WORK STRESS AND TURNOVER INTENTION: THE MEDIATING ROLE OF BURNOUT IN AN AGRIBUSINESS CASE STUDY USING THE JD-R MODEL

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ABSTRACT

This study investigates the influence of work stress on turnover intention with burnout as a mediating variable among employees at CV. Cuma Jaya Abadi (CJA), an agribusiness company in West Java. Using a quantitative explanatory design, the research integrates structured interviews, limited direct observation, and questionnaires from 59 employees. Data was analyzed using PLS-SEM with SmartPLS 4.0. Results show that work stress significantly increases burnout and turnover intention. Burnout also mediates the relationship between stress and turnover. These findings underline the importance of managing psychosocial risks in agribusiness to improve employee retention and organizational performance.

Keywords: work stress, burnout, turnover intention, agribusiness

INTRODUCTION

The agribusiness sector remains a fundamental pillar of food security and national economic development. In Indonesia. where agriculture source of constitutes a primary livelihood for many rural communities, the sector plays a strategic role in sustaining food production supporting rural economies (Vinka et al.. 2024). Despite its critical importance, the sector is experiencing declining interest from the younger generation, who increasingly favor careers in industrial and technological fields, often perceived as more modern.

financially and rewarding than traditional, labor-intensive farming (FAO, 2023). This generational disengagement from agriculture is not unique to Indonesia; in Japan, the average age of agribusiness workers has reached 67 years, while in several African regions, rural youth continue to migrate to urban centers, deepening the generational gap in the agricultural labor force (OECD, 2024).

In Indonesia, this trend poses a significant threat to the sustainability of food systems, especially in light of the country's rapidly growing population (Taufiqurrohman, et al., 2022). In 2024, the agricultural land area in

Bandung Regency reached 143,935.76 hectares (Dinas Komunikasi, Informatika, dan Statistik Kabupaten Bandung, 2024). Within this region, Pangalengan District stands out for its commercial agriculture, hosting companies such as CV. Cuma Jaya Abadi (CJA), which specializes in the cultivation and distribution of tomatoes and cabbages. The success of CJA heavily depends on human resources due to the physically demanding nature of agricultural labor.

recent years, CJA has experienced a noticeable surge in employee turnover—from 3% in 2021 to 13% in 2023 (Salama, et al., 2022). A preliminary survey involving 30 employees revealed that 60% had turnover intentions, and 80% were actively considering alternative employment opportunities. This alarming increase is suspected to be associated with elevated levels of work stress and burnout, particularly among younger employees (Misbakhudin, 2023; Rahmawati, et al., 2023). Work stress arises when individuals perceive demands as exceeding their physical or psychological capacities (Sundari, et al., 2022). Prolonged exposure to such stress can result in

burnout, a psychological syndrome characterized by emotional exhaustion, depersonalization, and diminished personal accomplishment (Maslach, et al., 2016).

At CJA, 52% of employees reported symptoms of work-related stress, with 70% experiencing physiological manifestations, and 80% reporting signs of burnout such as chronic fatigue (Rahmawati, et al., 2023; Ningrum, et al., 2024). While numerous studies have examined the interrelations among work stress, burnout, and turnover intention, the majority have focused on serviceoriented sectors including education, healthcare, and banking (Budhiarti, et al., 2022; Sintyadewi, et al., 2020). remains There limited research exploring these psychological mechanisms in physically demanding sectors such as agribusiness, where work conditions are shaped by natural cycles and environmental variability. This underexplored context presents a notable research gap, particularly concerning the mediating role of burnout in the relationship between work stress and turnover intention in non-service, labor-intensive settings.

This study aims to address this gap by investigating how work stress influences turnover intention, with burnout functioning as a mediating variable, among employees in the agribusiness sector. Specifically, the research objectives are to examine: (1) the direct effect of work stress on turnover intention, (2) the effect of work stress on burnout, (3) the effect of burnout on turnover intention, and (4) the mediating role of burnout in the relationship between work stress and turnover intention.

Theoretically, this study extends the Job Demands–Resources (JD-R) model (Bakker, et al., 2001) by applying it within a labor-intensive, non-service agribusiness context. This application enhances empirical understanding of how job stressors and psychological strain affect employee retention in physically demanding environments, where formal structures and support systems may be limited or underdeveloped.

