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The Impact of Personality and Digital Fatigue on Employee Engagement and its Implications for Job-Hopping Intention in the Hybrid Working Era at Bank Majalengka

Shalmalia Azzahra*, Kartono
Universitas Swadaya Gunung Jati Cirebon, Indonesia
Email: shalmalia.122020049@ugj.ac.id*, kartono@ugj.ac.id

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Abstract

The implementation of a hybrid working system in the banking sector has increased the intensity of digital technology usage, with the potential to affect the psychological condition of employees. This condition can give rise to digital fatigue and impact employee engagement as well as job-hopping intention. Beyond technological factors, individual personality also plays a role in determining employees' responses to work demands in the hybrid working era. This study aims to analyze the influence of personality and digital fatigue on employee engagement and its implications for job-hopping intention among employees of Bank Majalengka. This study employs an associative quantitative approach with a sample of 100 Bank Majalengka employees selected using the *proportionate stratified random sampling* technique. Data were collected through questionnaires and analyzed using path analysis with the aid of SPSS. The results indicate that personality has a positive and significant effect on employee engagement. Personality and digital fatigue also have a positive and significant effect on job-hopping intention. However, digital fatigue does not have a significant direct effect on employee engagement, and employee engagement has not been demonstrated to mediate the influence of personality or digital fatigue on job-hopping intention. The findings of this study are expected to serve as a consideration for Bank Majalengka management in managing human resources in the hybrid working era.

INTRODUCTION

In recent years, attention to the issue of employee psychological well-being in the hybrid work system has been increasing, especially in line with the development of digital technology and changes in organizational dynamics in the banking sector (Groeger & Waldehagen Berg, 2024; Makhubu, 2024; Mateen et al., 2025; Subramanian Iyer, 2025; Telu & Kumar, 2025). After the pandemic, hybrid work patterns, which flexibly combine physical and virtual presence, have become a major change in the world of work. However, this transformation brings new problems for the psychological well-being of employees, especially digital fatigue. According to research conducted by Supriyadi et al., (2025) Excessive use of digital devices during hybrid work can increase mental stress and significantly reduce employee productivity. In Indonesia's banking sector, which is intensively adopting the digitalization of services and flexible working policies, this phenomenon is a major concern. If not managed properly, the increased use of information and communication technology in hybrid working systems can lead to digital burnout, which can affect employees' mental health and lead to a desire to change jobs (Hadjri et al., 2025).

International studies such as those conducted by Albrecht et al., (2023) show that psychological well-being and employee attachment decrease significantly when the intensity of

digital communication increases without adequate social support. However, there is not much research conducted in Indonesia, especially in the field of regional banking, that examines the relationship between personality, digital fatigue, employee attachment, and intention to change jobs.

Factors such as employee characteristics and absenteeism greatly affect employee turnover rates. According to Costa and McCrae's Big Five personality theory, extroversion, neuroticism, and openness to experience influence professional behavior. A study by Ispas & Ispas, (2023) shows that extroverted employees have a lower employee turnover rate than workers with high neuroticism. This may indicate that extroverted employees are more likely to leave their jobs. In the context of hybrid working, Bondanini et al., (2025) emphasize that differences in character or personality affect the ability to adapt to the pressures of technology and online interaction.

Employee engagement is also very important to maintain organizational commitment and employee mental health. High attachment can increase employee loyalty to the organization while reducing the risk of fatigue and intention to change jobs (Sudiarta et al., 2025). Malik, (2023) emphasized that the level of employee engagement has a negative relationship with the intention to change jobs, meaning that the higher the engagement, the lower the intention to leave, especially in the Indonesian banking sector.

The issue of digital fatigue is becoming increasingly relevant due to the increasing desire of employees to change jobs. Marsh et al., (2022) found that digital fatigue has a positive correlation with the desire to leave work due to decreased job satisfaction and attachment. Pujianto et al., (2024) state that the pressure of technology and digital fatigue can increase job stress, which in turn increases the intention to change jobs. (Kartono, 2017) said that the characteristic of turnover can be seen from an employee who is looking for another job, has a side job.

A similar phenomenon was found in the context of Bank Majalengka. To improve operational efficiency and performance, the bank uses a hybrid system, but the abundance of digital communications can lead to digital fatigue. In managing digital-based transactions and fast and accurate customer service, employees face high job demands. This phenomenon is not only happening to employees who work remotely, but also to employees who work onsite with high digital engagement.

