

The Impact of Work Stress and Job Burnout on Turnover Intention among Indonesia-China Integrated Industrial Employees

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Abstract

This research aims to analyze the impact of work stress and job burnout on Turnover Intention in companies located in the Indonesia-China Integrated Industrial Zone. A quantitative research method is used. Purposive sampling was a sampling technique involving 107 respondents. Data sources come from primary and secondary data. Primary data is distributed in the form of a questionnaire via Google Forms as an intermediary. Meanwhile, secondary data comes from internal case study companies. Closed statements were submitted in this study, and a Likert scale was used to indicate strongly disagree, disagree, agree, and strongly agree. Partial Least Square is a technique for data analysis using Smart PLS version 4.1.0.0 as a data processing tool. the first hypothesis indicates a relationship between work stress and turnover intention. Turnover intention and job burnout are unaffected by each other, as the second hypothesis demonstrates. Workers need to be able to handle a lot of work. This is due to work culture factors applied by Chinese migrant workers. Where workers are accustomed to uncertain work situations and work under pressure.

Keywords: Employees, Indonesia China Integrated Industrial, Job Burnout, Turnover Intention, Work Stress

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INTRODUCTION

The owner of the company cannot manage the business alone in terms of operations (Groot & Ingrid, 2023). Entrepreneurs will set aside money for hiring and salary expenses (Basory et al., 2023). Competencies that meet the needs of the business must be possessed by newly hired personnel ((Boehncke, 2022). Employers should take into account factors such as the employee's domicile in addition to compensating them as per the contract for employee demographics (Svačina & Zouhar, 2024). Employees in a particular zone are typically given priority by employers (Quayson et al., 2023). Lukács & Antal (2023) states that the goal of this is to optimize employees' commute time to the workplace and avoid any unnecessary delays.

Companies must adapt their human resource management practices to the changing needs of different generations in the workforce (Parry & Battista, 2019). The reason for this is that the majority of people working now come from two distinct generations and have different personalities. These are the Millennial Generation, also known as Gen X and Gen Y (Dreyer & Stojanová, 2023). Set apart according to the year of birth, Gen X. In the meantime, workers in the 21–35 age range comprise Gen Y, which currently controls the workforce (Raub et al., 2023). Employees from this generation, in contrast to Gen X, are also familiar with the term "psyllids" because of this (Kemas, 2017).

Established at the state level, the China-Indonesia Economic and Trade Cooperation Zone unites industrial production, warehousing, logistics, and trade. It is the first such zone created by China in Indonesia. Indonesia Located in Jabodetabek, in the heart of the Industrial Economic Center, an industrial region in east Jakarta, the China Integrated Industrial Zone is the first industrial zone created by Guangxi for international economic and trade cooperation.

It is 37 kilometers from Jakarta, 60 kilometers from Soekarno-Hatta International Airport, 50 kilometers from Jakarta's international port, Tanjung Priok Port, and less than 100 kilometers from the second largest city in Indonesia, Bandung. About 5 kilometers from the area, there is an entrance and exit to the Jakarta-Bandung toll road and the Jakarta-Bandung high-speed train which is being built has a station near the Indonesia China Integrated Industrial Zone area. The industrial area where KITIC is located has many well-known companies from China, Japan, South Korea, Taiwan China, and other countries and regions, such as SAIC-GM-Wuling, Haier, Toyota, Mitsubishi, Suzuki, Hankook Tire, etc., with obvious industrial cluster effect.

