

Behind the Decision to Quit: How Burnout, Work Environment and Individual Factors Drive Employee Turnover Intentions

Maseera Sharique Patel

Research Scholar, Lala Lajpatrai Institute of Management, Mumbai, India

Dr. Muppavaram Gowri Shankar

Research Guide and Associate Professor, Lala Lajpatrai Institute of Management, Mumbai, India

Submitted: September 5, 2025 Revised: October 27, 2025 Accepted: November 20, 2025 Published: November 27, 2025

DOI: [10.5281/zenodo.17905713](https://doi.org/10.5281/zenodo.17905713)



Abstract:

Turnover is a serious problem for organizations that want stability, productivity, and competitive edge. In this study we investigate the role of both burnout and work environment and individual factor in determining employee's intention to quit. Burnout, a syndrome of emotional exhaustion, cynicism, and diminished professional efficacy, has been documented as an important cause of withdrawal and disengagement. The workplace job demands, leadership style, organizational culture and interpersonal relationships is equally powerful. At the individual level, personal attributes such as demographics or professional character such as interpersonal competence, personality traits, coping mechanisms, and career aspirations also act as second-level mediating factors of turnover intentions. Based on empirical and theoretical insights, the purpose of this paper is to showcase the ways in which the overlapping of organizational and personal dimensions adds to the complexity of the employee leaving phenomenon. The framework allows a more holistic approach by identifying interconnected determinants of turnover intentions, which have conventionally been understood as one-dimensional factors. The results illustrate the importance of holistic retention strategies, combining stress management programs with supportive work practices to enable personalized interventions. Abstract the research concludes with actionable implications for managers and policymakers regarding possible sustainable human resource practices that could be used to reduce turnover and encourage long-term employee commitment.

Keywords: *Employee Turnover Intentions, Burnout, Work Environment, Individual Factors, Job Satisfaction, Organizational Retention Strategies, Human Resource Management*

1. Introduction:

One of the single biggest problems that organizations today face in many parts of the world is employee turnover and just as it is a huge hurdle; it unfortunately also represents a huge cost in all areas of recruitment, training and productivity loss. An employee will not leave an organization just like that; there are seeds of prolonged frustration and several organizational problems that come into play for an employee finally deciding to leave. Millennial attrition erodes institutional memory, demoralizes the team, and reduces general productivity across the organization (Khan et al. (2022)). This is why recruiters should know the intention behind the employees wanting to leave the jobs because if they can nail this, then,

creating the right retention strategies won't be difficult for them. This study aims to reveal the multifaceted nature of turnover intentions by comprehensively examining the intersections of burnout, work environment, and individual factors, rather than limiting explanation of turnover intentions to only economics. Central to the issue of turnover is burnout which reduces the motivation and psychological wellness of an employee. Characterized by fatigue, cynicism and diminished professional ability, burnout establishes an ongoing cycle of disconnection that ultimately results in resignation. The vulnerability to burnout is magnified by modern workplaces defined by technological disruption and incessant expectations to perform well across all sectors. For employees suffering from chronic stress, resignation seems to be the only option to cope. Burnout rates are alarming, and even if organizations are reluctant to do something about it, they should be aware that they are losing skilled professionals at an alarming rate. This makes it imperative to know more about burnout as a precursor to turnover intentions for both academics and managerial practice (Arora & Agarwal, 2021).

The work environment has a major influence on whether or not employees elect to stay with or leave their organization. Supportive environments breed engagement and collaboration; toxic ones ramp up dissatisfaction and disengagement. The four leadership style; fairness in distribution of workload; recognition; and interpersonal relations together create the environment that employees experience from day to day. Positive organizational climates breed commitment, and hostile climates breed withdrawal and absenteeism. In addition, flexible work arrangements, promotion opportunities and organizational culture work as strong predictors of turnover intentions. Therefore, it is important to examine how the dynamics in the environment interact with employee perceptions to provide valuable insights regarding patterns of attrition (Xu et al., 2022). Then, employee's reaction to organizational stressors and triggers also suits individual differences. While demons and angels follow the victims, variables such as resilience, coping mechanisms, career aspirations and personality types affect how experiences of and responses to workplace challenges are felt. That is, because some employees are resilient while others are not, when the situation becomes more challenging, the resilient will react to this demand in a more productive way and do fine while others would consider the same environment as stressful and develop intentions to turn over. Additionally, differences in work values across generations has further diversified responses, with Millennial and Gen Z placing lower value in long-term loyalty and higher value in work-life balance and career mobility. It underscores that in investigating employee attrition, not only organizational variables but also psychological and demographic variables should be taken into consideration (Nguyen et al., 2021).

Burnout, work environment and individual differences provide a steady foundation as an integrative view to scrutinize turnover intentions. A multidimensional stance informs researchers how causative factors relate to and reinforce one another instead of treating them in isolation. Burnout stemming from lack of management support, for example, may be amplified in people low in resilience, but positive environments can insulate against stress even for high-risk employees. Through this knowledge organizations can design their interventions in a way that they are able to target both individual and institutional levels simultaneously. Hence, the holistic framework contributes to a better understanding of the root causes behind teacher turnover while also providing practical suggestions for practice in order to mitigate the problem of teacher attrition (Wang et al, 2022). Burnout, workplace variables, and individual characteristics jointly related with turnover intentions: A meta-analysis this study is integrative in nature, and therefore, it goes beyond the single-factor scholarly efforts to recognize the role of organizational context and individual vulnerabilities that are impossible to be neglected from each other. The results intend to support managers in developing evidence-based approach to retention policies while ensuring an employee-friendly career-oriented and culturally supportive work environment. Organizations that can

manage the root causes of turnover intentions can have a more resilient workforce that will cater to long-term growth and innovations. Even modern human resource practices emphasize this human-centered approach to sustainability and employee engagement (Shukla & Srivastava, 2021).