According to employee data at Bank Majalengka, from 2020 to 2024, the turnover rate of Bank Majalengka employees shows relatively stable fluctuations, with an average of 7.6% per year. In 2024, the highest turnover rate was recorded at 8.3 percent, and in 2023 it recorded the lowest turnover rate of 6.6%. This pattern suggests that, although a company can retain a large portion of its employees, there is a lot of employee turnover every year. This condition can indicate internal dynamics, such as changes in the work system, adaptation to hybrid work, or fatigue factors

In the last five years, human resources research attention has increasingly focused on the concept of turnover intention as an initial representation of the instability of the workforce in the hybrid and digital work era. Recent studies define turnover intention as a psychological process that develops gradually, starting from the appearance of dissatisfaction, mental exhaustion, to the rational evaluation of individuals on the sustainability of their working

relationship with the organization (Syakir & Hasna, 2025). In the context of technology-based work, the intention to change jobs is no longer seen as a spontaneous response, but rather as an accumulation of negative psychological experiences that employees feel on an ongoing basis.

The latest literature also places turnover intention as a critical indicator in understanding organizational sustainability, especially in the service and banking sectors which have high digital demands. Soraya & Ardiyanti, (2024) explained that the intention to move to work reflects a form of imbalance between the demands of digital work and the psychological capacity of employees in managing work pressure, so it often appears as a cognitive response before the exit decision is actually taken. In addition, research by Rahmawati & Agianti (2025) emphasizes that turnover intention is a key variable in explaining the psychological dynamics of employees because it is able to represent the condition of fatigue, attachment, and readiness of individuals to leave the organization. The definition and strategic position of turnover intention in the last five years of research show that this phenomenon cannot be separated from sustainable human resource management efforts (Rahmawati & Agianti, 2025).

The novelty of this research lies in its comprehensive investigation of the interplay between personality, digital fatigue, employee engagement, and job-hopping intentions within the specific context of regional banking in Indonesia during the hybrid working era. While previous studies have examined these variables separately or in different contexts, this research uniquely integrates them into a single mediated model to understand the psychological mechanisms driving turnover intentions among bank employees. Furthermore, this study provides empirical evidence from Bank Majalengka, representing the under-researched regional banking sector in Indonesia, where digital transformation and hybrid work arrangements are rapidly evolving but scholarly attention remains limited. The findings challenge conventional assumptions by revealing that employee engagement does not mediate the relationship between personality or digital fatigue and job-hopping intentions, and that engagement may actually positively correlate with turnover intentions a counterintuitive discovery that contributes to the theoretical discourse on employee retention in the digital age. This research also extends the application of Big Five Personality Theory, Technostress Theory, and the Job Demands-Resources Model to the unique context of Indonesian regional banking, offering both theoretical contributions and practical insights for managing human resources in the hybrid work era.

Therefore, the results of the study are expected to provide instructions to human resource managers at Bank Majalengka to implement personality-based workforce management, use engagement strategies to reduce digital fatigue, and reduce turnover rates. The problem formulation in this study focuses on testing the influence of personality and digital fatigue on employee attachment and intention to move jobs in Bank Majalengka employees who implement a hybrid working system, including the role of mediation of intention to change jobs in the relationship. In particular, this study aims to analyze the direct influence of personality and digital fatigue on employee attachment and intention to move jobs, as well as the effect of employee attachment on job change intentions, as well as to test whether job change intention mediates the relationship between personality and digital fatigue and employee attachment. This research is expected to provide theoretical benefits by enriching the study of Human Resource Management through strengthening the theory of Big Five Personality, Technostress Theory, Job Demands-Resources Model, and Turnover Process Model in the context of hybrid

work. Practically, the results of this study are expected to be a reference for the management of Bank Majalengka in designing a human resource management strategy that is oriented towards increasing engagement, controlling digital fatigue, and reducing employee turnover rates.

RESEARCH METHOD

Research Design

This study used an associative quantitative approach, which is research that aims to determine the relationship and influence between two or more variables. This study analyzes the influence of personality (X1) and digital fatigue (X2) on employee attachment (Y) with intention to change jobs (Z) as a mediating variable in Bank Majalengka employees who implement a hybrid working system. Associative research aims to find relationships or influences between two or more variables. Explains that quantitative research allows theoretical testing by measuring observable variables and analyzing numerical data with statistical procedures. To test the direct and indirect relationships between variables, this study used path analysis processed with the help of SPSS software. The path analysis was chosen because it was able to explain the pattern of causal relationships between variables and test the role of mediation variables in a simpler and more systematic manner (Scott, 2023) (Creswell & Creswell, 2018)

