote supportive work environments to reduce turnover intention and enhance employee retention.

Keywords: Work–Family Conflict, Job Stress, Burnout, Turnover Intention, Attribution Theory

Abstrak

Penelitian ini bertujuan untuk menguji pengaruh konflik peran ganda, stres kerja, dan burnout terhadap turnover intention pada karyawan KSPPS BMT Tumang di Jawa Tengah. Pendekatan yang digunakan adalah kuantitatif dengan data primer yang dikumpulkan dari 107 responden perempuan yang sudah menikah dan memiliki masa kerja minimal dua tahun melalui kuesioner daring. Analisis data dilakukan menggunakan regresi linier berganda



This work is licensed under a [Creative Commons Attribution-NonCommercial 4.0 International License](https://creativecommons.org/licenses/by-nc/4.0/).

dengan bantuan perangkat lunak SPSS. Hasil penelitian menunjukkan bahwa konflik peran ganda, stres kerja, dan burnout secara simultan berpengaruh positif dan signifikan terhadap turnover intention. Namun, secara parsial hanya stres kerja yang berpengaruh signifikan, menunjukkan bahwa variabel ini merupakan faktor dominan yang memengaruhi niat karyawan untuk keluar dari organisasi. Temuan ini memperkuat teori atribusi yang menegaskan bahwa turnover intention dipengaruhi oleh faktor internal (seperti kelelahan emosional dan kemampuan adaptasi) serta faktor eksternal (seperti beban kerja dan dukungan sosial). Dari sisi manajerial, organisasi perlu menerapkan program pengelolaan stres, menyeimbangkan beban kerja, serta menciptakan lingkungan kerja yang suportif untuk menekan turnover intention dan meningkatkan retensi karyawan.

Kata Kunci: *Konflik Peran Ganda, Stres Kerja, Burnout, Turnover Intention*

1. Introduction

Employee turnover intention requires serious attention, particularly from the Human Resource Development (HRD) division, as it can generate negative impacts if not properly addressed. A high level of turnover intention within an organization has significant implications for various aspects of the company's performance. Turnover intention itself refers to the organization's final reality—manifested through the number of employees who leave within a given period. Such departures may include resignations, separations, layoffs, or even employee deaths. Termination of employment may occur voluntarily (e.g., resignation) or involuntarily (e.g., dismissal by the company).

In general, employee turnover intention is considered normal when it remains within a reasonable level. However, when turnover intention increases significantly over time, it can negatively affect the organization. One key indicator of such an issue is the growing dissatisfaction among employees regarding unresolved internal problems, leading to a higher tendency to leave the company ([Purba & Simarmata, 2023](#)). If the organization fails to address these critical issues promptly—especially those involving employee well-being—it may face a mass exodus of its workforce.

Several international studies have highlighted turnover intention as a critical cross-sectoral issue, often triggered by job stress, emotional exhaustion, and role conflict. For instance, [Asfahani \(2022\)](#) found that role conflict and emotional exhaustion significantly influence turnover intention through the mediating role of emotional exhaustion. Similarly, [Han et al., \(2015\)](#) and [Awan et al., \(2021\)](#) demonstrated that role conflict and work–family conflict drive turnover intention when not mitigated by adequate organizational support. Furthermore, [Kim & Stoner, \(2008\)](#) and [Kim & Lee, \(2009\)](#) emphasized that job stress and lack of social support amplify the effect of burnout on employees’ decisions to leave their jobs. A meta-analysis by [Özkan \(2022\)](#) further confirmed that burnout consistently exerts a direct and robust effect on turnover intention across different occupational contexts.

