



Faculty of Cognitive Sciences and Human Development

**BURNOUT AS A MEDIATOR: THE RELATIONSHIP BETWEEN JOB
STRESSORS AND TURNOVER INTENTION IN THE SELECTED
PRIVATE MANUFACTURING SECTOR**

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AND TURNOVER INTENTION IN THE SELECTED PRIVATE MANUFACTURING
SECTOR**

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This project is submitted
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TABLE OF CONTENT

CHAPTER ONE: INTRODUCTION	1
BACKGROUND OF THE STUDY	2
RESEARCH PROBLEM	4
RESEARCH OBJECTIVES	5
RESEARCH QUESTIONS	6
CONCEPTUAL FRAMEWORK	7
HYPOTHESES	9
KEY DEFINITIONS	10
SIGNIFICANCE OF THE STUDY	12
LIMITATIONS	13
CHAPTER TWO: LITERATURE REVIEW	15
THEORETICAL AND CONCEPTUAL FRAMEWORKS	15
EMPIRICAL EVIDENCE	18
CHAPTER THREE: RESEARCH METHODOLOGY	21
RESEARCH DESIGN	21
RESEARCH INSTRUMENT	23
RELIABILITY AND VALIDITY OF MEASUREMENT INSTRUMENT	25
POPULATION AND SAMPLING	26
DATA COLLECTION PROCEDURE	27
PILOT TEST	27
DATA ANALYSIS PROCEDURE	29
ETHICAL CONSIDERATIONS	30
CHAPTER FOUR: RESULTS	31
PRELIMINARY DATA SCREENING	31
MEASUREMENT VALIDITY AND RELIABILITY	32
MAIN FINDINGS	36

DESCRIPTIVE STATISTIC.....	36
CORRELATION ANALYSIS	39
MULTIPLE REGRESSION ANALYSIS	40
SIMPLE LINEAR REGRESSION.....	41
MEDIATION ANALYSIS.....	42
CHAPTER FIVE: DISCUSSION.....	46
SUMMARY OF KEY FINDINGS	47
THEORETICAL IMPLICATIONS	50
MANAGERIAL IMPLICATIONS.....	52
RECOMMENDATIONS	54
FUTURE RESEARCH	56
CONCLUSION	57
REFERENCES.....	1
APPENDIX: QUESTIONNAIRES	1
APPENDIX: CONSENT LETTER.....	6
APPENDIX: NORMALITY TESTS.....	11
APPENDIX: VALIDITY AND RELIABILITY TESTS.....	13
APPENDIX: CORRELATION TEST	22
APPENDIX: MULTIPLE REGRESSION TEST.....	23
APPENDIX: PROCESS MACRO (MEDIATION TEST).....	25

LIST OF TABLES

Table 1: Demography	36
Table 2: Descriptive Statistic for Variable.....	38
Table 3: Spearman’s Correlation Matrix for Study Variables	39
Table 4: Multiple Regression Analysis Results	41
Table 5: Simple Linear Regression Analysis Results	42
Table 6: Summary of Mediation Analysis Results	45

LIST OF FIGURES

Figure 1: Conceptual framework	7
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ABSTRACT/ABSTRAK

This study investigates the mediating role of burnout in the relationship between job stressors and turnover intention among employees in private manufacturing firms in Kuching, Sarawak. Guided by the Job Demands–Resources (JD-R) model and Maslach’s multidimensional theory of burnout, the research examines how interpersonal conflict, role conflict, role ambiguity, and workload influence employees’ intention to leave their organizations through the experience of burnout. A quantitative, correlational, and cross-sectional design was employed, using a structured self-administered questionnaire distributed to manufacturing employees. Validated instruments were used to measure all constructs, and data were analyzed using the PROCESS macro for mediation analysis. The findings revealed that all four job stressors were positively associated with burnout, and burnout significantly predicted turnover intention. Moreover, burnout was found to mediate the relationship between each job stressor and turnover intention. These results underscore the importance of addressing burnout as a psychological mechanism linking stressful job conditions to employee withdrawal. The study contributes to the understanding of occupational stress in industrial settings and offers practical insights for organizational interventions aimed at improving employee well-being and retention.

*Kajian ini meneliti peranan keletihan kerja (burnout) sebagai perantara dalam hubungan antara tekanan kerja dan niat untuk berhenti kerja dalam kalangan pekerja syarikat pembuatan swasta di Kuching, Sarawak. Berpandukan Model JD-R dan teori keletihan kerja Maslach, kajian ini menilai kesan konflik interpersonal, konflik peranan, kekaburan peranan, dan beban kerja terhadap niat berhenti kerja melalui pengalaman burnout. Menggunakan reka bentuk kuantitatif dan soal selidik berstruktur, data dianalisis dengan makro **PROCESS** untuk analisis mediasi. Hasil kajian menunjukkan bahawa semua tekanan kerja berkait rapat dengan burnout, dan burnout pula meramalkan niat berhenti kerja. Burnout juga memediasi hubungan antara setiap tekanan kerja dengan niat tersebut. Kajian ini menekankan pentingnya menangani burnout sebagai faktor psikologi yang menghubungkan tekanan kerja dengan pengunduran pekerja, serta menyumbang kepada pemahaman dan intervensi di tempat kerja industri.*

CHAPTER ONE: INTRODUCTION

Employee turnover remains a persistent challenge in today's fast-paced and competitive work environments, particularly within the manufacturing sector. As organizations strive to maintain productivity and retain skilled personnel, understanding the underlying factors that contribute to employees' intention to leave becomes increasingly important. In Malaysia, the manufacturing industry plays a vital role in economic development and employment, yet high turnover rates continue to impact organizational stability, especially in private firms operating in regional areas such as Kuching, Sarawak.

In recent years, researchers have increasingly turned their attention to psychological job demands as key predictors of employee burnout and turnover intention. Stressors such as interpersonal conflict, role conflict, role ambiguity, and excessive workload are commonly reported in structured work settings like manufacturing. These job demands, if unmanaged, can lead to emotional exhaustion and reduced motivation, ultimately driving employees to consider exiting their roles. Burnout, conceptualized as a psychological response to chronic work-related stress, is often cited as a central mechanism that links these stressors to employee withdrawal behaviors.

The Job Demands and Resources (JD-R) model developed by Demerouti et al. (2001) provides a robust framework for examining how job demands deplete employee energy and psychological well-being, leading to negative outcomes such as burnout and turnover intention. However, empirical applications of this model within the Malaysian manufacturing context remain limited, particularly in studies that examine multiple stressors simultaneously and assess the mediating role of burnout. Most existing research either focuses on isolated variables or lacks a comprehensive framework that captures the complexity of workplace dynamics in this sector.

This study addresses these gaps by applying the JD-R model to investigate the relationships between four key job demands—interpersonal conflict, role conflict, role ambiguity, and workload—and turnover intention, with burnout as a mediating factor. Focusing on private manufacturing firms in Kuching, Sarawak, this research aims to contribute both theoretical insight and practical guidance for managing psychological stressors in high-demand industrial settings.

BACKGROUND OF THE STUDY

Employee turnover continues to be a significant concern within the global manufacturing sector, and Malaysia is no exception. As of 2023, Malaysia's manufacturing industry employed more than 2.3 million individuals (Department of Statistics Malaysia, 2023). Among employers in this sector, 65 percent identified turnover as a primary human resource challenge (Zipdo, 2024). High attrition contributes not only to increased recruitment costs, but also to the disruption of operational continuity, the erosion of institutional knowledge, and reduced overall productivity. Despite the sector's importance to national economic development, empirical research on the psychological factors influencing turnover intention, particularly in private manufacturing firms located in regions such as Kuching, Sarawak, remains limited.

Recent literature increasingly highlights the role of psychological job demands in shaping employee attitudes and behavioural outcomes associated with turnover. Among the most frequently examined stressors are interpersonal conflict, role conflict, role ambiguity, and excessive workload. Jalees et al. (2023), in a study conducted within the banking sector, reported that interpersonal conflict significantly predicted turnover intention through the mediating mechanism of emotional exhaustion, which is a central component of burnout. Although industry-specific, the authors recommended expanding this line of inquiry to manufacturing contexts to enhance external validity.

Role conflict and role ambiguity have long been recognized in occupational stress literature as significant contributors to negative employee outcomes. In the context of Malaysian manufacturing, Perumal et al. (2018) examined these constructs and their direct relationships with turnover intention. However, the study did not incorporate any mediating variables, leaving theoretical and empirical gaps unaddressed. In contrast, Kang and Kim (2023), in their investigation among disability support workers, demonstrated that burnout fully mediated the relationship between role ambiguity and turnover intention, and partially mediated the relationship between role conflict and turnover. These findings suggest that psychological strain within structured and routine work environments, such as manufacturing, warrants closer examination to understand its impact on employee retention.

Workload, often conceptualized as role overload, represents another important psychological job demand with consistent links to both burnout and turnover. Handayani and Pujianto (2024) found that burnout significantly mediated the relationship between workload

and turnover intention among employees in Indonesia's manufacturing sector. A separate study by Handayani et al. (2023) confirmed a direct relationship between workload and turnover intention, although the role of burnout was not assessed, thereby indicating the need for a more integrative analytical model.

Burnout, as defined by the World Health Organization (2019), is a syndrome resulting from chronic workplace stress that has not been successfully managed. The most widely accepted theoretical framework for burnout is the three-dimensional model proposed by Maslach and Jackson (1981), which encompasses emotional exhaustion, depersonalization, and reduced personal accomplishment. Empirical evidence supports the mediating role of burnout in the stressor-turnover relationship. For instance, Jalees et al. (2023) found emotional exhaustion to be a significant mediating variable between interpersonal conflict and turnover intention. Similarly, Kang and Kim (2023) provided evidence that burnout fully accounted for the effects of psychological stressors on turnover intention in a human services context.

This study is grounded in the Job Demands and Resources (JD-R) model proposed by Demerouti et al. (2001). According to this model, job demands, which include psychological, social, and organizational pressures, can lead to burnout when not adequately balanced by job resources. Within this framework, interpersonal conflict, role conflict, role ambiguity, and workload are conceptualized as job demands. These demands are thought to deplete employees' psychological and emotional resources, thereby increasing the likelihood of burnout and, subsequently, the intention to leave the organization. The JD-R model offers a robust and flexible theoretical basis and has been successfully applied across a wide range of industries and cultural settings.

Nevertheless, few studies have applied the JD-R framework to simultaneously examine these four specific job demands within the private manufacturing sector in Malaysia. To date, no known research has modelled the mediating role of burnout across all four predictors in a single integrated framework. This study seeks to address that gap by proposing a comprehensive mediation model based on the JD-R theory. Each construct in this study is measured using rigorously validated instruments. Interpersonal conflict is assessed using the scale developed by Wright et al. (2017), while role conflict and role ambiguity are measured using the instrument by Rizzo et al. (1970). Workload is evaluated using the NASA Task Load Index by Hart and Staveland (1988). Burnout is measured using the Maslach Burnout Inventory (Maslach and Jackson, 1981), and turnover intention is assessed using the scale developed by

Jacobs and Roodt (2008). These instruments have demonstrated strong psychometric properties and are widely accepted in the field of organizational psychology.

RESEARCH PROBLEM

The Malaysian manufacturing sector remains a key contributor to national economic development and employment. As of 2023, the industry employed over 2.3 million individuals (Department of Statistics Malaysia, 2023). Despite this, high rates of employee turnover continue to be a major concern, particularly within private firms located in regional areas such as Kuching, Sarawak. While turnover is a well-established issue, the psychological processes behind employees' decisions to leave have not been thoroughly investigated within this context. In particular, there is limited empirical research examining the combined influence of interpersonal conflict, role conflict, role ambiguity, and workload on turnover intention when burnout is considered as a mediating factor.

The Job Demands and Resources (JD-R) model has been widely applied to explain how various job demands can lead to burnout and subsequently increase turnover intention (Demerouti et al., 2001). However, many existing studies apply the model in a fragmented way, often focusing on one or two stressors instead of testing a more complete mediation model. For example, Kang and Kim (2023) studied the link between role ambiguity and turnover intention through burnout in the disability services sector, but did not consider workload or interpersonal conflict. These limitations point to the need for a more integrated application of the JD-R model, particularly in industrial and non-Western work environments.

Empirical studies have also emphasized the importance of applying existing models across different sectors and cultural contexts. Jalees et al. (2023) demonstrated that interpersonal conflict and role conflict predicted turnover intention in the banking sector through emotional exhaustion. However, they recommended further research in manufacturing to assess whether the findings apply more broadly. Handayani and Pujianto (2024) investigated the relationship between workload and burnout among Indonesian manufacturing employees, but did not include interpersonal or role conflict, limiting the generalizability of their conclusions. These findings support the need for broader validation of psychological models in operationally intense and culturally distinct manufacturing environments like Malaysia.

Methodologically, prior studies have often lacked comprehensive model testing. For instance, Handayani et al. (2023) assessed only the direct relationship between workload and

turnover intention, without exploring burnout as a possible mediator. Furthermore, many researchers have treated burnout as a single-dimensional construct, focusing solely on emotional exhaustion. This approach neglects the additional components of burnout described by Maslach and Jackson (1981), including depersonalization and reduced personal accomplishment, which are essential for understanding the full scope of employee strain.

To address these theoretical, empirical, and methodological gaps, the present study proposes a comprehensive model based on the JD-R framework. This model examines how interpersonal conflict, role conflict, role ambiguity, and workload contribute to turnover intention through the mediating role of burnout. By focusing on private manufacturing firms in Kuching, Sarawak, the study aims to provide both theoretical insight and practical implications for understanding and managing psychological stressors in high-demand industrial settings.

RESEARCH OBJECTIVES

This study aims to investigate the relationships between job stressors (interpersonal conflict, role conflict, role ambiguity, and workload), burnout, and turnover intention among employees working in the private manufacturing sector in Kuching, Sarawak. It also seeks to examine whether burnout mediates the relationship between these job stressors and employees' intention to leave their jobs.

The specific objectives of this study are:

RO1: To determine the relationship between interpersonal conflict and burnout among employees in the private manufacturing sector in Kuching.

RO2: To determine the relationship between role conflict and burnout among employees in the private manufacturing sector in Kuching.

RO3: To determine the relationship between role ambiguity and burnout among employees in the private manufacturing sector in Kuching.

RO4: To determine the relationship between workload and burnout among employees in the private manufacturing sector in Kuching.

RO5: To determine the relationship between burnout and turnover intention among employees in the private manufacturing sector in Kuching.

RO6: To examine whether burnout mediates the relationship between interpersonal conflict and turnover intention among employees in the private manufacturing sector in Kuching.

RO7: To examine whether burnout mediates the relationship between role conflict and turnover intention among employees in the private manufacturing sector in Kuching.

RO8: To examine whether burnout mediates the relationship between role ambiguity and turnover intention among employees in the private manufacturing sector in Kuching.

RO9: To examine whether burnout mediates the relationship between workload and turnover intention among employees in the private manufacturing sector in Kuching.

RESEARCH QUESTIONS

This study is guided by one general and several specific research questions. These questions aim to explore how job stressors influence turnover intention, and whether burnout plays a mediating role, among employees in private manufacturing firms located in Kuching, Sarawak.

General Research Question:

What are the relationships between job stressors (interpersonal conflict, role conflict, role ambiguity, and workload), burnout, and turnover intention among employees in the private manufacturing sector in Kuching, and does burnout mediate the relationship between these job stressors and turnover intention?

Specific Research Questions:

RQ1: Is there a significant relationship between interpersonal conflict and burnout among employees in the private manufacturing sector in Kuching?

RQ2: Is there a significant relationship between role conflict and burnout among employees in the private manufacturing sector in Kuching?

RQ3: Is there a significant relationship between role ambiguity and burnout among employees in the private manufacturing sector in Kuching?

RQ4: Is there a significant relationship between workload and burnout among employees in the private manufacturing sector in Kuching?

RQ5: Is there a significant relationship between burnout and turnover intention among employees in the private manufacturing sector in Kuching?

RQ6: Does burnout mediate the relationship between interpersonal conflict and turnover intention among employees in the private manufacturing sector in Kuching?

RQ7: Does burnout mediate the relationship between role conflict and turnover intention among employees in the private manufacturing sector in Kuching?

RQ8: Does burnout mediate the relationship between role ambiguity and turnover intention among employees in the private manufacturing sector in Kuching?

RQ9: Does burnout mediate the relationship between workload and turnover intention among employees in the private manufacturing sector in Kuching?

CONCEPTUAL FRAMEWORK

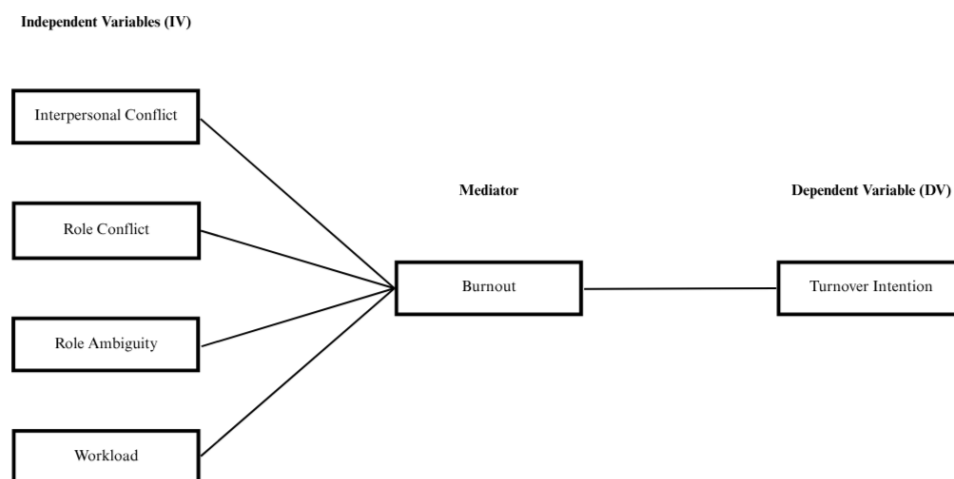


Figure 1: Conceptual framework

This study is grounded in the Job Demands and Resources (JD-R) model developed by Demerouti et al. (2001), which serves as the theoretical foundation for understanding how specific job demands contribute to burnout and, in turn, influence critical organizational

outcomes such as turnover intention. The JD-R model categorizes job characteristics into two main domains: job demands and job resources. Job demands refer to physical, cognitive, or emotional aspects of work that require sustained effort and are associated with psychological or physiological costs. In contrast, job resources are those elements that support goal achievement, reduce job strain, and promote engagement.