Population and Sample

The population in this study is all Bank Majalengka employees who work in a hybrid working system. Meanwhile, a sample of 100 respondents was taken using proportionate stratified random sampling, because each division has a different proportion of employees.
The sample size is determined using the Slovin formula, which is:
Sample size determination is carried out using **the Slovin formula** (Umar, 2019) :

$$n = \frac{N}{1 + N(e)^2}$$

With an error rate of 5%, it is obtained:

$$n = \frac{132}{1 + 132(0.05)^2} = 99{,}25 = 100 \text{ responden}$$

Data Types and Sources

According to (Kusuma, Rakhman, Study, Computer, & Together, 2018), research data can be divided into primary data and secondary data.

1. Primary data was obtained directly from respondents through questionnaires.
2. Secondary data was obtained from Bank Majalengka's internal HR reports, company documents, as well as academic literature such as journals, books, and other reports.

Validity and Reliability Tests

1. The validity test was carried out using the Pearson Product Moment correlation with the help of SPSS. A statement item is declared valid if the value of r is calculated > r of the table at a significance level of 0.05.
2. Reliability tests were performed using Cronbach's Alpha. The research instrument is declared reliable if Cronbach's Alpha value ≥ 0.70

Data Analysis Techniques

The data analysis technique in this study uses path analysis with the help of SPSS

software, which aims to determine the direct and indirect influence between research variables.

The stages of data analysis include:

1. Descriptive Statistical Analysis Used to describe respondent characteristics and questionnaire answer distribution.
2. The Classic Assumption Test, which includes:
   a. Normality test
   b. Multicollinearity test
   c. Heteroscedasticity test
3. The path analysis was carried out through two regression equations, namely:
   a. The first equation is to find out the influence of personality (X1) and digital fatigue (X2) on the intention to change jobs (Z).
   b. The second equation was to find out the influence of personality (X1), digital fatigue (X2), and intention to change jobs (Z) on employee attachment (Y).
4. Hypothesis testing was carried out by looking at the calculated t-value and significance (p-value). The hypothesis is accepted if the p< value is 0.05.
5. The mediation test was conducted to determine the role of intention to move jobs as a mediation variable using:
   a. Calculation of direct influence
   b. Indirect influence
   c. Sobel Test

Research Location and Time

The research was conducted at Bank Majalengka, Majalengka Regency, West Java, during the period November to December 2025, which included the stage of instrument preparation, data collection, and analysis of results. According to (Creswell & Creswell, 2018), the timing and location of the research is important to guarantee the external validity of the research results.

RESULTS AND DISCUSSION

A. Classic Assumption Test

Classical assumption tests are carried out to ensure that the regression model used meets basic statistical assumptions so that the results of the analysis can be interpreted appropriately.

1. Normality Test

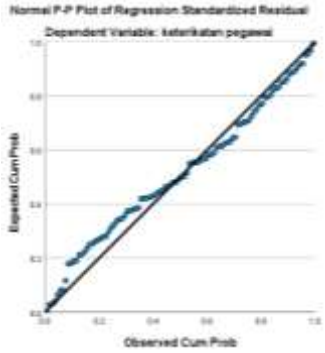

Figure 1. Normality Test Results (P-P Plot)
Source: Processed primary data, 2025

Based on the results of the normality test using the Normal P–P Plot graph, it can be seen that the residual points are spread around and follow the direction of the diagonal line. This shows that the residual data is normally distributed, so the normality assumption in the regression model has been met.

2. Multicollinearity test

Table 1. Multicollinearity Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.324	0.412	–	3.216	0.002	–	–
	Personality	0.627	0.103	0.539	6.105	<0.001	0.866	1.155
	Digital fatigue	0.086	0.057	0.177	1.497	0.138	0.483	2.072
	Intention to move to work	-0.015	0.047	-0.038	-0.314	0.755	0.457	2.190

a. **Dependent Variable:** Employee Attachment

Source: Processed primary data, 2025

The results of the multicollinearity test showed that all independent variables had a tolerance value above 0.10 and a Variance Inflation Factor (VIF) value below 10. Thus, it can be concluded that there is no multicollinearity between independent variables in the regression model.