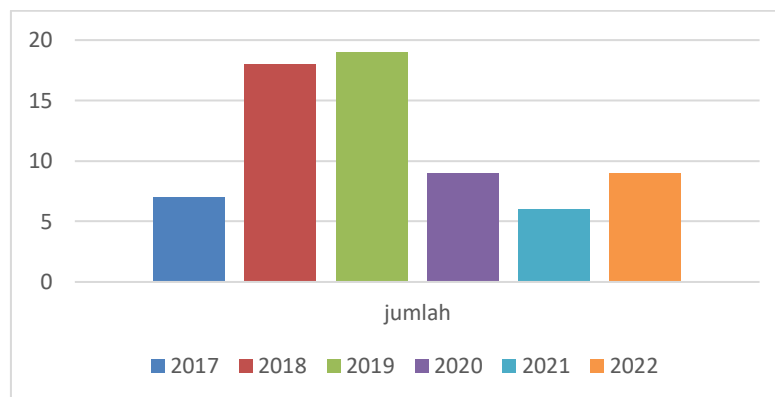


Figure 1. Employee Turnover Rate

[Figure 1](#) illustrates employee turnover at KSPPS BMT Tumang. In 2018, 18 employees left the organization—7 of whom were women. In 2019, the number rose to 19 employees, including 12 women, representing an increase of one employee from the previous year. In 2022, turnover rose again with nine employees leaving. This trend indicates that employee turnover at KSPPS BMT Tumang has remained unstable, showing periodic increases—particularly among female employees.

Empirical studies on work–family conflict show mixed results. Research by [Fitri \(2022\)](#); [Irbayuni & Rahmawati \(2020\)](#) found that work–family conflict positively affects turnover intention. Conversely, studies by [Sutanto \(2022\)](#) and [\(Lukmawati &](#)

[Pratono 2020](#)) reported a negative relationship between work–family conflict and turnover intention. Similarly, [Salama, et al \(2022\)](#); [Irbayuni & Rahmawati \(2020\)](#); [Ratnaningsih \(2021\)](#); [Rijasawitri & Suana \(2020\)](#); [Lukmawati & Pratono \(2020\)](#) revealed that job stress positively affects turnover intention, whereas [Wulandari & Rizana \(2020\)](#) found the opposite result. [Purba & Simarmata \(2023\)](#) suggested that burnout positively influences turnover intention, while [Meilia, et al, \(2023\)](#) concluded that burnout has a negative impact on turnover intention.

In addition, recent research by [Fatrachia et al., \(2022\)](#) on employees at PT Albasia Sejahtera Mandiri Temanggung found that overtime and workload have a significant positive effect on turnover intention, mediated by job stress. This study showed that higher workloads and extended working hours increase psychological strain, which in turn fosters employees' desire to leave. However, the mediating role of job stress is not always consistent, as in some cases, overtime alone does not directly increase stress but instead strengthens the effect of workload on turnover intention.

Cross-context studies further reinforce the importance of stress and burnout as primary predictors of turnover intention. Research by [Salama et al., \(2022\)](#) demonstrated that job stress and burnout significantly raise turnover intention in the hospitality sector. [Back et al., \(2020\)](#) also found that burnout mediates the relationship between emotional pressure and turnover intention. Similar findings by [Han et al., \(2015\)](#) and [Soelton et al., \(2020\)](#) underscored that the combination of role conflict, stress, and burnout substantially increases turnover risk when organizations fail to provide sufficient social support and effective communication.

Considering the inconsistency of previous research findings, this study aims to examine “The Effect of Work–Family Conflict, Job Stress, and Burnout on Turnover Intention: An Empirical Study on Employees of KSPPS BMT Tumang, Central Java.”

2. Theoretical Background and Hypothesis Formulation

Turnover intention has been widely recognized as a critical issue across industries due to its negative impact on organizational performance. Prior studies consistently highlight that work–family conflict, job stress, and burnout are among the strongest predictors of employees' intention to leave.

Work–family conflict arises when individuals struggle to balance their professional and personal roles, leading to psychological strain and dissatisfaction ([Fitri, 2022](#); [Irbayuni & Rahmawati, 2020](#)). Persistent imbalance contributes to job stress, which reflects the pressure and emotional tension resulting from excessive workload and conflicting demands ([Salama et al., 2022](#)). When stress remains unresolved, it can evolve into burnout, characterized by chronic exhaustion and reduced motivation ([Purba & Simarmata, 2023](#); [Sundari & Meria, 2022](#)).

According to Attribution Theory, employees attribute their turnover intention to internal and external causes—such as personal inability to cope with stress (internal) or excessive role demands and workload (external). Hence, the interconnection between work–family conflict, job stress, and burnout collectively shapes the tendency to leave an organization.