Companies in the Indonesia-China Integrated Industrial Zone area include PT. Indonesia Xin Hai, PT. YHY Cont Indonesia and PT. Andalan Mandiri Wicaksana runs his business in the construction sector. Based on the results of interviews from HRD data at 3 companies in the Indonesia China Integrated Industrial Zone area, there is information regarding the number of employee turnover as follows:

Table 1. Employee Turnover Data at PT. Indonesia Xin Hai, PT. YHY Cont Indonesia and PT Andalan Mandiri Wicaksana

Company Name	Turnovers Intention	Employees status
PT. Indonesia Xin Hi	8 employees	7 probationary employees, 17 contract employees, 4 permanent employees
PT. YHY Cont Indonesia	7 employees	9 probationary employees, 8 contract employees, 0 permanent employees
PT. Andalan Independent Wicaksana	employees	5 probationary employees, 0 contract employees, 0 permanent employees

Source: Secondary Data Company PT. Indonesia Xin Hai, PT. YHY Cont Indonesia and PT. Andalan Mandiri Wicaksana (2024)

Based on data from Table 1 above, the highest turnover rate occurs at PT. Indonesia Xin Hai which was attended by PT. YHY Cont Indonesia and PT. Andalan Mandiri Wicaksana. The number of employees included in turnover is in the 27–35-year range which can be categorized as the millennial generation. This is a concern for researchers because the millennial generation is a productive age group who should continue to optimize themselves at work.

Hulin et al., (2024) and Barboza-Wilkes et al.,(2024) both identify workers who experience work stress as the pressure or feelings they feel when handling their tasks. People experience stress as an unanticipated reaction to their stress (Glawing et al., 2024).Stress is people's unanticipated reaction to extreme pressure or other demands made of them (La Torre et al., 2024). The amount of stress that an individual can handle is limited, and although certain types of stress can have positive impacts on workers, most types of stress are excessive and lead to adverse outcomes (Pradhan et al., 2023; Arcalas et al., 2024).

A company's employees are a valuable asset (Ammirato et al., 2023). Workers are a company's or organization's most crucial component in determining whether it will succeed or fail in accomplishing its objectives (Latifah et al., 2023). Indrayani et al. (2023) state that employers only provide financial support to their employees instead of other forms of comfort at work, and they want their workers to contribute to and perform well. Businesses frequently underestimate employee turnover as, in most cases, no notes are taken about the reason behind an employee's resignation (Floyd et al., 2024). In the meantime, modifications to plans will arise from employee resignations also, the organization will have to train newly hired staff members (Lu et al., 2023). Losses in terms of money and time will result from this.

Work stress has a positive and significant impact on turnover intention. Job satisfaction weakens the impact of work stress on turnover and only shows a univariate relationship between work stress and turnover intention. The level of job turnover intention increases due to high job stress due to workload and negative emotions at work (Liu et al., 2019). Omar et al. (2020) revealed a positive relationship between the intention to leave and work stress. Job Stress can have a positive and significant effect on Turnover Intention (Rangga & Hermiati, 2023).

H1: There is an influence between work stress and turnover intention

Employees must be able to face high work demands. However, companies should ensure employees are physically and mentally healthy. Employees determine the success of the organization in achieving all business targets. Burnout felt by employees can come from internal and external causes of the company (Edú-Valsania et al., 2022). This research assumes that excessive job burnout can increase turnover intention. Employees have the option to resign from work to maintain their mental health. The initiative is to look for companies with more comfortable workplaces and humanitarian principles in providing job targets. Ibrahim (2019) also believes that burnout has a positive and significant influence on turnover intentions. According to research by (Kardiawan, 2018), burnout has a positive influence on employee turnover intentions at Hotel X Group. Ningrum et al. (2024) conducted previous research showing that burnout has a positive and significant effect on turnover intention.