Although the current study shares the same title as earlier works by (Suhartini, et al., 2020) and (Sintyadewi, et al., 2020), which both explored the mediating role of burnout in the relationship between work stress

and turnover intention, the contextual settings differ significantly. (Suhartini, et al., 2020) conducted their research within a manufacturing company, while (Sintyadewi, et al., 2020) focused on hotel employees at the Kutabex Beach Front Hotel Bali. Both studies were situated in structured work environments where stress and burnout were linked to customer interactions, formal performance targets, and internal organizational dynamics.

In contrast, the current research is conducted in the agribusiness sector, which is characterized by distinct challenges. External variables such as weather conditions, planting seasons, natural cycles, and fluctuations in commodity prices significantly influence workloads and stress levels. These unpredictable and externally driven work dynamics create a more complex and high-risk stress environment. Consequently, this study aims to explore how work stress manifests within agribusiness and contributes to burnout, ultimately leading to turnover intention. The findings are expected to inform human management strategies resource tailored for agribusiness, necessitating approaches that are more adaptive and

context-sensitive than those commonly applied in other industrial sectors.

The remainder of this article is structured as follows. Section reviews relevant literature and develops hypotheses. Section 3 outlines the research methodology. Section 4 presents the results and discussion. Section 5 concludes the study and discusses practical implications and future research directions.

LITERATUR REVIEW

The Job Demands-Resources (JD-R) model, developed by (Bakker et al., 2001), provides a comprehensive framework for understanding how conditions influence workplace employee well-being, motivation, and behavior. The model distinguishes between two core elements: job physical, demands, which are organizational psychological, or aspects of work that require sustained effort (e.g., excessive workload, time pressure), and job resources, which are the physical, social, or organizational features that facilitate goal achievement, reduce job demands, and stimulate personal growth (e.g., autonomy, social support, feedback).

The JD-R model posits two psychological processes. First is the energetic process, whereby excessive job demands exhaust employees' mental and physical resources, resulting in burnout, disengagement, and adverse organizational outcomes such as turnover intentions (Bakker, et al., Demerouti, 2017).

Second, According to (Bakker, et al., 2017) the motivational process in this model occurs when sufficient work resources, such as supervisor support, autonomy, and feedback, encourage engagement, work improved performance, and employee retention. This model also distinguishes two types of stressors, namely challenge stressors and hindrance stressors. Challenge stressors, such as high workload and high responsibility, can have a positive impact on motivation and learning when accompanied by In adequate resources. contrast. hindrance stressors, such as role conflict and bureaucracy, are more likely to inhibit psychological functioning and reduce performance and job satisfaction (Cuningham, et al., 2020; Kunzelmann, et al., 2024). Therefore, the distinction between these two types of stressors is important in analyzing the effect of work stress on burnout and turnover intention.

At CV. Cuma Jaya Abadi (CJA), a labor-intensive agribusiness company, employees face high job demands, including extreme weather, repetitive physical tasks, and strict time constraints. These stressors can lead to chronic occupational stress, which—if left unmanaged—may escalate into marked by burnout, emotional exhaustion, reduced personal efficacy, and cynicism (Maslach, et al., 2016). According to Gaol (2016), stress can be through three theoretical viewed stimulus lenses: a (external as pressure), a response (physiological and psychological reaction), or a transactional process (interaction between individual and environment). Stress-related symptoms may manifest physically muscle (e.g., pain, hypertension), psychologically (e.g., anxiety, depression), or behaviorally (e.g., absenteeism. reduced productivity) (Robbins, et al., 2015).

Within this study, the JD-R model provides a relevant theoretical lens for exploring how work stress (job demand) leads to burnout and subsequently to turnover intention, particularly in physically demanding

environments such as agribusiness. While the JD-R framework has been widely applied in education, health care, and the public sector, its application in the labor-intensive sector remains limited. Thus, this study extends the JD-R framework into a new empirical setting, offering insights into the psychological mechanisms underlying workforce instability in the agricultural domain.

Work Stress

Work stress is defined as an individual's psychological and physiological response to work-related demands that exceed their coping capacity or available resources (Sundari, et al., 2022). It occurs when job requirements, performance expectations, environmental or conditions are misaligned with the employee's physical and mental capabilities Ratnaningsih (2021)emphasized that a mismatch between job expectations and actual conditions is a major trigger for stress in the workplace. This aligns with the JD-R model, which identifies excessive job key antecedents of demands as psychological strain and burnout (Bakker, et al., 2016).

