

Research Article

The Effect of Burnout and Turnover Intention on Employee Performance in Banking

Rosaria Angelita Nugraini ^{1*}, Ika Korika Swasti ²

¹ Universitas Pembangunan Nasional Veteran Jawa Timur; e-mail: rosariaangelita@gmail.com

² Universitas Pembangunan Nasional Veteran Jawa Timur; e-mail: ikaks.ma@upnjatim.ac.id

* Corresponding Author : rosariaangelita@gmail.com ¹

Abstract: This study aims to analyze the effect of burnout and turnover intention on employee performance in banks. Declining performance and high work pressure in the micro banking sector are important reasons for conducting this study. The research uses a quantitative approach with a survey method, involving 42 respondents from the credit, marketing, and teller divisions. Data collection was carried out through the distribution of questionnaires using a 1–5 point Likert scale, which were then analyzed using the Partial Least Squares (PLS) method through the SmartPLS 4 application. The results show that both burnout and turnover intention negatively affect employee performance. This means that as employees experience higher levels of emotional exhaustion and a stronger intention to leave their job, their performance declines. The study highlights the importance of addressing these psychological factors to enhance employee performance. The findings imply that company management should focus on improving the psychological well-being of employees to ensure the stability of organizational performance, reduce turnover, and maintain a productive workforce.

Keywords: Banking; Burnout; Employee Performance; SmartPLS 4; Turnover Intention.

1. Introduction

This research was conducted at a bank operating in Kediri Regency, East Java. The bank is a microfinance institution that plays a strategic role in sustaining the regional economy through community fundraising and lending to micro, small, and medium enterprises (MSMEs). As a financial institution, the bank focuses on providing inclusive finance services and supporting the growth of productive businesses in the surrounding community.

Based on actual credit product data, there is a difference between the projected and actual credit distribution in 2023 and 2024. In 2023, the total projected credit is IDR 90.79 billion, but the actual amount only reached IDR 60.86 billion, or around 67% of the target. In 2024, the total credit projection decreased slightly to IDR 87.64 billion, with realization increasing to IDR 63.42 billion or around 72% of the target. When viewed by credit type, microcredit is the segment with the largest share in both projections and realization, reaching IDR 63.42 billion in 2024. Meanwhile, small and medium loans have a smaller contribution, at around IDR 11.26 billion and IDR 2.60 billion, respectively. Although loan realization has not fully reached the target, there are indications of an increase in the effectiveness of loan distribution and improved financing performance compared to the previous year.

This is supported by interviews with HRD representatives who stated that employee performance evaluations using Key Performance Indicators (KPIs) also reinforce this phenomenon. In 2022, the average employee score reached 405 points, which falls into the Exceed Target category with a performance contribution of 10%, indicating excellent achievement. However, in 2023 there was a significant decline with an average score of only 334

Received: September 15, 2025

Revised: October 02, 2025

Accepted: November 25, 2025

Published: November 27, 2025

Curr. Ver.: November 27, 2025



Copyright: © 2025 by the authors.
Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY SA) license (<https://creativecommons.org/licenses/by-sa/4.0/>)

points, which falls into the On Target Low category with a contribution of 3.5%. The year 2024 showed a slight improvement with an average of 355 points in the On Target Middle category, but still did not match the achievements of the previous two years. This condition is strongly suspected to be related to human resource performance issues, especially in the areas of marketing and credit analysis, which affect the achievement of company targets.

In terms of human resources, the bank also faces challenges in retaining employees. Based on employee turnover data, it appears that the employee turnover rate is still quite high. In 2023, the total number of employees at the beginning of the year was 74, with 19 employees leaving, resulting in a total of 55 employees at the end of the year and an Employee Turnover Rate (LTO) of 29.46%. In 2024, the annual starting headcount decreased to 55, with 13 employees leaving, resulting in a turnover rate of 26.80%.

