

**ANALYSIS OF THE EFFECT OF PERSONALITY ON TURNOVER INTENTION
BASED ON EMOTIONAL DATA: A CASE STUDY OF JOB BURNOUT AND
EMPLOYEE ENGAGEMENT AT PT. SEJAHTERA KURIR EXPRESS CIREBON**



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Abstract

This study aims to analyze the effect of personality on turnover intention, with job burnout and employee engagement serving as mediating variables at PT Sejahtera Kurir Express Cirebon. The increasing rate of employee turnover since 2023 constitutes the primary background of this research. This study employs a quantitative explanatory approach with a sample of 151 respondents selected using purposive sampling techniques. Data were collected through an online questionnaire and analyzed using path analysis with SPSS 29. The results indicate that personality has a significant effect on both job burnout and employee engagement. Furthermore, job burnout, employee engagement, and personality significantly influence turnover intention. Interestingly, employee engagement shows a positive relationship with turnover intention, suggesting that highly engaged employees may seek better career opportunities when organizational support is insufficient. In addition, job burnout and employee engagement significantly act as mediating variables in the relationship between personality and turnover intention. These findings highlight the importance of managing employees' psychological conditions and providing adequate organizational support to reduce employee turnover rates.

Keywords: Personality, Job Burnout, Employee Engagement, Turnover Intention

INTRODUCTION

The logistics sector in Indonesia has experienced rapid growth over the past five years, driven by increasing shipment volumes, the integration of digital commerce, and rising customer demand for timely and accurate delivery systems. Digitalization and improvements in supply chain efficiency have created new opportunities for logistics companies; however, these opportunities have also introduced complex operational challenges. Companies are required to maintain service quality amid heavy shipment loads, high work pressure, and the need to ensure workforce stability as a key factor in sustaining operational continuity. Frontline workers, such as couriers, field personnel, and distribution staff, play a crucial role but are highly vulnerable to both physical and mental stress.

This work pressure phenomenon is evident at PT Sejahtera Kurir Express Cirebon, a delivery service company experiencing consistent growth in operational activities. However, suboptimal human resource management has hindered this progress, posing a threat to long-term workforce stability. Company data indicate changes in organizational structure and dynamics that have triggered psychological and organizational issues, including job burnout, employee engagement, and turnover intention. Table 1 presents the projected number of company staff for the 2021–2025 period.

Table 1. Employee Data of PT Sejahtera Kurir Express Cirebon (2021–2025)

Year	Permanent Employees	Non-Permanent Employees	Total Employees	Employees Leaving	Turnover Rate
2021	129	122	251	0	0%
2022	131	126	257	0	0%
2023	135	109	244	30	12.30%
2024	128	109	237	26	10.97%
2025	147	94	241	34	14.11%

Source: PT Sejahtera Kurir Express Cirebon (2025)

Based on Table 1, the number of employees at PT Sejahtera Kurir Express Cirebon during the 2021–2025 period remained relatively stable: 251 employees (2021), 257 (2022), 244 (2023), 237 (2024), and 241 (2025). This pattern indicates notable workforce fluctuations without a substantial overall increase. Non-permanent employees dominated the workforce composition, with 122 employees in 2021 nearly equal to permanent employees (129) followed by 126 (2022), 109 (2023), 109 (2024), and 94 (2025), while the number of permanent employees ranged between 128 and 147. This reliance on contract or non-permanent workers reflects relatively low levels of job security and organizational commitment.

Moreover, since 2023, the number of employees leaving the company has increased significantly: 30 employees (12.30%), 26 employees (10.97%) in 2024, and 34 employees (14.11%) in 2025, after recording zero turnover in 2021–2022. These statistics confirm a serious retention issue, reflecting instability in working conditions and employment structures. Non-permanent employees tend to be less attached to the organization due to the absence of long-term security, while permanent employees face excessive workloads

resulting from operational adjustments, training demands, and daily responsibilities. This situation creates an imbalance between job demands and available workforce resources.

From an organizational behavior perspective, these conditions trigger job burnout and reduce employee engagement. Increasing workloads, demanding job conditions, and limited organizational support lead to negative job evaluations, which initially manifest as turnover intention before actual resignation occurs. The rising turnover trend since 2023 serves as an early indicator of work pressure and underlying psychological dynamics. This phenomenon is consistent with the literature examining the interaction between personality traits, mental conditions, and performance under high-pressure environments. Angelini (2023) states that neuroticism and self-awareness are strong predictors of job burnout, while conscientiousness, extraversion, and agreeableness serve as protective factors. Suryani (2023) emphasizes personality resilience as a key psychological strength in coping with job burnout under work pressure. Meanwhile, Mazzetti et al. (2023) identify extraversion and conscientiousness as significant predictors of employee engagement.