3. Heteroscedasticity Test

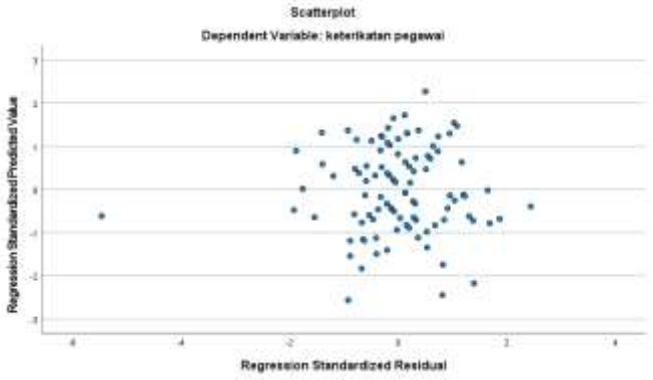

Figure 2. Heteroscedasticity Test Results (Scatterplot)

Source: Processed primary data, 2025

Based on the results of the heteroscedasticity test using scatterplot, it can be seen that the residual points are scattered randomly and do not form a specific pattern. This shows that heteroscedasticity does not occur in the regression model, so the assumption of heteroscedasticity has been met.

B. Path Analysis

1. Analysis Test Track 1

The analysis of the pathway in sub-structure I aims to determine the influence of personality and digital fatigue on employees' intention to change jobs. The test was carried out using multiple linear regression analysis with intention to move jobs as a dependent variable and personality and digital fatigue as independent variables.

Table 2. Model Summary Track 1

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.737	0.543	0.534	0.83767

a. Predictors: (Constant), Digital fatigue, Personality

Source: Processed primary data, 2025

Table 3. Path Coefficient Test Results Track 1

Coefficients[a]

Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	-2.190	0.868	–	-2.521	0.013
	Personality	0.519	0.217	0.171	2.388	0.019
	Digital fatigue	0.847	0.091	0.669	9.342	<0.001

a. **Dependent Variable:** Intention to Change Jobs

Source: Processed primary data, 2025

Based on the results of data processing using SPSS, a correlation coefficient (R) value of 0.737 was obtained, which shows a strong relationship between personality and digital fatigue and intention to change jobs. The value of the determination coefficient (R Square) of 0.543 showed that 54.3 percent of the variation in intention to move jobs could be explained by personality and digital fatigue, while the remaining 45.7 percent were influenced by other factors outside the study model.

The results of the partial test showed that personality had a positive and significant influence on the intention to change jobs with a path coefficient value of 0.171 and a significance level of 0.019. This shows that employee personality characteristics play a role in shaping the tendency to intend to change jobs. In addition, digital fatigue was also proven to have a positive and significant effect on the intention to change jobs with a path coefficient of 0.669 and a significance value of less than 0.001. These findings indicate that the higher the level of digital fatigue felt by employees, the greater the intention of employees to leave the organization.

2. Analysis Test Track 2

The analysis of the pathway in sub-structure II aims to determine the influence of personality, digital fatigue, and intention to change jobs on employee attachment. The test was carried out using multiple linear regression analysis with employee attachment as a dependent variable, as well as personality, digital fatigue, and intention to move to work as independent variables.

Table 4. Path Coefficient Test Results Track 2

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.324	0.412	–	3.216	0.002	–	–
	Personality	0.627	0.103	0.539	6.105	<0.001	0.866	1.155
	Digital fatigue	0.086	0.057	0.177	1.497	0.138	0.483	2.072
	Intention to move to work	-0.015	0.047	-0.038	-0.314	0.755	0.457	2.190

a. **Dependent Variable:** Employee Attachment

Source: Processed primary data, 2025

Based on the results of data processing, it was found that personality had a positive and significant influence on employee attachment with a path coefficient of 0.539 and a significance level of 0.000. This shows that employee personality characteristics play an important role in increasing employee attachment to the organization. Digital fatigue has a path coefficient of 0.177 with a significance value of 0.138. A significance value greater than 0.05 indicates that digital fatigue does not have a significant effect directly on employee engagement. Thus, the level of digital fatigue experienced by employees does not directly affect employee engagement. Furthermore, the intention to change jobs showed a path coefficient of −0.038 with a significance value of 0.755. These results show that the intention to change jobs does not have a significant effect on employee attachment. Although the direction of the influence is negative, it cannot be statistically proven.

C. Hypothesis Test

1. Employee personality → attachment (H1)

Table 5. Hypothesis Test Results H1 (Personality → Employee Attachment)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.324	0.412	–	3.216	0.002	–	–
	Personality	0.627	0.103	0.539	6.105	<0.001	0.866	1.155
	Digital fatigue	0.086	0.057	0.177	1.497	0.138	0.483	2.072
	Intention to move to work	-0.015	0.047	-0.038	-0.314	0.755	0.457	2.190

a. **Dependent Variable:** Employee Attachment

Source: Processed primary data, 2025

The first hypothesis states that personality affects employee attachment. Hypothesis testing was carried out using a partial t-test based on the results of regression analysis on sub-structure II, with employee attachment as a dependent variable and personality as an independent variable.