According to work stress can manifest in three domains: physiological symptoms (e.g., headaches, fatigue, elevated blood pressure), psychological symptoms (e.g., anxiety, irritability, depression), and behavioral symptoms (e.g., absenteeism, reduced task withdrawal). performance, These symptoms, if sustained, can erode employee motivation and resilience, particularly in labor-intensive work environments such as agribusiness.

Furthermore, prolonged stress not only impairs health and well-being but is also a strong predictor of turnover intention. Averina et al., (2021) noted that chronic work stress leads to emotional exhaustion and disengagement, which often culminates in a desire to leave the organization. In such cases, stress becomes a catalyst for volunteer turnover, especially when coping mechanisms or organizational support are insufficient.

Burnout

Burnout is a psychological condition characterized by chronic emotional, mental, and physical exhaustion that arises from prolonged

exposure to unmanaged work stress (Purba et al., 2023; Sundari, et al., 2022). It often manifests through symptoms such as reduced enthusiasm for work, declining productivity, and negative attitudes toward one's job. According to the JD-R model, burnout emerges as a consequence of the energetic process, whereby persistent job demands deplete an individual's energy and motivation (Bakker, et al., 2007).

Burnout typically develops when employees face extreme or prolonged work pressures without sufficient recovery time. (Suhartini, et al., 2020) describe burnout as a state of overwhelming fatigue, loss of control, and lack of motivation to carry out routine job responsibilities. condition is closely associated with high job demands, particularly in physically intensive sectors such as agribusiness, where stress accumulates due to harsh environmental factors, long working hours, and limited job autonomy.

Several key antecedents of burnout have been identified, including work overload, lack of control, insufficient recognition, value conflict, and perceived organizational injustice (Alfajar, 2022). Employees working in unsupportive environments, without opportunities for rest or self-care, are especially vulnerable to experiencing burnout.

The consequences of burnout are profound. Ivancevich, (2006) classified its indicators into three dimensions: emotional exhaustion. depersonalization, or personality change, and diminished personal accomplishment. These symptoms can performance, reduce impair organizational commitment, and increase turnover intention. As noted Misbakhudin, (2023), burnout becomes a major trigger for turnover when emotional fatigue escalates and work-life balance deteriorates.

Given its pivotal role, burnout is often positioned as a mediating variable that bridges the relationship between work stress and turnover intention. When employees suffer from burnout, their psychological resources become depleted, making them more prone to consider leaving organization as a means of coping (Maslach, et al., 2016). This mediating mechanism has been confirmed across various sectors, though research in the agribusiness context remains limited.

Turnover Intention

Turnover intention refers to an employee's cognitive and motivational state that reflects their inclination to voluntarily leave their current job or organization (Wahyudi et al., 2024); Robbins, et al., 2013). It is often regarded as the strongest predictor of actual turnover behavior. (Wahyuni, et al., 2022) describe turnover intention as an internal desire to resign, whereas (Wahyudi, et al., 2024) explain it as a psychological phase where an employee starts contemplating exit without yet taking concrete action.

Numerous factors contribute to the emergence of turnover intention. Key organizational factors include job satisfaction, organizational commitment. work stress. and perceived fairness in rewards and promotion opportunities (Gunawan, et al., 2020; Pitri Nainggolan, 2021) Employees who feel undervalued, unchallenged, or emotionally drained are more likely to consider alternative employment. Furthermore, chronic work stress can heighten turnover intention, as psychological strain erodes motivation and well-being over time.

Individual demographic and characteristics also play a role. Jin et 2020) found that younger employees are more likely to develop turnover intentions compared to older, more tenured workers. Similarly, employees in their early years of service are more prone to exit intentions due to lack of attachment or dissatisfaction with job conditions (Prawitasari, 2016)

The implications of high turnover intention are significant. Organizations face increased costs related to recruitment, onboarding, and training, as well as productivity losses and declining morale among remaining staff (Khan, et al., 2022). According to Mobley, (2011), turnover intention comprises three cognitive components: thinking of quitting, intention to search for alternatives, and intention to quit. These elements represent sequential stages leading to voluntary resignation.