In the context of this research, four job demands are examined: interpersonal conflict, role conflict, role ambiguity, and workload. These variables were selected based on their frequent occurrence in industrial settings and their relevance to the private manufacturing sector in Kuching, Sarawak. Interpersonal conflict involves negative interactions among coworkers or between subordinates and supervisors, which can create a tense and emotionally draining work atmosphere (Jalees et al., 2023). Role conflict refers to situations where employees face incompatible expectations, making it difficult to satisfy multiple demands simultaneously (Kang and Kim, 2023). Role ambiguity arises when employees lack clear information about their responsibilities, performance standards, or organizational expectations, contributing to uncertainty and psychological strain. Workload includes the volume and intensity of tasks that surpass an employee's perceived capacity to cope (Handayani and Pujianto, 2024).

Burnout is positioned as the mediating variable in this framework. It is conceptualized using the multidimensional model by Maslach and Jackson (1981), which consists of emotional exhaustion, depersonalization, and reduced personal accomplishment. Emotional exhaustion reflects the depletion of emotional energy. Depersonalization involves a sense of emotional detachment or cynicism toward work and colleagues. Reduced personal accomplishment refers to a diminished sense of effectiveness and achievement in one's job role. Burnout is proposed to transmit the psychological effects of job demands into behavioral outcomes, particularly the intention to leave the organization.

Turnover intention, the dependent variable in this study, refers to an employee's conscious and deliberate consideration to voluntarily exit the organization. It is widely recognized as a precursor to actual turnover behavior and is closely linked to psychological well-being and perceptions of job conditions (Maslach and Jackson, 1981; Jalees et al., 2023).

The relationships proposed in this study are derived from the core assumptions of the JD-R model. Each of the four job demands is expected to have a positive association with burnout, and burnout is expected to positively predict turnover intention. In this way, burnout

acts as a psychological mechanism through which job demands exert their influence on employees' intent to leave.

This study adopts a parallel mediation framework, in which burnout mediates the relationship between each of the four job demands and turnover intention. This approach enables the examination of both direct and indirect effects, offering a more nuanced understanding of how adverse job conditions contribute to psychological strain and behavioral outcomes. The framework is especially relevant for private manufacturing environments in Kuching, where high workloads, unclear job roles, and interpersonal tensions are frequently reported workplace challenges.

By applying this model, the study aims to address the theoretical, empirical, and methodological gaps identified in previous research. The conceptual framework guides the formulation of hypotheses, informs the selection of variables, and establishes the structure for empirical testing. It also provides practical insights for organizational interventions aimed at improving employee well-being and reducing turnover in high-demand work settings.

HYPOTHESES

This study proposes the following hypotheses to examine the relationships among job stressors, burnout, and turnover intention. These hypotheses are developed based on the Job Demands and Resources (JD-R) model and are structured to test both the direct effects of job stressors on burnout and the mediating role of burnout in predicting turnover intention among employees in the private manufacturing sector in Kuching, Sarawak.

H1a: There is a significant relationship between interpersonal conflict and burnout among employees in the private manufacturing sector in Kuching.

H1b: There is a significant relationship between role conflict and burnout among employees in the private manufacturing sector in Kuching.

H1c: There is a significant relationship between role ambiguity and burnout among employees in the private manufacturing sector in Kuching.

H1d: There is a significant relationship between workload and burnout among employees in the private manufacturing sector in Kuching.

H2: There is a significant relationship between burnout and turnover intention among employees in the private manufacturing sector in Kuching.

H3a: Burnout mediates the relationship between interpersonal conflict and turnover intention among employees in the private manufacturing sector in Kuching.

H3b: Burnout mediates the relationship between role conflict and turnover intention among employees in the private manufacturing sector in Kuching.

H3c: Burnout mediates the relationship between role ambiguity and turnover intention among employees in the private manufacturing sector in Kuching.

H3d: Burnout mediates the relationship between workload and turnover intention among employees in the private manufacturing sector in Kuching.

KEY DEFINITIONS

In this study, several key variables are central to examining the mediating role of burnout in the relationship between workplace stressors and employee turnover intention. These include burnout, turnover intention, interpersonal conflict, role conflict, role ambiguity, and workload. Each construct is defined conceptually to reflect its theoretical meaning, and operationally to indicate how it is measured within the context of this research.

Burnout is conceptually defined as a psychological syndrome that results from prolonged exposure to unmanaged workplace stress. It comprises three components: emotional exhaustion, depersonalization or cynicism, and a reduced sense of personal accomplishment, as outlined by Maslach and Jackson (1981). It reflects the depletion of emotional and physical resources caused by continuous job-related pressures. Operationally, burnout is measured using the Maslach Burnout Inventory (MBI), which assesses how frequently respondents experience symptoms such as fatigue, emotional detachment, and feelings of professional inadequacy. Higher total scores on this instrument correspond to more severe levels of burnout.

Turnover intention refers, at the conceptual level, to an employee's conscious and deliberate inclination to leave their current organization. It is a reliable predictor of actual turnover behavior and is often associated with dissatisfaction, emotional fatigue, and the perception of better opportunities elsewhere (Jacobs and Roodt, 2008). Operationally, turnover intention is measured through a self-report instrument where employees rate statements such

as "I often think about quitting my job" or "I plan to look for a job outside this organization." Higher scores on this scale indicate a stronger intention to resign.

Interpersonal conflict is conceptually defined as the presence of antagonistic, tense, or hostile interactions between employees and their colleagues or supervisors. This social stressor can disrupt workplace harmony and increase emotional strain, ultimately contributing to burnout (Jalees et al., 2023). In operational terms, interpersonal conflict is measured using a Likert-type scale that evaluates the frequency and severity of conflicts, including disputes, lack of cooperation, or verbal disagreements experienced in the workplace.

Role conflict, from a conceptual standpoint, occurs when employees are subjected to incompatible or mutually exclusive expectations related to their job responsibilities. Such conflict can create confusion, reduce job satisfaction, and elevate stress levels (Rizzo et al., 1970). Operationally, role conflict is measured using survey items that assess the extent to which employees perceive they are receiving conflicting instructions or are expected to fulfill contradictory roles. Higher scores on this scale indicate a greater degree of perceived conflict in role expectations.

Role ambiguity is defined conceptually as the lack of clarity regarding one's job duties, responsibilities, authority, and performance standards. This uncertainty can lead to anxiety, diminished confidence, and psychological strain (Jackson and Schuler, 1985). Operationally, role ambiguity is measured using a standardized scale that captures employees' perceptions of how clearly their job roles are defined. Lower scores on this measure suggest higher levels of ambiguity.

Workload is conceptually understood as the perceived amount, complexity, and pace of work-related tasks assigned to an employee. When workload exceeds the individual's capacity or resources, it may result in fatigue, diminished performance, and increased risk of burnout (Hart and Staveland, 1988). Operationally, workload is measured through items that assess how often employees feel pressed for time, overburdened by tasks, or required to extend effort beyond their normal capacity. Higher scores reflect a heavier perceived workload.

Overall, the conceptual definitions establish the theoretical meaning of each construct, while the operational definitions specify how each variable is quantified for analysis. This dual-level clarity supports both the theoretical integrity and the empirical rigor of the study.

SIGNIFICANCE OF THE STUDY

This study provides important contributions at both theoretical and practical levels. Theoretically, it advances the application of the Job Demands and Resources (JD-R) model by examining multiple job stressors—namely interpersonal conflict, role conflict, role ambiguity, and workload—within a single, integrated framework. While previous research has often analyzed these constructs separately or focused on non-industrial or Western contexts, this study applies the model within the under-researched setting of private manufacturing firms in Kuching, Sarawak. In doing so, it addresses a clear empirical and theoretical gap in the organizational behavior literature.

The study also contributes to the burnout literature by conceptualizing burnout as a mediating variable, based on the multidimensional model developed by Maslach and Jackson. By testing how burnout mediates the relationships between job demands and turnover intention, the research aims to provide empirical support for this pathway. This approach enhances the understanding of how psychological strain caused by unfavorable work conditions translates into employee withdrawal intentions, particularly in high-demand manufacturing environments.

From a practical standpoint, the findings of this study will be especially relevant for human resource practitioners, organizational leaders, and policymakers within Malaysia's manufacturing sector. The results can inform strategies to reduce employee turnover by addressing specific stressors such as excessive workload, unclear role expectations, and interpersonal tensions in the workplace. Moreover, the study underscores the importance of early detection and management of burnout, thereby promoting employee well-being, productivity, and organizational continuity. Effective interventions guided by these insights can contribute to more sustainable human capital development in the sector.

In addition, this research establishes a foundation for future studies that seek to validate or extend the JD-R framework in other sectors or regions. By encouraging cross-sectoral and cross-cultural applications, the study supports theory development and contributes to the broader fields of organizational behavior and occupational health psychology.

LIMITATIONS

This study acknowledges several limitations that may influence the interpretation and generalizability of its findings. These limitations relate to research design, sampling, data collection methods, contextual factors, and the scope of existing literature.

First, the use of a cross-sectional research design restricts the ability to draw causal inferences. Data will be collected at a single point in time, which allows for the examination of associations but not for determining directionality or causation between job demands, burnout, and turnover intention. Although statistical techniques such as structural equation modeling can identify significant relationships, they cannot establish cause-and-effect pathways. This design choice is due to practical constraints, including time and resource limitations, which precluded the implementation of a longitudinal approach.

Second, the study's sampling strategy poses a constraint on generalizability. The research focuses on employees from selected private manufacturing firms in Kuching, Sarawak, using purposive sampling. While this approach is appropriate for context-specific inquiry, it limits the applicability of the findings to other sectors, regions, or organizational settings. Challenges in accessing a broader respondent pool, including organizational permissions and budgetary restrictions, further contributed to this limitation.

Third, the reliance on self-administered questionnaires introduces the potential for response bias. Common issues include social desirability bias, recall inaccuracy, and subjective interpretation of survey items. While the use of validated instruments aims to reduce these effects, self-report data remain inherently vulnerable to individual biases. More robust methods, such as triangulation through interviews or observational techniques, were not feasible due to time and logistical constraints.

Fourth, the theoretical scope of the study is constrained by the limited availability of empirical research specific to the Malaysian manufacturing sector. Although the Job Demands and Resources model and the concept of burnout are well-established in the broader literature, sector-specific applications remain underdeveloped in this regional context. This gap affects the depth of theoretical grounding and the specificity with which hypotheses can be formulated, although the study contributes by addressing this research void.

Finally, cultural and contextual factors may influence participants' responses and the interpretation of constructs. Survey instruments were originally developed in Western contexts,

which may not fully reflect the organizational norms, communication styles, or job expectations within Malaysian manufacturing settings. This cultural incongruity could affect how items are understood and may limit the cross-cultural validity of the results.

Despite these limitations, the study provides valuable insights into how job demands influence burnout and turnover intention among employees in private manufacturing firms. It also offers a foundation for future research using longitudinal, cross-sectoral, or mixed-method approaches to build on these initial findings.

CHAPTER TWO: LITERATURE REVIEW

Understanding the psychological mechanisms that influence employee turnover has become a central concern in organizational research, particularly within high-demand sectors such as manufacturing. As businesses navigate increasing operational pressures, the mental and emotional well-being of employees has emerged as a critical factor in sustaining workforce stability. Among the many theoretical approaches to understanding employee strain and withdrawal, the Job Demands–Resources (JD-R) model and Maslach’s multidimensional theory of burnout have gained significant attention for their ability to explain how adverse work conditions contribute to psychological exhaustion and, ultimately, turnover intention.

This chapter presents a detailed review of the theoretical and empirical foundations underpinning the present study. It begins by outlining the core principles of the JD-R model and Maslach’s Burnout Theory, which together form the conceptual and theoretical framework of this research. The section then discusses the key constructs under investigation—interpersonal conflict, role conflict, role ambiguity, workload, burnout, and turnover intention—within the context of the JD-R framework. Special attention is given to how burnout functions as a mediating mechanism that links job stressors to withdrawal intentions. The chapter then reviews relevant empirical studies, with a focus on findings published since 2020, to contextualize how the proposed model has been applied and validated across various organizational settings.

While much of the existing research originates from sectors such as healthcare, education, and banking, this chapter highlights a growing recognition of similar psychological patterns within manufacturing environments. By synthesizing past findings and identifying current gaps in the literature, the review establishes a foundation for the integrated mediation model proposed in this study. The aim is to justify the theoretical assumptions and methodological choices, and to position the research within a broader academic discourse on occupational stress, burnout, and employee retention.

THEORETICAL AND CONCEPTUAL FRAMEWORKS

This study is conceptually grounded in the Job Demands–Resources (JD-R) model proposed by Demerouti et al. (2001) and the multidimensional theory of burnout developed by Maslach and Jackson (1981). Together, these frameworks offer a comprehensive explanation of how specific job demands result in psychological strain in the form of burnout, which in turn elevates the likelihood of turnover intention. The integration of these two models facilitates a

robust understanding of employee withdrawal behaviors, particularly within structured, high-demand work environments such as Malaysia's private manufacturing sector.

The JD-R model categorizes job characteristics into two broad domains: job demands and job resources. Job demands refer to physical, psychological, social, or organizational aspects of a job that require sustained effort and are therefore associated with physiological and psychological costs. The present study focuses on four core job demands—interpersonal conflict, role conflict, role ambiguity, and workload. Prolonged exposure to these demands, particularly in the absence of adequate job resources, leads to a depletion of employees' emotional and mental reserves. According to the model, such depletion increases the risk of burnout, which in turn contributes to various adverse outcomes, including diminished well-being, lower job performance, and higher turnover intention (Demerouti et al., 2001). The flexibility and cross-contextual applicability of the JD-R framework have led to its widespread validation across sectors and cultures, including more recent applications in Asian industrial settings (Arnieyantie et al., 2022; Kim et al., 2024; Üngüren et al., 2024).

Complementing this framework, Maslach and Jackson's (1981) Burnout Theory provides a psychological lens through which the internal experience of job stress is examined. Burnout is conceptualized as a multidimensional syndrome characterized by emotional exhaustion, depersonalization (or cynicism), and reduced personal accomplishment. Emotional exhaustion refers to the feeling of being emotionally depleted due to continuous work pressure; depersonalization denotes a cynical or detached attitude toward one's job or colleagues; and reduced personal accomplishment involves feelings of ineffectiveness and diminished achievement. These dimensions represent the psychological erosion experienced by employees facing chronic work stress. Burnout thus serves as the mediating mechanism in this study, transmitting the effects of job demands to the ultimate behavioral outcome—turnover intention.

Recent empirical research underscores the mediating role of burnout in linking workplace stressors to turnover-related outcomes. Kang and Kim (2023) reported that burnout fully mediated the relationship between role ambiguity and turnover intention and partially mediated the link between role conflict and turnover. Similarly, Jalees et al. (2023) found that emotional exhaustion significantly mediated the effects of interpersonal conflict on turnover intention in a high-stress service sector context. Wijaya (2025) and Alias et al. (2022) also confirmed that burnout acted as a key mechanism through which workload and interpersonal

challenges translated into withdrawal cognition in both manufacturing and educational institutions.

Each of the four stressors under investigation in this study is both theoretically and empirically linked to burnout within the JD-R framework. Interpersonal conflict, as a social demand, comprises negative workplace interactions that generate emotional strain and psychological tension. It has been linked to elevated levels of emotional exhaustion and, by extension, to increased turnover intention (Jalees et al., 2023). Role conflict—defined by contradictory or incompatible expectations—creates cognitive dissonance and stress, contributing to burnout through depersonalization and detachment (Kang & Kim, 2023; Arnheyantie et al., 2022). Role ambiguity, characterized by unclear job responsibilities and performance expectations, undermines personal control and contributes to anxiety and diminished professional efficacy. These effects align with the reduced personal accomplishment component of burnout. Workload, often conceptualized as role overload, represents a direct and tangible job demand that, when excessive and prolonged, depletes emotional resources and leads to psychological fatigue. Handayani and Pujiyanto (2024) demonstrated that burnout significantly mediated the relationship between workload and turnover intention among Indonesian manufacturing workers. Mark Kasa et al. (2022), also affirmed that emotional exhaustion induced by workload predicted disengagement and high turnover intentions in a multi-country sample of industrial employees.

The dependent variable in this study—turnover intention—is defined as an employee's deliberate and conscious desire to leave the organization. It is widely regarded as the most proximal antecedent of actual turnover behavior and a reliable indicator of organizational instability. According to both the JD-R model and Maslach's theory, burnout serves as the psychological trigger for this intention. Jacobs and Roodt (2008) and subsequent researchers have consistently shown that burnout, particularly emotional exhaustion, is strongly associated with employees' decisions to quit. More recent work by Wijaya (2025) in a healthcare setting and Monica and Hayati (2025) in steel manufacturing confirmed that burnout mediated the relationship between workload and turnover intention, reinforcing the theoretical claim that psychological strain leads directly to exit cognitions.

Despite the growing body of evidence, much of the existing literature applies the JD-R model in a fragmented manner, often analyzing one or two job demands in isolation and reducing burnout to a single dimension—typically emotional exhaustion. Such simplification

limits explanatory depth and overlooks the complex psychological processes that underlie employee turnover. To address this gap, the current study integrates all three dimensions of burnout into a unified mediation model within the JD-R framework and simultaneously examines the effects of interpersonal conflict, role conflict, role ambiguity, and workload. It applies this comprehensive model to the under-researched context of Malaysia's private manufacturing sector, with a specific focus on firms located in Kuching, Sarawak.