One factor believed to influence this decline in performance is burnout or work fatigue. Burnout is defined as a state of emotional, mental, and physical exhaustion that occurs as a result of prolonged work pressure and high job demands (Pramono, 2025). In the context of BPR, strict credit targets can put excessive pressure on employees, especially in the credit and marketing departments who must achieve individual KPIs. Burnout not only reduces work enthusiasm, but can also reduce effectiveness, decrease concentration, and hinder positive interactions in the work environment (Wang et al., 2022). In addition to burnout, turnover intention, or the desire of employees to leaving their jobs, is also an important factor that has the ability to reduce performance. Employees who intend to change jobs usually show a decline in commitment and work quality (Suharni Suharni & Kartini Aprianti, 2023). This phenomenon can result in low motivation, a decline in service quality, and reduced team stability.

Previous studies have shown that burnout and turnover intention are closely related to employee performance. Previous studies have found that high burnout contributes to a decline in work performance because it reduces enthusiasm and quality of work (Prasetya et al., 2021). On the other hand, high turnover intention tends to cause employees to work minimally and not be oriented towards long-term results (Lazzari et al., 2022). However, it should be noted that this phenomenon can vary depending on organizational characteristics and company policies. In this case, efficiency policies that reduce external recruitment and prioritize internal rotation can affect the balance of workload among employees. This condition can reinforce the emergence of burnout and increase turnover intention, which ultimately impacts individual and organizational performance.

Based on this reason, this study was carried out to emphasize the influence of burnout and turnover intention on performance. This study is expected to provide a more accurate insight into the psychological factors that affect performance in the banking sector, as well as provide input for companies in formulating policies to sustainably enhance employee performance and welfare.

2. Literature Review

Burnout

Burnout is a state of emotional, mental, and physical exhaustion that arises from continuous work pressure without effective management (Pramono, 2025). This condition not only affects individuals but also organizations, characterized by decreased productivity, increased employee turnover, and decreased job satisfaction. According to Parashakti & Ekhsan (2022), Burnout occurs when a person has high dedication and commitment to their work, but faces excessive demands and workloads over an extended amount of time. Meanwhile,

Prasetya et al. (2021) state that burnout is a form of psychological pressure that arises from continuous work stress.

According to Pramono (2025), there are four indicators of burnout, namely: (a) Physical exhaustion, A condition in which the body loses stamina and becomes easily tired due to excessive workload, often accompanied by complaints such as headaches or sleep disorders. (b) Mental exhaustion, Characterized by a decline in the ability to think clearly, focus, and concentrate, resulting in slow and ineffective decision-making. (c) Emotional Exhaustion, The emergence of feelings of frustration, irritability, and loss of enthusiasm in carrying out work tasks. (d) Decreased Motivation, The loss of drive to achieve and reach work targets, which has an impact on productivity and the quality of work.

Turnover Intention

Turnover intention is an employee's tendency to intend to leave their job in the near future, which has the potential to affect operational stability and organizational performance (Afifaturchmah & Swasti, 2024). Asri (2022) explains that this intention arises consciously and is generally caused by work pressure, dissatisfaction with leadership, and an imbalance between work and personal life. In line with Ginting Suka (2022) opinion, the level of turnover intention is also influenced by employee retention and commitment to the organization. If this condition is not handled properly, it can have a negative impact on productivity and the sustainability of the company.

According to Ardan & Jaelani (2021), turnover intention can be measured through three main indicators, namely: (a) Thinking of Quitting, The initial stage when employees begin to consider leaving the organization due to job dissatisfaction, value mismatch, role conflict, or prolonged stress. (b) Intention to Search for Alternatives, The phase in which employees begin to look for other job opportunities, either by reviewing job vacancies, attending interviews, or building professional networks outside the company. (c) Intention to Quit, The final stage when employees have made a definite decision to quit their jobs in the near future.

Employee Performance

Performance is the result of work achieved by an individual in carrying out their duties in accordance with the responsibilities assigned by the organization. In general, performance reflects the extent to which work processes are carried out effectively and efficiently in producing quality output. According to Budiasa (2020), performance is measured based on the aspects of quality, quantity, effectiveness, and timeliness in achieving targets. In line with the opinion of Viardhillah & Rini (2023), performance reflects the level of an individual's achievement of the tasks assigned to them. Silaen et al. (2021) emphasize that performance shows the results of the implementation of the main tasks that form the basis for work performance assessment. Meanwhile, Jannah & Kustini (2024) define performance as the level of an individual's success in achieving work results in accordance with organizational standards and objectives.

