



Workload, Employee Engagement, and Turnover Intention Among Contract Workers in Seafood Processing Industry

Riska Veronika*, Farah Chalida Hanoum T, Shofif Sobaruddin Akbar

Universitas Persatuan Guru Republik Indonesia, Indonesia

Email : riskaveronika751@gmail.com

DOI: <https://doi.org/10.61987/jemr.v5i5.2990>

ABSTRACT

Keywords:

Employee
Engagement;
Turnover Intention;
Workload; Job
Demands-Resources
Theory

*Corresponding Author

This study aims to examine the effects of workload and employee engagement on turnover intention among contract employees and to explain their contribution to employees' intention to leave the organization. A quantitative explanatory research design was employed using a survey approach. Data were collected through an online questionnaire from 100 respondents selected using simple random sampling. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS, including measurement model evaluation, structural model assessment, and bootstrapping for hypothesis testing. The results indicate that workload has a positive and significant effect on turnover intention, suggesting that excessive job demands increase employees' intention to leave the organization. Unexpectedly, employee engagement also shows a positive and significant effect on turnover intention, indicating that among contract employees, high engagement may reflect commitment to work responsibilities rather than long-term organizational attachment. Furthermore, workload and employee engagement jointly explain a substantial proportion of the variance in turnover intention. These findings extend the application of the Job Demands-Resources perspective by demonstrating that employee engagement does not necessarily function as a retention mechanism under contractual employment conditions. Practically, organizations should balance workload while strengthening employment security and career development policies to reduce turnover intention.

Article History:

Received: April 2026; Revised: May 2026; Accepted: June 2026

Please cite this article in APA style as:

Veronika, R., Hanoum T, F. C., & Akbar, S. S. (2026). Workload, Employee Engagement, and Turnover Intention Among Contract Workers in Seafood Processing Industry. *Journal of Educational Management Research*, 5(5), 5531-5544.

INTRODUCTION

Human resources are a strategic asset that determines organizational competitiveness and long-term sustainability. In today's dynamic business environment, organizations must not only recruit competent employees but also retain them to maintain operational stability and organizational performance.

Employee retention has therefore become a major concern because employees' intention to leave often precedes actual turnover, resulting in increased recruitment costs, productivity losses, and disruption of organizational effectiveness (Purwanto & Indradewa, 2023; Chen et al., 2023). Recent studies also indicate that turnover intention reduces employee commitment and weakens organizational resilience, particularly in labor-intensive industries facing high production demands. Consequently, understanding the determinants of turnover intention is essential for developing effective human resource strategies that enhance employee retention and support sustainable organizational performance (Desiana et al., 2024; Park et al., 2024).

This study is underpinned by the Job Demands–Resources (JD–R) Theory, which explains that employee attitudes and behaviors are shaped by the balance between job demands and job resources. High job demands, particularly excessive workload, may exhaust employees' physical and psychological resources, whereas adequate job resources encourage motivation and strengthen employee engagement (Morin et al., 2023). Within this framework, workload represents a job demand, employee engagement reflects a motivational state characterized by vigor, dedication, and absorption, and turnover intention represents an employee's intention to voluntarily leave the organization. Empirical studies further demonstrate that engaged employees are less likely to develop turnover intentions despite demanding work environments (Kissi et al., 2023; Zhu et al., 2023).

The relevance of this issue is reflected in the Peel Division of PT. Misaja Mitra Pati, an export-oriented shrimp processing company in Central Java. Company records show that during 2025 the division experienced 143 new employees, 66 resignations, and a cumulative turnover rate of 20.85% from a workforce of 353 employees. Preliminary interviews with supervisors further revealed frequent overtime during peak production periods, demanding production targets, declining employee initiative, and increasing interest in seeking alternative employment. These conditions indicate that excessive workload and insufficient employee engagement may contribute to employees' intention to leave the organization. Similar patterns have been reported in previous studies, which found that high workload increases turnover intention, whereas stronger employee engagement reduces employees' desire to resign (Ong & Sentoso, 2023; Rokhmasari & Hermawati, 2025).