In summary, this research draws upon two complementary models to capture the full pathway from environmental stressors to behavioral outcomes. The JD-R model provides the structural framework for understanding how specific job demands generate strain, while Maslach's theory explains how that strain is internalized and leads to burnout. Burnout, in turn, mediates the impact of job demands on turnover intention, the study's key outcome variable. This integrated approach enables a more holistic understanding of workforce instability and offers meaningful insights for both theory and practice.

EMPIRICAL EVIDENCE

A growing body of empirical research since 2020 supports the theoretical assumptions of the Job Demands–Resources (JD-R) model and Maslach's Burnout Theory. These studies consistently demonstrate that specific job demands—namely interpersonal conflict, role conflict, role ambiguity, and workload—serve as significant predictors of employee burnout, which in turn increases the likelihood of turnover intention. While many of these findings have emerged from sectors such as healthcare, banking, and education, they also hold strong implications for labor-intensive environments like manufacturing, where structured roles and high production demands are common.

Interpersonal conflict has been identified as a potent source of emotional strain in the workplace. Li (2023), in a Malaysian context, found that unresolved interpersonal tensions significantly contributed to burnout symptoms and disengagement, particularly when conflicts involved supervisory relationships. Jalees et al. (2023) provided more robust empirical evidence by showing that emotional exhaustion—a key dimension of burnout—significantly mediated the relationship between interpersonal conflict and turnover intention. These findings underscore the role of social stressors in triggering psychological withdrawal and suggest that interpersonal dynamics remain critical to understanding burnout trajectories in collectivist cultures. Supporting this, Alias et al. (2022), found that in Malaysian educational institutions,

workplace incivility—a variant of interpersonal conflict—was a strong predictor of burnout and turnover intention.

Role conflict also continues to be a relevant stressor in post-2020 organizational research. In a human services context, Kang and Kim (2023) demonstrated that burnout partially mediated the relationship between role conflict and turnover intention. Employees facing incompatible or contradictory expectations were more likely to experience emotional exhaustion and cynicism, both of which contributed to their desire to leave. Langove et al. (2024) found that among Malaysian IT executives, job strain stemming from role ambiguity and conflict significantly predicted turnover intention, with employee well-being acting as a mediating factor. These findings highlight the role of cognitive stress in driving disengagement and withdrawal behaviors in organizational settings.

Role ambiguity, often co-occurring with role conflict, has similarly been implicated in burnout pathways. Kang and Kim (2023) demonstrated that burnout fully mediated the relationship between role ambiguity and turnover intention in a service-sector context. Employees facing uncertainty about their roles reported higher levels of emotional exhaustion and reduced personal accomplishment, both of which contributed significantly to their intention to leave. These findings affirm the JD-R model's assertion that cognitive demands, particularly those related to ambiguity in task expectations or evaluation criteria, are psychologically taxing and serve as precursors to burnout and withdrawal. Although evidence from manufacturing settings remains limited, the mechanisms identified are transferable to structured industrial environments, where clarity and predictability are essential for performance and well-being.

Workload, or role overload, remains the most widely studied job demand in burnout research. Handayani and Pujianto (2024) examined Indonesian manufacturing employees and reported that burnout significantly mediated the link between high workload and turnover intention. Their findings revealed that employees experiencing chronic task overload were more likely to exhibit signs of emotional exhaustion and consider exiting the organization. A complementary study by Handayani et al. (2023) found a direct relationship between workload and turnover intention but did not assess burnout, thereby highlighting the need for integrated models that consider burnout as a mediator. Similarly, Wijaya (2025) reported that both workload and burnout significantly predicted turnover intention among general practitioners in Indonesia. Supporting this, Saraih et al. (2021) found that within a Malaysian manufacturing

firm, repetitive job stress significantly eroded job satisfaction and accelerated turnover intention, underscoring how monotonous work can amplify withdrawal behaviors. In addition to individual predictors, several studies have begun to explore the cumulative impact of multiple job demands. Monica and Hayati (2025), studying employees in the Indonesian steel manufacturing sector, found that toxic workplace conditions and job burnout together predicted turnover intention. Although their study did not isolate specific job demands such as role ambiguity or conflict, it highlights the layered nature of organizational stress and its compound impact on psychological strain. Similarly, Lee et al. (2022) reported that burnout levels were especially high among tire manufacturing workers subjected to repetitive tasks and relational tension. These findings suggest that when multiple job demands converge, the risk of burnout and subsequent turnover intention is significantly amplified. Üngüren et al. (2024), reinforced this by demonstrating that multidimensional burnout served as the conduit between job overload, conflict, and employees' intent to leave in Malaysian electronics factories.

Despite growing evidence, few studies to date have simultaneously tested all four job demands within a unified mediation model involving burnout, particularly in the Malaysian manufacturing context. Most research isolates one or two stressors, often reducing burnout to emotional exhaustion alone, which limits the explanatory power of such models. Moreover, cultural and sectoral differences are rarely accounted for. The present study addresses these limitations by examining all four job demands, modeling burnout as a multidimensional mediator, and applying the framework in the under-studied context of Malaysian private manufacturing firms.

In conclusion, empirical studies conducted since 2020 have consistently supported the theoretical pathway linking job demands to turnover intention through the mediating role of burnout. Each of the focal job demands—interpersonal conflict, role conflict, role ambiguity, and workload—has been independently validated as a contributor to burnout and turnover intention. The current study builds on this evidence by proposing an integrative framework that considers the simultaneous effects of these stressors, thereby offering a more comprehensive understanding of employee withdrawal in high-demand industrial settings.

CHAPTER THREE: RESEARCH METHODOLOGY

This chapter outlines the methodological approach adopted to investigate the mediating role of burnout in the relationship between selected workplace stressors—interpersonal conflict, role conflict, role ambiguity, and workload—and turnover intention among employees in private manufacturing firms in Kuching, Sarawak. The research is grounded in a quantitative paradigm, reflecting the study’s emphasis on measuring and analysing variable relationships through structured, numerical data.

The chapter begins by detailing the overall research design, including the justification for employing a correlational and cross-sectional framework. It then describes the population and sampling strategy, followed by a comprehensive overview of the research instrument, including the scales selected for each construct and the rationale for their adaptation. This section also addresses the procedures for data collection and ethical considerations adhered to throughout the study.

The reliability and validity of the measurement instruments are presented to demonstrate the methodological rigor and ensure confidence in the findings. The final part of the chapter explains the data analysis procedures, including the use of the PROCESS macro for mediation analysis. This analytical technique aligns with the study’s objective of examining indirect effects within a non-experimental design.

Overall, this chapter provides a detailed and structured explanation of the methodological framework, ensuring transparency and coherence in the process of testing the proposed theoretical model.

RESEARCH DESIGN

This study adopts a quantitative, correlational, and cross-sectional research design to examine the mediating role of burnout in the relationship between workplace stressors—namely interpersonal conflict, role conflict, role ambiguity, and workload—and employee turnover intention. A quantitative approach is well-suited to this investigation as it facilitates the objective measurement and statistical evaluation of the relationships among clearly defined variables using structured, numerical data.

The research employs a correlational design, which is appropriate given the study's objective to identify the direction and strength of associations among variables without experimental manipulation. This design enables the examination of naturally occurring

workplace phenomena and is consistent with prior research in organizational psychology, where burnout has frequently been studied as an intermediary variable linking job stressors to employee outcomes. The cross-sectional time frame adopted in this study involves the collection of data at a single point in time and supports an efficient means of examining theoretical relationships in a natural organizational setting.

The study is positioned within a well-established empirical tradition that uses correlational and cross-sectional designs to explore psychosocial dynamics in the workplace. Prior studies have similarly utilised such designs to evaluate the mediating effects of burnout and the antecedents of turnover intention, thereby providing methodological consistency and relevance to the present investigation.

The target population comprises employees working in private manufacturing firms located in Kuching, Sarawak. Data will be collected through a structured, self-administered questionnaire. The instrument is divided into several parts, each corresponding to one of the constructs under investigation. Interpersonal conflict will be measured using the scale developed by Wright et al. (2017). Role conflict and role ambiguity will be assessed using items from the scales originally developed by Rizzo et al. (1970). The workload measure will be based on the NASA Task Load Index developed by Hart and Staveland (1988). Burnout will be measured using the Maslach Burnout Inventory (Maslach and Jackson, 1981), and turnover intention will be assessed using the scale created by Jacobs and Roodt (2008). All items will be measured using a 5-point Likert scale, allowing participants to indicate their level of agreement or frequency on a continuum ranging from strongly disagree to strongly agree, or from never to always, depending on the nature of the item. The use of a 5-point Likert scale enhances consistency and facilitates reliable measurement across constructs.

The use of these validated instruments ensures both construct validity and consistency with established research in the field. Each scale has demonstrated robust psychometric properties in prior studies and is appropriate for use in organizational settings.

For data analysis, the PROCESS macro developed by Andrew Hayes will be employed to conduct mediation analysis. This macro is widely used in psychological and behavioural research for testing indirect effects and supports regression-based path analysis using bootstrapped confidence intervals. It is particularly suited to the present study's objectives, which involve examining the mediating role of burnout in the relationships between workplace stressors and turnover intention within a non-experimental, correlational framework.

In summary, the research design—grounded in a quantitative methodology and implemented through a correlational and cross-sectional structure—offers a methodologically coherent and analytically rigorous approach to investigating the hypothesised relationships. The design effectively supports the use of mediation analysis through the PROCESS macro and is consistent with best practices in empirical research on organizational stress and employee outcomes.

RESEARCH INSTRUMENT

This study employed a structured questionnaire comprising adapted and adopted instruments to measure the key constructs: job stressors, burnout, turnover intention, and demographic background. All items were presented using a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), to ensure consistency across sections and enhance respondent clarity. The instruments were selected based on their established validity and relevance in prior organizational research and were tailored linguistically and contextually for the Malaysian manufacturing sector.

Job stressors were assessed in Section B of the questionnaire, consisting of four subcomponents: interpersonal conflict, role conflict, role ambiguity, and workload. The Interpersonal Conflict scale was adapted from Wright et al. (2017), originally known as the Workplace Interpersonal Conflict Scale (WICS). The items were linguistically adjusted to match local workplace expressions while retaining their original meaning. Seven items were used to capture conflict experiences such as perceived unfair treatment, hostile interactions, and communication breakdowns.

The Role Conflict and Role Ambiguity scales were adapted from Rizzo et al. (1970). For role conflict, eight items were rephrased to modern workplace contexts and include examples of incompatible demands, unclear authority, and contradictory instructions. For role ambiguity, six items were adapted to reflect perceived clarity in job expectations, authority, and time allocation. These adaptations were made to improve comprehension and cultural fit while preserving the psychometric intent of the original items.

Workload was assessed using items adapted from the NASA Task Load Index developed by Hart and Staveland (1988). The original 20-point scale was replaced with a 5-point Likert format, and six items were selected and reworded to measure both mental and physical workload, task pressure, and perceived effort during job performance. These

adjustments ensured alignment with the format and linguistic coherence of the entire instrument.

Turnover Intention, measured in Section C, was assessed using a 13-item scale adapted from Jacobs and Roodt (2008). The original items were reviewed for cultural and contextual appropriateness and rephrased to reflect the employment realities in private manufacturing firms. Items covered cognitive intentions to leave, emotional dissatisfaction, and practical or personal constraints influencing turnover behaviour.

Burnout, covered in Section D, was measured using the Maslach Burnout Inventory (Maslach and Jackson, 1981), which includes three subscales: emotional exhaustion, personal accomplishment, and depersonalisation. The original MBI uses a 7-point frequency scale; however, for consistency with the overall instrument, all 22 items were adapted to a 5-point Likert scale. Emotional exhaustion was measured using nine items; personal accomplishment with eight items; and depersonalisation with five items. Each item was carefully adapted to preserve the theoretical structure of the subscales while enhancing clarity for the local context.

Finally, the questionnaire included demographic items covering gender, age, education level, income, and department. These items were adapted from demographic frameworks within the Job Demands-Resources (JD-R) model literature and contextualised to reflect the characteristics of employees in Malaysian private manufacturing firms.

In summary, the research instrument comprises carefully selected and linguistically adapted scales grounded in prior empirical studies. Modifications to item wording and scale formats were made to enhance clarity, ensure cultural relevance, and maintain the psychometric integrity of each construct.

The full set of questionnaire items, organised by construct, is presented in Appendix for reference. Following the pilot test, several items were removed from the original pool to enhance the instrument's reliability and conceptual clarity. These decisions were based on item performance and respondent feedback. A detailed explanation of the modifications and supporting analysis is provided in the Pilot Test section.

RELIABILITY AND VALIDITY OF MEASUREMENT INSTRUMENT

The Workplace Interpersonal Conflict Scale (WICS), developed by Wright et al. (2017), is a reliable and valid instrument for measuring interpersonal conflict in workplace settings. Internal consistency estimates frequently exceed 0.80, and test-retest assessments demonstrate stable scores over time. Construct validity has been supported by confirmatory factor analysis, and criterion validity is evident through correlations with job dissatisfaction, occupational stress, and turnover intention. Discriminant validity confirms that WICS measures interpersonal conflict distinctly from other workplace stressors such as workload or role ambiguity.

The Role Conflict and Role Ambiguity Scales, developed by Rizzo et al. (1970), are widely used in organizational behaviour research. The scales consistently demonstrate sound internal reliability, with Cronbach's alpha values ranging from 0.70 to 0.90. Confirmatory factor analyses support the construct validity of these instruments, distinguishing between role ambiguity, which captures uncertainty in expectations, and role conflict, which reflects incompatible job demands. Criterion validity is confirmed by correlations with stress-related outcomes such as job dissatisfaction and intention to leave. Discriminant validity further establishes these constructs as unique dimensions of job-related stress.

The NASA Task Load Index (NASA-TLX), developed by Hart and Staveland (1988), is a multidimensional measure of perceived workload. Although traditionally scored on a 20-point scale, the tool retains its psychometric integrity even when adapted to alternative formats, such as a 5-point Likert scale. The NASA-TLX exhibits strong internal consistency, with Cronbach's alpha values typically exceeding 0.80. Construct validity is well established through its ability to differentiate tasks with varying cognitive and physical demands. It also demonstrates concurrent validity with other workload instruments and maintains discriminant validity in distinguishing workload from emotional or interpersonal stressors.

The Maslach Burnout Inventory (MBI), developed by Maslach and Jackson (1981), is the most widely validated instrument for assessing burnout. It includes three subscales: Emotional Exhaustion, Depersonalisation, and Personal Accomplishment. Reported Cronbach's alpha values range from 0.72 to 0.88, indicating good to excellent internal consistency. Construct validity is supported by its consistent three-factor structure across occupational groups. Criterion validity is reflected in strong correlations with job

dissatisfaction, emotional fatigue, and turnover intention, while discriminant validity ensures that burnout is measured distinctly from general stress or depression.

The Turnover Intention Scale (TIS), developed by Jacobs and Roodt (2008), is a well-established tool for assessing an employee's cognitive intention to leave their current organization. Internal consistency is high, with Cronbach's alpha values commonly exceeding 0.80. Construct validity has been confirmed through factor analyses that isolate turnover intention as a distinct domain. The scale exhibits strong criterion validity, demonstrated by its significant correlations with job satisfaction, organizational commitment, and actual turnover behaviour. It also displays discriminant validity, effectively distinguishing turnover intention from other attitudinal or behavioural constructs in the workplace.

POPULATION AND SAMPLING

The target population for this study comprises full-time employees working in four private food manufacturing companies located in Kuching, Sarawak. These organizations were selected due to their relevance to the study's focus on burnout and turnover intention within Malaysia's manufacturing sector. Collectively, these companies represent a significant segment of the local manufacturing industry and provide a meaningful context for examining the relationships among workplace stressors, burnout, and turnover intention.

A cross-sectional research design is employed, and the study utilizes a non-random sampling method to select participants. This approach is appropriate given the practical constraints of workplace research, including voluntary participation, management permission, and employee availability. While non-random sampling limits the generalizability of findings, it enables access to a diverse pool of respondents across multiple organizational settings, enhancing the practical relevance of the results.

The total number of full-time employees across the four participating companies is 270. To determine an adequate sample size, the study refers to Krejcie and Morgan's (1970) sample size table, which provides recommendations based on known population sizes. For a population of 270, the minimum recommended sample size is approximately 159 participants, ensuring sufficient statistical power for hypothesis testing and supporting the reliability of the findings.

Only full-time employees are eligible to participate in the study. This criterion ensures that the responses reflect individuals who are actively engaged in the organization's daily

operations and experience its job demands, workplace environment, and management practices directly.

DATA COLLECTION PROCEDURE

Data for this study will be collected through an online survey administered between April and June 2025. The survey will be hosted on a secure platform such as Google Forms, selected for its convenience, ease of distribution, and accessibility across devices. This method is particularly suitable for reaching full-time employees in the manufacturing sector, many of whom operate across varied shifts and locations.

Prior to the commencement of data collection, official permission will be obtained from all participating organizations. In addition, ethical clearance will be secured from the appropriate institutional review board to ensure compliance with research ethics, including voluntary participation, informed consent, and confidentiality.

Each participant will receive a survey link accompanied by a cover letter, which outlines the purpose of the study, the voluntary nature of participation, assurances of confidentiality, and instructions for completing the survey. The cover letter will explicitly state that no personally identifiable information will be collected, and responses will remain anonymous throughout the study.

The survey will be distributed via email and professional networks, targeting full-time employees across four private food manufacturing companies in Kuching, Sarawak. To optimize participation, reminder emails will be sent every two weeks during the three-month data collection period. These reminders will reinforce the importance of the study, assure participants of their confidentiality, and encourage timely response.

Although the study employs a non-random sampling method, efforts will be made to distribute the survey across various departments and job roles within each company. This approach supports diversity in the respondent pool and enhances the representativeness of the findings within the broader manufacturing workforce.

PILOT TEST

A pilot study was conducted prior to the main data collection phase to evaluate the reliability, internal consistency, and conceptual clarity of the survey instrument. This preliminary testing was essential to determine whether the items effectively measured their

respective constructs and to identify any misaligned or problematic items requiring revision. The insights obtained during this phase informed key refinements that enhanced the instrument's validity and ensured its appropriateness for broader distribution.