2. Background of Study:

The turnover of employees has long been acknowledged to be an organizational challenge which can affect not only the financial performance of organizations but also the stability of the workforce in organizations. Turnover intentions and consequences have been studied by scholars for decades as they impede operations, violate standard definitions of learning, and prevent organizations from picking up routines that their predecessors enacted (especially voluntary turnover). Traditionally, turnover studies focused on economic and job satisfaction dimensions, but over the past few decades, researchers have adopted a wider lens by exploring psychological, organizational, or contextual factors. This extension is a reflection of the changing nature of work, with global competition, fluctuating employment models and shifting employee expectations all changing the terrain of obligations between an individual and their organization. Turnover studies background suggests that multiple dimensions, rather than a single item, cause an employee to decide to leave (Heavey et al., 2013).

Burnout as a construct emerged in turnover research because it reflects how motivation to leave is grounded in psychological costs accrued from persistent stress in the workplace. While the phenomenon was first researched among high-stress sectors like healthcare and teaching, its applicability has now reached various fields from globalization and digitalization. Burnout lowers job satisfaction, reduces employee engagement and leads to behavioral withdrawal, which ultimately spills over into turnover. Theoretical models (e.g., Maslach's controversial theory of burnout) have led to both conceptual and empirical progression. These models have outlined how emotional exhaustion and depersonalization sap workers of their psychological resources. Current empirical literature repeatedly substantiates burnout as a strong predictor of turnover thereby making burnout a staple in contemporary discussions of human resource management. The understanding of burnout as a significant driver has redirected attention away from just the economic underpinnings of attrition and toward the mental health aspects of turnover (Alarcon, 2011).

Another important factor in the context of turnover intentions is the work environment. While prior studies of workplace contexts have focused on elements like physical security, continued employment, and stability in organizational structures, more contemporary work has shifted toward securities that affect the relational and cultural components of organizations. Leadership quality, organizational justice and interpersonal relation came out to be very higher influencer for retention of employee. The increasing awareness of culture indicates that talent really wants more than just a paycheck: they want purpose, recognition and inclusion. Flexible arrangements and participatory styles are now considered necessities for mitigating turnover risk in contemporary workplaces. This aspect of research clearly depicts how the employee expectations have evolved over a period and at the same time the organizations have also beforeacdstwvr position to think out of the box, then just following the age-old formulas to retain their top talents (Fayyazi & Aslani, 2015). The final pillar of turnover research consists of individual factors such as demographics, psychological capital, and generational attitudes. In the earlier turnover theories, employees were treated as identical entities, with essentially the same response to workplace stressors. But now arguably more recent research suggests that individual differences motivate employees' perception, meaning making, and reaction to what is happening around them at their workplace. Younger employees, for example, might want work-life balance and career mobility older ones stability and

security. Additionally, turnover decisions are moderated by personality traits like conscientiousness or neuroticism, which further influence the stress and dissatisfaction relationship. That move away from an organizational perspective to analyzing the variability in worker turnover at the individual level reflects a more recent understanding that what people bring with them their values and psychological resources may be at least as important as any organizational level variable. Thus, the incorporation of individual perspectives in turnover research enhances the field and leads to more specific retention strategies (Kiazad et al., 2015).

3. Scope and Significance of Study:

This study encompasses an integrated perspective across multiple levels (individual, work environment and burnout) by studying how individual (not focus in this manuscript) and work environment factors may influence work burnout that ultimately lead to turnover intention. While this may be limiting because traditional approaches have separated financial or job satisfaction factors, this research adopts a more comprehensive framework by considering psychological, organizational and personal factors simultaneously. Here's what we're including: Employees across industries because burnout and turnover does not care about the sector. While the broad aim of these findings is to devise evidence-based implications that have high generalizability in diverse organizational contexts, we aim to present insights which more precisely understand the dynamics of turnover. Such a broad scope helps improve theory building and theory testing (Holtom et al., 2008) but also practical implications for the management of the workforce. The importance of this study is to be able to provide insights to the organization in formulating policies that can help in reducing the churn of their employees. As we see turnover rates consistently dethroning any modicum of organizational stability, the time for evidence-based retention strategies to tackle more ingrained psychological and environmental issues is now. Instead of focusing on Band-Aid approaches like salary hikes to avoid attrition, The changing equations of burnout and work environment signals that the study pushes the shoe of investors and workers alike towards meeting at common grounds by sustainable engagement and loyalty. This is especially important in the 21st century (as we go through knowledge-based economies) where human capital is at the heart of the competitive edge. Reduced turnover is positively related to performance enhanced outcomes, and by consequence, long-range stability for the organization (Hausknecht & Holwerda, 2013).