Previous studies have extensively examined the relationship between workload and turnover intention, yet the findings remain inconclusive. Most empirical evidence suggests that excessive workload increases employees' intention to leave because prolonged physical and psychological demands create fatigue, stress, and dissatisfaction (Fatmawati & Mansyur, 2024; Manurung &

Sihombing, 2023). Similar conclusions were reported by Ong and Sentoso (2023) and S. and Bangun (2025), who found that heavy workloads significantly encourage employees to consider leaving their organizations. In contrast, Santoso and Adriansyah (2024) reported a negative relationship within the banking sector, indicating that the effect of workload may differ across industrial contexts. These inconsistent findings suggest that the influence of workload on turnover intention is context-dependent, highlighting the need for further investigation in labor-intensive manufacturing industries characterized by demanding production targets and operational pressures.

Likewise, studies investigating employee engagement and turnover intention have produced mixed results. Numerous researchers argue that engaged employees demonstrate stronger organizational commitment and are therefore less likely to leave their organizations (Novitaswara & Rozaq, 2025; Rokhmasari & Hermawati, 2025). Similar findings have been reported across different sectors, including healthcare, construction, and service industries, where employee engagement consistently reduced turnover intention (Poku et al., 2025; Zhu et al., 2023). However, other studies present contradictory evidence. Andini and Nugroho (2024) identified a positive association between employee engagement and turnover intention, while Karolina (2024) found that workload and employee engagement simultaneously influenced turnover intention. These inconsistencies indicate that the mechanism linking employee engagement and turnover intention remains insufficiently understood, particularly among contract employees in export-oriented manufacturing companies.

Although previous studies have contributed substantially to understanding turnover intention, several important limitations remain. Most investigations have focused on service organizations, healthcare institutions, banking, or startups, while evidence from labor-intensive seafood processing industries is still limited. Furthermore, prior studies generally examined workload and employee engagement separately or emphasized mediation mechanisms rather than simultaneously evaluating their direct effects within a single structural model. This study addresses these limitations by examining workload and employee engagement concurrently among employees of the Peel Division of PT. Misaja Mitra Pati, a production environment characterized by intensive workloads and relatively high employee mobility. The findings are expected to provide a more comprehensive understanding of employee turnover intention and generate practical recommendations for improving employee retention in labor-intensive manufacturing organizations.

The research is based on the assumption that employees experiencing excessive workload are more likely to develop turnover intention, whereas employees with stronger engagement are expected to remain committed to their

organization despite demanding work conditions. Accordingly, this study investigates the direct effects of workload and employee engagement on turnover intention among employees of the Peel Division of PT. Misaja Mitra Pati. The findings are expected to enrich the application of the Job Demands–Resources perspective in manufacturing settings while providing empirical evidence that supports managers in designing effective workload management and employee engagement strategies to reduce turnover intention and strengthen organizational sustainability.

RESEARCH METHODS

This study employed a quantitative explanatory research design to examine the causal relationships between workload, employee engagement, and turnover intention through hypothesis testing. An explanatory approach was selected because it enables researchers to empirically evaluate the direct effects among variables and verify the proposed conceptual framework using statistical analysis (Creswell & Creswell, 2023; Chen et al., 2023). The study was conducted in the Peel Division of PT. Misaja Mitra Pati, Indonesia. This research setting was selected because the division experiences intensive operational activities characterized by demanding workloads and employee mobility, making it an appropriate context for investigating the influence of workload and employee engagement on employees' turnover intention (Fatmawati & Mansyur, 2024; Rokhmasari et al., 2025).

The study population comprised 353 employees working in the Peel Division of PT. Misaja Mitra Pati, consisting of 136 employees in Pepas, 92 employees in Kupas NE, and 125 employees in Pekus PD. The sample size was determined based on the minimum sample size recommendation for Partial Least Squares Structural Equation Modeling (PLS-SEM), which suggests using five to ten observations for each indicator in the measurement model (Hair et al., 2022). Since the research model consisted of ten indicators, the minimum required sample was 100 respondents. Respondents were selected using simple random sampling to provide equal opportunities for all eligible employees to participate. The inclusion criteria were active employees assigned to the Peel Division with a minimum employment period of six months, ensuring that respondents had sufficient work experience to evaluate their workload, engagement, and turnover intention (Kanchana & Jayathilaka, 2023).