Empirical findings by ([Han et al., 2015](#)), ([Awan et al., 2021](#)), and ([Özkan, 2022](#)) further confirm that role conflict, stress, and burnout consistently exert a positive and significant influence on turnover intention. Based on this theoretical and empirical foundation, the following hypotheses are proposed:

H1: Work–family conflict, job stress, and burnout positively affect turnover intention.

H2: Work–family conflict positively affects turnover intention.

H3: Job stress positively affects turnover intention.

H4: Burnout positively affects turnover intention.

3. Method

This study employs a quantitative research approach using primary data collected directly from respondents through an online questionnaire distributed via Google Forms and shared across social media platforms. The population of this study consists of all branch employees of KSPPS BMT Tumang, totaling 257 employees, comprising 109 male employees—of which 93 are married and 16 are unmarried—and 148 female employees.

The sampling technique applied in this study is purposive sampling, based on specific criteria: (1) Female employees who are married, as this group tends to experience multiple role demands (work–family conflict), and (2) Employees with a minimum tenure of two years, as they are considered to have sufficient experience and understanding of the organization. Based on these criteria, the study obtained 107 valid respondents, all of whom are married female employees working at KSPPS BMT Tumang in Central Java.

The data analysis method used in this research is multiple linear regression analysis, assisted by SPSS software. Prior to hypothesis testing, validity and reliability tests were conducted to ensure that the data were both valid and reliable. Subsequently, the Coefficient of Determination (R^2) test, F-test, and t-test were performed to examine and verify the proposed hypotheses.

4. Result and Discussion

Validity and Reliability Results

Prior to hypothesis testing, the instrument was examined for validity and reliability to confirm its suitability for data collection. The validity test was conducted to evaluate the extent to which each item represents the variable being measured, while the reliability test assessed the internal consistency among items. Only valid

and reliable items were retained for subsequent analyses. The results of the validity and reliability tests are presented in [Table 1](#).

Table 1. Data Quality Test

Variable	Indicator	Anti Image	Cronbach's alpha	Status
<i>Turnover intention</i>	Y1	0,874	0,797	Valid and Reliable
	Y2	0,913		Valid and Reliable
	Y3	0,897		Valid and Reliable
	Y4	0,958		Valid and Reliable
Work-family conflict	X1.1	0,958	0,843	Valid and Reliable
	X1.2	0,920		Valid and Reliable
	X1.3	0,906		Valid and Reliable
	X1.4	0,931		Valid and Reliable
	X1.5	0,863		Valid and Reliable
	X1.6	0,945		Valid and Reliable
Job stress	X2.1	0,949	0,851	Valid and Reliable
	X2.2	0,921		Valid and Reliable
	X2.3	0,989		Valid and Reliable
	X2.4	0,945		Valid and Reliable
	X2.5	0,932		Valid and Reliable
<i>Burnout</i>	X3.1	0,929	0,881	Valid and Reliable

Variable	Indicator	Anti Image	Cronbach's alpha	Status
	X3.2	0,923		Valid and Reliable
	X3.3	0,965		Valid and Reliable
	X3.4	0,886		Valid and Reliable
	X3.5	0,923		Valid and Reliable

Source: Processed data (2024)

The validity test results [Table 1](#) show that all loading factor values exceeded 0.50, indicating that the data are valid. The reliability test also met the required Cronbach's Alpha threshold of >0.70, confirming the reliability of the instrument.

Multiple Linear Regression Analysis

Tabel 2. Multiple Linear Regression Analysis

Independent variable	Turnover intention		
	B	t	Sig
Constant	1,377		0,071
Work-family conflict	0,120	1,418	0,159
Job stress	0,460	4,830	0,000
Burnout	0,065	0,627	0,532
Adj R Square		0,551	
F score		44,376	0,000

Source: Processed data (2024)

As shown in [Tabel 2](#), the regression analysis produced the following equation:

$$Y = 1,377 + 0,120X_1 + 0,460X_2 + 0,065X_3 + e$$

where Y represents turnover intention, X_1 work-family conflict, X_2 job stress, and X_3 burnout. The adjusted R^2 value of 0.551 indicates that 55.1% of turnover intention is explained by these three variables, while the remaining 44.9% is influenced by other factors not included in this study. The F-test ($F = 44.376$; $p < 0.001$) shows that work-family conflict, job stress, and burnout collectively have a significant positive effect on turnover intention. However, the t-test results reveal that only job

stress significantly affects turnover intention ($t = 4.830$; $p < 0.001$), while work-family conflict ($t = 1.418$; $p = 0.159$) and burnout ($t = 0.627$; $p = 0.532$) do not (showed in [table 2](#)).