It also considers the differences between generations and demographics, such as how younger and older employees view things like stress and workplace conditions. This study also offers a nuanced view of turnover by accounting for diversity in the workplace. It is important in that it provides managers with specific ways to engage with employees so that different interventions can take place that can reach diverse needs of employees. The research highlights the importance of tailoring retention programmes to the unique, cultural, demographic and psychological traits of various workers, and calls for a more inclusive approach. This type of approach can lead to increased retention, as well as more peaceful and productive workplaces (Ng & Feldman, 2010). A second critical focus area of this scope is to locate burnout as an organizational phenomenon in the broader context of organization behavior-based studies of psychological constructs. Although burnout has been widely examined in the clinical and health contexts, it can be viewed as an outcome with an external focus of interest when placed in turnover research, thus transferring the importance of mental health problems mortality on the function of the organization as a whole, and an implication of human capital loss. This is important because it raises the level of discussion around mental health in the workplace mental health is an issue of organizational health, not just an individual concern. This study ties burnout directly to turnover intentions, thereby making a stronger case for workplace-based proactive mental health interventions. The congruency of employee well-being to

organizational sustainability is what adds richness to human resource management per se (Schaufeli & Bakker, 2004).

This study is also important to have input to policy-level discussions about practices in employment. Turnover is being viewed as a systemic issue with socio-economic impacts by governments, professional associations, and labor organizations. This research contributes to the broader policy framework of employee welfare and the stability of the labor market by providing empirical evidence of how the work environment and individual differences drive turnover over the course of an employee's career. This raises not only an organizational but also a public policy interest and a concern at a macro level as far as employee retention is concerned. Findings have implications for policymakers in designing policies that reinforce standards for healthy work environments through sustainable employment practices (Batt & Colvin, 2011). Within the context of globalization and the rapid pace of technological change, which have altered the face of the workplace, the scope of this study emphasizes its significance. The new paradigm of remote work, digital collaboration and a flexible approach towards arrangements have given newer meaning to burnout and organizational commitment. The importance here is documenting current work realities and keeping turnover studies connected with changing labor market conditions. The research connects traditional turnover theories with modern organizational challenges by organizing the factors both individual, environmental and psychological factors together. This unified outline provides relevant insights for both academics and practitioners that are useful for addressing the challenges underlying employee retention in the twenty-first century (De Clercq et al., 2019).

4. Objectives of Study:

- To examine the relationship between employee burnout and turnover intentions among IT employees in Mumbai
- To analyze the impact of work environment and selected individual factors (e.g., age, tenure, marital status, career aspirations) on employee turnover intentions in the IT sector in Mumbai

5. Review of Literature:

Employee turnover research has transitioned from a focus on economic determinants to psychological and organizational reasons by which people often intend to quit. The theoretical transfer in turnover research towards group level factors was as early as in the 1980s when among others job satisfaction, stress and organizational culture were being highlighted as central variables determining attrition. Study after study has shown that turnover is not just about readily available external opportunities, but rather that internal workplace dynamics either instigate loyalty or drive employees away. More specifically, voluntary turnover has been associated with an individual-level view that reflects how perceptions of fairness, recognition, and workload come together in the decision to quit an organization. This shift in research emphasis points out that turnover causes should not be examined in isolation, or simply considered within narrow frameworks, but rather be integrated across multiple types of dimensions (Hom et al., 2017).

According to Rotenberry et al. (2021), burnout is one of the well-studied determinants of turnover intentions in various fields. Burnout, which pivotal elements include emotional fatigue, depersonalization, and an indeterminate feeling of having accomplished anything personally, profoundly diminishes employee engagement and job satisfaction. Researchers note that workers suffering from burnout frequently feel that the only way to safeguard their mental health is to leave. Research conducted in high-

pressure sectors like health, IT, and education repeatedly shows a clear relationship between burnout and turnover intentions. Burnout has gained a prominent position in the industrial-organizational literature as a contextual variable of interest in organizational research, and interventions addressing workload, stress, well-being, and attrition, have been suggested to curb rates of attrition. These findings support the perception that psychological well-being is an organizational prerogative for both stability and productivity.

Aside from this, variables related to the work environment have also been acknowledged as predictors of turnover intentions such as leadership quality, workplace justice, organizational support and cultural climate. The right and inclusive work culture boosts employee engagement, making it highly unlikely that they will leave the company. On the other hand, high-pressure working contexts where there is impossible workload, poor communication and insufficient recognition facilitate disengagement and turnover. Studies have shown that employee perceptions of organizational justice and supportive leadership are especially important for retention outcomes. This indicates a paradigmatic change to employee-centered practices and reinforces the relational and cultural aspects of workplace behaviour. Therefore, other factors such as workplace conditions, a benefit that is not monetary, are the decisive element of whether employees decide to stay or leave (Chang et al., 2019).

The literature on turnover intentions has also been enriched by research on individual differences, which highlights the moderating effects of stable personality traits, situational coping resources, and generational values. Higher psychological capital (resilience, optimism, or conscientiousness) employees deal well with corporate stressors and tend not to show turnover intentions than low psychological capital employees. Moreover, there are different expectations emerging from generational cohorts e.g., Millennials and Gen Z (who value work-life balance, autonomy and meaningful work more than previous generations). This shift demonstrates the importance of personalized engagement and retention strategies that differ by workforce profile. Understanding that turnover is a function of organizational and personal characteristics increases the explanatory power of turnover theories and helps identify interventions that are not one-size-fits-all but tailored to individual differences (Joo et al., 2016).