The relationship between job burnout and turnover intention is well established, with job burnout acting as a primary predictor (Istri et al., 2025), aligning with Mobley's model, which posits that negative psychological conditions precede turnover intention. Li and Mohamed (2022) found that low employee engagement weakens employee involvement and increases turnover intention. The dimensions of the Utrecht Work Engagement Scale (vigor, dedication, and absorption) serve as protective factors against turnover intention, as demonstrated by Fauzia and Marwansyah (2020) and Roswani et al. (2023) in high-pressure service sectors.

Based on these empirical findings and theoretical perspectives, a relevant research gap can be identified. Although previous studies have examined the influence of personality on job burnout and employee engagement, as well as the relationship between job burnout, employee engagement, and turnover intention, comprehensive models integrating all four variables particularly the simultaneous mediating roles of job burnout and employee engagement in the relationship between personality and turnover intention remain limited, especially within the Indonesian logistics context. The psychology of logistics employees is complex, shaped by the interaction between individual factors and work-related stress, requiring deeper psychological analysis to understand the causes of high turnover rates.

Therefore, this study aims to analyze the effect of personality on job burnout, employee engagement, and turnover intention, as well as to examine the mediating roles of job burnout and employee engagement. This research is expected to contribute theoretically to the field of organizational behavior and provide practical insights for developing effective employee retention systems in logistics companies with high operational demands.

REVIEW OF LITERATURE

Personality

Personality is an essential individual factor that shapes stable patterns of thinking, feeling, and behavior through the interaction of biological, social, and personal experience factors. It influences motivation, stress, and psychological attachment to work, particularly in the logistics sector such as at PT Sejahtera Express Cirebon, where demands for speed and mental resilience differentiate employee responses. Conscientiousness supports stress

endurance, while neuroticism tends to trigger emotional exhaustion. Empirical studies support these relationships: Angelini (2023) identifies neuroticism as the strongest predictor of job burnout; Furnham and Cheng (2023) highlight conscientiousness as a protector of performance; Shaheen et al. (2025) show that extraversion and openness enhance employee engagement through social energy and creativity; and Rogoza et al. (2021), along with Husna and Aulia (2024) in Indonesia, emphasize emotional stability and proactivity in managing stress. Furthermore, Ardiansyah and Khaerani (2024) find that neuroticism increases turnover intention, while agreeableness and extraversion mitigate it. Therefore, this study adopts the Big Five Personality framework (Costa & McCrae, 2000) openness, conscientiousness, extraversion, agreeableness, and neuroticism as a comprehensive analytical basis for examining the interaction between personality, job burnout, employee engagement, and turnover intention.

Job Burnout

Job burnout is a complex psychological syndrome that develops gradually due to an imbalance between excessive job demands and an individual's adaptive capacity. It involves emotional, cognitive, and behavioral dimensions that disrupt motivation, workplace relationships, and professional performance. As such, burnout has become a critical issue in modern organizations because it reduces productivity, efficiency, and workforce stability. This is particularly evident at PT Sejahtera Kurir Express Cirebon, where the logistics environment demands speed, accuracy, physical and emotional endurance, high shipment volumes, strict daily targets, and intense customer interactions. These conditions trigger burnout through emotional exhaustion, cynicism, and reduced personal accomplishment, ultimately leading to low motivation, negative attitudes, withdrawal, and turnover intention as an early psychological stage preceding resignation. Empirical studies, such as Edú-Valsania et al. (2022) and Costin et al. (2022), confirm burnout as a response to excessive workloads and limited organizational support. Li and Mohamed (2022) link burnout to low engagement and higher turnover intention, while Widhianingtanti and Van Luijtelaar (2022) validate Maslach's dimensions emotional exhaustion, depersonalization, and reduced personal accomplishment across cultures, including among Indonesian courier workers. Üngüren et al. (2024) and Bai et al. (2023) further demonstrate that work stress increases burnout, which in turn elevates turnover intention and reduces employee performance in logistics settings. Accordingly, this study adopts the framework of Maslach and Jackson (1981), using emotional exhaustion, depersonalization (cynicism), and reduced personal accomplishment as key indicators. Job burnout is positioned as a crucial mediating variable between personality, employee engagement, and turnover intention in high-pressure logistics operations.