Primary data were collected using a structured questionnaire distributed online through Google Forms via WhatsApp between 23 June and 8 July 2026, supported by field observations and interviews to enhance contextual understanding. The questionnaire employed a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Turnover intention was measured

using three dimensions: thoughts of quitting, intention to search for alternative employment, and intention to quit (Panjaitan, 2024). Workload was measured through indicators covering work targets, working conditions, working time utilization, and work standards (Tarwaka, 2022; Murnawan & Lestari, 2024). Employee engagement was assessed using the dimensions of vigor, dedication, and absorption, which represent employees' physical, emotional, and cognitive attachment to their work.

Data analysis was performed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0 because this approach is suitable for examining complex structural relationships among latent variables while requiring fewer distributional assumptions than covariance-based SEM (Hair et al., 2022; Ghozali & Kusumadewi, 2023). The analysis consisted of two stages. First, the measurement model (outer model) was evaluated by assessing convergent validity through outer loadings (>0.70) and Average Variance Extracted (AVE >0.50), discriminant validity using the Fornell–Larcker criterion and Heterotrait–Monotrait Ratio (HTMT <0.90), and construct reliability using Cronbach's Alpha and Composite Reliability (>0.70). Second, the structural model (inner model) was assessed using the coefficient of determination (R^2), effect size (f^2), and hypothesis testing through a bootstrapping procedure with 5,000 resamples. The proposed hypotheses were accepted when the p-value was below 0.05 or the t-statistic exceeded 1.96 at the 5% significance level (Hair et al., 2022; Ghozali & Kusumadewi, 2023).

RESULTS AND DISCUSSION

Results

The questionnaire was successfully collected in 100 copies (100% return rate) and all of them were eligible for processing (Table 1), so the data was considered suitable for use in further analysis.

Table 1. Results of Questionnaire Dissemination

Remarks	Quantity	Percentage (%)
Distributed and return questionnaires	100	100%
Actionable questionnaire	100	100%

The characteristics of the 100 research respondents are presented in Table 2. The majority of respondents were female (61%), educated at the last high school/vocational school/MA (57%), aged 26-30 years (50%), had a working period of 1-3 years (54%), were contract employees (100%), and were evenly distributed in the Pepas (39%), Pepas PD (35%), and Peel NE (26%) units. The dominance of female employees of productive age with contract status indicates

that the findings of this study specifically reflect the work experience of the group, making it relevant to consider human resource management policies that are adjusted to the demographic characteristics of the workforce in the Peel Division.

Table 2. Characteristics of Respondents

Characteristics	Categories	Frequency	Percentage (%)
Gender	Women	61	61%
	Male	39	39%
Final Education	Junior High School/MTs	43	43%
	High School/Vocational School/MA	57	57%
Age	20-25 years	35	35%
	26-30 years	50	50%
	> 30 years old	15	15%
Long Time Working	< 1 year	17	17%
	1-3 years	54	54%
	4-6 years	22	22%
	> 6 years old	7	7%
Employee Status	Contract	100	100%
	Fixed	0	0%
Division of Work	Peel	39	39%
	Peel NE	26	26%
	Peel PD	35	35%

Outer Model Test Results

The first stage of convergent validity testing showed that three indicators, namely X1.7 and X1.8 (Workload) and X2.6 (Employee Engagement), had an outer loading value below 0.70 (0.476; 0.169; and 0.628, respectively), so they were eliminated from the model. The model is then reestimated. The results of the reestimation (Table 3) show that all remaining indicators have an outer loading value above 0.70, which means that all indicators are declared to be valid in a convergent manner

Table 3. Outer Loadings (Reestimated)

Indicator	Workload (X1)	Employee Engagement (X2)	Turnover Intention (Y)	Ket.
X1.1	0,863	-	-	Valid
X1.2	0,909	-	-	Valid
X1.3	0,928	-	-	Valid
X1.4	0,884	-	-	Valid
X1.5	0,876	-	-	Valid
X1.6	0,897	-	-	Valid
X2.1	-	0,904	-	Valid
X2.2	-	0,922	-	Valid