According to Busro (2018), employee performance can be measured through six main indicators, namely: (a) Work Quality, Indicates the degree to which the employee's work meets the standards and expectations of the organization. (b) Work Quantity, Describes the number of tasks or jobs that can be completed within a certain period of time. (c) Timeliness (Completion), Refers to the ability of employees to complete work on time without disrupting other activities. (d) Effectiveness (Resource Utilization), Assesses the degree to which employees can efficiently utilize time, energy, and work facilities to achieve optimal results.

Independence at Work

Describes the ability of employees to carry out tasks independently without excessive dependence on instructions from superiors. Describes the ability of employees to carry out tasks independently without excessive dependence on instructions from superiors.

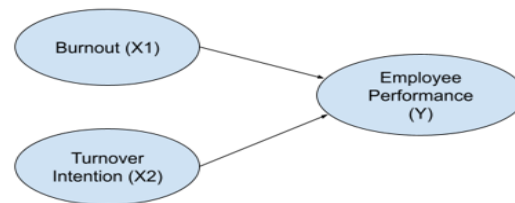


Figure 1. Conceptual Framework.

H1: Burnout has a significant negative effect on employee performance in banks.

H2: Turnover intention has a significant negative effect on employee performance in banks.

3. Proposed Method

This method uses a quantitative research approach. The research population comprised employees working at banks. A saturated sampling technique was applied, meaning that all individuals in the population that meet the inclusion criteria were selected as respondents, resulting in a total of 42 respondents. Data were collected through a questionnaire that used a five-point Likert scale as a measuring tool. The collected data were then analyzed using the Partial Least Squares (PLS) method to explore the relationship between the variables: burnout (X1), turnover intention (X2), and employee performance (Y).

4. Results and Discussion

Results

Validity and reliability tests were conducted to ensure that each indicator in the research model had the ability to accurately represent the variables being measured. Convergent validity was evaluated using the Average Variance Extracted (AVE) value, while reliability was measured using Cronbach's Alpha (CA) and Composite Reliability (CR).

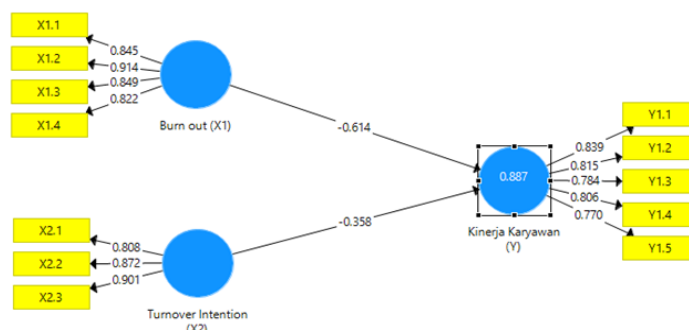


Figure 2. Output PLS.

Table 1. Validity and Reliability.

Construct	Cronbach's Alpha	Composite Reliability	Average Variance Extraced (AVE)
Burnout	0.880	0.918	0.737
Turnover Intention	0.862	0.901	0.645
Employee Performance	0.826	0.896	0.742

Based on the analyzes in Table 1, all of them have an AVE value above the minimum threshold of 0.50, which means that each indicator can explained greater than 50% of the variance in the measured construct. The AVE value for the burnout variable (X1) is 0.737, employee performance (Y) is 0.645, and turnover intention (X2) is 0.742. Therefore, all variables can be said to have had good convergent validity because their AVE values are > 0.50 .

Additionally, the reliability test showed that all variables had Cronbach's Alpha and Composite Reliability values above 0.70, indicating excellent internal consistency among the indicators. The Cronbach's Alpha values for the burnout, turnover intention, and employee performance variables are 0.880, 0.862, and 0.826, while the values for Composite Reliability are 0.918, 0.901, and 0.896, respectively. This value represents a high level of reliability for the construct.

Overall, the validity and reliability test results show that this research instrument has met the required statistical criteria. Thus, all indicators in the research model are considered valid and reliable for measuring the variables of burnout, turnover intention, and employee performance.