H2: There is an influence between Job Burnout and turnover intention

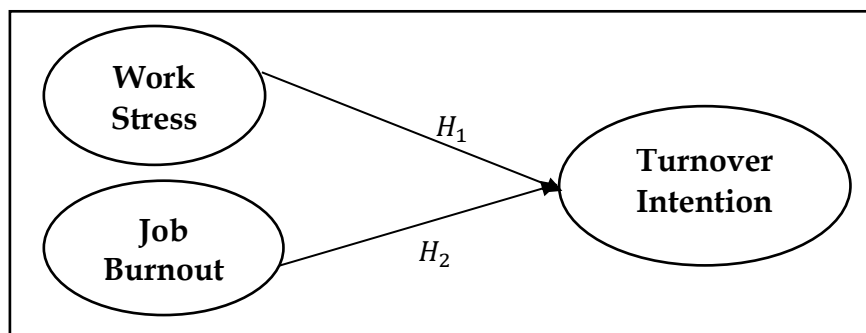


Figure 1. Research Hypothesis

The aim of this research is to analyze the impact of work stress and job burnout on turnover intention in companies in the Indonesia-China Integrated Industrial Zone. No prior research has specifically examined this case study. So, this is a novelty in research.

RESEARCH METHOD

The research flow will describe the research design that the researcher will carry out (Yuliana, 2020). A quantitative research method is used. Purposive sampling was a sampling technique involving 107 respondents. Respondents came from PT. Indonesia Xin Hai, PT. YHY Cont Indonesia and PT Andalan Mandiri Wicaksana. Data sources come from primary and secondary data. Data collection was carried out on July 3 – July 5, 2024. Primary data was distributed in the form of a questionnaire via Google Forms. Meanwhile, secondary data comes from internal case study companies. Closed statements were submitted in this study and used a Likert scale with answers of strongly disagree, disagree, agree, and strongly agree. Partial Least Square is a technique for data analysis using Smart PLS version 4.1.0.0 as a data processing tool.

Table 2. Research Construct

Variable	Indicator	Reference
Job Burnout	JB1= I feel emotionally drained because of work.	Salama et al. (2022)
	JB2= I feel tired at the end of the working day.	
	JB3= I feel tired when I wake up in the morning and have to go through another working day.	
	JB4= Working with people of different natures all day is a strain for me.	
	JB5= I feel exhausted from work.	
	JB6= I feel frustrated with work	
	JB7= I work too hard	
	JB8= Working directly with people makes me too tense.	
	JB9= I feel like it's over	
Work Stress	WS1= I have to do things differently.	Salama et al. (2022)
	WS2= I accept a task without the help needed to complete it.	
	WS3= I have to go against policy or rules to complete a task.	
	WS4= I work with two or more groups that work very differently.	
	WS5= I receive conflicting tasks from two or more people.	
	WS6= I accept a task without the appropriate materials and resources to complete it.	
	WS7= I do things that are appropriate for one person to do and not another.	
	WS8= I work on things that are not necessary.	
	WS9= I have not planned clear goals and objectives for work.	
	WS10= I realize that I have not divided my time appropriately.	
	WS11= I am not aware of my responsibilities.	
	WS12= I don't know exactly what is expected of me.	
	WS13= I am not sure of myself.	
Turnover Intention	TI1= If I were given the option to choose again, I would choose to work elsewhere.	Salama et al. (2022)
	TI2= Currently, I am seriously considering resigning from my current job.	
	TI3= Maybe I will try to find a new job next year	

Source: Processed Data (2024)

RESULTS AND DISCUSSION

Employers from three enterprises in the Indonesia-China Integrated Industrial Zone provided 107 questionnaires, which were used to collect data for this study. There are 31 foreign nationals from China among the 76 Indonesian citizens who work there. The respondents' general characteristics are determined by factors such as age, gender, marital status, educational background, length of employment at the organization, and salary. Out of the 107 participants, 62 males and 45 women made up the majority of the respondents. The age range of the respondents was primarily between 30 and 40 years old, with 49 respondents, 20 to 30 years old, 40 respondents, 17 respondents aged between 40 and 50 years old, and 1 respondent aged above 50.

With 66 respondents from Bachelor, 38 from Senior High School, 2 from Masters, and 1 from Professional Education, these groups accounted for the majority of respondents' educational backgrounds. Three-quarters of the respondents are single, six are divorced, and sixty-one are married. Duration of employment with the organization 43 respondents had worked for one to three years, 26 for three to five years, 22 for five to ten years, and 16 for six months to a year. One response exceeded Rp. 150 million, and three exceeded Rp. 50 million – Rp. 100 million, and 75 exceeded Rp. 50 million – Rp. 150 million in income or wage.