In the context of this study, burnout is considered a key antecedent of turnover intention, particularly when emotional exhaustion and job detachment are present. Employees experiencing burnout often exhibit stronger intentions to leave as a coping

mechanism to escape job-related stressors (Maslach, et al., 2016).

Hypotheses Development

This study proposes a structural model in which work stress (X) functions as the exogenous variable, burnout (Z) as the mediating variable, and turnover intention (Y) as the endogenous outcome variable. The framework is developed in accordance with the Job Demands-Resources (JD-R) theory, which posits that prolonged job demands trigger psychological strain (burnout), which subsequently leads to adverse organizational outcomes such as turnover intention (A Bakker, et al., 2024).

Work Stress and Turnover Intention

Work stress has been widely recognized as a significant predictor of turnover intention. High levels of stress. caused by unmet job expectations or prolonged workload pressure, can reduce employee satisfaction and foster withdrawal behaviors. (Ningsih, et al., 2019) found that employees experiencing workrelated stress are more likely to express intentions to leave the organization.

H₁: Work stress has a positive and significant effect on turnover intention.

Work Stress and Burnout

Numerous empirical studies have shown that sustained exposure to job stressors can lead to emotional exhaustion and burnout. When employees are overwhelmed by job demands and lack adequate recovery resources, they experience fatigue, decreased motivation. psychological detachment. Sintyadewi, et al., (2020) reported a strong relationship between work stress and burnout across various organizational settings.

H2: Work stress has a positive and significant effect on burnout.

Burnout and Turnover Intention

Burnout has been identified as a proximal antecedent of turnover intention. Emotional exhaustion, in particular, contributes to feelings of inefficacy and detachment from work, which motivates employees to seek alternative employment. Purba, (2023) confirmed that burnout significantly increases employees' desire to leave their jobs, especially when organizational support is lacking.

H₃: Burnout has a positive and significant effect on turnover intention.

The Mediating Role of Burnout

The mediating role of burnout has gained increasing attention in organizational behavior research. According to the JD-R model, burnout serves as a psychological mechanism that transmits the negative effects of job demands (e.g., work stress) to behavioral outcomes (e.g., turnover intention). This mediational pathway has been empirically validated by studies such as Sintyadewi, et al., (2020), which found that burnout significantly mediated the relationship between stress and turnover intention.

H₄: Burnout mediates the relationship between work stress and turnover intention.

The proposed conceptual model illustrating the hypothesized relationships among the variables is presented in Figure 1. As shown, the model posits that work stress (SK) directly influences turnover intention (TI), as well as indirectly through burnout (B), which serves as a mediating variable. This framework visually captures the hypothesized paths H₁ through H₄, providing a

structured basis for empirical testing in this study.

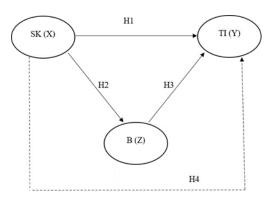


Figure 1. Conceptual Research Model

RESEARCH METHOD

This study employed a quantitative explanatory design to investigate the causal relationships between work stress, burnout, and turnover intention. The explanatory approach is appropriate for testing hypotheses and assessing the structural associations among variables based on empirical data (Supriyanto & Maharani, 2013). The study adopted a cross-sectional survey method, in which data were collected at a single point in time (Sugioyono, 2017).

The population consisted of all 80 employees of CV. Cuma Jaya Abadi (CJA), an agribusiness company located in Pangalengan, West Java. Given the relatively small population

size, the study used a saturated sampling technique (census), in which all members of the population were included as respondents (Sugiyono, 2016).

Primary data collected were through a structured questionnaire, while secondary data were obtained from company documents and internal records. Tο enhance contextual understanding, informal limited observation was also conducted during field visits and while distributing questionnaires. This included nonparticipant observation of working conditions, interaction patterns, and general workplace atmosphere, which served to complement the quantitative data collection without forming a core part of the analysis.

The questionnaire used a fourpoint Likert scale ranging from 1 = Strongly Disagree to 4 = Strongly Agree. The constructions were measured using validated scales:

Work stress (9 items) was adapted from Robbins & Judge (2015),

Burnout (9 items) from Ivancevich (2006), and

Turnover intention (9 items) from (Mobley, 2011).

The research instrument underwent content validation by experts and was tested for reliability using Cronbach's Alpha and Composite Reliability (CR), with acceptable thresholds set above 0.70.