Discussion

The Effect of Work-Family Conflict, Job Stress, and Burnout on Turnover Intention

The results of the study indicate that work-family conflict, job stress, and burnout simultaneously have a positive and significant effect on turnover intention. This means that the higher the level of work-family conflict, job stress, and burnout experienced by employees, the greater their tendency to leave their jobs. These findings are in line with attribution theory, which explains that a person's behavior can be influenced by both internal and external factors. In this context, job pressure, family demands, and emotional exhaustion serve as the main triggers for the intention to leave work.

This condition strengthens previous studies by [Lukmawati & Pratono \(2020\)](#), who stated that job stress and burnout are dominant factors that increase turnover intention. In addition, [Fatrachia et al., \(2022\)](#) found that excessive workload and overtime aggravate job stress, which in turn contributes to higher turnover intention. This shows the importance of workload management in reducing the negative impact of stress on employee retention.

Practically, these findings highlight the importance of organizational management in regulating workload and ensuring work-life balance for employees. Strategies such as psychological support, proportional task distribution, and a supportive work environment can help minimize the negative effects of these three variables on employees' intention to leave.

The Effect of Work-Family Conflict on Turnover Intention

The results of the test show that work-family conflict has no significant effect on turnover intention. This means that even though employees have dual responsibilities between work and family, such conditions do not necessarily encourage them to leave their jobs. Employees at KSPPS BMT Tumang tend to prioritize their work, supported by family acceptance and understanding of their professional roles.

This finding supports the results of [Lukmawati & Pratono \(2020\)](#), who also found that work-family conflict has no significant effect on turnover intention. Similarly, studies by [Awan et al., \(2021\)](#) found that work-family conflict tends to have no significant impact on turnover intention when there is adequate social support and work flexibility.

Based on attribution theory, work-family conflict can arise due to external factors such as job demands and household obligations, as well as internal factors such as poor time management. However, the results of this study indicate that employees are able to maintain a balance between personal and professional roles. This suggests that personal factors such as adaptability, loyalty, and job satisfaction act as important mediating variables that suppress the negative influence of role conflict on turnover intention.

The Effect of Job Stress on Turnover Intention

This study found that job stress has a positive and significant effect on turnover intention. The higher the level of stress experienced by employees, the greater the possibility that they intend to leave their jobs. Job stress may arise from job pressure, excessive demands, and the mismatch between an employee's capability and workload. This condition leads to both physical and mental fatigue, reduces productivity, and increases emotional instability.

The Effect of Burnout on Turnover Intention

The results show that burnout has no significant effect on turnover intention. This means that although some employees experience emotional exhaustion due to job demands, such conditions do not necessarily lead them to leave the organization. This may occur because employees at KSPPS BMT Tumang possess strong adaptive mechanisms, including social support from colleagues and supervisors that help them manage fatigue.

These findings are consistent with [Meilia, et al., \(2023\)](#), who reported that burnout does not directly influence turnover intention when the company provides sufficient internal support systems. However, more recent studies reveal that emotional exhaustion remains a major driver of turnover intention, particularly when organizational or social support is low. For instance, [Chen et al., \(2024\)](#) found that social support significantly reduces multidimensional burnout and turnover intention among primary healthcare workers, while [Mitonga-Monga & Mageza-Mokhethi, \(2025\)](#) demonstrated that perceived organizational support moderates the relationship between emotional exhaustion and turnover intention, weakening its negative effects. Similarly, [Yanbei et al. \(2023\)](#) showed that perceived organizational support buffers the impact of work frustration on burnout, especially emotional exhaustion, among ICU nurses. This indicates that contextual variables such as organizational culture and leadership style play an important moderating role.