Employee Engagement

Employee engagement is defined as a positive psychological state characterized by emotional, cognitive, and behavioral commitment to work, going beyond mere job

satisfaction to generate extra-role performance, resilience under pressure, high productivity, and quality interactions. This concept is especially critical in the logistics sector, such as at PT Sejahtera Kurir Express Cirebon, where physically and mentally demanding tasks, fast-paced operations, and extensive customer communication require high levels of engagement to maintain service efficiency and workforce stability.

Without sufficient engagement, employees may experience declining energy, burnout, and reduced performance. Empirical evidence supports this view: Edú-Valsania et al. (2022) show that engagement is strengthened by job resources such as organizational support, autonomy, and development opportunities; Fauzia and Marwansyah (2020) find a negative relationship between engagement and turnover intention in Indonesia, supporting employee retention in high-turnover sectors; Husna and Aulia (2024) confirm the influence of resilience and proactive personality on engagement; Putri (2023) demonstrates that self-efficacy mediates the effect of personality; Tang and Vandenberghe (2021) show that engagement mediates the relationship between work stress and organizational commitment; and Lutummas et al. (2022) highlight organizational appreciation as a driver of loyalty in physically demanding environments. Based on the framework of Schaufeli and Bakker (2004), employee engagement consists of three dimensions: vigor (high energy and persistence), dedication (sense of significance, enthusiasm, and emotional commitment), and absorption (deep focus and full concentration). In this study, engagement functions as a buffer against burnout, a predictor of retention, and a mediator linking personality and work conditions to behavioral outcomes such as turnover intention.

Turnover Intention

Turnover intention refers to an employee's psychological intention to leave an organization, either through resignation or job change, and serves as a key cognitive-emotional predictor of actual turnover behavior. It is typically triggered by imbalances in workload, excessive job demands, limited communication, unclear career prospects, negative work experiences, emotional exhaustion, boredom, dissatisfaction, and stress. This phenomenon is highly relevant in the logistics industry, including PT Sejahtera Kurir Express Cirebon, where high physical and mental demands, emotional cycles, intensive customer interaction, time pressure, and variable workloads create significant stress if not adequately supported by the organization. High turnover intention leads to increased recruitment costs and reduced service quality, making it essential to understand its underlying factors for effective policy development. Key influencing factors include job burnout, employee engagement, job satisfaction, role conflict, and career opportunities.

Imbalances between organizational demands and employee needs intensify psychological pressure, whereas high engagement, recognition, and career development opportunities help reduce turnover intention. Empirical evidence from Lutfiani (2025) shows that work-life imbalance increases burnout and turnover intention; Finthariasari et al. (2024) highlight role conflict in logistics settings; Sundari and Meria (2022) link job dissatisfaction

and burnout to turnover intention; Adelia et al. (2024) identify emotional exhaustion as a major trigger in Indonesia, along with limited career prospects; and Li and Mohamed (2022) demonstrate that low engagement increases turnover intention. In this study, turnover intention is conceptualized based on Mobley et al. (1979), consisting of three stages: thinking of quitting (initial evaluation), intention to search (seeking and comparing alternatives), and intention to quit (concrete plans to resign). It is viewed as a rational, gradual process mediated by personality, job burnout, and employee engagement in response to daily work stress in logistics operations.

Conceptual Framework

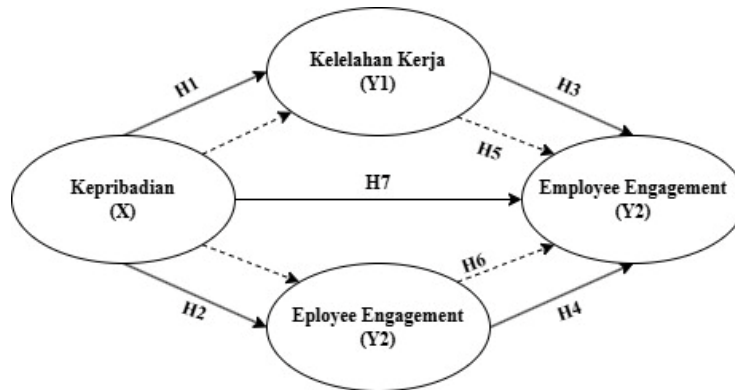


Figure 1. Conceptual Framework

Based on the conceptual framework described above, the hypotheses developed in this study are as follows:

- H1:** Personality has a significant effect on job burnout.
- H2:** Personality has a significant effect on employee engagement.
- H3:** Job burnout has a significant effect on turnover intention.
- H4:** Employee engagement has a significant effect on turnover intention.
- H5:** Personality has an indirect effect on turnover intention through job burnout.
- H6:** Personality has an indirect effect on turnover intention through employee engagement.
- H7:** Personality has a direct effect on turnover intention.