Based on the results of data processing using SPSS, a personality path coefficient value of 0.539 with a significance level of less than 0.001 was obtained. Significance values smaller

than 0.05 indicate that personality has a positive and significant effect on employee attachment. Thus, the first hypothesis (H1) is accepted. These results show that employee personality characteristics play an important role in increasing employee attachment to the organization, both in terms of commitment, involvement, and a sense of belonging to work.

2. Digital Fatigue → Employee Attachment (H2)

Table 6. Hypothesis Test Results H2 (Digital Fatigue → Employee Attachment)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.324	0.412	–	3.216	0.002	–	–
	Personality	0.627	0.103	0.539	6.105	<0.001	0.866	1.155
	Digital fatigue	0.086	0.057	0.177	1.497	0.138	0.483	2.072
	Intention to move to work	-0.015	0.047	-0.038	-0.314	0.755	0.457	2.190

b. **Dependent Variable:** Employee Attachment

Source: Processed primary data, 2025

The second hypothesis states that digital fatigue affects employee attachment. Hypothesis testing was carried out using a partial t-test based on the results of regression analysis on sub-structure II, with employee attachment as a dependent variable and digital fatigue as an independent variable.

The results of the analysis showed that digital fatigue had a path coefficient of 0.177 with a significance level of 0.138. A significance value greater than 0.05 indicates that digital fatigue does not have a significant effect on employee engagement. Thus, the second hypothesis (H2) is rejected. These findings indicate that although digital fatigue is experienced by employees, it does not directly affect the level of employee attachment to the organization.

3. Personality → Intention to change jobs (H3)

Table 7. Hypothesis Test Results H3 (Personality → Intention to Change Jobs)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.190	0.868	–	-2.521	0.013
	Personality	0.519	0.217	0.171	2.388	0.019
	Digital fatigue	0.847	0.091	0.669	9.342	<0.001

a. **Dependent Variable:** Employee Attachment

Source: Processed primary data, 2025

The third hypothesis states that personality affects employees' intention to change jobs. Hypothesis testing was carried out using a partial t-test based on the results of regression analysis on sub-structure I, with the intention of moving jobs as a dependent variable and personality as an independent variable.

Based on the results of data processing using SPSS, the value of the personality path coefficient was 0.171 with a significance level of 0.019. Significance values smaller than 0.05 indicate that the influence of personality on job transfer intentions is statistically significant.

Thus, the third hypothesis (H3) is accepted.

These results show that employee personality characteristics play a role in shaping the tendency of intention to change jobs, so personality differences can influence employee decisions regarding the desire to leave the organization.

4. Digital Fatigue → Intention to Move Jobs (H4)

Table 8. Hypothesis Test Results H4 (Digital Fatigue → Intention to Change Jobs)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.190	0.868	–	-2.521	0.013
	Personality	0.519	0.217	0.171	2.388	0.019
	Digital fatigue	0.847	0.091	0.669	9.342	<0.001

a. **Dependent Variable:** Employee Attachment

Source: Processed primary data, 2025

The fourth hypothesis states that digital fatigue affects employees' intention to change jobs. Hypothesis testing was carried out using a partial t-test based on the results of regression analysis on sub-structure I, with the intention to move jobs as a dependent variable and digital fatigue as an independent variable.

Based on the results of the analysis, the value of the digital fatigue pathway coefficient was 0.669 with a significance level of less than 0.001. A significance value smaller than 0.05 indicates that digital fatigue has a significant effect on the intention to move jobs. Thus, the fourth hypothesis (H4) is accepted. These findings indicate that increased fatigue due to the use of digital technology in work can encourage the emergence of employees' intention to change jobs.

5. Intention to Change Jobs → Employee Attachment

Table 9. Hypothesis Test Results H5 (Intention to Change Jobs → Employee Attachment)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-0.318	1.059	–	-0.300	0.765	–	–
	Digital fatigue	0.743	0.252	0.285	2.946	0.004	1.000	1.000

a. **Dependent Variable:** Employee Attachment

Source: Processed primary data, 2025

The significance value of 0.004 is smaller than 0.05, which shows that employee attachment has a significant effect on the intention to change jobs. However, the direction of the regression coefficient obtained is positive, not negative as formulated in the hypothesis.