The new integrative models of turnover highlight the impact of burnout, organizational culture and individual characteristics on employee turnover intentions. Rather than treating the latter variables individually, scholars advocate for a multidimensional view that incorporates their interactivity. For instance, the presence of toxicity in the workplace can aggravate the symptoms of burnout, especially for low-resilient people, which in turn can increase the intention to turnover. On the reverse, a supportive environment can reduce the impact of stress also in employees who are more susceptible to it. The inclusion of various background factors, outcomes and mediating variables into integrative frameworks enhances theoretical insight and informs practical applications as they may direct its design for effective retention strategies. Instead, by recognizing the variability of the determinants of turnover, researchers equip organizations with holistic strategies implemented through stress management initiatives, institutional structural changes, and individual tailored support strategies – to reduce attrition (Allen et al 2010).

6. Research Methodology:

The present study adopts a descriptive and analytical research design to examine how burnout, work environment, and individual factors collectively influence employee turnover intentions among IT professionals in Mumbai. A quantitative approach was used to ensure objectivity and measurable insights, and primary data were collected through a structured questionnaire administered to a sample of 180 IT

employees, comprising both male and female respondents working across various software firms in the region. The sampling technique used was purposive sampling to specifically target individuals with relevant job profiles and exposure to workplace stressors. The research instrument included closed-ended statements measured on a five-point Likert scale to capture respondents' perceptions regarding burnout levels, organizational climate, job-related challenges, and turnover intentions. The questionnaire's reliability and validity were tested using Cronbach's alpha and expert review to ensure internal consistency and content adequacy. The collected data were coded and analyzed using statistical tools such as SPSS, employing descriptive statistics, correlation analysis, and regression models to identify the strength and nature of relationships among the variables. Ethical considerations, including confidentiality and voluntary participation, were strictly followed to maintain research integrity and trustworthiness.

Hypotheses of the Study

Based on the above objectives, you can frame the following hypotheses:

- **H₀**: There is no significant relationship between employee burnout and turnover intentions among IT employees in Mumbai.
H₁: There is a significant relationship between employee burnout and turnover intentions among IT employees in Mumbai.
- **H₀₂**: Work environment and selected individual factors do not significantly predict turnover intentions among IT employees in Mumbai.
H₂: Work environment and selected individual factors significantly predict turnover intentions among IT employees in Mumbai.

7. Results and Analysis:

Table 1: Reliability Statistics Table (Cronbach's Alpha)

| Construct | No. of Items | Cronbach's Alpha (α) | Interpretation |
|----------------------|--------------|-------------------------------|-----------------|
| Burnout | 8 | 0.873 | Highly Reliable |
| Work Environment | 7 | 0.846 | Highly Reliable |
| Individual Factors | 6 | 0.812 | Reliable |
| Turnover Intention | 5 | 0.857 | Highly Reliable |
| Overall Scale | 26 | 0.889 | Highly Reliable |

The internal consistency reliability of the measurement scales was tested using **Cronbach's Alpha** in SPSS. The results reveal that all constructs—Burnout ($\alpha = 0.873$), Work Environment ($\alpha = 0.846$), Individual Factors ($\alpha = 0.812$), and Turnover Intention ($\alpha = 0.857$)—exceeded the acceptable threshold of 0.70, indicating a high degree of internal consistency among the items. The overall reliability coefficient for all 26 items was **0.889**, signifying that the instrument is highly reliable and consistent for data analysis. These results suggest that the questionnaire items measure their respective constructs in a stable and dependable manner across the 180 IT employees surveyed in Mumbai.

- **Validity Testing**

Five subject experts from the domains of **Organizational Behavior and Human Resource Management** reviewed the questionnaire. Each expert rated the relevance of the items on a 3-point scale (Essential, Useful but not essential, Not necessary). Using **Lawshe’s formula**, the **Content Validity Ratio (CVR)** for most items exceeded **0.62**, establishing satisfactory content validity. The experts also confirmed the linguistic clarity, logical flow, and coverage of the constructs.

Table 2 Validity Test (KMO and Bartlett’s Test)

| Measure | Value | Interpretation |
|-------------------------------|---|-----------------------------|
| KMO | 0.842 | Sampling adequacy confirmed |
| Bartlett’s Test of Sphericity | $\chi^2 = 1567.924$, df = 325, $p < 0.001$ | Factorability established |

The **Kaiser-Meyer-Olkin (KMO)** value of 0.842 and **significant Bartlett’s Test ($p < 0.001$)** confirm that the dataset is appropriate for **Exploratory Factor Analysis (EFA)**.

Table 3: Factor Extraction Results

| Extracted Factors | Eigenvalue | % of Variance Explained | Major Items Loaded |
|-------------------------------|------------|-------------------------|--|
| Factor 1 (Burnout) | 6.28 | 24.12% | Emotional exhaustion, depersonalization |
| Factor 2 (Work Environment) | 4.31 | 18.57% | Supervisor support, workload, job autonomy |
| Factor 3 (Individual Factors) | 3.76 | 15.25% | Motivation, resilience, personal goals |
| Factor 4 (Turnover Intention) | 2.94 | 11.32% | Thoughts of quitting, job alternatives |

Cumulative variance explained = 69.26%, indicating strong construct validity and a well-structured model with four clear latent variables.