The pilot sample consisted of 10 working individuals, selected through convenience sampling. Respondents completed a self-administered questionnaire measuring the independent variables (job stressors), mediating variables (burnout dimensions), and the dependent variable (turnover intention). Data were analyzed using IBM SPSS Statistics, where Cronbach's alpha coefficients and item-total correlations were computed to assess the internal consistency of each scale. A summary of the reliability results is presented in Appendix.

The Interpersonal Conflict scale included ten items and demonstrated excellent internal consistency, with a Cronbach's alpha of .98. All items contributed positively to the scale's reliability; thus, no revisions were required. The Role Conflict scale, composed of eight items, also showed strong internal consistency ($\alpha = .97$), while the Role Ambiguity scale, consisting of five positively worded items, yielded a Cronbach's alpha of .96, indicating high reliability across all job stressor subscales.

The Workload scale was revised following the pilot test. Initially comprising six items, one item—*"I am satisfied with how well I accomplish my work tasks"*—was removed due to a negative corrected item-total correlation. Conceptually, it was identified as an indicator of job satisfaction rather than workload. The revised five-item scale yielded a Cronbach's alpha of .83, suggesting good internal consistency.

The Turnover Intention scale was also refined. Originally containing 14 items, one reverse-worded item—*"I look forward to going to work on most days"*—was excluded. This item showed a negative item-total correlation and was conceptually inconsistent with the remaining items. The final 13-item scale produced a Cronbach's alpha of .98, indicating excellent reliability.

For the mediating variable, burnout, each subscale demonstrated strong internal consistency. Emotional Exhaustion, measured with nine items, produced a Cronbach's alpha of .98, with inter-item correlations in some cases exceeding .99, suggesting possible redundancy. Although no items were removed at this stage, these will be re-examined during the factor analysis of the main study. The Depersonalization subscale, comprising five items, also demonstrated excellent reliability ($\alpha = .98$), with no revisions necessary. The Personal Accomplishment subscale, containing eight items, achieved a Cronbach's alpha of .97. While

item-total correlations were consistently strong, some items showed signs of conceptual overlap and will be reassessed in the confirmatory analysis phase.

In summary, the pilot study led to minor but important refinements to improve the reliability and conceptual alignment of the instrument. These revisions strengthened the measurement model, and the finalized version of the questionnaire was deemed suitable for use in the main study. Refer to Table 7 in Appendix for a summary of Cronbach's alpha values and modifications made during the pilot testing process.

DATA ANALYSIS PROCEDURE

The data analysis for this study will be conducted using IBM SPSS Statistics and will follow a structured, multi-stage procedure to ensure the reliability and validity of the measurement instruments, as well as to test the hypothesised relationships among variables. All analyses will align with the study's quantitative, correlational design.

The first stage will involve evaluating the reliability and construct validity of the measurement scales. Cronbach's alpha will be computed to assess internal consistency, with values of .70 and above considered acceptable. To evaluate construct validity, an Exploratory Factor Analysis (EFA) will be performed using Principal Component Analysis with varimax rotation to examine the factor structure and ensure that items load onto their intended constructs.

Next, normality tests will be conducted using the Kolmogorov-Smirnov and Shapiro-Wilk tests to determine whether the data meet the assumptions of normal distribution. These results will inform the appropriateness of parametric statistical tests in subsequent analyses.

Outliers will be examined using standardized z-scores and boxplots. Any extreme values that may distort the results will be reviewed and addressed as needed to maintain data integrity.

Following data screening, descriptive statistics will be calculated to summarise the demographic characteristics of the respondents. Frequencies and percentages will be used to present distributions for variables such as age, gender, education level, income, and department.

To assess the relationships between variables, Pearson's correlation analysis will be conducted. This will help determine the strength and direction of associations between job

stressors (interpersonal conflict, role conflict, role ambiguity, and workload), burnout, and turnover intention.

Subsequently, multiple regression analysis will be used to examine the direct effects of the independent variables on turnover intention. This will allow for the identification of significant predictors and their individual contributions to the outcome variable.

Finally, mediation analysis will be conducted using Hayes' PROCESS macro for SPSS (Model 4) to test whether burnout mediates the relationship between job stressors and turnover intention. The macro will apply bootstrapping with 5,000 resamples to estimate 95% bias-corrected confidence intervals. A mediation effect will be considered significant if the confidence interval for the indirect effect does not include zero.

ETHICAL CONSIDERATIONS

Participants have been informed about the purpose of the study and their right to withdraw at any time. Confidentiality is maintained by anonymizing responses and ensuring that no personally identifiable information is collected. Letters have been sent to the participating companies to obtain approval and to ensure the confidentiality of organizational data.

CHAPTER FOUR: RESULTS

This chapter presents an in-depth statistical analysis of the study data, aimed at evaluating the research hypotheses and achieving the outlined research objectives. The chapter is organized systematically to guide readers through the preliminary data screening, reliability and validity analyses, descriptive and inferential statistics, and mediation analysis using the PROCESS Macro Model 4 in SPSS. Each section provides a comprehensive interpretation of the quantitative findings, setting the foundation for the discussion in the following chapter.

PRELIMINARY DATA SCREENING

Missing Values

The study collected a total of 163 responses via an online Google Form. All responses were reviewed to ensure data completeness and eligibility. Since the Google Form was designed to require all questions to be answered before submission, there were no instances of unanswered items or partial completions. Therefore, no cases were removed, and no imputation or data cleaning for missing values was necessary. Every item across all constructs—including demographic variables and psychometric measures—was fully populated. This confirmed that the final sample ($N = 163$) represented a complete dataset, permitting full-case analysis and ensuring the statistical robustness of all subsequent procedures described in this chapter.

Normality Tests

To assess whether the data met the assumption of normality, both the Kolmogorov–Smirnov and Shapiro–Wilk tests were conducted for all major study variables: interpersonal conflict (IC), role conflict (RC), role ambiguity (RA), workload (WL), burnout, and turnover intention (TI). The results showed that all variables had p-values less than .05, indicating significant deviation from normality. Refer to Appendix X for the full SPSS output of the normality tests.

Although the variables are not normally distributed, the large sample size ($N = 163$) mitigates this issue, as parametric tests such as multiple regression are generally robust to non-normality in larger samples. Additionally, Spearman’s rho correlation was used instead of Pearson’s r to account for the non-normal distribution of the variables (Pallant, 2020).

Outlier Detection

Outlier analysis was conducted using boxplots for each major variable. The results indicated that only the variable burnout showed the presence of outliers, with two cases — Case ID 5 and Case ID 71 — identified as potential outliers.

These cases were detected via visual inspection of the boxplot (refer to Appendix, Figure 2). Despite their deviation from the majority of the data, both cases were retained in subsequent analyses. This decision was based on the fact that they did not stem from data entry errors and still fell within a theoretically plausible range of responses. Furthermore, recent methodological literature supports that regression analysis is relatively robust to minor outliers when the sample size is sufficient (Zhou & Song, 2021; Hair et al., 2021).

MEASUREMENT VALIDITY AND RELIABILITY

Interpersonal Conflict

The Interpersonal Conflict (IC) scale, comprising ten items, was used to measure the frequency and intensity of negative interpersonal experiences in the workplace. The validity of the scale was supported by the results of the factorability tests. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was .904, exceeding the recommended minimum of .60 (Field, 2018), and Bartlett's Test of Sphericity was significant, $\chi^2(45) = 2276.289$, $p < .001$. These results indicated that the data were suitable for factor analysis and that the items shared sufficient common variance. Although a full exploratory factor analysis was not conducted for each individual construct due to the use of previously validated instruments, the high KMO value and significant Bartlett's test support the construct validity of the IC scale.

In terms of reliability, the scale demonstrated excellent internal consistency with a Cronbach's alpha of .97, which far surpasses the minimum threshold of .70 suggested by Nunnally and Bernstein (1994). Corrected item-total correlations ranged from .752 to .927, with all items exceeding the .30 criterion, indicating that each item made a substantial contribution to the overall construct. The item "I often receive unclear directions from others at work" showed the lowest corrected correlation (.752), while the highest was observed for "I have been treated with rudeness by others in my workplace" (.927). Given the high inter-item correlations and internal consistency, no items were removed. These results affirm that the

Interpersonal Conflict scale is both a valid and reliable instrument for assessing workplace conflict in this study.

Role Conflict

The Role Conflict scale consisted of 8 items measuring the presence of incompatible demands and expectations at work. Validity was assessed using the Kaiser-Meyer-Olkin (KMO) measure and Bartlett's Test of Sphericity. The KMO value was .890, which exceeds the recommended threshold of .60 (Hair et al., 2020), indicating sampling adequacy for factor analysis. Bartlett's Test of Sphericity was significant ($\chi^2 = 1869.302$, $df = 28$, $p < .001$), confirming the factorability of the correlation matrix.

Internal consistency was evaluated using Cronbach's alpha, which yielded a coefficient of .97, demonstrating excellent reliability (Taber, 2018). Corrected item-total correlations ranged from .811 to .933, well above the acceptable benchmark of .30, indicating strong item coherence. The item "I am assigned tasks without sufficient resources or materials" showed the lowest correlation (.811), while "I receive conflicting instructions from multiple people" showed the highest (.933). All items were retained due to their strong psychometric properties and conceptual alignment with the construct.

These results affirm the validity and reliability of the Role Conflict scale for use in subsequent statistical analyses.

Role Ambiguity

The Role Ambiguity scale included five positively worded items originally designed to assess role clarity. Prior to analysis, these items were reverse-coded to align with the theoretical focus on ambiguity, such that higher scores reflected greater uncertainty regarding work roles and expectations. The construct's validity was supported by a Kaiser-Meyer-Olkin (KMO) measure of .842, exceeding the minimum acceptable value of .60 (Hair et al., 2020), indicating sampling adequacy. Bartlett's Test of Sphericity was significant ($\chi^2 = 1355.799$, $df = 10$, $p < .001$), confirming that the inter-item correlations were sufficient for factor analysis.

The internal consistency of the scale was excellent, with a Cronbach's alpha of .96, well above the recommended threshold of .70 (Taber, 2018). Corrected item-total correlations

ranged from .868 to .965, demonstrating high inter-item reliability. The item “I am sure that I allocate my time appropriately across tasks” had the lowest correlation (.868), while “I have a clear understanding of what is expected from me at work” showed the highest (.965). Since all items exceeded the acceptable cutoff of .30, none were removed.

These findings confirm the scale’s strong psychometric properties and support its use in further statistical procedures.

Workload

The Workload scale comprised five items designed to measure both cognitive and physical job demands experienced by employees. The construct’s sampling adequacy was supported by a Kaiser-Meyer-Olkin (KMO) value of .819, which exceeds the minimum threshold of .60 (Hair et al., 2020), indicating that the dataset was suitable for factor analysis. Bartlett’s Test of Sphericity was also significant ($\chi^2 = 587.186$, $df = 10$, $p < .001$), confirming the presence of sufficient correlations among items to proceed with further validation.

Reliability analysis revealed strong internal consistency, with a Cronbach’s alpha of .88, surpassing the recommended benchmark of .70 (Taber, 2018). Corrected item-total correlations ranged from .728 to .794, indicating that all items were well-aligned with the overall scale and contributed meaningfully to the measurement of workload. The item “I exert a lot of mental and physical effort to complete my tasks effectively” had the lowest correlation (.728), while “I often feel pressured by the pace of my work tasks” showed one of the highest (.794). As all items exceeded the acceptable threshold of .30, no deletions were necessary.

Overall, these results confirm that the Workload scale is both valid and reliable for capturing the mental and physical demands placed on employees in the workplace.

Burnout

The burnout construct in this study was measured using 22 items divided into three dimensions: Emotional Exhaustion (EE), Depersonalization (DP), and Personal Accomplishment (PA). The Personal Accomplishment items were reverse-coded prior to analysis so that higher scores consistently reflected greater levels of burnout across all subscales. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was .843, which

exceeds the recommended minimum value of .60 (Hair et al., 2020), indicating the suitability of the data for factor analysis. Bartlett's Test of Sphericity was also significant ($\chi^2 = 8168.045$, $df = 231$, $p < .001$), confirming that the items were sufficiently intercorrelated for dimensional analysis.

After reverse coding, the scale demonstrated excellent internal consistency, with a Cronbach's alpha of .98, surpassing the benchmark of .70 (Taber, 2018). Corrected item-total correlations ranged from .627 to .925, indicating strong item convergence across all subdimensions. The Emotional Exhaustion subscale showed particularly high internal consistency, with item-total correlations ranging from .759 to .925. The Depersonalization items demonstrated similarly robust correlations (.867 to .894), supporting their relevance to the overall burnout construct. For the Personal Accomplishment (reversed) items, the lowest corrected item-total correlation was observed for "I feel energetic in my work" (.627), while most items exceeded .80, reflecting strong alignment with the reversed burnout dimension. As all items exceeded the acceptable threshold of .30, no deletions were necessary.

These results affirm that the burnout measure—comprising the three subdimensions—possesses strong construct validity and internal reliability, supporting its use in subsequent mediation and regression analyses.

Turnover Intention

The Turnover Intention construct was measured using 13 items designed to capture employees' cognitive, emotional, and behavioral tendencies toward leaving their current employment. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy was .884, indicating meritorious sampling adequacy for factor analysis (Hair et al., 2020). Bartlett's Test of Sphericity was statistically significant ($\chi^2 = 4778.809$, $df = 78$, $p < .001$), confirming sufficient inter-item correlations and justifying further analysis of the scale structure.

Reliability analysis demonstrated exceptional internal consistency, with a Cronbach's alpha of .99, which far exceeds the conventional threshold of .70 (Taber, 2018). Corrected item-total correlations ranged from .883 to .958, indicating that all items were strongly correlated with the total score and contributed meaningfully to the overall construct. The highest item-total correlation was observed for "I frequently consider leaving my current job"

(.958), while the lowest was for “I frequently consider starting my own business” (.883), which still surpassed the minimum acceptable threshold of .30.

Given these strong psychometric properties, all 13 items were retained. The Turnover Intention scale is therefore confirmed to be both valid and reliable, making it suitable for inclusion in subsequent analyses, including mediation and regression modelling.

For full validity and reliability outputs, refer to Appendix.

MAIN FINDINGS

DESCRIPTIVE STATISTICS

This section presents the descriptive statistics for the study’s variables, including the mean, standard deviation, minimum, and maximum values. These statistics provide an overview of participants’ responses and offer insight into the general distribution and central tendencies of interpersonal conflict, role conflict, role ambiguity, workload, burnout, and turnover intention.

Respondent Profile

Table 1

Demography

Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	88	54.0
	Female	75	46.0
Age Group	Below 25	31	19.0
	25–34	58	35.6
	35–44	65	39.9
	45–54	8	4.9
	55 and above	1	0.6
Ethnicity	Indigenous (e.g., Bidayuh, Iban)	52	31.9
	Malay	46	28.2
	Chinese	36	22.1
	Indonesian	10	6.1

Variable	Category	Frequency (n)	Percentage (%)
Education Level	Other foreign/unspecified	9	5.5
	Missing/None	3	1.8
	SPM or below	60	36.8
	Diploma/Certificate	44	27.0
	Bachelor's Degree	45	27.6
	Postgraduate Degree	1	0.6
Years of Work Experience	Other/Missing	13	8.0
	Less than 1 year	42	25.8
	1–3 years	78	47.9
	4–6 years	40	24.5
	7–10 years	1	0.6
	More than 10 years	2	1.2
Job Position	Entry-level	71	43.6
	Skilled worker	65	39.9
	Supervisor	12	7.4
	Manager	12	7.4
	Other (e.g., Exec, Service)	3	1.7
Department/Work Area	Production	82	50.3
	Logistics	21	12.9
	Quality Assurance	20	12.3
	HR/Admin	16	9.8
	Maintenance	9	5.5
	Other/Unspecified	15	9.2
Monthly Income (RM)	< RM1,500	17	10.4
	RM1,500–2,499	88	54.0
	RM2,500–3,999	37	22.7
	RM4,000 and above	1	0.6
	Prefer not to say	20	12.3

Table 1 provides a detailed profile of the respondents (N = 163). The majority were male (54.0%) and between 25 to 44 years old (75.5%). Ethnically, Indigenous groups (e.g., Bidayuh, Iban) constituted the largest segment (31.9%), followed by Malays (28.2%) and Chinese (22.1%). Most participants had an educational qualification of SPM or below (36.8%), with a substantial number holding either a diploma or bachelor's degree. In terms of work experience, nearly half had 1–3 years (47.9%), and 43.6% held entry-level positions. The production department was the most represented work area (50.3%). Regarding monthly income, more than half earned between RM1,500 and RM2,499, while 12.3% chose not to disclose.

Descriptive Statistics for Main Constructs

Table 2

Descriptive statistics for Variables

Variable	N	Min	Max	Mean	SD
Interpersonal Conflict	163	1.00	5.00	2.63	1.01
Role Conflict	163	1.00	4.88	3.25	0.93
Role Ambiguity (Reversed)	163	1.00	5.00	2.42	0.99
Workload	163	2.00	5.00	3.86	0.78
Emotional Exhaustion	163	1.00	5.00	3.27	1.18
Depersonalization	163	1.00	5.00	2.43	1.16
Personal Accomplishment	163	1.00	5.00	3.55	0.98
Turnover Intention	163	1.00	5.00	2.89	1.28

Table 2 presents the descriptive statistics for the main study constructs. The mean scores indicate moderate levels of interpersonal conflict (M = 2.63) and turnover intention (M = 2.89) among respondents. Among job stressors, workload had the highest average score (M = 3.86), suggesting that respondents generally perceived their tasks as demanding. Role ambiguity (M = 2.42) and depersonalization (M = 2.43) had relatively lower means, while personal accomplishment scored higher (M = 3.55), indicating a generally positive perception of professional efficacy. All constructs exhibited the full-scale range (1–5), suggesting a good distribution of responses across items.

CORRELATION ANALYSIS

A Spearman's rank-order correlation was conducted to examine the relationships between interpersonal conflict, role conflict, role ambiguity, workload, burnout, and turnover intention among employees in the private manufacturing sector in Kuching. The results revealed several significant positive correlations.