This positive coefficient indicates that the higher the employee attachment, the intention to change jobs tends to increase. These findings are not in line with the research hypothesis that there is a negative influence between employee attachment and intention to change jobs.

Based on the direction of the coefficient and significance values obtained, it can be

concluded that employee attachment has a significant effect on the intention to change jobs, but with a positive influence direction. Thus, the H5 hypothesis which states that employee attachment has a negative effect on the intention to change jobs is declared rejected.

D. Mediation Test

1. The Role of Employee Attachment in Mediating the Influence of Personality on Intention to Change Jobs (H6)

Table 10. Regression Results Personality → Employee Attachment

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.390	.401	–	3.467	<.001	–	–
	Personality	0.671	.096	.576	6.971	<.001	1.000	1.000

a. **Dependent Variable:** Employee Attachment

Table 11. Regression Results Digital Fatigue → Employee Attachment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-2.211	1.261	–	-1.754	0.083	–	–
	Personality	0.908	0.349	0.299	2.600	0.011	0.669	1.496
	Digital fatigue	0.294	0.300	0.113	0.982	0.329	0.669	1.496

a. Dependent Variable: Employee Attachment

Source: Processed primary data, 2025

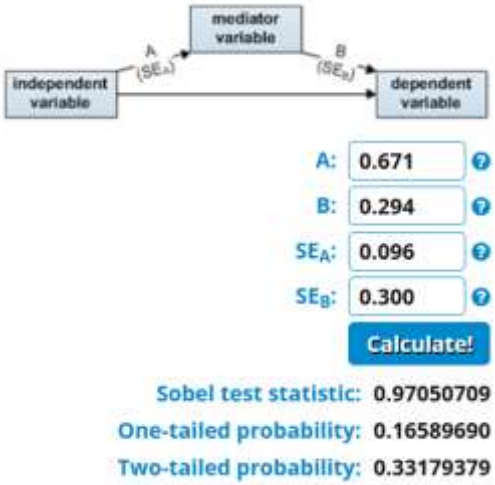

Figure 3. Sobel Test Results (Personality → Employee Attachment → Intention to Change Jobs)

Source: Processed primary data, 2025

The sixth hypothesis (H6) states that personality has a significant effect on the intention to change jobs through employee attachment as a mediating variable. This hypothesis test was carried out using pathway analysis by comparing direct and indirect influences, and reinforced with the Sobel test.

The results of the regression analysis showed that personality had a significant effect on employee attachment with a path coefficient value of 0.671 and a significance level of < 0.001. These findings indicate that employee personality characteristics play an important role in shaping the level of employee attachment to the organization.

Furthermore, the results of regression involving the employee's personality and attachment to the intention to change jobs showed that employee attachment had a path coefficient of 0.294 with a significance level of 0.329. The significance value is greater than 0.05, which shows that employee attachment does not have a significant effect on the intention to change jobs. Thus, one of the main conditions for mediation is not met. The indirect influence of personality on the intention to change jobs through employee attachment was obtained from the multiplication of the personality path coefficient to employee attachment and the coefficient of the employee attachment path to the intention to change jobs. The results of the Sobel test calculation resulted in a Sobel test statistical value of 0.971 with a two-way probability value of 0.332. The probability value is greater than 0.05, which suggests that the indirect effect is not statistically significant.

Based on the results of the test, it can be concluded that employee attachment does not play a mediating variable in the relationship between personality and intention to change jobs. Therefore, the sixth hypothesis (H6) was rejected.

2. The Role of Employee Attachment in Mediating the Influence of Digital Fatigue on Intention to Move Jobs

Table 12. Regression Results Digital Fatigue → Employee Attachment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.678	.162	–	22.727	<.001	–	–
	Personality	0.148	.047	.305	3.169	.002	1.000	1.000

a. **Dependent Variable:** Employee Attachment

Source: Processed primary data, 2025

Table 13. Regression Results Digital Fatigue and Employee Attachment → Intention to Change Jobs