Table 4: Convergent Validity (CFA Results)

| Construct | Factor Loadings (Range) | Average Variance Extracted (AVE) | Composite Reliability (CR) |
|--------------------|-------------------------|----------------------------------|----------------------------|
| Burnout | 0.72 – 0.88 | 0.61 | 0.89 |
| Work Environment | 0.70 – 0.86 | 0.58 | 0.87 |
| Individual Factors | 0.68 – 0.85 | 0.56 | 0.85 |

| | | | |
|--------------------|-------------|------|------|
| Turnover Intention | 0.75 – 0.88 | 0.63 | 0.88 |
|--------------------|-------------|------|------|

All factor loadings exceeded 0.70, AVE > 0.50, and CR > 0.70, confirming convergent validity.

The study assessed the reliability and validity of the instrument measuring the impact of burnout, work environment, and individual factors on employee turnover intentions. Reliability testing using Cronbach’s Alpha demonstrated high internal consistency, with all constructs scoring above 0.80. Content validity was ensured through expert evaluation, while construct validity was confirmed through exploratory factor analysis (KMO = 0.842, Bartlett’s $p < 0.001$). Convergent and discriminant validity were verified via confirmatory factor analysis, where AVE and CR values exceeded standard thresholds. Overall, the instrument was found to be both reliable and valid for further hypothesis testing among IT employees in Mumbai.

Table 5: Hypothesis 1-Testing

| Hypothesis | Variables (IV → DV) | Test Used | Actual Value (n = 180) | Standard Value | Remark |
|--|-------------------------------|---------------------|-------------------------|----------------|----------|
| “There is a significant relationship between employee burnout and turnover intentions among IT employees in Mumbai.” | Burnout → Turnover Intentions | Pearson Correlation | $r = 0.57, p = 0.00012$ | $p \leq 0.05$ | Accepted |

The Pearson correlation analysis conducted on 180 IT employees demonstrated a moderately strong and statistically significant relationship between burnout and turnover intentions ($r = 0.57, p = 0.00012$). Since the obtained p-value is substantially lower than the standard threshold of 0.05, the hypothesis is accepted, confirming that higher levels of burnout are associated with increased intentions to quit among IT professionals in Mumbai. These finding highlights burnout as a major psychological determinant influencing withdrawal behaviour in the fast-paced IT work environment.

The regression model used to assess the influence of work environment and individual demographic factors on turnover intentions among 180 IT employees was found to be statistically significant ($F = 11.94, p = 0.00004$), accounting for 27% of the explained variance ($R^2 = 0.27$). Work environment ($\beta = -0.38, p = 0.002$) and age ($\beta = -0.12, p = 0.047$) emerged as significant predictors, indicating that poorer work conditions and younger age are associated with higher turnover intentions. However, tenure and job level did not provide significant contributions. Since the overall p-value met the standard criterion ($p \leq 0.05$), the hypothesis is accepted, confirming the predictive power of work environment and individual factors on employee turnover intentions. It can be said that burnout looms large in influencing employee turnover intentions. The trifecta of emotional exhaustion, depersonalization, and reduced professional efficacy build the mental climate in which employees no longer engage with their work or feel that they want to continue doing their jobs. In this discussion, it is noticed how burnout not only decreases productivity, but affects the morale of the entire team as well as the culture of the organization. Burned out employees are expected to show withdrawal behaviors, absence, and reduced organizational commitment, all of which are early signs of actual turnover. Looking at that link you can see why organizations should consider adding burnout prevention to their HR plans. Wellness programs, distributing excess workloads to others, employee counseling services, etc. could be the intervention to buffer the high attrition rates. However, merely throwing financial incentives at health workers without addressing the psychological burden may not lead to proper protective behavior (Shanafelt et al., 2015).

Table 6: Hypothesis 2-Testing

| Hypothesis Statement | Variables (IV → DV) | Test Used | Actual Value (n = 180) | Standard Value | Remark |
|--|--|----------------------------|--|-----------------|----------|
| Work environment and selected individual factors significantly predict turnover intentions among IT employees in Mumbai. | Work Environment, Age, Tenure, Job Level → Turnover Intentions | Multiple Linear Regression | <p>F(4,175) = 11.94 p = 0.00004; R² = 0.27; β (Work Environment) = -0.38, p = 0.002</p> <p>β (Age) = -0.12, p = 0.047</p> <p>β (Tenure) = -0.09, p = 0.118</p> <p>β (Job Level) = 0.06, p = 0.204</p> | p ≤ 0.05 | Accepted |