There was a strong and statistically significant positive relationship between interpersonal conflict and burnout, $rs(161) = .905, p < .001$, indicating that higher levels of interpersonal conflict are associated with greater burnout. Similarly, role conflict was positively correlated with burnout, $rs(161) = .859, p < .001$, as was role ambiguity, $rs(161) = .765, p < .001$, and workload, $rs(161) = .775, p < .001$. These results suggest that as job-related stressors increase, employee burnout also tends to increase significantly.

In addition, burnout was found to be strongly and positively associated with turnover intention, $rs(161) = .907, p < .001$, indicating that employees experiencing greater burnout are also more likely to consider leaving their jobs. Other significant correlations were observed between interpersonal conflict and turnover intention, $rs(161) = .890, p < .001$; role conflict and turnover intention, $rs(161) = .873, p < .001$; role ambiguity and turnover intention, $rs(161) = .802, p < .001$; and workload and turnover intention, $rs(161) = .750, p < .001$. These strong positive associations reinforce the link between job stressors and both emotional exhaustion and employees' desire to quit.

Overall, these findings confirm that interpersonal conflict, role conflict, role ambiguity, and workload are each significantly and positively associated with both burnout and turnover intention. For the detailed correlation matrix, please refer to Table 3 and Appendix.

Table 3

Spearman's Correlation Matrix for Study Variables (N = 163)

Variables	IC	RC	RA	WL	TI	Burnout
Interpersonal Conflict	1	.859**	.778**	.744**	.890**	.905**
Role Conflict	.859**	1	.753**	.747**	.873**	.859**

Role Ambiguity	.778**	.753**	1	.546**	.802**	.765**
Workload	.744**	.747**	.546**	1	.750**	.775**
Turnover Intention	.890**	.873**	.802**	.750**	1	.907**
Burnout	.905**	.859**	.765**	.775**	.907**	1

Note. $p < .01$ (2-tailed) $p < .01$ (2-tailed).

MULTIPLE REGRESSION ANALYSIS

A multiple regression analysis was conducted to evaluate the extent to which interpersonal conflict, role conflict, role ambiguity, and workload predicted burnout among employees in the private manufacturing sector in Kuching. The overall regression model was statistically significant, $F(4, 158) = 255.03$, $p < .001$, with an R^2 value of .866. This indicates that approximately 86.6% of the variance in burnout was explained by the combined influence of the four job stressors.

The regression equation generated from the analysis was: $\text{Burnout} = -0.615 + 0.509(\text{IC}) + 0.141(\text{RC}) + 0.175(\text{RA}) + 0.287(\text{WL})$. This suggests that, holding all other variables constant, a one-unit increase in interpersonal conflict predicted a 0.509 increase in burnout. Similarly, a one-unit increase in role conflict predicted a 0.141 increase in burnout, a one-unit increase in role ambiguity predicted a 0.175 increase in burnout, and a one-unit increase in workload predicted a 0.287 increase in burnout.

All four predictors were statistically significant, with interpersonal conflict ($\beta = .506$, $t = 8.36$, $p < .001$), role conflict ($\beta = .129$, $t = 2.13$, $p = .035$), role ambiguity ($\beta = .170$, $t = 3.51$, $p = .001$), and workload ($\beta = .221$, $t = 4.90$, $p < .001$) contributing uniquely to the prediction of burnout. These results indicate that interpersonal conflict, role conflict, role ambiguity, and workload are significant predictors of burnout. Thus, the null hypotheses for H1a, H1b, H1c, and H1d are rejected.

Full statistical outputs are presented in Table 4, with detailed SPSS outputs provided in Appendix.

Table 4**Multiple Regression Analysis Results**

Predictor	B	SE B	β	t	p
Interpersonal Conflict (IC)	0.509	0.061	.506	8.36	< .001
Role Conflict (RC)	0.141	0.066	.129	2.13	.035
Role Ambiguity (RA)	0.175	0.050	.170	3.51	.001
Workload (WL)	0.287	0.059	.221	4.90	< .001
Constant	−0.615	0.157	—	−3.90	< .001

Model Summary:

$R = .930$, $R^2 = .866$, Adjusted $R^2 = .863$, $F(4, 158) = 255.03$, $p < .001$

SIMPLE LINEAR REGRESSION

A simple linear regression was conducted to examine whether burnout significantly predicts turnover intention among employees in the private manufacturing sector in Kuching. The results (refer to Table 5) revealed a statistically significant regression equation, **$F(1, 161) = 665.41$, $p < .001$** , with an **R^2 value of .805**. This indicates that burnout accounts for approximately **80.5% of the variance** in turnover intention. The regression equation derived from the model is:

$$\text{Turnover Intention} = -0.18 + 1.13(\text{Burnout})$$

This means that for every one-unit increase in burnout, turnover intention is expected to increase by approximately 1.13 units. The slope coefficient for burnout was statistically significant, **$t(161) = 25.80$, $p < .001$** , confirming that burnout is a strong and significant predictor of turnover intention. Accordingly, the null hypothesis for H2 is rejected.

For full SPSS output and regression coefficients, please refer to Appendix.

Table 5

Simple Linear Regression Analysis Results

Predictor	B	SE B	β	t	p	R ²	F(1,161)	p (Model)
Burnout	1.13	0.044	.90	25.80	< .001	.805	665.41	< .001

Note. B = unstandardized coefficient; SE B = standard error of B; β = standardized beta coefficient; R² = coefficient of determination.

MEDIATION ANALYSIS

Interpersonal Conflict

A mediation analysis was conducted using PROCESS macro Model 4 (Hayes, 2022) to examine whether **burnout mediates the relationship between interpersonal conflict and turnover intention** among employees in the private manufacturing sector in Kuching. The predictor variable was interpersonal conflict (IC), the mediator was burnout, and the outcome variable was turnover intention (TI).

The **first regression analysis** showed that interpersonal conflict significantly predicted burnout, **b = 0.91**, SE = 0.03, **t(161) = 26.48**, **p < .001**, with 81.3% of the variance in burnout explained by interpersonal conflict (**R² = .813**), F(1, 161) = 701.39, p < .001.

The **second regression analysis**, including both interpersonal conflict and burnout as predictors of turnover intention, was also significant, F(2, 160) = 406.38, p < .001, and explained 83.6% of the variance in turnover intention (**R² = .836**). Both IC (**b = 0.51**, SE = 0.09, **t = 5.43**, **p < .001**) and burnout (**b = 0.67**, SE = 0.09, **t = 7.19**, **p < .001**) were significant predictors of turnover intention in the model.

The **total effect** of interpersonal conflict on turnover intention (i.e., without accounting for the mediator) was also significant, **b = 1.12**, SE = 0.05, **t(161) = 24.06**, **p < .001**, with 78.2% of the variance explained (**R² = .782**).

Importantly, the **indirect effect** of interpersonal conflict on turnover intention through burnout was **b = 0.61**, with a 95% bootstrap confidence interval of **[0.30, 0.90]**, indicating that

the indirect effect was statistically significant because the confidence interval did not include zero.

Taken together, these results support a partial mediation model, whereby interpersonal conflict influences turnover intention both directly and indirectly through burnout. Thus, **burnout significantly mediates the relationship between interpersonal conflict and turnover intention**. Therefore, the null hypothesis for H3a is rejected.

Role Conflict

A mediation analysis was conducted using the PROCESS macro Model 4 (Hayes, 2022) to investigate whether **burnout mediates the relationship between role conflict and turnover intention** among employees in the private manufacturing sector in Kuching. The independent variable was role conflict (RC), the mediator was burnout, and the dependent variable was turnover intention (TI).

The first regression model indicated that role conflict significantly predicted burnout, **$b = 0.92$** , $SE = 0.05$, **$t(161) = 19.82$** , **$p < .001$** , accounting for **71.0%** of the variance in burnout ($R^2 = .709$), $F(1, 161) = 392.95$, **$p < .001$** .

In the second model, both role conflict and burnout were entered as predictors of turnover intention. The model was statistically significant, $F(2, 160) = 406.21$, **$p < .001$** , explaining **83.6%** of the variance in turnover intention ($R^2 = .836$). Both predictors were significant: role conflict (**$b = 0.44$** , $SE = 0.08$, **$t = 5.43$** , **$p < .001$**) and burnout (**$b = 0.79$** , $SE = 0.07$, **$t = 10.51$** , **$p < .001$**).

The total effect of role conflict on turnover intention (i.e., without controlling for burnout) was also statistically significant, **$b = 1.17$** , $SE = 0.06$, **$t(161) = 20.44$** , **$p < .001$** , with $R^2 = .722$.

The **indirect effect** of role conflict on turnover intention through burnout was **$b = 0.72$** , with a 95% bootstrap confidence interval of **[0.45, 1.13]**, indicating a significant mediation effect since the confidence interval does not include zero.

These findings suggest that **burnout partially mediates the relationship between role conflict and turnover intention**. The null hypothesis for H3b is therefore rejected.

Role Ambiguity

A mediation analysis using PROCESS macro Model 4 (Hayes, 2022) was performed to assess whether **burnout mediates the relationship between role ambiguity and turnover intention** among employees in the private manufacturing sector in Kuching. In this model, role ambiguity (RA) was the independent variable, burnout was the mediator, and turnover intention (TI) was the dependent variable.

The first regression analysis showed that role ambiguity significantly predicted burnout, $b = 0.80$, $SE = 0.05$, $t(161) = 15.54$, $p < .001$, explaining approximately **60.0%** of the variance in burnout ($R^2 = .600$), $F(1, 161) = 241.45$, $p < .001$.

Next, both role ambiguity and burnout were entered as predictors of turnover intention. The overall model was statistically significant, $F(2, 160) = 393.05$, $p < .001$, accounting for **83.1%** of the variance in turnover intention ($R^2 = .831$). Both predictors had significant effects: role ambiguity ($b = 0.33$, $SE = 0.07$, $t = 4.93$, $p < .001$) and burnout ($b = 0.88$, $SE = 0.06$, $t = 13.64$, $p < .001$).

The total effect of role ambiguity on turnover intention, without controlling for burnout, was also significant, $b = 1.03$, $SE = 0.06$, $t(161) = 16.71$, $p < .001$, with $R^2 = .634$.

The **indirect effect** of role ambiguity on turnover intention through burnout was $b = 0.70$, with a 95% bootstrap confidence interval of **[0.49, 0.92]**, indicating a significant mediation effect, as the interval does not include zero.

These results confirm that **burnout partially mediates the relationship between role ambiguity and turnover intention**. Thus, the null hypothesis for H3c is rejected.

Workload

A mediation analysis using PROCESS macro-Model 4 (Hayes, 2022) was conducted to determine whether **burnout mediates the relationship between workload and turnover intention**. In this model, workload (WL) served as the independent variable, burnout was the mediator, and turnover intention (TI) was the dependent variable.

The first regression revealed that workload significantly predicted burnout, $b = 1.00$, $SE = 0.07$, $t(161) = 15.24$, $p < .001$, explaining approximately **59.1%** of the variance in burnout ($R^2 = .591$), $F(1, 161) = 232.15$, $p < .001$.

Subsequently, when both workload and burnout were entered as predictors of turnover intention, the overall model was significant, $F(2, 160) = 339.09$, $p < .001$, with an $R^2 = .809$, indicating that 80.9% of the variance in turnover intention was explained. Within this model, burnout was a significant predictor ($b = 1.03$, $SE = 0.07$, $t = 15.23$, $p < .001$), whereas the direct effect of workload on turnover intention became non-significant ($b = 0.16$, $SE = 0.09$, $t = 1.81$, $p = .071$).

The total effect of workload on turnover intention, without accounting for burnout, was significant, $b = 1.20$, $SE = 0.09$, $t(161) = 13.54$, $p < .001$, with $R^2 = .532$.

The **indirect effect** of workload on turnover intention through burnout was $b = 1.04$, with a 95% bootstrap confidence interval of **[0.81, 1.27]**, indicating a statistically significant mediation effect, as the interval did not include zero.

These findings support that **burnout fully mediates the relationship between workload and turnover intention**, as the direct effect was rendered non-significant once burnout was included. Therefore, the null hypothesis for H3d is rejected.

For full PROCESS output and mediation path coefficients, refer to Appendix.

Table 6

Summary of Mediation Analysis Results

Hypothesis	Mediation Pathway	Direct Effect (b)	Indirect Effect (b)	95% CI for Indirect Effect	Mediation Type	Hypothesis Decision
H3a	IC → Burnout → Turnover Intention	0.51 ($p < .001$)	0.61	[0.30, 0.90]	Partial	Null hypothesis rejected
H3b	RC → Burnout → Turnover Intention	0.44 ($p < .001$)	0.72	[0.45, 1.13]	Partial	Null hypothesis rejected
H3c	RA → Burnout → Turnover Intention	0.33 ($p < .001$)	0.70	[0.49, 0.92]	Partial	Null hypothesis rejected
H3d	WL → Burnout → Turnover Intention	0.16 ($p = .071$)	1.04	[0.81, 1.27]	Full	Null hypothesis rejected

Note. IC= Interpersonal Conflict, RC= Role Conflict, RA= Role Ambiguity, WL=Workload

CHAPTER FIVE: DISCUSSION

This study was designed to investigate the psychological mechanisms underlying employee turnover in the private manufacturing sector of Kuching, Sarawak. Despite being a vital contributor to Malaysia's economic development, the manufacturing industry continues to face persistent challenges related to workforce retention. Turnover not only disrupts organizational productivity but also imposes substantial costs related to recruitment, training, and the loss of institutional knowledge. These challenges are especially pronounced in private firms located in regional areas, where staffing shortages and limited access to specialized talent can further exacerbate operational inefficiencies. While the issue of turnover has been widely studied globally, limited empirical research has explored its psychological precursors within the specific context of Malaysia's industrial workforce.

The central problem addressed in this study lies in the under-exploration of how workplace stressors contribute to burnout and, subsequently, turnover intention. Although turnover is often attributed to economic or external job factors, emerging research emphasizes the importance of internal psychological experiences, particularly burnout. This study responds to that gap by applying the Job Demands–Resources (JD-R) model, a widely accepted theoretical framework that posits job demands—such as interpersonal conflict, role conflict, role ambiguity, and workload—can lead to emotional exhaustion and disengagement when not adequately buffered by resources. Burnout, as conceptualized by Maslach and Jackson, was hypothesized to mediate the relationship between these job stressors and employees' intention to leave.

To address this problem, the study was guided by nine specific research questions and objectives. These were constructed to examine both the direct effects of job stressors on burnout and turnover intention, and the mediating effect of burnout in those relationships. The study adopted a quantitative, correlational, and cross-sectional research design, which enabled the collection of structured data to test hypothesized relationships in a non-experimental setting. The target population comprised full-time employees working in four private food manufacturing companies in Kuching. A total of 163 valid responses were obtained through a self-administered online questionnaire, which included established instruments measuring interpersonal conflict, role conflict, role ambiguity, workload, burnout, and turnover intention.

All constructs were measured using 5-point Likert scales, adapted for linguistic and cultural relevance to the Malaysian industrial context. Data were analyzed using IBM SPSS

Statistics. Because the data did not meet assumptions of normality, Spearman's rank-order correlation was applied to test associations between variables. Additionally, multiple regression and mediation analysis were performed using Hayes' PROCESS macro (Model 4) to explore the indirect effects of burnout.

The current chapter is structured to provide a summary of the key findings before transitioning into a critical discussion of those findings in light of the existing literature and theoretical models. Following the discussion, the chapter outlines the implications of the study, addresses methodological limitations, and offers recommendations for practice and future research. This structure is intended to ensure a coherent and comprehensive evaluation of how job demands, burnout, and turnover intention intersect in high-demand industrial environments.

SUMMARY OF KEY FINDINGS

The analysis of the study data revealed several noteworthy findings that collectively offer a nuanced understanding of the relationship between job stressors, burnout, and turnover intention. The results provided clear evidence supporting all of the hypothesized relationships, confirming that the constructs under investigation were meaningfully interrelated.

It was found that each of the four job stressors—interpersonal conflict, role conflict, role ambiguity, and workload—was significantly and positively associated with burnout. Employees who reported higher levels of workplace stress also tended to exhibit stronger symptoms of burnout, including emotional exhaustion, depersonalization, and a diminished sense of personal accomplishment. Among these, interpersonal conflict emerged as the strongest predictor, indicating that negative social interactions at work are especially detrimental to psychological well-being. While role conflict and role ambiguity also contributed meaningfully to burnout, their impact was somewhat less pronounced than that of interpersonal tension. Workload, although a frequently cited stressor, was shown to exert its effects on turnover intention primarily through burnout rather than through a direct pathway.

In addition to these associations, burnout was found to be strongly and positively related to turnover intention. Employees experiencing higher levels of burnout were significantly more likely to report thoughts of leaving their organization. The strength of this relationship suggests that burnout is not merely a secondary outcome of workplace stress but rather a pivotal factor driving withdrawal behaviors. A simple linear regression demonstrated that burnout alone

accounted for over 80 percent of the variance in turnover intention, underscoring its central role in the employee retention equation.

Further insight was gained through the mediation analyses. Burnout was shown to partially mediate the relationship between interpersonal conflict, role conflict, and role ambiguity with turnover intention. This means that while these stressors directly influenced employees' thoughts about leaving, a substantial portion of their impact was transmitted through the psychological strain of burnout. In contrast, burnout fully mediated the relationship between workload and turnover intention. When burnout was accounted for, the direct effect of workload on turnover intention became non-significant. This finding is particularly revealing, as it implies that high workloads affect turnover primarily by exhausting employees rather than by pushing them to quit in isolation.

Demographic data further contextualized the findings. Most participants were in entry-level positions, with fewer than three years of experience. This demographic profile may have contributed to the observed sensitivity to workplace stressors, as younger or less experienced employees are often less equipped to manage role ambiguity, interpersonal disputes, or high workloads. Moreover, the fact that production staff represented the majority of the sample emphasizes the practical significance of workload-related burnout in physically demanding environments. These patterns suggest that turnover risk may be especially acute among early-career employees in operational roles, highlighting a key area for targeted intervention.