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-2.211	1.261	–	-1.754	0.083	–	–
	Personality	0.908	0.349	0.299	2.600	0.011	0.669	1.496
	Intention to move to work	0.294	0.300	0.113	0.982	0.329	0.669	1.496

a. Dependent Variable: Employee Attachment

Source: Processed primary data, 2025

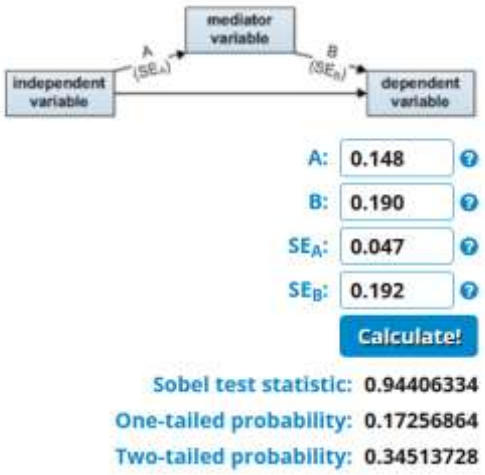

Figure 4. Sobel Test Results (Digital Fatigue → Employee Attachment → Intention to Change Jobs)

Source: Processed primary data (Sobel test calculator), 2025

This hypothesis test was carried out using path analysis to determine the role of employee attachment as a mediating variable in the relationship between digital fatigue and intention to move jobs. The analysis was carried out by comparing direct and indirect influences, and was strengthened by the Sobel test.

The results of the regression analysis showed that digital fatigue had a significant effect on employee engagement with a path coefficient value of 0.148 and a significance level of 0.002. These findings indicate that increasing levels of digital fatigue have an impact on changes in the level of employee attachment to their work.

Furthermore, regression results involving digital fatigue and employee attachment to the intention to move to work show that employee attachment has a path coefficient of 0.190 with a significance level of 0.326. The significance value is greater than 0.05, which shows that employee attachment does not have a significant effect on the intention to change jobs. Thus, one of the main conditions for mediation is not met.

The indirect influence of digital fatigue on the intention to change jobs through employee attachment was tested using the Sobel test. The results of the Sobel test calculation resulted in a Sobel test statistical value of 0.944 with a two-way probability value of 0.345. The probability value is greater than 0.05, which shows that the indirect effect of digital fatigue on the intention to move jobs through employee attachment is not statistically significant.

Based on the results of the test, it can be concluded that employee attachment does not play a mediating variable in the relationship between digital fatigue and intention to change jobs. Thus, the hypothesis that digital fatigue has a significant effect on the intention to change jobs through employee attachment is rejected.

E. Discussion

The results of this study provide a more comprehensive understanding of the dynamics of the relationship between personality, digital fatigue, intention to change jobs, and employee attachment to Bank Majalengka. The findings of the study show that individual factors and digital-based working conditions have different roles in influencing employee attitudes and

behaviors, both directly and indirectly.

Personality has been shown to have a significant influence on the intention to move jobs. These findings suggest that employees' personal characteristics influence the way individuals assess job demands and adjust to the work environment. Employees with less adaptive personalities tend to experience psychological discomfort at work more easily, so they are more susceptible to having the desire to change jobs. On the other hand, employees with more stable and resilient personalities have better ability to manage work pressure, so that the intention to change jobs can be suppressed. These results confirm that the intention to move to work is influenced not only by external factors of the organization, but also by the psychological characteristics of the individual.

In addition to influencing the intention to change jobs, personality also has a significant effect on employee attachment. These findings reinforce the view that employee attachment is not solely shaped by organizational policies or working conditions, but is also influenced by internal individual factors. Employees with positive and adaptive personalities tend to have higher emotional involvement with their work, show enthusiasm for work, and have a strong sense of belonging to the organization. Thus, employee attachment is the result of an interaction between individual characteristics and the work environment.

In contrast to personality, digital fatigue has been shown to have a significant effect on the intention to change jobs, but it does not have a direct effect on employee attachment. These findings indicate that the work pressure caused by the intensive use of digital technology encourages employees to consider other work alternatives rather than directly lowering their attachment to the organization. Employees who experience digital fatigue can still maintain attachment as long as they feel the meaning of work, organizational support, and job stability. This shows that digital fatigue has a greater impact on the cognitive aspect in the form of evaluation of career sustainability, than the affective aspect in the form of emotional attachment to work.

The results of the study also show that employee attachment has a significant effect on the intention to change jobs, but with a positive influence direction. These findings are not in line with the initial hypothesis that assumed a negative relationship between employee attachment and job transfer intentions. Conceptually, these results can be interpreted that employees with high levels of engagement tend to have strong competence, confidence, and professional values, so they are more likely to consider career opportunities outside the organization. In other words, high attachment is not always synonymous with the desire to survive, especially if the organization has not been able to provide career development opportunities that are in line with employee expectations.