X2.3	-	0,901	-	Valid
X2.4	-	0,891	-	Valid
X2.5	-	0,920	-	Valid
X2.7	-	0,908	-	Valid
Y1.1	-	-	0,867	Valid
Y1.2	-	-	0,902	Valid
Y1.3	-	-	0,871	Valid
Y1.4	-	-	0,893	Valid
Y1.5	-	-	0,873	Valid
Y1.6	-	-	0,878	Valid

Table 4. Average Variance Extracted (AVE) Value

Variable	Average Variance Extracted (AVE)	Remarks
Workload (X1)	0,798	Valid
Employee Engagement (X2)	0,824	Valid
Turnover Intention (Y)	0,776	Valid

The AVE value of the entire construct (Table 4) is above the threshold of 0.50, which indicates that each construct is able to explain more than 50% of the variance of its forming indicators, so that the convergent validity of the model is met.

Table 5. Discriminant Validity (Fornell-Larcker)

Variable	Employee Engagement (X2)	Turnover Intention (Y)	Workload (X1)
Employee Engagement (X2)	0,908	-	-
Turnover Intention (Y)	0,638	0,881	-
Workload (X1)	0,117	0,549	0,893

Table 6. Discriminant Validity (Heterotrait-Monotrait Ratio/HTMT)

Variable	Employee Engagement (X2)	Turnover Intention (Y)	Workload (X1)
Employee Engagement (X2)	-	-	-
Turnover Intention (Y)	0,670	-	-
Workload (X1)	0,123	0,575	-

The discriminant validity test using the Fornell-Larcker criterion (Table 5) showed that the square root value of AVE of each construct was greater than its correlation with other constructs, while the Heterotrait-Monotrait Ratio test (Table 6) showed that the entire HTMT value was below the threshold of 0.90. Thus, all research constructs have met the criteria for discriminant validity.

Table 7. Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability	Remarks
Workload (X1)	0,949	0,959	Reliable
Employee Engagement (X2)	0,957	0,966	Reliable
Turnover Intention (Y)	0,942	0,954	Reliable

The results of the reliability test (Table 7) showed that the entire construct had Cronbach's Alpha and Composite Reliability values above 0.70, which indicates an excellent level of internal consistency of the instrument. Thus, all constructs are declared valid and reliable so that the analysis can be continued to the structural model (inner model).

Inner Model Test Results

Table 8. R-Square Values

Variable	R-Square	R-Square Adjusted
Turnover Intention (Y)	0,636	0,629

The R-Square value of the Turnover Intention variable of 0.636 (Table 8) shows that Workload and Employee Engagement are simultaneously able to explain 63.6% of the variation in Turnover Intention, classified as moderate predictive power, while the remaining 36.4% is explained by other variables outside the model.

Table 9. F-Square Values

Variable	Turnover Intention (Y)
Employee Engagement (X2)	0.919 (large)
Workload (X1)	0.628 (large)

The value of F-Square (Table 9) shows that Employee Engagement ($f^2 = 0.919$) and Workload ($f^2 = 0.628$) both exert a large effect ($f^2 > 0.35$) on Turnover Intention, which means that both exogenous variables make a strong contribution to explaining the variation in Turnover Intention in the study model.

Table 10. Hypothesis Testing Results (Path Coefficients)

Intervariable Relationships	Line Coefficient (O)	T-Statistics	P-Values	Remarks
Workload (X1) -> Turnover Intention (Y)	0,481	7,535	0,000	H1 accepted
Employee Engagement (X2) -> Turnover Intention (Y)	0,582	10,623	0,000	H2 rejected

Hypothesis testing was carried out through a bootstrapping procedure with 5,000 subsamples (Table 10). The results of the H1 test showed a path coefficient of 0.481 with T-statistics of 7.535 (> 1.96) and P-values of 0.000 (< 0.05), so that Workload (X1) was proven to have a positive and significant effect on

Turnover Intention (Y); H1 is accepted. The results of the H2 test showed a path coefficient of 0.582 with T-statistics of 10.623 and P-values of 0.000, which means that Employee Engagement (X2) also has a positive and significant effect on Turnover Intention (Y). Since the direction of influence found is opposite to the hypothesis that states negative influences, H2 in its original form is rejected, although the relationship between variables remains statistically significant.