The study also confirmed the robustness of the measurement tools used. All six constructs demonstrated high internal consistency and strong validity indicators, confirming that the instruments were appropriate for use in the local manufacturing context. The findings not only supported the theoretical assumptions of the JD-R model but also extended its applicability to the Malaysian industrial sector. By integrating four different stressors and a multidimensional view of burnout, the study contributed to a more comprehensive understanding of how psychological strain develops and influences employee behavior.

Taken together, these findings confirm that burnout is a central mechanism through which workplace stressors translate into turnover intention. The results suggest that organizational interventions aimed at reducing stress and improving workplace relationships could have a significant impact on employee retention. In the chapters that follow, the implications of these findings will be discussed in greater depth, along with specific strategies

that may help organizations better manage job demands and mitigate the negative consequences of burnout.

The findings of this study offer several important theoretical contributions to the existing body of knowledge in organizational psychology, particularly in relation to the Job Demands–Resources (JD-R) model and Maslach’s Burnout Theory. By testing an integrated mediation model involving four job stressors, multidimensional burnout, and turnover intention, this study contributes to a more complete understanding of how psychological strain develops in high-demand work environments. It does not merely reaffirm prior assumptions but expands current theoretical frameworks by demonstrating their relevance in a new cultural and occupational context, namely private manufacturing firms in Malaysia.

A significant theoretical implication is the modelling of burnout as a multidimensional construct. While many previous studies have focused exclusively on emotional exhaustion, this research treats burnout as comprising emotional exhaustion, depersonalization, and reduced personal accomplishment. This expanded view offers greater depth to the understanding of how burnout functions within the stress-turnover pathway. The findings show that different stressors influence different dimensions of burnout. For example, interpersonal conflict is closely linked to emotional exhaustion, whereas role ambiguity appears more connected to a diminished sense of accomplishment. These results help to operationalize Maslach’s theoretical dimensions more clearly and support the argument that burnout is not a singular reaction but a composite experience with varying psychological consequences.

The results also confirm and enhance the assumptions of the JD-R model. Consistent with the model’s framework, the study shows that job demands such as conflict, ambiguity, and workload lead to psychological strain when not mitigated by sufficient resources. This research adds new value by showing that burnout does more than mediate the relationship between job stressors and turnover intention. It serves as a powerful, standalone predictor of turnover intention. This finding strengthens the core claim of the JD-R model by providing empirical support that job stress leads to strain, and strain leads to behavioral outcomes. The model’s flexibility remains validated, but this study encourages a more detailed examination of mediating mechanisms such as burnout, especially in sector-specific applications.

In comparison with previous research, the results align with existing findings from healthcare, education, and service sectors. However, this study breaks new ground by focusing on manufacturing workers, whose roles are frequently structured, repetitive, and physically

demanding. These job characteristics are often assumed to involve less emotional labor, yet the high burnout levels found among production staff challenge this assumption. Particularly noteworthy is the finding that burnout fully mediates the relationship between workload and turnover intention. Unlike some earlier studies where workload had both direct and indirect effects, the current results suggest that in manufacturing settings, the psychological consequences of workload are channeled almost entirely through burnout. This insight suggests that the structure of mediation pathways may depend on industry context and job design.

Another interesting theoretical insight arises from the dominance of interpersonal conflict as a predictor of both burnout and turnover intention. While prior literature acknowledges interpersonal conflict as a stressor, its strong effect in this study suggests that human dynamics within operational teams hold more emotional weight than typically expected. Even in task-focused or technical roles, the presence of relational conflict can significantly drain emotional resources and increase the likelihood of burnout. This suggests that interpersonal stress, especially in hierarchical or team-based settings, should be more prominently considered in theoretical models addressing employee well-being.

Lastly, the findings affirm the cross-cultural applicability of the JD-R model and Burnout Theory. Although these models were developed in Western contexts, their constructs were shown to be valid in a Malaysian manufacturing environment. The successful adaptation of measurement instruments and consistent significance of key variables indicate theoretical universality. However, cultural elements such as communication style, power distance, and social harmony likely influence how stress is experienced and expressed. The results therefore support the models' robustness while also encouraging future refinement that takes local workplace norms into account.

In summary, this study provides meaningful theoretical contributions by broadening the conceptual scope of burnout, validating the core principles of the JD-R model, and highlighting the importance of relational and contextual variables. These implications point to the value of context-sensitive research and encourage a more nuanced application of existing theories in diverse organizational settings.

THEORETICAL IMPLICATIONS

The findings of this study offer several important theoretical contributions to the existing body of knowledge in organizational psychology, particularly in relation to the Job

Demands–Resources (JD-R) model and Maslach’s Burnout Theory. By testing an integrated mediation model involving four job stressors, multidimensional burnout, and turnover intention, this study contributes to a more complete understanding of how psychological strain develops in high-demand work environments. It does not merely reaffirm prior assumptions but expands current theoretical frameworks by demonstrating their relevance in a new cultural and occupational context, namely private manufacturing firms in Malaysia.

A significant theoretical implication is the modelling of burnout as a multidimensional construct. While many previous studies have focused exclusively on emotional exhaustion, this research treats burnout as comprising emotional exhaustion, depersonalization, and reduced personal accomplishment. This expanded view offers greater depth to the understanding of how burnout functions within the stress-turnover pathway. The findings show that different stressors influence different dimensions of burnout. For example, interpersonal conflict is closely linked to emotional exhaustion, whereas role ambiguity appears more connected to a diminished sense of accomplishment. These results help to operationalize Maslach’s theoretical dimensions more clearly and support the argument that burnout is not a singular reaction but a composite experience with varying psychological consequences.

The results also confirm and enhance the assumptions of the JD-R model. Consistent with the model’s framework, the study shows that job demands such as conflict, ambiguity, and workload lead to psychological strain when not mitigated by sufficient resources. This research adds new value by showing that burnout does more than mediate the relationship between job stressors and turnover intention. It serves as a powerful, standalone predictor of turnover intention. This finding strengthens the core claim of the JD-R model by providing empirical support that job stress leads to strain, and strain leads to behavioural outcomes. The model’s flexibility remains validated, but this study encourages a more detailed examination of mediating mechanisms such as burnout, especially in sector-specific applications.

In comparison with previous research, the results align with existing findings from healthcare, education, and service sectors. However, this study breaks new ground by focusing on manufacturing workers, whose roles are frequently structured, repetitive, and physically demanding. These job characteristics are often assumed to involve less emotional labor, yet the high burnout levels found among production staff challenge this assumption. Particularly noteworthy is the finding that burnout fully mediates the relationship between workload and turnover intention. Unlike some earlier studies where workload had both direct and indirect

effects, the current results suggest that in manufacturing settings, the psychological consequences of workload are channeled almost entirely through burnout. This insight suggests that the structure of mediation pathways may depend on industry context and job design.

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In summary, this study provides meaningful theoretical contributions by broadening the conceptual scope of burnout, validating the core principles of the JD-R model, and highlighting the importance of relational and contextual variables. These implications point to the value of context-sensitive research and encourage a more nuanced application of existing theories in diverse organizational settings.

MANAGERIAL IMPLICATIONS

The results of this study offer several important implications for managers and practitioners working in private manufacturing environments, particularly in Malaysia. By revealing how workplace stressors such as interpersonal conflict, role conflict, role ambiguity, and workload contribute to employee burnout and turnover intention, this research highlights specific areas where managerial intervention can make a measurable difference in employee retention and organizational stability.

One of the clearest messages from the findings is that **interpersonal conflict is not a minor issue** to be tolerated or overlooked. It emerges as the strongest predictor of burnout and turnover intention, even more than workload or unclear roles. This suggests that managers need to treat relational dynamics with the same urgency they apply to operational efficiency. Creating a respectful, communicative, and emotionally safe work environment is not just beneficial for morale—it is critical for keeping valuable employees. Training in conflict resolution, communication, and empathy, especially for supervisors and team leaders, can help reduce relational stress and foster a healthier organizational culture.

Another important implication relates to **burnout as a central mechanism** behind employees' decisions to leave. While traditional management strategies often focus on reducing turnover through salary adjustments or promotion opportunities, this study reveals that emotional and psychological fatigue is a far more powerful predictor of intent to resign. This insight encourages managers to view burnout not just as a side effect of hard work, but as a serious organizational risk. Managers should invest in mental health initiatives, encourage work-life balance, and pay close attention to early signs of employee disengagement such as emotional withdrawal or reduced performance.

The finding that **workload influences turnover intention entirely through burnout** is particularly noteworthy. It shows that employees do not simply leave because they are busy or working long hours. Rather, they leave when that workload overwhelms their ability to cope emotionally and mentally. This highlights the importance of workload management. Managers should ensure that expectations are realistic, distribute tasks equitably, and provide sufficient support and recovery time, especially during peak production cycles. These adjustments may help prevent employee burnout and, in turn, lower turnover.

Another implication stems from the **impact of role conflict and role ambiguity**, both of which are significantly related to burnout and turnover intention. Employees who face conflicting instructions or are unclear about their responsibilities are more likely to feel frustrated and psychologically strained. This is especially relevant in manufacturing settings where hierarchical structures and cross-functional coordination are common. Managers can address this issue by improving task clarity, setting consistent expectations, and offering regular feedback. Structured onboarding, clear communication channels, and job descriptions that are actively maintained can help employees understand their roles and reduce ambiguity.

The demographic profile of the sample also carries practical meaning. Most of the respondents are young, entry-level workers with fewer than three years of experience. This group may lack the confidence or coping skills to manage job stress effectively. Managers need to recognize that younger or newer employees may require more guidance, feedback, and support. Mentorship programs or onboarding processes tailored to their needs can ease their transition into demanding roles and reduce the likelihood of early burnout.

In comparison to previous studies discussed in Chapter 2, this research provides more targeted evidence from a Malaysian manufacturing context. While similar patterns have been observed in service and healthcare sectors, the discovery that relational stress and psychological fatigue are equally significant in physically demanding jobs adds a new dimension to existing knowledge. Managers in manufacturing may assume that physical demands are the primary cause of turnover, but the findings reveal that **emotional strain, driven by unclear roles and poor relationships, plays an equal if not greater role.**

In conclusion, the study provides clear guidance for management. Reducing burnout should become a strategic priority, not just an HR concern. Addressing interpersonal conflict, clarifying roles, managing workloads, and supporting younger staff are all actionable steps that can improve employee well-being and retention. Managers who take these steps will not only reduce turnover but also create a more resilient, productive, and engaged workforce.

RECOMMENDATIONS

The findings of this study highlight clear and practical steps that both managers and policymakers can take to reduce employee burnout and improve retention in the private manufacturing sector. Given that burnout strongly influences whether employees intend to leave their jobs, and that job stressors such as interpersonal conflict, workload, role conflict, and ambiguity contribute directly to burnout, it becomes essential for organizations to shift their focus from reactive responses to proactive prevention. The recommendations that follow are based on the most significant results of this study and are intended to help translate research into meaningful action.

For practitioners working within organizations—particularly managers, supervisors, and human resource professionals—the most immediate step is to recognize that **burnout is not simply an individual weakness but a workplace issue.** The study shows that the most serious cause of burnout is not just workload, but interpersonal conflict. Managers should

prioritize cultivating a respectful, cooperative work culture. This can include training supervisors in conflict resolution, providing channels for reporting workplace tensions, and encouraging open communication within teams. When employees feel respected and heard, emotional strain is reduced, and engagement improves.

Another practical step is to **improve role clarity and reduce conflicting demands**. Role conflict and role ambiguity both show significant links to burnout and turnover intention. Practitioners can minimize these risks by clearly defining responsibilities, eliminating contradictory instructions from different supervisors, and ensuring that employees receive consistent feedback. A structured onboarding process and regular one-on-one check-ins can help reinforce clarity and allow for early detection of confusion or stress.

Workload management is also a critical area. The study reveals that workload affects turnover intention entirely through burnout, which means that employees leave not because they are busy, but because the demands become emotionally and physically overwhelming. Managers should avoid overloading employees during peak periods, rotate tasks when possible, and encourage reasonable work hours. Simple strategies, such as allowing short breaks or recognizing employee efforts, can go a long way in helping employees manage stress before it escalates.

For policymakers—both within organizations and at the government level—this study offers insights that can inform broader workforce policies. At the organizational level, company leadership can use these findings to develop **mental health frameworks** or **employee well-being programs** tailored to manufacturing environments. Many private firms may not currently view emotional well-being as part of their operational strategy, but this research makes a strong case for doing so. Policies that set limits on overtime, encourage anonymous reporting of interpersonal issues, and promote flexible work arrangements where possible can help protect employees from burnout.

At the national or regional level, **government agencies responsible for labor and industry** can play a key role by integrating psychological risk management into workplace health and safety guidelines. Currently, many labor laws focus on physical safety, but this study shows that psychological factors have just as much impact on employee turnover. Policies that encourage regular mental health audits, offer incentives for companies that invest in employee well-being, or provide resources for small and medium-sized enterprises to access mental health training could significantly improve workforce stability across the sector.

The big picture that emerges from this research is clear: burnout is a serious, measurable outcome of specific workplace stressors, and it has a direct effect on whether employees choose to stay or leave. Rather than addressing turnover only after it happens, both practitioners and policymakers can act early by reducing stressors and supporting employee resilience. These actions are not just beneficial for employees—they are essential for maintaining a stable, productive, and competitive manufacturing workforce in Malaysia and beyond.

FUTURE RESEARCH

Following the completion of this study, several areas emerge as valuable directions for future research. These suggestions respond directly to the limitations acknowledged in the current investigation and aim to strengthen the understanding of burnout and turnover intention in manufacturing and other sectors.

First, future studies **should adopt a longitudinal design** to better capture the progression of burnout over time. This study was cross-sectional, meaning data were collected at a single point. As a result, it was not possible to determine the direction of causality between stressors, burnout, and turnover intention. A longitudinal approach would allow researchers to track how workplace stressors develop, how burnout unfolds over weeks or months, and when turnover intention begins to rise. This would provide more robust evidence of causal relationships and help identify critical intervention points for managers.

Second, future research **should expand the geographical scope** beyond the city of Kuching and include a more diverse range of manufacturing firms across Malaysia or even other Southeast Asian countries. While this study provides useful insights from four private companies in one region, the findings may not fully represent the broader manufacturing workforce. Conducting studies in other industrial areas or including multinational companies will help researchers compare whether similar stress patterns, burnout effects, and turnover risks are observed elsewhere. Such comparisons could also reveal how regional management styles, organizational culture, or economic pressures influence employee well-being.

Third, future studies **should consider using a mixed-methods approach**, combining quantitative data with qualitative interviews or focus groups. This study relied solely on self-administered questionnaires, which may have limited the depth of understanding about employee experiences. While the instruments used were valid and reliable, they may not fully capture the emotional nuances or workplace dynamics that contribute to burnout. By including

open-ended responses or interviews, future researchers could uncover more detailed accounts of how employees interpret and respond to job demands. This approach would also help reveal hidden issues that structured questionnaires might overlook.

In addition, future research **should explore the role of organizational resources and coping mechanisms** as potential moderators. The current study focused only on job demands as predictors of burnout and turnover intention, but the JD-R model also emphasizes the importance of resources such as social support, autonomy, and recognition. Future studies could test whether these resources help reduce burnout or buffer its impact on turnover intention. Understanding which support systems are most effective would be particularly useful for managers seeking to protect employees from stress.

Furthermore, future studies **should examine generational and demographic differences** in responses to workplace stress. Most respondents in this study were young and early in their careers. Future research could compare stress and burnout patterns between younger and older employees, or between different job levels such as frontline staff and senior managers. These comparisons would help determine whether certain groups are more vulnerable to burnout or more likely to consider leaving. Tailoring interventions to the needs of specific employee segments could improve their effectiveness and relevance.

Lastly, future studies **should address the potential cultural factors** that influence how employees perceive and report stress. Although this study showed that Western-developed models like the JD-R and Maslach Burnout Inventory are applicable in the Malaysian context, future research could explore how cultural norms around hierarchy, collectivism, or emotional expression affect employee responses. Doing so would help refine existing models and improve their cross-cultural validity, especially for use in non-Western organizational settings.

In conclusion, future research should aim to build on this study by adopting more diverse designs, larger samples, and richer data collection methods. These efforts will help deepen the understanding of workplace stress, burnout, and turnover, and contribute to more effective solutions for employee retention in Malaysia and beyond.

CONCLUSION

This study set out to explore how four specific workplace stressors—interpersonal conflict, role conflict, role ambiguity, and workload—affect turnover intention among employees in private manufacturing firms in Kuching, Sarawak. By introducing burnout as a

mediating variable and applying the Job Demands–Resources (JD-R) model alongside Maslach’s Burnout Theory, the research offers a more complete understanding of the psychological mechanisms that influence employee decisions to stay or leave.

The findings confirm that each of the job stressors contributes meaningfully to burnout, and that burnout, in turn, significantly predicts turnover intention. Among the stressors, interpersonal conflict exerts the strongest influence on both burnout and turnover intention, emphasizing the importance of workplace relationships. The study also shows that workload leads to turnover primarily through burnout, suggesting that the emotional toll of overwork is more critical than the workload itself. These results reinforce the relevance of the JD-R model and Maslach’s framework, particularly in the context of Malaysia’s manufacturing sector.

The study’s contributions are both theoretical and practical. Theoretically, it supports the idea that burnout is a multidimensional construct and a key psychological mechanism linking workplace conditions to organizational outcomes. Practically, the findings highlight actionable areas where managers and policymakers can intervene, including improving interpersonal dynamics, clarifying job roles, managing workload, and supporting employee well-being.

Despite its limitations—such as its cross-sectional design, limited regional scope, and reliance on self-report measures—the study opens multiple avenues for future research. Longitudinal studies, qualitative approaches, and cross-regional comparisons are all recommended to deepen understanding and enhance generalizability.

In closing, this research provides clear evidence that burnout is not just a personal experience, but a workplace outcome shaped by organizational conditions. By addressing the root causes of burnout, employers can reduce turnover, improve productivity, and create healthier, more sustainable workplaces. The insights gained from this study serve as a valuable foundation for both ongoing academic inquiry and immediate organizational action.