From the perspective of attribution theory, burnout is categorized as a behavior originating from internal individual factors, such as physical and mental fatigue resulting from high workloads. However, this study demonstrates that contextual factors—such as effective communication, emotional support, and a healthy work culture—can neutralize the effect of burnout on turnover intention. Therefore,

strengthening human resource management practices through employee well-being programs and mental counseling is an essential step in maintaining workforce stability.

5. Conclusion

This study concludes that work–family conflict, job stress, and burnout simultaneously have a positive and significant effect on turnover intention. However, when tested individually, only job stress shows a significant impact, indicating that stress is the dominant factor influencing employees' intention to leave. Theoretically, these findings reinforce attribution theory, suggesting that turnover intention is shaped by both internal factors (such as fatigue and adaptability) and external factors (such as job pressure and social support).

From a managerial perspective, organizations should focus on reducing job stress through workload management, psychological support, and a healthy work environment that promotes work–life balance. Preventive efforts addressing burnout and work–family conflict—such as flexible scheduling and supportive leadership—can further enhance employee retention.

Future research is encouraged to explore moderating variables like job satisfaction or organizational commitment, use longitudinal designs, or combine qualitative methods to gain a deeper understanding of employee turnover behavior.

References

- Asfahani, A. M. (2022). The impact of role conflict on turnover intention among faculty members: A moderated mediation model of emotional exhaustion and workplace relational conflict. *Frontiers in Psychology*, 13, 1087947. <https://doi.org/10.3389/FPSYG.2022.1087947/FULL>
- Awan, F. H., Dunnan, L., Jamil, K., Gul, R. F., Anwar, A., Idrees, M., & Guangyu, Q. (2021). Impact of Role Conflict on Intention to Leave Job With the Moderating

- Role of Job Embeddedness in Banking Sector Employees. *Frontiers in Psychology*, 12, 719449. <https://doi.org/10.3389/FPSYG.2021.719449>
- Back, C. Y., Hyun, D. S., Jeung, D. Y., & Chang, S. J. (2020). Mediating Effects of Burnout in the Association Between Emotional Labor and Turnover Intention in Korean Clinical Nurses. *Safety and Health at Work*, 11(1), 88–96. <https://doi.org/10.1016/J.SHAWS.2020.01.002>
- Chen, G., Wang, J., Huang, Q., Sang, L., Yan, J., Chen, R., Cheng, J., Wang, L., Zhang, D., & Ding, H. (2024). Social support, psychological capital, multidimensional job burnout, and turnover intention of primary medical staff: a path analysis drawing on conservation of resources theory. *Human Resources for Health*, 22(1), 1–14. <https://doi.org/10.1186/S12960-024-00915-Y/TABLES/5>
- Fatrichia, A., Rezkyani, P., Santosa, M., Fakultas Ekonomi, M. /, & Bisnis, D. (2022). Pengaruh Overtime dan Workload terhadap Turnover intention dengan Job stress Sebagai Variabel Mediasi (Studi Empiris Pada Karyawan PT Albasia Sejahtera Mandiri Temanggung). *Borobudur Management Review*, 2(1), 60–73. <https://doi.org/10.31603/bmar.v2i2.6823>
- Fitri, R. (2022). Pengaruh Konflik Peran Ganda (Work Family Conflict), Beban Kerja, Dan Lingkungan Kerja Terhadap Turnover Intention Karyawan (Studi Kasus: Bank Nagari Syariah Cabang Padang).
- Han, S. S., Han, J. W., An, Y. S., & Lim, S. H. (2015). Effects of role stress on nurses' turnover intentions: The mediating effects of organizational commitment and burnout. *Japan Journal of Nursing Science : JJNS*, 12(4), 287–296. <https://doi.org/10.1111/JJNS.12067>
- Irbayuni, S., & Rahmawati, P. (2020). Dampak Konflik Peran Ganda Dan Stres Kerja Terhadap Turnover Intention Perawat Wanita Yang Sudah Menikah Di Rsm Ahmad Dahlan Kota Kediri.
- Kim, H., & Lee, S. Y. (2009). Supervisory communication, burnout, and turnover intention among social workers in health care settings. *Social Work in Health Care*, 48(4), 364–385. <https://doi.org/10.1080/00981380802598499>
- Kim, H., & Stoner, M. (2008). Administration in Social Work Burnout and Turnover Intention Among Social Workers: Effects of Role Stress, Job Autonomy and Social Support. <https://doi.org/10.1080/03643100801922357>