Discussion

The findings demonstrate that workload significantly and positively influences turnover intention, indicating that employees experiencing heavier workloads are more likely to consider leaving the organization. This result supports the Job Demands–Resources (JD–R) Theory, which argues that excessive job demands consume employees' physical and psychological resources, triggering strain and withdrawal behaviors when available resources cannot offset these demands (Morin et al., 2023; Lei & Suntrayuth, 2023). The working conditions in the Peel Division, characterized by demanding production targets and frequent overtime during export periods, reinforce this theoretical explanation. The result is also consistent with previous empirical studies reporting that excessive workload increases employees' intention to resign because prolonged work pressure reduces well-being and organizational attachment (Ong & Sentoso, 2023; Yaqin & Indradewa, 2025).

The consistency between this study and previous research confirms that workload remains one of the strongest antecedents of turnover intention across different organizational settings. Earlier studies conducted in manufacturing, service, and hospitality industries similarly found that employees exposed to excessive work demands experience greater emotional exhaustion, lower job satisfaction, and stronger intentions to seek alternative employment (Kanchana & Jayathilaka, 2023; Haines et al., 2024). The large effect size obtained in this study ($f^2 = 0.628$) further indicates that workload substantially contributes to explaining turnover intention among contract employees. Compared with previous studies, the present research extends existing evidence by demonstrating that workload continues to exert a strong influence in labor-intensive seafood processing, where production schedules and export demand create continuous operational pressure on employees.

The findings also provide practical implications for managers in labor-intensive manufacturing organizations. Reducing turnover intention requires interventions that address workload through realistic production targets, balanced work allocation, adequate staffing, and effective overtime management. According to the JD–R framework, minimizing excessive job demands can prevent resource depletion and reduce employees' intention to leave the

organization (DeHaan et al., 2024; Otoo, 2024). Therefore, organizational retention strategies should focus not only on increasing productivity but also on maintaining employees' physical and psychological well-being. This study contributes to the literature by confirming that workload remains a critical predictor of turnover intention among contract employees, a workforce segment that has received relatively limited empirical attention despite its strategic role in supporting export-oriented manufacturing operations.

The second finding reveals that employee engagement has a positive and significant effect on turnover intention, contrary to the proposed hypothesis. From the perspective of the Job Demands–Resources (JD–R) Theory, employee engagement is generally regarded as a motivational resource that enhances employees' attachment to their work and reduces withdrawal intentions (DeHaan et al., 2024; Otoo, 2024). Therefore, the positive relationship identified in this study indicates that the motivational process proposed by the JD–R framework may not fully explain turnover behavior in organizations dominated by contract employees. Rather than reflecting long-term organizational commitment, high engagement in this context may represent employees' strong involvement in completing assigned tasks while simultaneously pursuing better employment opportunities. Consequently, engagement appears to function as job-focused dedication rather than organizational loyalty within temporary employment arrangements.

This finding differs from many previous studies reporting that higher employee engagement reduces turnover intention because engaged employees develop stronger emotional attachment and commitment to their organizations (Zhu et al., 2023; Sinisterra et al., 2025). However, the present result is consistent with Andini and Nugroho (2024), who found that employee engagement may also increase turnover intention under certain employment conditions. One possible explanation is that highly engaged employees generally possess better competencies, stronger work motivation, and higher confidence, making them more competitive in the labor market. Consequently, they become more willing to seek organizations offering greater career security, compensation, and professional development. This suggests that employment status and labor market opportunities may shape how engagement influences employees' turnover decisions.

The characteristics of the respondents strengthen this interpretation. All respondents were contract employees, with most aged between 26 and 30 years and having one to three years of work experience. Employees at this career stage are generally motivated to improve their long-term employment prospects while demonstrating high performance during their contract period. In labor-intensive manufacturing environments, strong engagement may therefore reflect

professional responsibility and commitment to task completion rather than an intention to remain with the current employer. This finding contributes to the growing discussion that employee engagement does not universally produce lower turnover intention. Instead, its effect depends on organizational context, employment arrangements, and employees' career expectations, indicating that contextual factors should receive greater attention in future human resource management research.