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APPENDIX: QUESTIONNAIRES

Section A: Demographic

Instruction: You are kindly requested to tick (/) in the appropriate box given to indicate your response or to write your response in the space provided.

1. Gender

- ☐ Male
- ☐ Female
- ☐ Prefer not to say

2. Age

- ☐ Below 25
- ☐ 25–34
- ☐ 35–44
- ☐ 45–54
- ☐ 55 and above

3. Ethnicity

- ☐ Malay
- ☐ Chinese
- ☐ Indian
- ☐ Indigenous (e.g., Bidayuh, Iban, etc.)
- ☐ Others: _____

4. Education Level

- ☐ SPM or below
- ☐ Diploma
- ☐ Bachelor's Degree
- ☐ Postgraduate Degree
- ☐ Others: _____

5. Years of Work Experience

- ☐ Less than 1 year
- ☐ 1–3 years
- ☐ 4–6 years
- ☐ 7–10 years
- ☐ More than 10 years

6. Job Position

- ☐ Entry-level
- ☐ Skilled worker
- ☐ Supervisor
- ☐ Manager
- ☐ Executive
- ☐ Others: _____

7. Department/Work Area

- ☐ Production
- ☐ Maintenance
- ☐ Quality Assurance
- ☐ Logistics
- ☐ HR/Admin
- ☐ Others: _____

8. Monthly Income (RM) (Optional)

- ☐ Below RM1,500
- ☐ RM1,500–2,499
- ☐ RM2,500–3,999
- ☐ RM4,000 and above
- ☐ Prefer not to say

Section B: Job Stressors

Instruction: This section consist of job stressors that may affect your turnover intention in the organization. Please think rationally and circle (o) the box based on the scale (1-5) for every sub-section that test the best reflects your level of agreement for each given item statement.

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Part 1: Interpersonal Conflict (Wright et al., 2017)

1	I feel that I am treated unfairly by others in my workplace.	1	2	3	4	5
2	I often have disagreements with others regarding my work responsibilities.	1	2	3	4	5
3	I feel unappreciated or disrespected by others at work.	1	2	3	4	5
4	I have been treated with hostility or rudeness by others in my workplace.	1	2	3	4	5
5	I have been yelled at by someone at work.	1	2	3	4	5
6	I have been blamed or criticized for things that were not my fault.	1	2	3	4	5
7	I often receive unclear directions from others at work.	1	2	3	4	5

Part 2: Role Conflict (Rizzo et al., 1970)

1	I am required to complete tasks in a way that I believe is not the best approach.	1	2	3	4	5
2	I have to follow policies or guidelines that conflict with each other.	1	2	3	4	5
3	I receive assignments without enough manpower to complete them.	1	2	3	4	5
4	I need to bypass certain rules or policies to get my work done.	1	2	3	4	5
5	I receive conflicting instructions from multiple people.	1	2	3	4	5
6	I am assigned tasks without sufficient resources or materials.	1	2	3	4	5
7	I spend time working on tasks that is not necessary.	1	2	3	4	5
8	I receive instructions that are unclear in detail.					

Part 3: Role Ambiguity (Rizzo et al., 1970)

1	I am clear about the level of authority I have at work.	1	2	3	4	5
2	I am confident that I manage my time effectively.	1	2	3	4	5
3	I have a clear understanding of my job responsibilities.	1	2	3	4	5
4	I am sure that I allocate my time appropriately across tasks.	1	2	3	4	5
5	I have a clear understanding of what is expected from me at work.	1	2	3	4	5

6	I am clear about the level of authority I have at work.	1	2	3	4	5
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Part 4: Workload (Hart and Staveland, 1988)

1	My work tasks require a high level of mental and perceptual effort (e.g., thinking, deciding, calculating).	1	2	3	4	5
2	My work tasks involve a significant amount of physical effort (e.g., pushing, pulling, controlling).	1	2	3	4	5
3	I often feel pressured by the pace and time limits of my work tasks.	1	2	3	4	5
4	I am satisfied with how well I accomplish my work tasks.	1	2	3	4	5
5	I exert a lot of mental and physical effort to complete my tasks effectively.	1	2	3	4	5
6	I felt frustrated, insecure, or stressed while completing my tasks, rather than secure or content.	1	2	3	4	5

Section C: Turnover Intention (Jacobs and Roodt, 2008)

Instruction: This section contains statements related to your intention to leave the organization. Please read each item carefully and indicate how much you agree with each statement by circling (○) the appropriate number on the 5-point scale below:

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

1	I frequently consider leaving my current job.	1	2	3	4	5
2	I often search for job opportunities in newspapers.	1	2	3	4	5
3	My current job fails to meet my important personal needs.	1	2	3	4	5
4	My opportunities to achieve my key goals at work are often jeopardized.	1	2	3	4	5
5	My personal values at work are frequently compromised.	1	2	3	4	5
6	I often daydream about finding a job that better suits my personal needs.	1	2	3	4	5
7	If I received a suitable job offer, I would likely leave my current job.	1	2	3	4	5
8	I look forward to going to work on most days.	1	2	3	4	5
9	I frequently consider starting my own business.	1	2	3	4	5
10	Family responsibilities are the main factor preventing me from quitting my job.	1	2	3	4	5
11	Personal interests (e.g., pension fund, unemployment benefits) are what prevent me from quitting my job.	1	2	3	4	5
12	I often feel emotionally agitated after work.	1	2	3	4	5
13	My current job often affects my personal wellbeing.	1	2	3	4	5
14	The difficulties associated with relocating are a major reason I do not quit my job.	1	2	3	4	5

Section D: Burnout (Maslach and Jackson, 1981)

Instruction: This section contains statements related to your feelings of burnout at work. Please read each statement carefully and indicate the extent to which you agree by circling (○) the number that best represents your response on the 5-point scale below:

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Part 1: Emotional Exhaustion

1	I often feel emotionally drained by my work.	1	2	3	4	5
2	By the end of the workday, I feel completely used up.	1	2	3	4	5
3	I feel fatigued every morning when I have to face another workday.	1	2	3	4	5
4	Interacting with people all day is emotionally taxing for me.	1	2	3	4	5
5	I often feel burned out from my work.	1	2	3	4	5
6	I frequently feel frustrated by my job.	1	2	3	4	5
7	I feel like I'm putting in too much effort into my job.	1	2	3	4	5
8	Working directly with people causes me significant stress.	1	2	3	4	5
9	I feel like I'm reaching my breaking point at work.	1	2	3	4	5

Part 2: Personal Accomplishment

1	I can easily relate to how others feel in my work.	1	2	3	4	5
2	I handle problems at work effectively.	1	2	3	4	5
3	I feel like my work positively impacts others.	1	2	3	4	5
4	I often feel energetic in my work.	1	2	3	4	5
5	I am able to create a relaxed atmosphere in my work environment.	1	2	3	4	5
6	I feel exhilarated after interacting with others at work.	1	2	3	4	5
7	I have achieved many meaningful accomplishments in my job.	1	2	3	4	5
8	I handle emotional issues in my work with calmness.	1	2	3	4	5

Part 3: Depersonalization

1	At times, I treat some people at work as if they were just objects.	1	2	3	4	5
2	I've become less sensitive toward others since starting this job.	1	2	3	4	5
3	I worry that my job is making me emotionally numb.	1	2	3	4	5
4	There are times when I don't care about what happens to certain people at work.	1	2	3	4	5
5	I sometimes feel like others blame me for their issues at work.	1	2	3	4	5

APPENDIX: CONSENT LETTER

Fakulti Sains Kognitif dan Pembangunan Manusia
Faculty of Cognitive Sciences and Human Development



UNIMAS/NC-16.03/04-13/01 Jld.46 (29)

16 Jun 2025

HR Department
Wide Way Food Enterprise Sdn Bhd
Lot 796, SL7, Block 238 KNLD74
E-Park Light Industrial, Jalan Batu Kitang
93250, Kuching
Sarawak

Tuan/Puan,

Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar Siti Masyura binti Riezan (82953) adalah pelajar Program Pembangunan Sumber Manusia, Fakulti Sains Kognitif dan Pembangunan Manusia, Universiti Malaysia Sarawak (UNIMAS). Beliau sedang menjalankan kajian untuk menyiapkan Projek Tahun Akhir bagi memenuhi syarat bergraduat program tersebut.

Maklumat lanjut tentang pelajar dan kajian adalah seperti berikut:

Tajuk Kajian : *"The Influence Of Interpersonal Conflict, Role Conflict, Role Ambiguity, And Workload On Employee Turnover Intention Of Selected Manufacturing Sector In Kuching, Malaysia: The Mediating Role Of Burnout"*

Penyelia : Dr Agnes Lim Siang Siew

No.Telefon Penyelia : 082-584543

E-mel Penyelia : lssagnes@unimas.my

No.Telefon Pelajar : 019-9611810

E-mel Pelajar : 82953@siswa.unimas.my

Sehubungan itu, sukacita kiranya pihak tuan/puan dapat memberikan kerjasama kepada pelajar berkenaan untuk mendapatkan maklumat yang diperlukan. Segala maklumat yang diperolehi akan hanya digunakan untuk tujuan akademik semata-mata dan dijamin akan kerahsiaannya.

Di atas kerjasama yang diberikan oleh pihak tuan/puan, kami dahului dengan ucapan setinggi-tinggi terima kasih.

Sekian,

Yang benar,

Julia Anak Clifton Akoi@Empadeng
Penyelaras
Program Pembangunan Sumber Manusia

UNIMAS/NC-16.03/04-13/01 Jld.46 (30)

16 Jun 2025

HR Department
Gim's Food Sdn Bhd
Vista Industrial Park, Muara Tuang
93450, Kuching
Sarawak

Tuan/Puan,

Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar Siti Masyura binti Riezan (82953) adalah pelajar **Program Pembangunan Sumber Manusia**, Fakulti Sains Kognitif dan Pembangunan Manusia, Universiti Malaysia Sarawak (UNIMAS). Beliau sedang menjalankan kajian untuk menyiapkan Projek Tahun Akhir bagi memenuhi syarat bergraduat program tersebut.

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Tajuk Kajian	: <i>"The Influence Of Interpersonal Conflict, Role Conflict, Role Ambiguity, And Workload On Employee Turnover Intention Of Selected Manufacturing Sector In Kuching, Malaysia: The Mediating Role Of Burnout"</i>
Penyelia	: Dr Agnes Lim Siang Siew
No.Telefon Penyelia	: 082-584543
E-mel Penyelia	: lssagnes@unimas.my
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Sekian,

Yang benar,


Julia Anak Clifton Akoi@Empadeng
Penyelaras
Program Pembangunan Sumber Manusia

s.k – Ketua Penolong Pendaftar, FSKPM

Program Pembangunan Sumber Manusia
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KORANG SEMPURNA, SUKSES MELAYU
Tel : +60 82 581 578
Community Driven University For a Sustainable World

29 April 2025

HR Department
KV Distributor Sdn Bhd
Lot 927, Demak Laut Industrial Park
Phase 1, Jalan Demak Laut, Lorong 3
93050 Kuching
Sarawak

Puan,

Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar **Siti Masyura binti Riezan (82953)** adalah pelajar **Program Pembangunan Sumber Manusia**, Fakulti Sains Kognitif dan Pembangunan Manusia, Universiti Malaysia Sarawak (UNIMAS). Beliau sedang menjalankan kajian untuk menyiapkan Projek Tahun Akhir bagi memenuhi syarat bergraduat program tersebut.

Maklumat lanjut tentang pelajar dan kajian adalah seperti berikut:

Tajuk Kajian	: <i>'The Influence of Interpersonal Conflict, Role Conflict, Role Ambiguity, And Workload On Employee Turnover Intention of Selected Manufacturing Sector In Kuching, Malaysia: The Mediating Role of Burnout'</i>
Penyelia	: Dr. Agnes Lim Siang Siew
No.Telefon Penyelia	: 082-584543
E-mel Penyelia	: lssagnes@unimas.my
No.Telefon Pelajar	: 019-9611810
E-mel Pelajar	: 82953@siswa.unimas.my

Sehubungan itu, sukacita kiranya pihak puan dapat memberikan kerjasama kepada pelajar berkenaan untuk mendapatkan maklumat yang diperlukan. Segala maklumat yang diperolehi akan hanya digunakan untuk tujuan akademik semata-mata dan dijamin akan kerahsiaannya.

Di atas kerjasama yang diberikan oleh pihak puan, kami dahului dengan ucapan setinggi-tinggi terima kasih.

Sekian,

Yang benar,



Julia Anak Clifton Akoi@Empadeng
Penyelaras
Program Pembangunan Sumber Manusia

APPENDIX: PILOT TEST

Table 7

Summary of Pilot Test Results and Scale Refinements

Construct	No. of Items (Before)	No. of Items (After)	Cronbach's Alpha	Revisions Made
Interpersonal Conflict	10	10	.98	None; all items retained
Role Conflict	8	8	.97	None; all items retained
Role Ambiguity	5	5	.96	None; all items retained
Workload	6	5	.83	1 item removed due to low item-total correlation; misaligned with construct
Turnover Intention	14	13	.98	1 reverse-worded item removed due to negative item-total correlation
Emotional Exhaustion	9	9	.98	None; possible item redundancy flagged for main study
Depersonalization	5	5	.98	None; no revisions needed
Personal Accomplishment	8	8	.97	None; some conceptual overlap flagged for main study

APPENDIX: NORMALITY TESTS

Figure 2

Boxplot of Burnout

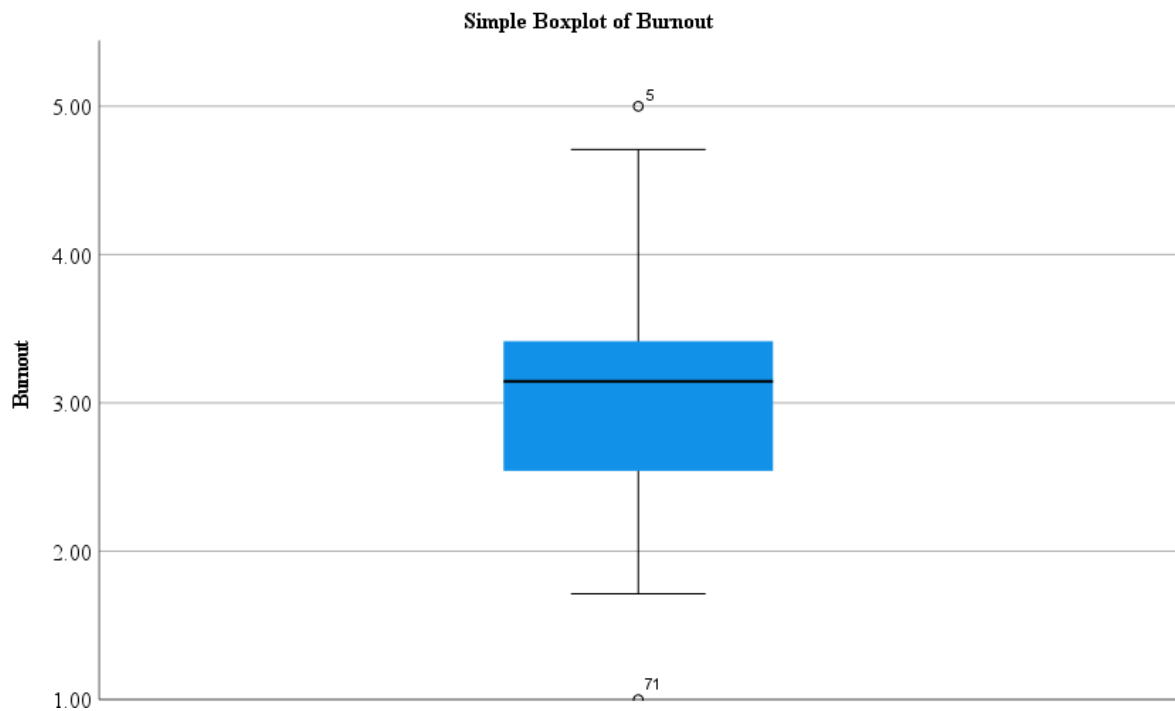


Table 8

Tests of Normality (Interpersonal Conflict)

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
IC	.100	163	.000	.961	163	.000

a. Lilliefors Significance Correction

Table 9

Tests of Normality (Role Conflict)

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
RC	.134	163	.000	.935	163	.000

a. Lilliefors Significance Correction

Table 10*Tests of Normality (Role Ambiguity)*

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
RA	.176	163	.000	.926	163	.000

a. Lilliefors Significance Correction

Table 11*Tests of Normality (Turnover Intention)*

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
TI	.120	163	.000	.929	163	.000

a. Lilliefors Significance Correction

Table 12*Tests of Normality (Burnout)*

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Burnout	.110	163	.000	.950	163	.000

a. Lilliefors Significance Correction

APPENDIX: VALIDITY AND RELIABILITY TESTS

Interpersonal Conflict Scale

Table 13

KMO and Bartlett's Test (Interpersonal Conflict Scale)

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.904
Bartlett's Test of Sphericity	Approx. Chi-Square	2276.289
	df	45
	Sig.	.000

Table 14

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Interpersonal Conflict [I feel that I am treated unfairly by others in my workplace.]	23.89	82.321	.901	.914	.970
Interpersonal Conflict [I often have disagreements with others regarding my work responsibilities.]	23.60	82.636	.900	.852	.970
Interpersonal Conflict [I feel unappreciated by others at work.]	23.55	82.669	.863	.859	.971
Interpersonal Conflict [I feel disrespected by others at work.]	23.80	81.298	.914	.871	.969
Interpersonal Conflict [I have been treated with hostility by others in my workplace.]	23.69	80.710	.877	.808	.970
Interpersonal Conflict [I have been treated with rudeness by others in my workplace.]	23.94	80.188	.927	.931	.969
Interpersonal Conflict [I have been yelled at by someone at work.]	23.96	81.190	.859	.886	.971
Interpersonal Conflict [I have been blamed for things that were not my fault.]	23.47	83.534	.861	.790	.971