RESEARCH METHOD

This study employs a quantitative explanatory approach to examine the effect of personality on turnover intention, with job burnout and employee engagement as mediating variables among employees of PT Sejahtera Kurir Express Cirebon. The population consists of 241 employees, with a sample of 151 respondents selected through purposive sampling based on the Slovin formula (5% margin of error).

Primary data were collected through an online questionnaire, supported by secondary data from company reports and relevant literature. Turnover intention was designated as the dependent variable, personality as the independent variable, and job burnout and employee engagement as mediating variables.

All data were analyzed using path analysis with SPSS 29. The analysis began with validity testing (Pearson Product Moment), reliability testing (Cronbach’s Alpha ≥ 0.70), and classical assumption tests (normality, multicollinearity, and heteroscedasticity). This was followed by a two-stage multiple regression analysis to assess both direct and indirect effects, hypothesis testing ($p < 0.05$), and the Sobel test to determine the significance of the mediating effects among variables.

RESULTS AND DISCUSSION

Respondent Characteristics

Table 2. Respondent Characteristics

No.	Characteristic	Category	Frequency	Percentage
1	Gender	Male	123	81.5%
		Female	28	18.5%
2	Age	< 25 Years	11	7.3%
		25 – 30 Years	49	32.5%
		31 – 35 Years	42	27.8%
		> 35 Years	49	32.5%
3	Employment Status	Permanent Employee	94	62.3%
		Non-Permanent Employee	57	37.7%
4	Length of Service	< 1 Year	22	14.6%
		1 – 3 Years	27	17.9%
		4 – 6 Years	31	20.5%
		> 6 Years	71	47.0%
5	Job Position	Field Courier	18	11.9%
		Operational Staff	32	21.2%
		Administration	22	14.6%
		Others	79	52.3%

Source: Data Analysis Results (2025)

Based on Table 2, the majority of respondents are male, totaling 123 individuals (81.5%), while female respondents account for 28 individuals (18.5%). In terms of age, respondents are predominantly in the 25–30 years and >35 years age groups, each comprising 49 individuals (32.5%), followed by those aged 31–35 years with 42 individuals (27.8%), and those under 25 years with 11 individuals (7.3%). This indicates that most respondents fall within the productive to mature age range.

In terms of employment status, most respondents are permanent employees, totaling 94 individuals (62.3%), while non-permanent employees account for 57 individuals (37.7%), reflecting a workforce largely characterized by relatively stable employment status. Based on length of service, respondents with more than 6 years of experience dominate, with 71

individuals (47.0%), followed by those with 4–6 years (20.5%), 1–3 years (17.9%), and less than 1 year (14.6%). This suggests that the majority of respondents possess substantial work experience. Meanwhile, based on job position, the largest proportion of respondents falls into the “others” category, totaling 79 individuals (52.3%), followed by operational staff (21.2%), administration (14.6%), and field couriers (11.9%). This indicates that respondents come from a wide range of job positions with a fairly diverse distribution.

Descriptive Statistics

Table 3. Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Personality	151	30	129	92.28	21.242
Job Burnout	151	17	65	45.68	11.357
Employee Engagement	151	18	59	42.31	10.250
Turnover Intention	151	10	45	31.68	8.433

Source: Data Analysis Results (2025)

Based on the results of the descriptive statistics, all research variables have a total of 151 respondents (N). The personality variable has a mean value of 92.28 with a standard deviation of 21.242, indicating a relatively high level of variation in respondents’ answers. The job burnout variable has a mean of 45.68 and a standard deviation of 11.357, while employee engagement has a mean of 42.31 with a standard deviation of 10.250, suggesting a moderate level of data dispersion.

Meanwhile, turnover intention has a mean value of 31.68 with a standard deviation of 8.433, indicating that respondents’ answers are relatively more homogeneous compared to the other variables. Overall, these results reflect differences in respondents’ perceptions across variables, with personality exhibiting the highest level of variability.