Furthermore, the results of the mediation test showed that employee attachment did not play a mediating variable in the relationship between personality and intention to move to work, nor in the relationship between digital fatigue and intention to change jobs. The insignificance of this mediation route confirms that the intention to change jobs is more influenced by the direct influence of personality and digital fatigue, than through indirect mechanisms through employee attachment. These findings show that employee attachment and job change intention are two relatively independent constructs, where employee attachment is more rational and reflective, while employee attachment is emotional and affective.

Overall, the results of this study confirm that organizational efforts in suppressing the intention to change jobs cannot only focus on increasing employee attachment, but also need to pay attention to individual characteristics and sustainable management of digital fatigue. A more holistic approach, which integrates the psychological aspects of the individual and technology-based work design, is key in creating the sustainability of human resources within the organization.

F. Discussion

The results of this study show that digital fatigue and employee psychological factors have an important role in influencing turnover intention. These findings are in line with research (Syakir & Hasna, 2025c) which found that work burnout due to the post-pandemic remote work system significantly increases turnover intention in millennial generation employees. The intensity of the use of technology, the limitation of social interaction, and the blurring of the boundaries between work and personal life are factors that trigger emotional and mental fatigue, thus encouraging the emergence of the intention to leave the organization.

The findings of this study also support the results of a study (Supriyadi, Sulistiasih, Rahmi, Pramono, & Fahrudin, 2025) which concluded that digital fatigue has a negative impact on the psychological well-being and productivity of employees. Digital fatigue is reflected through cognitive fatigue, decreased work motivation, and increased work stress. This condition encourages employees to re-evaluate the sustainability of their work, which ultimately increases the tendency of turnover intention. Thus, the higher the level of digital fatigue felt by employees, the greater the likelihood of an intention to change jobs.

In the context of digital transformation, (António et al., 2024) emphasized that the success of digital transformation is not only determined by technological readiness, but also by the readiness of human resources, organizational culture, and managerial support. If the implementation of digital technology is not balanced with proportionate workload management and adequate psychological support, the risk of digital fatigue will increase. This condition has the potential to reduce job satisfaction and increase the possibility of the intention to change jobs among employees.

In addition to digital fatigue, individual psychological factors have also been shown to play an important role in shaping turnover intention. These findings are in line with research (Ardiansyah & Khaerani, 2024) that shows that individual characteristics, including personality and emotional state, have a significant influence on job transfer intentions. Employees with personalities that are less adaptive to digital work pressures tend to be more prone to psychological burnout, making it easier to consider leaving the organization, especially if the work environment does not provide adequate support.

However, the results of this study show that digital fatigue does not have a direct effect on employee engagement. These findings indicate that digital fatigue is more situational and more strongly affects the cognitive aspect in the form of the intention to change jobs than the affective aspect in the form of emotional attachment to the organization. Employees who experience digital fatigue can still maintain work attachment as long as they feel the meaning of work, organizational support, and job stability. This shows that employee attachment is a relatively more stable construct than the intention to move to work.

Furthermore, the absence of the finding of the mediating role of employee attachment in

the relationship between personality and digital fatigue on the intention to move to work confirms that employee attachment is not the main intermediary mechanism in explaining the relationship. Employee attachment is more influenced by direct psychological and contextual factors, such as the individual's suitability to work, organizational support, and the meaning of work felt by employees, rather than by the intention to change jobs themselves.

Overall, the results of this study confirm that human resource management strategies in dealing with technology-based work demands need to be focused on controlling digital fatigue and strengthening individual psychological factors. Organizations need to design sound digital work policies, such as technology-based workload management, adequate time off, and provision of mental health support. On the other hand, efforts to increase employee engagement need to be directed at strengthening individual internal factors and a supportive work environment, so that the sustainability of employee performance and retention can be optimally maintained.

CONCLUSION

Based on these findings, organizations are advised to integrate personality aspects in human resource management, especially in the recruitment, selection, and job placement processes to suit the demands of the work and organizational culture. In addition, organizations need to develop training programs that focus on strengthening resilience, stress management, and adaptability to technology-based work demands. Digital workload management also needs to be carried out systematically through healthy working time management, communication restrictions outside of working hours, and increasing employee digital literacy to prevent excessive fatigue. While conversion intentions do not directly reduce engagement, organizations still need to monitor these indicators through surveys and open communication as a preventive measure. For the next researcher, it is recommended to add other variables such as job satisfaction, organizational support, leadership style, or work culture, as well as use a more diverse methodological approach to understand the dynamics of attachment and intention to move jobs.

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