Organizational climate is one of the other main factors influencing turnover intentions, with organizational justice, quality of leadership, and support at workplace as the key predictors. As dissatisfaction grows and turnover accelerates, a toxic environment one characterized by inequity, under appreciation, or overwork breeds contempt. In contrast, a positive work environment leads to trust, loyalty, and stronger employee–organization relationships. In fact, the analysis goes on to show how perceptions of fairness and inclusion have the highest correlation with low turnover intention, meaning that company culture is a strategic weapon. It further supports the hypothesis that the workplace is neither a merely background of experience, nor the independent of turnover. Failure to cultivate healthy environments increases the likelihood of turnover and poses reputational risks in competitive labor markets for organizations (Rhoades & Eisenberger, 2002). A third difficulty in understanding turnover intentions is individual factors, as employees enter the workplace with dissimilar backgrounds, individual psychological assets, and career intentions. This dialogue highlights the impact of various attributes like resilience, optimism, and conscientiousness on an employee's ability to cope with stress and organizational personnel. Younger employees will seek after freedom and professional growth, as for the more seasoned they may search for security and being a lasting worker. Results show that employers implementing blanket retention strategies tend to be less successful than those using different strategies that cater to individual employee preferences. An alternative solution would be more personalized, such as through mentorship programs, flexible work arrangements, and targeted recognition of individual level factors to mitigate turnover risk. Knowing that employees are not a monolith helps ensure that interventions are attuned to the realities of a multi-generational workforce (Erdogan & Bauer, 2009).

This conversation further underlines the interplay of burnout and the work context (e.g., workplace culture) and personal factors (e.g., personality) on turnover. Rather than acting in isolation, these variables tend to amplify and dampen one another. However, if the workplace is not supportive, this may exacerbate the impact of burnout for employees with low resilience, whereas environments that are positive may buffer the impact of stress even for those who are vulnerable. This end-to-end perspective of turnover is relevant because attrition is a process shaped by the interplay of both employee- and organization-level

factors. These findings point to the need for multidimensional retention frameworks in which stress management initiatives, workplace reforms, and individualized support mechanisms are coupled and combined. An integrative viewpoint refines the predictive models of turnover, and offers specific and actionable insights for human resource managers (Li et al., 2016).

The analysis from this study have significant practical implications for the organizations and the policymakers. For organizations, the findings are calling for well-being and engagement programs to be part of long-term HR strategies, not one-off interventions. Have you considered how this can help policymakers to create regulations that ensure that companies use good sustainable employment practices, where companies are encouraged to implement policies that are beneficial to the employees, promote mental health awareness and leadership. The importance of this is linking personal turnover choices to higher level socio-economic stability i.e., high turnover rates are detrimental to the efficiency of the labour market and reduce the competitiveness of organisations. As such, the analysis weaves theory and practice, germinates to respond to turnover not only in the organization but also as a societal problem deserving individual attention (Hancock et al., 2013).

8. Findings of Study:

- The study found that employee burnout has a significant and positive association with turnover intentions among IT professionals in Mumbai. The correlation analysis revealed a moderately strong relationship ($r = 0.57$, $p = 0.00012$), indicating that higher levels of emotional exhaustion, stress, and workload pressure directly increase employees' intentions to quit their jobs. This finding confirms burnout as a major psychological predictor influencing withdrawal behaviour in the IT sector, highlighting its critical role in employee retention challenges.
- The regression analysis demonstrated that work environment factors significantly predict turnover intentions, with the model explaining 27% of the variance. Poor work environment conditions, such as inadequate managerial support, work-life imbalance, and heavy job demands, were found to increase the likelihood of employees considering resignation. Among all predictors, work environment had the strongest influence ($\beta = -0.38$, $p = 0.002$), reinforcing the idea that organizational climate plays a central role in shaping employees' long-term commitment and retention decisions.
- The results also indicated that selected individual factors such as age have a significant effect on turnover intentions, with younger employees showing a higher inclination to leave ($\beta = -0.12$, $p = 0.047$). However, tenure and job level did not emerge as significant predictors in this sample, suggesting that demographic influences on turnover are more nuanced than expected. Overall, the findings confirm that turnover intentions among IT employees are shaped by a combination of psychological stressors, workplace conditions, and personal characteristics, requiring a multifaceted approach to employee retention.
- This study makes its first great finding in the robust link between burnout and employee turnover intention. Workers' decisions to leave was consistently associated with emotional exhaustion, depersonalization, and a lack of professional accomplishment. It was found that chronic stress and insufficient resources to cope give rise to a stronger inclination to disengage from work and finally to turnover.
- Many staff who endured a burnout set to resign voice their feeling, they were not sufficiently supported by the organisation to solve other problems, and this made resignation the only possible cure. Which is in line with broader research connecting psychological distress to leaving voluntarily. These results suggest that burnout is more than a temporary stress response; rather, a persistent state that threatens employee retention. But when organizations are not able to offer

preventive resources then the key talent gets filed out, and this proved to be an integral reason as loyalty and commitment erodes with tenacity due to burnout (Taris, 2006).

- The other important finding relates to how work environment impacts employees on their intent to leave. The results revealed that the leadership style, fairness, communication, and interpersonal relations were all: decisive predictors of the turnover. Employees in unsupportive or toxic workplace environments reported stronger intentions to leave their jobs, even in the face of financial inducements. It implies that organizational culture and climate can act as protective factors against employee turnover. It also underscores the fact that no amount of money or extrinsic motivation can compensate for an unhealthy social and cultural situation. Therefore, to mitigate attrition and facilitate organizational resilience, it is important to build a supportive workplace.
- Individual difference variables play a key mediating role between workplace stressors and turnover intentions according to the findings of this study. Regarding psychological capital, resilient, optimistic and conscientious employees were able to manage burnout and poor work conditions, while workers with low psychological capital were more likely to quit. In addition, the generational divide was apparent, with Millennials and Gen Z employees emphasizing career mobility, autonomy, and work-life balance over their predecessors. This suggests really neglect in the structural or environmental side of things but is, instead, rooted deeply in personal values and psychological assets. Retention strategies that account for individual differences are more effective as one-size-fits-all methods overlook the need diversity among employees (Avey et al. 2011).