Inner Model

The testing of structural models is carried out by assessing the R-Square (R^2) value as an indicator to evaluate the suitability of the research model. The R-Square value in the relationship between latent variables describes the extent to which independent (exogenous) variables can explain the variation that occurs in dependent (endogenous) variables. In other words, R-Square shows the magnitude of the contribution or ability of independent variables to influence any dependent variables in the tested model.

Coefficient of Determination

Table 2. R-Square.

Variable	R-Square
Employee Performance	0.887

Based on the analysis results in Table 2, the R-Square value for the Employee Performance variable is 0.887. This means that the burnout and turnover intention variables together can explain 88.7% of the variation in employee performance, while the remaining 11.3% is explained by factors outside the research model. This value falls into the high category, which implies that the model has excellent predictive power.

Path Coefficients

Table 3. Path Coefficients.

Variable	Original Sample (O)	P Values	T Statistics (O/STDEV)
Burnout (X1)→Employee Performance (Y)	-0.614	0.000	5.151
Turnover intention (X1)→ Employee Performance (Y)	-0.358	0.001	3.046

The path analysis found that burnout (X1) has a negative and significant effect on employee performance (Y) with a coefficient of -0.614, a T-statistics value of 5.151, and a P value of 0.000. This shows that the stronger the burnout experienced by employees, the lower their performance. On the other hand, intention to leave (X2) also has a negative and significant effect on employee performance, with a coefficient of -0.358, a T-statistics value of 3.046, and a P value of 0.001. This means that the greater the desire of employees to leave the organization, the lower their performance. Overall, the results of this study confirm that burnout and intention to leave have significantly reduced employee performance, so organizations need to manage work stress and improve employee retention to maintain workforce performance.

Discussion

Burnout and Employee Performance

The researched findings indicate that burnout has a direct and negative impact on employee performance. Employees who are physically, mentally, and emotionally exhausted due to work pressure and high target demands show a decline in enthusiasm and motivation at work. This condition results in decreased productivity and quality of service provided. These findings are in line with the results of research by Prasetya et al. ((2021) and Wang et al. (2022), which state that prolonged work fatigue can reduce focus, motivation, and commitment to work. Therefore, lower levels of burnout correlate with better performance. Consequently, companies need to maintain a balance in workloads, provide psychological support, and create a healthy work environment to minimize burnout and maintain optimal performance.

Turnover Intention and Employee Performance

Based on the analysis of the indicators, the desire to seek other employment opportunities has the highest load factor of 0.784, indicating that employees' tendency to consider job opportunities elsewhere is a major factor in the formation of turnover intention. Based on the indicator analysis results, the desire to seek other jobs has the highest load factor of 0.784, indicating that the tendency of employees to consider job opportunities elsewhere is a major factor in the formation of turnover intention. Based on the respondent characteristics data, most employees are aged 25–35 years (35.8%), which is a productive age group that generally begins to consider career stability and opportunities for self-development. This condition makes them more sensitive to work pressure and career uncertainty, thereby potentially reducing their loyalty and focus at work. This finding is in accordance with the results of research by Suharni & Aprianti (2023), which states that turnover intention has a negative impact on employee performance, where an increase in the intention to leave a job will reduce productivity and work commitment. Therefore, the higher the intention to change jobs, the

lower the performance. Therefore, the banking sector needs to strengthen employee engagement, especially among the productive age group, through clear career development policies, fair reward systems, and a supportive work environment.

6. Conclusions and Suggestions

Based on the findings, it is evident that burnout and the intention to change jobs contribute to a decline in employee performance in the banking sector. The greater the level of burnout experienced by employees, whether in the form of physical, mental, or emotional exhaustion, the lower their performance. Similarly, the greater the intention of employees to leave the company, the lower their commitment and loyalty to their work. This situation has an impact on a decline in overall productivity and work quality. Therefore, companies need to pay attention to psychological factors and employee welfare to maintain stability and optimize performance.