Interpersonal Conflict [I have been criticized for things that were not my fault.]	23.58	83.109	.888	.841	.970
Interpersonal Conflict [I often receive unclear directions from others at work.]	23.34	85.227	.752	.756	.974

Role Conflict Scale

Table 15

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.890
Bartlett's Test of Sphericity	Approx. Chi-Square	1869.302
	df	28
	Sig.	.000

Table 16

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Role Conflict [I am required to complete tasks in a way that I believe is not the best approach.]	22.91	39.770	.929	.912	.964
Role Conflict [I have to follow policies or guidelines that conflict with each other.]	22.60	41.957	.876	.886	.967
Role Conflict [I receive assignments without enough manpower to complete them.]	22.46	42.707	.866	.837	.967
Role Conflict [I need to bypass certain rules or policies to get my work done.]	22.87	40.755	.913	.863	.965
Role Conflict [I receive conflicting instructions from multiple people.]	22.48	40.510	.933	.901	.963
Role Conflict [I am assigned tasks without sufficient resources or materials.]	22.83	44.884	.811	.866	.970
Role Conflict [I spend time working on tasks that is not necessary.]	23.00	44.531	.897	.850	.967
Role Conflict [I receive instructions that are unclear in detail.]	22.76	43.035	.870	.834	.967

Role Ambiguity Scale

Table 17

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.842
Bartlett's Test of Sphericity	Approx. Chi-Square	1355.799
	df	10
	Sig.	.000

Table 18

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Part 3: Role Ambiguity [I am clear about the level of authority I have at work.]	14.31	14.955	.952	.965	.961
Part 3: Role Ambiguity [I am confident that I manage my time effectively.]	14.21	15.318	.958	.933	.960
Part 3: Role Ambiguity [I have a clear understanding of my job responsibilities.]	14.37	16.716	.874	.766	.974
Part 3: Role Ambiguity [I am sure that I allocate my time appropriately across tasks.]	14.45	16.607	.868	.814	.974
Part 3: Role Ambiguity [I have a clear understanding of what is expected from me at work.]	14.29	14.676	.965	.962	.959

Workload Scale

Table 19

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.819
Bartlett's Test of Sphericity	Approx. Chi-Square	587.186
	df	10
	Sig.	.000

Table 20

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Workload [My work tasks require a high level of mental and perceptual effort (e.g., thinking, deciding, calculating).]	15.24	10.442	.780	.737	.881
Workload [My work tasks involve a significant amount of physical effort (e.g., pushing, pulling, controlling).]	15.89	9.284	.789	.624	.877
Workload [I often feel pressured by the pace of my work tasks.]	15.18	9.719	.794	.687	.876
Workload [I exert a lot of mental and physical effort to complete my tasks effectively.]	15.13	10.891	.728	.707	.892
Workload [I felt frustrated, insecure, or stressed while completing my tasks, rather than secure or content.]	15.79	9.231	.751	.657	.888

Burnout Scale

Table 21

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.843
Bartlett's Test of Sphericity	Approx. Chi-Square	8168.045
	df	231
	Sig.	.000

Table 22

Factor Correlation Matrix

Factor	1	2	3
1	1.000	.593	-.777
2	.593	1.000	-.668
3	-.777	-.668	1.000

Extraction Method: Principal Axis Factoring.

Rotation Method: Oblimin with Kaiser Normalization.

Table 23

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Part 1: Emotional Exhaustion [I often feel emotionally drained by my work.]	57.7669	443.242	.908	.	.982
Part 1: Emotional Exhaustion [By the end of the workday, I feel completely used up.]	57.7669	442.859	.900	.	.982
Part 1: Emotional Exhaustion [I feel fatigued every morning when I have to face another workday.]	57.7975	442.372	.901	.	.982
Part 1: Emotional Exhaustion [Interacting with people all day is emotionally taxing for me.]	58.0736	452.711	.840	.	.983

Part 1: Emotional Exhaustion [I often feel burned out from my work.]	57.7730	442.251	.901	.	.982
Part 1: Emotional Exhaustion [I frequently feel frustrated by my job.]	57.8773	441.417	.921	.	.982
Part 1: Emotional Exhaustion [I feel like I'm putting in too much effort into my job.]	57.7607	454.640	.759	.	.983
Part 1: Emotional Exhaustion [Working directly with people causes me significant stress.]	58.0552	441.250	.899	.	.982
Part 1: Emotional Exhaustion [I feel like I'm reaching my breaking point at work.]	58.0675	435.039	.925	.	.982
Part 3: Depersonalization [At times, I treat some people at work as if they were just objects.]	58.8160	448.349	.867	.	.983
Part 3: Depersonalization [I've become less sensitive toward others since starting this job.]	58.7055	442.629	.894	.	.982
Part 3: Depersonalization [I worry that my job is making me emotionally numb.]	58.6258	444.878	.871	.	.983
Part 3: Depersonalization [There are times when I don't care about what happens to certain people at work.]	58.7669	447.908	.872	.	.983
Part 3: Depersonalization [I sometimes feel like others blame me for their issues at work.]	58.7117	444.132	.871	.	.983
PA1	58.7178	450.661	.873	.	.983
PA2	58.7607	452.430	.850	.	.983
PA3	59.0000	455.642	.761	.	.983
PA4	58.5276	454.880	.830	.	.983
PA5	58.6012	453.266	.790	.	.983
PA6	58.6074	454.092	.751	.	.983
PA7	58.6933	463.140	.627	.	.984
PA8	58.7485	452.547	.836	.	.983

Turnover Intention Scale

Table 24

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.884
Bartlett's Test of Sphericity	Approx. Chi-Square	4778.809
	df	78
	Sig.	.000

Table 25

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Turnover Intention [I frequently consider leaving my current job.]	34.72	230.698	.958	.963	.989
Turnover Intention [I often search for job opportunities in newspapers.]	34.86	233.813	.945	.949	.989
Turnover Intention [My current job fails to meet my important personal needs.]	34.67	232.593	.944	.946	.989
Turnover Intention [My opportunities to achieve my key goals at work are often jeopardized.]	34.47	236.177	.942	.971	.989
Turnover Intention [My personal values at work are frequently compromised.]	34.58	235.640	.948	.954	.989
Turnover Intention [I often daydream about finding a job that better suits my personal needs.]	34.46	235.620	.958	.957	.989
Turnover Intention [If I received a suitable job offer, I would likely leave my current job.]	34.50	230.770	.947	.934	.989
Turnover Intention [I frequently consider starting my own business.]	34.85	235.217	.883	.895	.990

Turnover Intention [Family responsibilities are the main factor preventing me from quitting my job.]	34.77	232.386	.955	.975	.989
Turnover Intention [Personal interests (e.g., pension fund, unemployment benefits) are what prevent me from quitting my job.]	34.88	235.412	.911	.974	.989
Turnover Intention [I often feel emotionally agitated after work.]	34.40	236.638	.924	.974	.989
Turnover Intention [My current job often affects my personal wellbeing.]	34.43	236.592	.927	.975	.989
Turnover Intention [The difficulties associated with relocating are a major reason I do not quit my job.]	34.88	234.886	.915	.961	.989

APPENDIX: CORRELATION TEST

Table 26

<i>Correlations</i>								
			BURNOUTRECO					
			IC	RC	RA	WL	TI	DE
Spearman's rho	IC	Correlation Coefficient	1.000	.859**	.778**	.744**	.890**	.905**
		Sig. (2-tailed)	.	.000	.000	.000	.000	.000
		N	163	163	163	163	163	163
	RC	Correlation Coefficient	.859**	1.000	.753**	.747**	.873**	.859**
		Sig. (2-tailed)	.000	.	.000	.000	.000	.000
		N	163	163	163	163	163	163
	RA	Correlation Coefficient	.778**	.753**	1.000	.546**	.802**	.765**
		Sig. (2-tailed)	.000	.000	.	.000	.000	.000
		N	163	163	163	163	163	163
	WL	Correlation Coefficient	.744**	.747**	.546**	1.000	.750**	.775**
		Sig. (2-tailed)	.000	.000	.000	.	.000	.000
		N	163	163	163	163	163	163
	TI	Correlation Coefficient	.890**	.873**	.802**	.750**	1.000	.907**
		Sig. (2-tailed)	.000	.000	.000	.000	.	.000
		N	163	163	163	163	163	163
	BURNOUTRECODE	Correlation Coefficient	.905**	.859**	.765**	.775**	.907**	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.
		N	163	163	163	163	163	163

** . Correlation is significant at the 0.01 level (2-tailed).

APPENDIX: MULTIPLE REGRESSION TEST

Table 27

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	144.021	4	36.005	255.034	.000 ^b
	Residual	22.306	158	.141		
	Total	166.327	162			

a. Dependent Variable: BURNOUTRECODE

b. Predictors: (Constant), WL, RA, IC, RC

Table 28

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.615	.157		-3.904	.000		
	IC	.509	.061	.506	8.355	.000	.232	4.316
	RC	.141	.066	.129	2.129	.035	.231	4.330
	RA	.175	.050	.170	3.513	.001	.363	2.756
	WL	.287	.059	.221	4.898	.000	.419	2.389

a. Dependent Variable: BURNOUTRECODE

Table 29

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions				
				(Constant)	IC	RC	RA	WL
1	1	4.847	1.000	.00	.00	.00	.00	.00
	2	.093	7.214	.17	.05	.00	.17	.02
	3	.034	11.898	.10	.29	.02	.72	.02
	4	.014	18.344	.30	.62	.65	.00	.03
	5	.011	21.116	.43	.04	.32	.11	.93

a. Dependent Variable: BURNOUTRECODE

APPENDIX: SIMPLE LINEAR REGRESSION TEST

Table 30

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	212.094	1	212.094	665.410	.000 ^b
	Residual	51.317	161	.319		
	Total	263.411	162			

a. Dependent Variable: TI

b. Predictors: (Constant), BURNOUTRECODE

Table 31

Coefficients^a

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
Model		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.178	.127		-1.407	.161		
	BURNOUTRECODE	1.129	.044	.897	25.796	.000	1.000	1.000

a. Dependent Variable: TI

Table 32

Collinearity Diagnostics^a

				Variance Proportions	
Model	Dimension	Eigenvalue	Condition Index	(Constant)	BURNOUTRECODE
1	1	1.937	1.000	.03	.03
	2	.063	5.556	.97	.97

a. Dependent Variable: TI

APPENDIX: PROCESS MACRO (MEDIATION TEST)

Interpersonal Conflict

Run MATRIX procedure:

Copyright 2013-2025 by Andrew F. Hayes. ALL RIGHTS RESERVED.
This version of PROCESS requires SPSS version 26 or later
Workshop schedule available at haskayne.ucalgary.ca/CCRAM
In SPSS 29 and later, change default output font to Courier New for tidier
output. More information about PROCESS at processmacro.org/faq.html.
This beta release has not been completely tested. Use at your own risk.

***** PROCESS Procedure for SPSS Version 5.0 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model: 4
Y: TI
X: IC
M: BURNOUTR

Sample
Size: 163

OUTCOME VARIABLE:
BURNOUTR

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	.9018	.8133	.1929	701.3881	1.0000	161.0000	.0000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	.3262	.0965	3.3784	.0009	.1355	.5168
IC	.9080	.0343	26.4837	.0000	.8403	.9757

OUTCOME VARIABLE:
TI

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	.9141	.8355	.2708	406.3821	2.0000	160.0000	.0000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	-.2802	.1184	-2.3666	.0191	-.5140	-.0464
IC	.5108	.0940	5.4325	.0000	.3251	.6964
BURNOUTR	.6717	.0934	7.1931	.0000	.4873	.8561

***** TOTAL EFFECT MODEL *****

OUTCOME VARIABLE:
TI

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	.8845	.7823	.3561	578.6535	1.0000	161.0000	.0000

Model	coeff	se	t	p	LLCI	ULCI
constant	-.0611	.1312	-.4655	.6422	-.3202	.1980
IC	1.1207	.0466	24.0552	.0000	1.0287	1.2127

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y						
Effect	se	t	p	LLCI	ULCI	
1.1207	.0466	24.0552	.0000	1.0287	1.2127	

Direct effect of X on Y						
Effect	se	t	p	LLCI	ULCI	
.5108	.0940	5.4325	.0000	.3251	.6964	

Indirect effect(s) of X on Y:				
	Effect	BootSE	BootLLCI	BootULCI
BURNOUTR	.6099	.1518	.3028	.8995

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
95.0000

Number of bootstrap samples for bias-corrected bootstrap confidence intervals:
5000

----- END MATRIX -----

Role Conflict

Run MATRIX procedure:

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This version of PROCESS requires SPSS version 26 or later

Workshop schedule available at haskayne.ucalgary.ca/CCRAM

In SPSS 29 and later, change default output font to Courier New for tidier output. More information about PROCESS at processmacro.org/faq.html.

This beta release has not been completely tested. Use at your own risk.

***** PROCESS Procedure for SPSS Version 5.0 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model: 4
Y: TI
X: RC
M: BURNOUTR

Sample
Size: 163

OUTCOME VARIABLE:
BURNOUTR

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	.8422	.7094	.3003	392.9539	1.0000	161.0000	.0000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	-.2759	.1569	-1.7587	.0805	-.5857	.0339
RC	.9208	.0465	19.8231	.0000	.8291	1.0125

OUTCOME VARIABLE:
TI

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	.9140	.8355	.2709	406.2138	2.0000	160.0000	.0000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	-.6922	.1504	-4.6012	.0000	-.9893	-.3951
RC	.4441	.0818	5.4265	.0000	.2825	.6057
BURNOUTR	.7871	.0749	10.5148	.0000	.6393	.9349

***** TOTAL EFFECT MODEL *****

OUTCOME VARIABLE:
TI

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	.8496	.7218	.4552	417.6517	1.0000	161.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	-.9093	.1932	-4.7076	.0000	-1.2908	-.5279
RC	1.1689	.0572	20.4365	.0000	1.0559	1.2818

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI
1.1689	.0572	20.4365	.0000	1.0559	1.2818

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.4441	.0818	5.4265	.0000	.2825	.6057

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
BURNOUTR	.7248	.1853	.4521	1.1301

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
95.0000

Number of bootstrap samples for bias-corrected bootstrap confidence intervals:
5000

----- END MATRIX -----

Role Ambiguity

Run MATRIX procedure:

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***** PROCESS Procedure for SPSS Version 5.0 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model: 4
Y: TI
X: RA
M: BURNOUTR

Sample

Size: 163

OUTCOME VARIABLE:

BURNOUTR

Model Summary

R	R-sq	MSE	F	df1	df2	p
.7746	.6000	.4133	241.4511	1.0000	161.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	.7898	.1338	5.9051	.0000	.5257	1.0540
RA	.7962	.0512	15.5387	.0000	.6950	.8973

OUTCOME VARIABLE:

TI

Model Summary

R	R-sq	MSE	F	df1	df2	p
.9115	.8309	.2784	393.0542	2.0000	160.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	-.3006	.1211	-2.4823	.0141	-.5397	-.0614
RA	.3279	.0665	4.9315	.0000	.1966	.4592
BURNOUTR	.8821	.0647	13.6374	.0000	.7544	1.0099

***** TOTAL EFFECT MODEL *****

OUTCOME VARIABLE:

TI

Model Summary

R	R-sq	MSE	F	df1	df2	p
.7964	.6343	.5983	279.2677	1.0000	161.0000	.0000

Model	coeff	se	t	p	LLCI	ULCI
constant	.3962	.1609	2.4618	.0149	.0784	.7140
RA	1.0302	.0616	16.7113	.0000	.9085	1.1520

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y						
Effect	se	t	p	LLCI	ULCI	
1.0302	.0616	16.7113	.0000	.9085	1.1520	

Direct effect of X on Y						
Effect	se	t	p	LLCI	ULCI	
.3279	.0665	4.9315	.0000	.1966	.4592	

Indirect effect(s) of X on Y:				
	Effect	BootSE	BootLLCI	BootULCI
BURNOUTR	.7023	.1114	.4909	.9224

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
95.0000

Number of bootstrap samples for bias-corrected bootstrap confidence intervals:
5000

----- END MATRIX -----

Workload

Run MATRIX procedure:

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Workshop schedule available at haskayne.ucalgary.ca/CCRAM

In SPSS 29 and later, change default output font to Courier New for tidier output. More information about PROCESS at processmacro.org/faq.html.

This beta release has not been completely tested. Use at your own risk.

***** PROCESS Procedure for SPSS Version 5.0 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model: 4
Y: TI
X: WL
M: BURNOUTR

Sample
Size: 163

OUTCOME VARIABLE:
BURNOUTR

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	.7684	.5905	.4231	232.1478	1.0000	161.0000	.0000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	-1.1498	.2587	-4.4437	.0000	-1.6607	-.6388
WL	1.0010	.0657	15.2364	.0000	.8712	1.1307

OUTCOME VARIABLE:
TI

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	.8995	.8091	.3143	339.0920	2.0000	160.0000	.0000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	-.5413	.2363	-2.2911	.0233	-1.0080	-.0747
WL	.1606	.0885	1.8149	.0714	-.0142	.3353
BURNOUTR	1.0345	.0679	15.2300	.0000	.9004	1.1686

***** TOTAL EFFECT MODEL *****

OUTCOME VARIABLE:
TI

Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	.7296	.5324	.7651	183.2953	1.0000	161.0000	.0000

Model		coeff	se	t	p	LLCI	ULCI
constant		-1.7307	.3479	-4.9743	.0000	-2.4179	-1.0436
WL		1.1961	.0883	13.5387	.0000	1.0216	1.3705

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y						
	Effect	se	t	p	LLCI	ULCI
	1.1961	.0883	13.5387	.0000	1.0216	1.3705

Direct effect of X on Y						
	Effect	se	t	p	LLCI	ULCI
	.1606	.0885	1.8149	.0714	-.0142	.3353

Indirect effect(s) of X on Y:				
	Effect	BootSE	BootLLCI	BootULCI
BURNOUTR	1.0355	.1188	.8106	1.2720

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:
95.0000

Number of bootstrap samples for bias-corrected bootstrap confidence intervals:
5000

----- END MATRIX -----