- Lukmawati, E. Y., & Pratono, R. (2020). Pengaruh Job Stress, Konflik Peran, Kepuasan Kerja Dan Komitmen Organisasi Terhadap Turnover Intention (Studi Kap Di Surabaya). 4.
- Meilia, D., Sijabat, R., & Utami, R. H. (2023). Pengaruh Work Life Balance, Burnout Dan Kepuasan Kerja Terhadap Turnover Intention (Studi Pada Tenaga Medis Wanita Rsud Limpung): Jurnal Kolaboratif Sains, 6(11), Article 11. <https://doi.org/10.56338/Jks.V6i11.4340>
- Mitonga-Monga, J., & Mageza-Mokhethi, M. E. (2025). Organisational support as a moderator between emotional exhaustion and turnover intentions. *Acta Commercii*, 25(1). <https://doi.org/10.4102/AC.V25I1.1344>
- Özkan, A. H. (2022). The effect of burnout and its dimensions on turnover intention among nurses: A meta-analytic review. *Journal of Nursing Management*, 30(3), 660–669. <https://doi.org/10.1111/JONM.13525>
- Purba, O., & Simarmata, N. I. P. (2023). Pengaruh Burnout Terhadap Turnover Intention Pada Karyawan Pabrik Di Kota Medan. *Innovative: Journal Of Social Science Research*, 3(4), Article 4. <https://doi.org/10.31004/Innovative.V3i4.4166>
- Ratnaningsih, D. S. (2021). Pengaruh Kepuasan Kerja, Stres Kerja, Dan Komitmen Organisasional Terhadap Turnover Intention. *Jurnal Ilmu Manajemen*, 9(3), 1267–1278. <https://doi.org/10.26740/Jim.V9n3.P1267-1278>
- Rijasawitri, D. P., & Suana, I. W. (2020). Pengaruh Kepuasan Kerja, Stres Kerja, Dan Lingkungan Kerja Non Fisik Terhadap Turnover Intention. *E-Jurnal Manajemen Universitas Udayana*, 9(2), 466. <https://doi.org/10.24843/Ejmunud.2020.V09.I02.P04>
- Salama, W., Abdou, A. H., Mohamed, S. A. K., & Shehata, H. S. (2022). Impact of Work Stress and Job Burnout on Turnover Intentions among Hotel Employees. *International Journal of Environmental Research and Public Health*, 19(15). <https://doi.org/10.3390/IJERPH19159724>
- Soelton, M., Lestari, A., Arief, H., & Linggarnusantra Putra, R. (2020). The Effect of Role Conflict and Burnout Toward Turnover Intention at Software Industries, Work Stress as Moderating Variables.
- Sutanto, U. O. P. (2022). Pengaruh Work Family Conflict Dan Ambiguitas Peran Terhadap Turnover Intention Melalui Stres Kerja = The Effect Of Work Family

Conflict And Role Ambiguity On Turnover Intention Through Work Stress
[Other, Universitas Hasanuddin].
[Http://Repository.Unhas.Ac.Id/Id/Eprint/26467/](http://Repository.Unhas.Ac.Id/Id/Eprint/26467/)

- Wulandari, F. R., & Rizana, D. (2020). Pengaruh Job Insecurity Dan Stres Kerja Terhadap Turnover Intention Dengan Ketidakpuasan Kerja Sebagai Variabel Intervening. *Jurnal Ilmiah Mahasiswa Manajemen, Bisnis Dan Akuntansi (Jimmba)*, 2(3), Article 3. <https://doi.org/10.32639/Jimmba.V2i3.481>
- Yanbei, R., Dongdong, M., Yun, L., Ning, W., & Fengping, Q. (2023). Does perceived organization support moderates the relationships between work frustration and burnout among intensive care unit nurses? A cross-sectional survey. *BMC Nursing*, 22(1), 1–9. <https://doi.org/10.1186/S12912-023-01180-5/FIGURES/1>