Validity Test Results

Validity test according to Ramadhani & Yuliana (2023) and Justiana & Yuliana (2024) is needed to ensure whether a questionnaire for each variable is valid. Using alternative measures, convergent validity testing is carried out to identify measures that show positive correlations from comparable constructs (Alfian et al., 2024; Yuliana et al., 2024). The outer loading and average extracted variance (AVE) values are requirements to achieve the fulfillment of the (Yuliana et al., 2023). Processing research data produces the following values:

Table 3. Validity Test

Variables	Indicators	Loading Factor
Job Burnout	JB1	0.775
	JB2	0.740
	JB4	0.762
	JB5	0.730
	JB6	0.778
	JB8	0.825
Turnover Intention	TI1	0.924
	TI2	0.921
	TI3	0.917
Work Stress	WS2	0.778
	WS5	0.723
	WS6	0.813
	WS7	0.776
	WS10	0.745
	WS11	0.727
	WS12	0.764
WS13	0.718	

Source: Processed Data (2024)

The squared loadings of indicators that are interrelated with construction have a large average value called Average Variance Extracted (AVE) and the AVE value requirement is 0.50 or greater (Fauzan et al., 2023; Hamdani & Yuliana, 2024). This shows that on average the construct can explain more than half of the variance of the indicators (Saksono & Yuliana, 2024).

In the loading factor JB3; JB7; JB9; WS1; WS3; WS4; WS8; and WS9 has a value <0.7 so it is excluded from the validity test.

Convergent validity testing can then be carried out by observing the Average Variance Extracted (AVE) value. Based on the data processing results of the AVE values obtained, the value for each variable is above 0.5, therefore these variables can be declared valid. The highest AVE value is in the turnover intention variable with a value of 0.848 and the lowest AVE value is in the work stress variable with a value of 0.500. Even though the AVE value for this variable is low, other indicators show that this variable still has sufficient validity and reliability to be used in research.

The highest value for the outer loading of a construction can indicate that the related indicators are very similar (Saputri et al., 2024). Apart from that, the provisions that have been determined can be shown by explaining the substantial part of each variant indicator by a latent variable with a minimum of 5% (Utoyo et al., 2023). The standard value for outer loading is 0.5 or greater, with the ideal value being 0.7 or greater (Yuliana et al., 2023; Sherlyta et al., 2024).

Reliability Test Results

Reliability testing is the next stage of instrument testing using SmartPLS 4.1.0.0 and the PLS-Algorithm procedure. The Cronbach Alpha and composite reliability values obtained were used to test the reliability of each variable which is presented in Table 4 below:

Table 4. Reliability Test and Average variance extracted (AVE)

	Cronbach's Alpha	rho_A	Composite Reliability	Average variance extracted (AVE)
Job Burnout	0.884	0.897	0.906	0.522
Turnover Intention	0.910	0.910	0.943	0.848
Work Stress	0.916	0.926	0.928	0.500

Source: Processed Data (2024)

The reliability test results in Table 4 show that the Composite Reliability value exceeds the basic value set at 0.7. This proves that all statements in the variable questionnaire are reliable because the consistency of the answers given by the respondents has been proven (Marianti et al., 2023; Ningsih et al., 2023). The instrument in this research is reliable because according to the results of the answers from the respondents it can be declared consistent (Khoiroh et al., 2023).

Hypothesis Test Results

A detailed discussion for each hypothesis based on Table 5 is explained as follows:

Table 5. Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Hypothesis Results
Work Stress -> Turnover Intention	0.439	0.450	0.113	3,872	0,000	Accepted
Job Burnout -> Turnover Intention	0.105	0.122	0.120	0.868	0.385	Rejected

Source: Processed Data (2024)

This research shows that the work stress variable has a positive and significant effect on turnover intention ($\beta=0.439$; $p=0$). The path coefficient value shows a unidirectional

relationship between the two variables. Apart from that, the p-value is <0.05 which concludes that work stress has a significant impact on turnover intention. This description shows that Hypothesis 1 is supported.