As a suggestion, companies are advised to implement structured stress management and career development programs to reduce burnout levels and decrease employees' desire to change jobs. Performance-based rewards, flexibility in workload, and social support from supervisors and coworkers can also increase employee satisfaction and attachment to the company. In addition, it is recommended to conduct further research by adding other variables such as job satisfaction, motivation, or leadership style to provide a more comprehensive understanding of the factors that influence employee performance in the banking sector.

References

- Afifaturchmah, L., & Swasti, I. K. (2024). Pengaruh beban kerja dan work-life balance terhadap turnover intention pada karyawan PT Kediri Intermedia Pers. *Journal of Management: Small and Medium Enterprises (SMEs)*, 17(3), 1429-1437. <https://doi.org/10.35508/jom.v17i3.17473>
- Ardan, M., & Jaelani, A. (2021). *Manajemen sumber daya manusia: Turnover intention dapat mempengaruhi kualitas kinerja perusahaan*. CV. Pena Persada.
- Asri, C. P. (2022). Turnover intention: A literature review. *Journal of Business Studies and Management Review*, 5(2), 337-341. <https://doi.org/10.22437/jbsmr.v5i2.16410>
- Budiasa, I. K. (2020). *Beban kerja dan kinerja sumber daya manusia* (Vol. 5). CV. Pena Persada.
- Busro, M. (2018). *Teori-teori manajemen sumber daya manusia*. Pradana Media.
- Ginting Suka, S. (2022). Hubungan retensi karyawan, komitmen organisasi dan turnover intention dengan kinerja karyawan di PT Cigna Insurance. *Jurnal Manajemen Dan Bisnis Madani*, 4(2), 12-23. <https://doi.org/10.51353/jmbm.v4i2.640>
- Jannah, N., Kustini, K., & Faculty of Economics and Business, Universitas Pembangunan Nasional "Veteran" East Java, Indonesia. (2024). The effect of job satisfaction and job stress on employee performance (Study at PT. POS Indonesia Bangkalan Branch). *International Journal of Social Science and Education Research Studies*, 04(07). <https://doi.org/10.55677/ijssers/V04I7Y2024-11>
- Lazzari, M., Alvarez, J. M., & Ruggieri, S. (2022). Predicting and explaining employee turnover intention. *International Journal of Data Science and Analytics*, 14(3), 279-292. <https://doi.org/10.1007/s41060-022-00329-w>
- Parashakti, R. D., & Ekhsan, M. (2022). Peran burnout sebagai mediasi pada pengaruh stres kerja terhadap kinerja karyawan. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 5(1), 365-373. <https://doi.org/10.36778/jesya.v5i1.609>
- Pramono, G. P. (2025). *Manajemen karyawan: Kelelahan fisik, mental, dan emosional*. WeHa Press.
- Prasetya, A., Khairunnisa, H., & Aziz, A. L. (2021). The effect of work stress and burnout on job satisfaction and employee performance: A test of conservation of resources theory. *3rd Annual International Conference on Public and Business Administration (AICoBPA 2020)*, Bogor, Indonesia. <https://doi.org/10.2991/aebmr.k.210928.016>
- Silaen, N. R., Syamsuriansyah, Chairunnisah, R., & Sari, M. R. (2021). *Kinerja karyawan*. Widina Bhakti Persada Bandung.
- Suharni, S., & Aprianti, K. (2023). Pengaruh kompensasi, disiplin kerja dan turnover intention terhadap kinerja karyawan koperasi Bina Usaha Kota Bima. *Jurnal Bintang Manajemen*, 1(4), 01-14. <https://doi.org/10.55606/jubima.v1i4.1852>
- Viardhillah, I. T. M., & Rini, H. P. (2023). The effect of self-efficacy, competence and training on employee performance PT. Petro Oxo Nusantara Gresik. *Indonesian Journal of Business Analytics*, 3(5), 1591-1604. <https://doi.org/10.55927/ijba.v3i5.5464>
- Wang, X., Li, C., Chen, Y., Zheng, C., Zhang, F., Huang, Y., & Birch, S. (2022). Relationships between job satisfaction, organizational commitment, burnout and job performance of healthcare professionals in a district-level health care system of Shenzhen, China. *Frontiers in Psychology*, 13, 992258. <https://doi.org/10.3389/fpsyg.2022.992258>