Validity Test

Table 4. Validity Test Results

Variable	Statement Items	Corrected Item-Total Correlation (r-count)	r-table	Remark
Personality	Items 1–26	0.344 – 0.780	0.159	Valid
Job Burnout	Items 1–13	0.532 – 0.784	0.159	Valid
Employee Engagement	Items 1–12	0.477 – 0.742	0.159	Valid
Turnover Intention	Items 1–9	0.518 – 0.668	0.159	Valid

*Source: Data Analysis Results (2025)***

Based on the validity test results presented in Table 4, all statement items for each variable are considered valid. This is indicated by the corrected item total correlation (r-count) values, which range from 0.344–0.780 for personality, 0.532–0.784 for job burnout, 0.477–0.742 for employee engagement, and 0.518–0.668 for turnover intention—all of

which exceed the r-table value of 0.159. Thus, it can be concluded that all research instrument items are capable of accurately measuring the variables under study and are suitable for further analysis.

Reliability Test

Table 5. Reliability Test Results

Variable	Cronbach's Alpha	Number of Items	Reliability Threshold	Remark
Personality	0.937	26	0.60	Reliable
Job Burnout	0.889	13	0.60	Reliable
Employee Engagement	0.876	12	0.60	Reliable
Turnover Intention	0.872	9	0.60	Reliable

*Source: Data Analysis Results (2025)***

Based on the reliability test results presented in Table 5, all research variables are considered reliable, as their Cronbach's Alpha values exceed the reliability threshold of 0.6. The personality variable has a Cronbach's Alpha of 0.937, job burnout 0.889, employee engagement 0.876, and turnover intention 0.872. These values indicate a very high level of internal consistency for each research instrument. Therefore, it can be concluded that all statement items for each variable are capable of producing consistent and reliable results for use in further analysis.

Classical Assumption Test Results

Normality

Table 6. Normality Test Results

Description	Value
Unstandardized Residual	
N	151
Normal Parameters (a, b)	
Mean	0
Std. Deviation	895,849.838
Most Extreme Differences	
Absolute	0.067
Positive	0.049
Negative	-0.067
Test Statistic	0.067
Asymp. Sig. (2-tailed) (c)	0.098
Monte Carlo Sig. (2-tailed) (d)	0.105

*Source: Data Analysis Results (2025)***

Based on the normality test results presented in Table 6, the Asymp. Sig. (2-tailed) value is 0.098 and the Monte Carlo Sig. (2-tailed) value is 0.105, both of which are greater than the significance level of 0.05. This indicates that the residual data in the study are normally distributed. Therefore, it can be concluded that the regression model meets the normality assumption and is appropriate for further analysis.

Multicollinearity

Table 7. Multicollinearity Test Results

Variable	Tolerance	VIF (Variance Inflation Factor)
Personality	0.509	1.966
Job Burnout	0.597	1.676
Employee Engagement	0.617	1.620

*Source: Data Analysis Results (2025)***

Based on the multicollinearity test results presented in Table 7, all independent variables have tolerance values greater than 0.10 and Variance Inflation Factor (VIF) values less than 10. The personality variable has a tolerance value of 0.509 and a VIF of 1.966, job burnout has a tolerance of 0.597 and a VIF of 1.676, and employee engagement has a tolerance of 0.617 and a VIF of 1.620. These results indicate that there is no multicollinearity among the independent variables in the research model. Therefore, the regression model satisfies the multicollinearity assumption and is appropriate for further analysis.