Data analysis was performed using Structural Equation Modeling-Partial Least Squares (SEM-PLS), employing SmartPLS version 4.0. This method is suitable for complex models, does not require normally distributed data, and is robust for small to medium sample sizes (Ghozali, 2011). Model evaluation included assessment of the outer model (convergent discriminant validity, reliability) and the inner model (path coefficients, R², and predictive relevance O2). The mediation effect of burnout was assessed using bootstrapping with 5,000 resamples to obtain nonconfidence parametric intervals, providing robust estimates even with limited sample size.

RESULT AND DISCUSSION Result

This study employed a quantitative explanatory approach and analyzed data from 59 complete questionnaires distributed to employees at CV. Cuma

Jaya Abadi. The research aimed to examine the causal relationships between work stress, burnout, and turnover intention. Prior to hypothesis testing, the validity and reliability of the data were confirmed, indicating that the measurement instruments used were appropriate for further analysis. The following section presents the results of hypothesis testing and relevant discussions.

Descriptive Statistics of Research Variables

The descriptive analysis of each variable was based on the average respondent scores. For work stress, the mean score was 1.820, placing it in the moderate category. The highest score was recorded on item X.3, which stated, "I often feel physical discomfort or muscle aches after completing my indicating work tasks." physical discomfort among respondents. Although categorized as moderate, this level of work stress warrants managerial attention to prevent escalation serious to more psychological outcomes.

The burnout variable also fell into the moderate category, with emotional exhaustion and feelings of detachment frequently reported. Several respondents noted a decline in motivation and energy, which aligns with the core dimensions of burnout identified by (Maslach & Leiter, 2016). If left unaddressed, these symptoms may impair individuals' well-being and organizational performance.

Turnover intention was also observed to be moderate, suggesting a substantial proportion of employees were contemplating resignation. The most frequent responses involved thoughts of leaving the organization searching for alternative and employment opportunities. This result confirms prior findings that psychological strain can erode employee commitment and iob satisfaction (Mobley, 2011).

Measurement Model Testing (Outer Model)

outer model assessment confirmed that all indicators met the criteria for convergent and discriminant validity. The values of Average Variance Extracted (AVE) exceeded 0.5 for all constructs, and Composite Reliability (CR) metrics were above 0.70, indicating satisfactory internal consistency. Thus,

all measurement items were retained for structural model analysis.

Table 1. Average Variance Extracted and Composite Reliability Structural Model Testing (Inner Model)

Variable	Ave	Composite	
		Reability	
Burnout (Z)	0.573	0.912	
Work	0.595	0.919	
Stress(X)			
Turnover	0.569	0.908	
Intention (Y)			

Based on the results of the structural model (inner model) testing using the bootstrapping method with 5,000 resamples, the following findings were obtained:

First, there is a significant direct effect of work stress on burnout, with a path coefficient of 0.619, a t-statistic of 6.443, and a p-value of 0.000. This indicates that the higher the level of work stress experienced by employees, the higher the level of burnout they are likely to feel.

Second, burnout has a significant effect on turnover intention, with a path coefficient of 0.348, a t-statistic of 2.344, and a p-value of 0.019. This means that employees experiencing burnout tend to have an increased

intention to leave their jobs.

Third, work stress also directly affects turnover intention, with a coefficient of 0.459, a t-statistic of 3.038, and a p-value of 0.002. This shows that high work stress can directly trigger employees' intentions to resign.

In addition to the direct effects, there is also an indirect effect of work stress on turnover intention through burnout as a mediating variable. This indirect effect is calculated by multiplying the coefficient of work stress → burnout (0.619) with burnout → turnover intention (0.348), resulting in an indirect effect value of 0.215. This indicates that burnout partially mediates the relationship between work stress and turnover intention.