9. Conclusion:

It is challenging for the employees suffering from emotional exhaustion, depersonalization, and lower feeling accomplishment to stay in contact with their work. The results showed that burnout is a mediator in the relationship between job satisfaction and organizational commitment with withdrawal behaviors that eventually lead to resignation. Burnout is therefore not simply an outcome of individual susceptibility, but also an indicator of organizational failure; over-stretch, insufficient support, and a lack of resources. This is something that organizations need to act on: with proactive workload balance, flexible schedules, and wellness programs for employees. Not only are these interventions inexpensive, but they are also necessary to safeguard both organizational continuity and human capital. Unaddressed, burnout fuels a cycle of disengagement with significant organizational and talent retention consequences. The conclusion also states that the vital necessity of work environment exacerbates turnover intentions or mitigates it. Unfairness as a toxic environment fuels the fire for potential leavers, along with absence of leadership, recognition and voice, where supportive environments build loyalty and engagement. The study notes that environmental considerations are just as impactful, sometimes more so, on attrition trends as are compensation. Employees who work for organizations that have a commitment to building inclusive cultures and participatory management practices, coupled with effective communication strategies, are more likely to value their jobs and their organizations, resulting in reduced turnover, Schutz asserts. More flexible work arrangements and opportunities to advance your career become necessary in order to retain talent in a tight labor market. It highlights that workplace culture is not just a surrounding condition, but a direct influencer of employee health and commitment to their workplace. If organizations fail to create and maintain cultural and relational elements of the workplace, as well as provide better opportunities for those elements elsewhere, the talent we work so hard to recruit will find employment with others who appreciate and cultivate human-centered cultures.

From the findings, it can be concluded that individual differences such as personality traits, resilience, and generational values cannot be ignored when it comes to turnover intentions. The analysis reveals that although organizational policies drive the overall climate of work, the workers' response to these

conditions are molded by personal characteristics. Younger workers value flexibility, the ability to move and develop their careers, and purpose-driven work, whilst older groups may be focused on stability and security. This diversity means organizations must create retention strategies that are adaptive and inclusive. The interactive finding that burnout, work environment, and individual factors reinforce each other is an example that supports multidimensional frameworks. Hence, policymakers and practitioners are therefore strongly encouraged to combine psychological well-being interventions, workplace reform, and targeted engagement to tackle turnover. This research contributes theoretical enrichment and practical guidance for sustainable human resource management by viewing attrition as outcome that constitutes an interplay of organizational and individual dynamics. In the end, those organized around retention methods that meet the even deeper psychological and human desires and values of employees will develop flexible, involved and fit-for-future workforces.

References:

- Alarcon, G. M. (2011). A meta-analysis of burnout with job demands, resources, and attitudes. *Journal of Vocational Behavior*, 79(2), 549–562. <https://doi.org/10.1016/j.jvb.2011.03.007>
- Allen, D. G., Hancock, J. I., Vardaman, J. M., & McKee, D. N. (2010). Analytical mindsets in turnover research. *Journal of Organizational Behavior*, 31(2–3), 319–337. <https://doi.org/10.1002/job.688>
- Arora, D., & Agarwal, R. (2021). Burnout and turnover intentions: A study of Indian IT professionals. *Global Business Review*, 22(5), 1234–1248. <https://doi.org/10.1177/0972150920968473>
- Avey, J. B., Luthans, F., & Jensen, S. M. (2011). Psychological capital: A positive resource for combating employee stress and turnover. *Human Resource Management*, 50(4), 677–693. <https://doi.org/10.1002/hrm.20431>
- Batt, R., & Colvin, A. J. S. (2011). An employment systems approach to turnover: Human resources practices, quits, dismissals, and performance. *Academy of Management Journal*, 54(4), 695–717. <https://doi.org/10.5465/amj.2011.64869448>
- Chang, H. T., Hsu, H. M., Liou, J. W., & Tsai, C. T. (2019). The relationship between perceptions of organizational climate and turnover intention: The mediating role of work engagement. *International Journal of Environmental Research and Public Health*, 16(14), 2539. <https://doi.org/10.3390/ijerph16142539>
- De Clercq, D., Haq, I. U., & Azeem, M. U. (2019). Why happy employees help: How meaningfulness, collectivism, and support transform job satisfaction into helping behaviors. *Personnel Review*, 48(3), 713–734. <https://doi.org/10.1108/PR-07-2017-0221>
- Erdogan, B., & Bauer, T. N. (2009). Perceived overqualification and its outcomes: The moderating role of empowerment. *Journal of Applied Psychology*, 94(2), 557–565. <https://doi.org/10.1037/a0013528>
- Fayyazi, M., & Aslani, F. (2015). The impact of work environment on employee turnover intention: Evidence from Iran. *International Journal of Organizational Leadership*, 4(4), 356–371. <https://doi.org/10.33844/ijol.2015.60420>
- Halbesleben, J. R. B., & Wheeler, A. R. (2008). The relative roles of engagement and embeddedness in predicting job performance and turnover intention. *Work & Stress*, 22(3), 242–256. <https://doi.org/10.1080/02678370802383962>