Heteroscedasticity

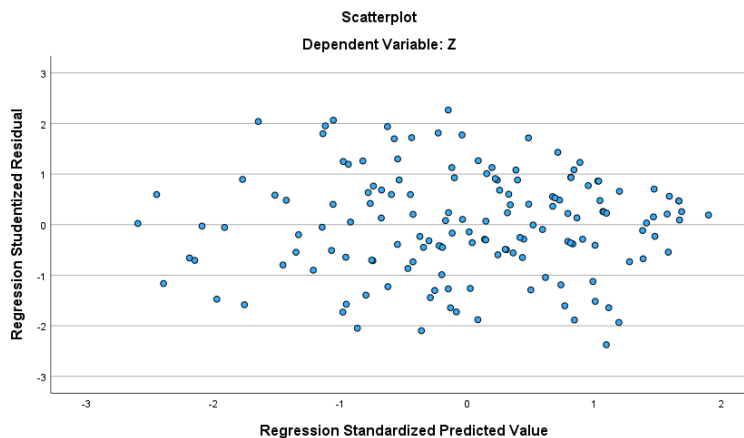


Figure 2. Heteroscedasticity Test Results

Based on the heteroscedasticity test results shown in Figure 2, the points in the scatterplot are randomly distributed above and below the zero line and do not form any specific pattern, such as a funnel-shaped, expanding, or wave-like pattern. This irregular distribution of points indicates that the variance of the residuals is constant. Therefore, it can be concluded that there is no evidence of heteroscedasticity in the regression model. Thus, the model satisfies the heteroscedasticity assumption and is appropriate for further analysis.

Data Analysis Results
Path Analysis I

Table 8. Path Analysis I Results

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.615 ^a	0.378	0.374	8.989

^a Predictors: Personality

Coefficients^a

Variable	Unstandardized B	Std. Error	Standardized Beta	t	Sig.
Personality	0.329	0.035	0.615	9.511	<0.001

^a Dependent Variable: Job Burnout

Source: Data Analysis Results (2025)**

Based on the results of Path Analysis I presented in Table 8, the R value is 0.615, indicating a moderately strong relationship between personality and job burnout. The R Square value of 0.378 suggests that 37.8% of the variance in job burnout can be explained by the personality variable, while the remaining 62.2% is influenced by other variables outside the research model. The coefficient test results show that personality has a positive and significant effect on job burnout, with a regression coefficient (B) of 0.329, a t-value of 9.511, and a significance level of < 0.001. This indicates that higher levels of personality are associated with a significant increase in job burnout.

Table 9. Path Analysis I Results

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.597 ^a	0.356	0.352	8.251

^a Predictors: Personality

Coefficients^a

Variable	Unstandardized B	Std. Error	Standardized Beta	t	Sig.
Personality	0.288	0.032	0.597	9.083	<0.001

^a Dependent Variable: Employee Engagement

Source: Data Analysis Results (2025)**

Based on the results of the path analysis presented in Table 9, the R value is 0.597, indicating a moderately strong relationship between personality and employee engagement. The R Square value of 0.356 suggests that 35.6% of the variance in employee engagement can be explained by personality, while the remaining 64.4% is influenced by other variables outside the research model. The coefficient test results show that personality has a positive and significant effect on employee engagement, with a regression coefficient (B) of 0.288, a t-value of 9.083, and a significance level of < 0.001. This indicates that the better the individual's personality, the higher the level of employee engagement.

Path Analysis II

Table 10. Path Analysis II Results

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.768 ^a	0.590	0.582	5.454

^a Predictors: Personality, Job Burnout, Employee Engagement

Coefficients^a

Variable	Unstandardized B	Std. Error	Standardized Beta	t	Sig.
Personality	0.089	0.029	0.225	3.033	0.003
Job Burnout	0.299	0.051	0.403	5.900	<0.001
Employee Engagement	0.231	0.055	0.280	4.170	<0.001

^a *Dependent Variable: Turnover Intention*

Source: Data Analysis Results (2025)**

Based on the results of Path Analysis II presented in Table 10, the R value is 0.768, indicating a strong relationship between personality, job burnout, and employee engagement and the dependent variable. The R Square value of 0.590 suggests that 59.0% of the variance in the dependent variable can be explained by these three independent variables, while the remaining 41.0% is influenced by other variables outside the research model.

The coefficient test results show that personality has a positive and significant effect, with a B value of 0.089 and a significance level of 0.003; job burnout also has a positive and significant effect, with a B value of 0.299 and a significance level of < 0.001; and employee engagement likewise has a positive and significant effect, with a B value of 0.231 and a significance level of < 0.001. These findings indicate that all three variables simultaneously make a significant contribution to influencing the dependent variable in this study.

Hypothesis Testing Results

Direct Effects

Table 11. Direct Effects

Relationship	Standard Deviation (STDEV)	T Statistics	P Values
Personality → Job Burnout	0.035	9.511	0.000
Personality → Employee Engagement	0.032	9.083	0.000
Job Burnout → Turnover Intention	0.045	11.322	0.000
Employee Engagement → Turnover Intention	0.053	9.494	0.000
Personality → Turnover Intention	0.025	10.161	0.000

Source: Data Analysis Results (2025)**

Table 11 shows that all hypotheses related to direct effects in this study are accepted and empirically supported. Based on the test results, personality has a positive and significant effect on job burnout, with a t-statistic of 9.511 (> 1.96) and a P-value of 0.000 (< 0.05). In addition, personality also has a positive and significant effect on employee engagement, with a t-statistic of 9.083 and a P-value of 0.000. These findings indicate that individual personality characteristics play an important role in influencing both job burnout and employees' level of engagement with the organization.