It can be concluded that work stress influences turnover intention both directly and indirectly, with burnout acting as a partial mediator in the relationship. And can be seen in the following table:

Table 2. Direct Effect Testing Results

Hypothesis	Path	Coefficient	T - Statistic	P – Values	Conclusion
H1	Burnout Turnover intention	0.348	2.344	0.019	Supported
H2	Work stress → Burnout	0.619	6.443	0.000	Supported
Н3	Work Stress →Turnover intention	0.459	3.038	0.002	Supported

Tabel 3. Indirect Effect Testing Results

Pa	ith			Coefficient	T - statistic	P – Values	Conclusion
Work	Stress	\rightarrow	Burnout	0.348	2.344	0.019	Supported
→ Turn	→Turnover Intention		0.619	6.443	0.000	Supported	
				0.459	3.038	0.002	Supported

The positive and significant relationship between work stress and turnover intention supports the JD-R

theory, which posits that high job demands lead to psychological strain and increased withdrawal behaviors (Bakker, et al., 2016). Employees who experience prolonged stress often evaluate quitting as a coping mechanism. This conclusion is aligned with prior studies by (Sintyadewi, et al., 2020; Ningsih, et al., 2019).

The significant effect of work on burnout confirms that stress unmanageable job demands depleting employees' emotional and cognitive resources. Burnout serves as psychological mechanism through which stress is internalized, manifesting emotional exhaustion and from work. This disengagement evidence supports the findings of (Maslach, et al., 2016; Suhartini, et al., 2020).

Moreover, burnout significantly affects turnover intention, indicating that emotionally exhausted employees are more likely to seek alternative employment. This finding resonates with the work of (Purba et al., 2023) and (Alfajar, et al., 2022), who emphasize that burnout undermines motivation and organizational loyalty.

Finally, the mediating role of burnout confirms the integrated model of stress outcomes proposed by JD-R. The result strengthens the theoretical position that burnout is a critical

psychological construction linking job demands and behavioral outcomes. Organizations must therefore manage work stress effectively and create a supportive environment to mitigate burnout and reduce turnover intentions.

This finding is consistent with (Sintyadewi, et al., 2020), who found that burnout mediates the relationship between stress and intention to leave in hospitality contexts. However, unlike their study, which focused on service workers, this study reinforces the mediation effect in the agricultural sector, highlighting the universal applicability of the JD-R model.

The strong direct effect of work stress on turnover intention also aligns with Ningsih & Putra (2019),supporting the premise that psychological demands prompt exit intentions regardless of sectoral differences.

CONCLUSION

Based on the results of empirical analysis, this study concludes that the levels of work stress, burnout, and turnover intention among employees of CV. Cuma Jaya Abadi are generally within the moderate category, with respective average scores of 1.820,

1.822, and 1.794. Although these levels are not critically high, they warrant attention from organizational management to prevent adverse effects on employee performance and retention.

The findings indicate that work stress has a significant positive effect on burnout and turnover intentions, implying that elevated job demands contribute to emotional strain and increase employees' desire to leave the organization. Furthermore, burnout also exerts a significant positive effect on turnover intention, confirming its role as a psychological mechanism linking job stress to behavioral outcomes. Most importantly, burnout is confirmed to mediate the relationship between work stress and turnover intention, suggesting that employees experiencing sustained stress are more prone to emotional exhaustion, which, in turn, heightens their intention to resign.

These findings underscore the critical need for management to develop stress-reduction strategies, promote mental well-being, and foster a supportive work environment to minimize the risk of employee burnout and turnover.

Practical Implication

The results of this study provide valuable insights for human resources managers and organizational leaders. First, it is essential to establish effective stress management programs, such as workload balancing, flexible scheduling, and employee assistance Second. initiatives. promoting positive work climate encourages autonomy, social support, recognition can mitigate burnout and improve employee well-being. Third, implementing regular employee feedback systems can help detect early signs of psychological strain, allowing timely intervention before dissatisfaction escalates into turnover.

Addressing workplace stress and burnout is not only beneficial for individual employees but also crucial for organizational performance and sustainability. Reducing turnover intention through psychological health interventions can lower recruitment and training costs, preserve institutional knowledge, and maintain high productivity levels.

Limitations and Future Research

This study has several limitations that should be acknowledged. First, the research is cross-sectional in nature, which limits the ability to establish causal relationships over time. Future studies are encouraged to adopt a longitudinal approach to examine the dynamic effects of work stress and burnout. Second, the study focused on a single company, which may limit the generality of the findings. Future research should involve diverse organizations or industries to enhance external validity.

Third, the study relied on self-reported data, which may be subject to response bias. Including qualitative data or multi-source evaluations in future studies could provide a more comprehensive understanding. Additionally, future research may explore potential moderating variables, such coping mechanisms, personality traits, or organizational culture, which could influence the relationship between work stress, burnout, and turnover intentions.

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