Table 5 shows that the job burnout variable has a negative effect on turnover intention ($\beta=0.105$; $p=0.385$). The path coefficient value shows a unidirectional relationship between the two variables. Apart from that, the p-value is > 0.05 which concludes that job burnout does not support turnover intention. This description shows that Hypothesis 2 is rejected.

Discussion

There is a correlation between work stress and turnover intention, as indicated by the first hypothesis. According to Liu et al., (2019), Omar et al., (2020), and Rangga & Hermiati, (2023) this idea validates earlier research findings. If departing personnel possess the necessary aptitude, experience, and competence, or hold significant positions within the company, turnover may pose a significant threat to the organization or business. The company's profitability, productivity, and quality may all be impacted by this circumstance, which may also impair the organization's operational performance. Reducing employee desire to leave professions and assessing policies that impact the emergence of work stress among employees are two ways the organization is attempting to lessen work stress.

Each job has its own set of challenges, but workers in the Indonesia-China Integrated Industrial Zone also experience stress due to erratic work goals and the emotional toll of achieving them. The combination of cultural, linguistic, and geographic differences at work can lead to a stressful workplace environment. With a value of 43.9%, businesses should exercise caution, according to the research findings above. Because there is a concern that skilled workers may decide to switch positions without taking the company's pay offer into account as a fix. Along with suitable pay, comfort at work is another factor that is taken into account for employees who meet the necessary competency requirements. Other companies may provide similar or higher offers.

The results of the second hypothesis indicate that there is no correlation between the intention to leave a job and job burnout. The present study stands in contrast to earlier investigations carried out by Ibrahim (2019), Kardiawan, 2018) and Ningrum et al., (2024). Workers need to be able to handle a lot of work. This is due to work culture factors applied by Chinese migrant workers. Where workers are accustomed to uncertain work situations and work under pressure. Nonetheless, employers must guarantee the physical and mental well-being of their staff members. If the company meets all of its business objectives, then its employees have succeeded. In the Indonesia-China Integrated Industrial Zone, companies are run by Indonesian citizens, who are residents, in addition to having Chinese people as part of their leadership team.

Boredom at work is a typical occurrence. When dealing with two distinct corporate cultures, there is a certain amount of boredom. Workers in the China Indonesia Integrated Industrial Zone company are persons with a more senior age demographic, a married status, and a comparatively high salary. So long as the income collected is more than that of other companies, saturation will still exist and must be dealt with. Instead of being recent graduates, the staff members of the China Indonesia Integrated Industrial Zone organization have prior work experience and have been exposed to different work cultures. Consequently, employees do not always decide to quit because they are bored.

CONCLUSION

According to the findings and the preceding discussion, the first hypothesis indicates a relationship between work stress and turnover intention. Turnover intention and job burnout are unaffected by each other, as the second hypothesis demonstrates. This study has management significance since it highlights how critical it is to foster an environment at work that promotes workers' mental health and well-being. Creating work-life balance-oriented norms, cutting back on excessive workloads, and offering programs and tools to promote staff mental health are some

examples of how to do this. Enacting laws that promote employee wellness is one way that the government and associated organizations can help people overcome burnout and work-related stress. Rules pertaining to flexible work schedules, mental health services accessibility, and the encouragement of healthy work habits are all included in this. To combat burnout and work-related stress, people, companies, and the government must work together to establish a sustainable and encouraging atmosphere. Workers need to be able to handle a lot of work. This is due to work culture factors applied by Chinese migrant workers. Where workers are accustomed to uncertain work situations and work under pressure. Although the factors of job burnout, work stress, and turnover intention are the main emphasis of this research, it is not without limitations. The variable perceived organizational support should be included in similar research, according to suggestions for additional study.

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