Furthermore, job burnout and employee engagement are found to have positive and significant effects on turnover intention, with t-statistics of 11.322 and 9.494, respectively, and P-values of 0.000. On the other hand, personality also has a direct positive and significant effect on turnover intention, with a t-statistic of 10.161 and a P-value of 0.000. Overall, these results demonstrate that all variables are significantly related, indicating that personality, job burnout, and employee engagement are important factors influencing employees' turnover intention.

Indirect Effects

Table 12. Indirect Effects

Relationship	Standard Deviation (STDEV)	T Statistics	P Values
Personality → Job Burnout → Turnover Intention	0.013	5.389	0.000
Personality → Employee Engagement → Turnover Intention	0.019	4.337	0.000

*Source: Data Analysis Results (2025)***

Discussion

The Effect of Personality on Job Burnout

The analysis results indicate that personality has a positive and significant effect on job burnout, with a t-statistic of 9.511 (> 1.96) and a P-value of 0.000; thus, the first hypothesis (H1) is accepted. This finding confirms that individual characteristics particularly dimensions such as neuroticism and perfectionism make individuals more vulnerable to emotional strain and difficulties in self-regulation when facing work pressure. This is consistent with Edú-Valsania et al. (2022), who state that burnout is a subjective response that gradually depletes an individual's mental resources over time. Furthermore, Angelini (2023) and Bariqi and Anshori (2023) emphasize that variations in personality within the Big Five framework are key determinants of an individual's susceptibility to burnout in demanding work environments. Therefore, organizations need to understand employees' psychological profiles in order to design appropriate mental balance policies that sustain long-term organizational performance.

The Effect of Personality on Employee Engagement

The analysis shows that personality has a positive and significant effect on employee engagement, with a t-statistic of 9.083 (> 1.96) and a P-value of 0.000; thus, the second hypothesis (H2) is accepted. This finding demonstrates that personality traits such as

proactive disposition, emotional stability, and achievement orientation—are key drivers of employees' enthusiasm and dedication at work. These results are consistent with studies by Bonyta Ermintika Rizkiani (2015) and Husna and Aulia (2024), which indicate that proactive personality and individual resilience are strongly associated with higher levels of work engagement, even in high-risk and high-pressure environments.

Theoretically, this is supported by the meta-analysis of Mazzetti et al. (2023) within the Job Demands–Resources (JD-R) framework, which positions individual characteristics as essential prerequisites for triggering intrinsic motivation cycles. Therefore, enhancing employee engagement depends not only on organizational situational factors but also on personal attributes. Effective human resource management requires a holistic approach through proper selection, appropriate job placement, and employee empowerment that considers personality profiles to ensure sustainable organizational performance.

The Effect of Job Burnout on Turnover Intention

The analysis indicates that job burnout has a positive and significant effect on turnover intention, with a t-statistic of 11.322 (> 1.96) and a P-value of 0.000; thus, the third hypothesis (H3) is accepted. This finding demonstrates that the greater the employees' exposure to burnout, the stronger their intention to leave the organization. This condition develops due to chronic work stress that drains emotional energy and fosters cynicism, which, according to Edú-Valsania et al. (2022), ultimately undermines organizational commitment and increases the intention to quit.

This result is consistent with empirical studies by Üngüren et al. (2024) and Roswani et al. (2023), which confirm that psychological exhaustion is a primary manifestation of excessive job demands and a strong predictor of employee resignation decisions. Practically, this suggests that administrative measures alone will not effectively reduce employee turnover if the root causes of burnout are not addressed. Therefore, organizations must actively mitigate excessive workloads, long working hours, and role conflicts by providing adequate recovery mechanisms to maintain long-term operational stability.

The Effect of Employee Engagement on Turnover Intention

The analysis shows that employee engagement has a significant effect on turnover intention, with a t-statistic of 9.494 (> 1.96) and a P-value of 0.000; thus, the fourth hypothesis (H4) is accepted. Interestingly, contrary to the common assumption that engagement reduces turnover intention, this study finds that employee engagement has a positive effect on turnover intention. This can be explained by the measurement scale used, which emphasizes task engagement rather than organizational identification or loyalty.