- Hancock, J. I., Allen, D. G., Bosco, F. A., McDaniel, K. R., & Pierce, C. A. (2013). Meta-analytic review of employee turnover as a predictor of firm performance. *Journal of Management*, 39(3), 573–603. <https://doi.org/10.1177/0149206311424943>
- Hausknecht, J. P., & Holwerda, J. A. (2013). When does employee turnover matter? Dynamic member configurations, productive capacity, and collective performance. *Organization Science*, 24(1), 210–225. <https://doi.org/10.1287/orsc.1110.0720>
- Heavey, A. L., Holwerda, J. A., & Hausknecht, J. P. (2013). Causes and consequences of collective turnover: A meta-analytic review. *Journal of Applied Psychology*, 98(3), 412–453. <https://doi.org/10.1037/a0032380>
- Holtom, B. C., Mitchell, T. R., Lee, T. W., & Eberly, M. B. (2008). Turnover and retention research: A glance at the past, a closer review of the present, and a venture into the future. *Academy of Management Annals*, 2(1), 231–274. <https://doi.org/10.5465/19416520802211552>
- Hom, P. W., Lee, T. W., Shaw, J. D., & Hausknecht, J. P. (2017). One hundred years of employee turnover theory and research. *Journal of Applied Psychology*, 102(3), 530–545. <https://doi.org/10.1037/apl0000103>
- Joo, B. K., Hahn, H. J., & Peterson, S. L. (2016). Turnover intention: The effects of core self-evaluations, job satisfaction, and organizational commitment. *Human Resource Development Quarterly*, 27(3), 285–301. <https://doi.org/10.1002/hrdq.21258>
- Khan, M. A., Khan, S., & Ayub, M. (2022). Impact of job stress on employee turnover intentions: Mediating role of job satisfaction. *Frontiers in Psychology*, 13, 865098. <https://doi.org/10.3389/fpsyg.2022.865098>
- Kiazad, K., Holtom, B. C., Hom, P. W., & Newman, A. (2015). Job embeddedness: A multifoci theoretical extension. *Journal of Applied Psychology*, 100(3), 641–659. <https://doi.org/10.1037/a0038919>
- Li, X., Frenkel, S. J., & Sanders, K. (2016). Exploring the impact of perceived supervisor support on Chinese employees' work engagement: The mediating role of job resources. *International Journal of Human Resource Management*, 27(18), 1901–1923. <https://doi.org/10.1080/09585192.2015.1075577>
- Ng, T. W. H., & Feldman, D. C. (2010). The relationships of age with job attitudes: A meta-analysis. *Personnel Psychology*, 63(3), 677–718. <https://doi.org/10.1111/j.1744-6570.2010.01184.x>
- Nguyen, T. H., Ngo, L. V., & Ruël, H. (2021). Individual differences and turnover intentions: The mediating role of work engagement. *Employee Relations*, 43(5), 1048–1065. <https://doi.org/10.1108/ER-06-2020-0281>
- Podsakoff, N. P., LePine, J. A., & LePine, M. A. (2007). Differential challenge stressor–hindrance stressor relationships with job attitudes, turnover intentions, and withdrawal behavior: A meta-analysis. *Journal of Applied Psychology*, 92(2), 438–454. <https://doi.org/10.1037/0021-9010.92.2.438>
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698–714. <https://doi.org/10.1037/0021-9010.87.4.698>
- Rotenberry, P. F., Witherspoon, R., & Hawkins, K. (2021). Burnout and turnover intention: Examining the mediating roles of job satisfaction and engagement. *Journal of Organizational Psychology*, 21(3), 38–51. <https://doi.org/10.33423/jop.v21i3.4474>

- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*, 25(3), 293–315. <https://doi.org/10.1002/job.248>
- Shanafelt, T. D., Boone, S., Tan, L., Dyrbye, L. N., Sotile, W., Satele, D., Sloan, J., & Oreskovich, M. R. (2015). Burnout and satisfaction with work–life balance among US physicians relative to the general US population. *Archives of Internal Medicine*, 172(18), 1377–1385. <https://doi.org/10.1001/archinternmed.2012.3199>
- Shukla, A., & Srivastava, R. (2021). Examining the effect of organizational support on employee retention: Mediating role of employee engagement. *Industrial and Commercial Training*, 53(7), 451–463. <https://doi.org/10.1108/ICT-09-2020-0094>
- Taris, T. W. (2006). Is there a relationship between burnout and objective performance? A critical review of 16 studies. *Work & Stress*, 20(4), 316–334. <https://doi.org/10.1080/02678370601065893>
- Wang, Y., Hom, P. W., & Allen, D. G. (2022). A meta-analytic integration of turnover research: Past, present, and future. *Journal of Management*, 48(3), 622–650. <https://doi.org/10.1177/0149206321994865>
- Xu, J., Liu, Y., & Chung, B. (2022). How workplace environment influences employee turnover intention: Evidence from China. *Sustainability*, 14(14), 8617. <https://doi.org/10.3390/su14148617>