This condition reflects a high level of energy and dedication to work, where highly engaged employees may actually seek better career opportunities as part of their professional development. As noted by Ketut et al. (2024), high engagement does not necessarily imply a desire to remain within an organization if it is not accompanied by strong organizational commitment, job security, fair compensation, and promotion opportunities. This finding is also supported by Fauzia and Marwansyah (2020) and Li and Mohamed (2022), who emphasize that without adequate organizational support, engagement alone is insufficient to retain employees. Theoretically, this confirms that in a dynamic labor market, highly dedicated employees may still consider leaving in pursuit of better future prospects.

The Effect of Personality on Turnover Intention through Job Burnout

The analysis indicates that personality has a significant effect on turnover intention through job burnout, with a t-statistic of 5.389 (> 1.96) and a P-value of 0.000; thus, the fifth hypothesis (H5) is accepted. This finding demonstrates that job burnout acts as a key mediating variable that transforms individual personality traits into the intention to leave the organization. This aligns with Edú-Valsania et al. (2022), who argue that burnout results from the depletion of psychological resources due to daily work stress, leading to avoidance responses such as the desire to resign.

Theoretically, this result reinforces empirical evidence from Üngüren et al. (2024) and Roswani et al. (2023), which identify burnout as a stable mechanistic variable in the pathway linking work stress to turnover intention. This suggests that employee retention strategies will be more effective if they focus on managing burnout rather than relying solely on administrative policies. Therefore, organizations should intervene by ensuring fair workload distribution, providing supervisory support, and creating healthy working conditions to break the link between personality factors and high turnover rates.

The Effect of Personality on Turnover Intention through Employee Engagement

The analysis shows that personality has a significant effect on turnover intention through employee engagement, with a t-statistic of 4.337 (> 1.96) and a P-value of 0.000; thus, the sixth hypothesis (H6) is accepted. This finding reflects a unique direction of influence, where engagement driven by positive personality traits not only enhances work dedication but also increases individual capacity, self-confidence, and career development orientation. As explained by Ketut et al. (2024), in certain contexts such as the FMCG industry, employee engagement may positively correlate with turnover intention when it is driven more by individual performance than by long-term organizational commitment.

Theoretically, although studies by Fauzia and Marwansyah (2020) and Li and Mohamed (2022) generally position engagement as a deterrent to turnover, this study suggests that engagement can also act as a driver of career mobility. According to Bai et al., engagement functions as a psychological resource; however, if the organization no longer provides meaningful benefits in terms of career advancement or job security, highly engaged employees may seek external opportunities. Thus, engagement driven by positive personality traits enhances individual work capacity, but without strong organizational retention factors, it may increase employees' intention to pursue new challenges outside the organization.

The Direct Effect of Personality on Turnover Intention

The analysis indicates that personality has a positive and significant direct effect on turnover intention, with a t-statistic of 10.161 (> 1.96) and a P-value of 0.000; thus, the seventh hypothesis (H7) is accepted. This finding demonstrates that individual characteristics are fundamental determinants of whether employees choose to stay or leave an organization. Conceptually, personality influences how employees perceive person–job fit, tolerance for stress, and career orientation. When individuals have a strong self-development orientation and perceive better opportunities outside the organization, their intention to leave naturally increases.

Theoretically, this result confirms that personality forms the basis of psychological processes in responding to chronic stress and burnout, ultimately influencing decisions to stay or leave (Angelini, 2023; Edú-Valsania et al., 2022). This is also supported by the Job Demands Resources (JD-R) model meta-analysis by Mazzetti et al. (2023), which highlights

how individual characteristics directly shape work attitudes and behaviors. Therefore, organizations should integrate personality assessment into their retention strategies to better understand employees' work environment preferences and ensure long-term workforce stability.

CONCLUSION

This study concludes that personality has a significant influence on job burnout, employee engagement, and turnover intention. Job burnout and employee engagement also serve as significant mediating variables. The findings indicate that high levels of employee engagement do not necessarily reduce turnover intention, particularly when organizational support is inadequate. Therefore, organizations should not focus solely on performance and employee engagement, but also ensure adequate psychological support, fair workload distribution, and clear career development opportunities in order to enhance employee retention.

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