Overall, this study extends the application of the Job Demands–Resources Theory by demonstrating that job demands and motivational resources may operate differently in contract-based manufacturing settings. While workload behaved consistently with theoretical expectations by increasing turnover intention, employee engagement produced an unexpected positive relationship, highlighting the importance of employment status as a contextual factor influencing employee behavior. These findings contribute to the turnover intention literature by providing evidence from Indonesia's export-oriented seafood processing industry, a context that has received limited scholarly attention. From a managerial perspective, organizations should complement engagement initiatives with career development opportunities, transparent employment pathways, and competitive retention policies. Without such organizational support, highly engaged employees may become the most capable individuals to pursue alternative employment despite their strong work involvement.

CONCLUSION

This study demonstrates that workload significantly increases employees' turnover intention, confirming the Job Demands–Resources (JD–R) perspective that excessive job demands encourage employees to consider leaving the organization. Unexpectedly, employee engagement also exhibits a positive and significant relationship with turnover intention, suggesting that among contract employees, strong work engagement may reflect commitment to task completion rather than long-term organizational attachment. These findings provide an important insight that employee engagement does not always function as a retention mechanism, particularly in employment settings characterized by contractual uncertainty and limited career prospects. The study contributes to the human resource management literature by extending the application of the JD–R framework to the labor-intensive seafood processing industry and by offering empirical evidence that challenges the commonly accepted negative association between employee engagement and turnover intention. Nevertheless, this research is limited to a single company and examines only two antecedent variables. Future studies are therefore encouraged to include additional factors

such as compensation, job satisfaction, work stress, organizational commitment, or perceived organizational support, while also considering employment status as a moderating variable and expanding the research across different industries to improve the generalizability of the findings.

REFERENCES

- Andini, R., & Nugroho, S. (2024). Pengaruh Employee Engagement terhadap Turnover Intention pada Karyawan Bidang Leasing.
- Chen, X., Mamun, A. Al, Hussain, W., Jingzu, G., Yang, Q., & Shami, S. S. A. Al. (2023). Envisaging the Job Satisfaction and Turnover Intention Among the Young Workforce: Evidence From an Emerging Economy. *PLOS ONE*, 18. <https://doi.org/10.1371/journal.pone.0287284>
- DeHaan, C., Bradshaw, E., Diaz-Castillo, S., Trautman, T., Rigby, C., & Ryan, R. (2024). Energy in the Workplace: Job Demands, Job Resources, and Employees' Inner Resources as Pathways to Organizational Outcomes. *Frontiers in Psychology*, 15. <https://doi.org/10.3389/fpsyg.2024.1413901>
- Desiana, P., Andrias, M., & Ahyinaa, G. (2024). The Mediating Effect of Employee Engagement and Well-Being on Turnover Intention in Indonesia. *Problems and Perspectives in Management*. [https://doi.org/10.21511/ppm.22\(2\).2024.37](https://doi.org/10.21511/ppm.22(2).2024.37)
- Fatmawati, R., & Mansyur, A. (2024). Pengaruh Workload terhadap Turnover Intention Karyawan.
- Ghozali, I., & Kusumadewi, R. (2023). *Konsep dan Aplikasi Structural Equation Modeling (SEM) dengan Program SmartPLS*.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. <https://doi.org/10.1007/978-3-030-80519-7>
- Haines, V., Guerrero, S., & Marchand, A. (2024). Flexible Work Arrangements and Employee Turnover Intentions: Contrasting Pathways. *The International Journal of Human Resource Management*, 35, 1970–1995. <https://doi.org/10.1080/09585192.2024.2323510>
- Kanchana, L., & Jayathilaka, R. (2023). Factors Impacting Employee Turnover Intentions Among Professionals in Sri Lankan Startups. *PLOS ONE*, 18. <https://doi.org/10.1371/journal.pone.0281729>
- Karolina, D. (2024). Pengaruh Workload and Employee Engagement terhadap Turnover Intention pada Generasi Z.
- Kissi, E., Ikuabe, M., Aigbavboa, C., Smith, E., & Babon-Ayeng, P. (2023). Mediating Role of Work Engagement in the Relationship Between Supervisor Support and Turnover Intention Among Construction Workers. *Engineering, Construction and Architectural Management*. <https://doi.org/10.1108/ECAM-06-2023-0556>

- Lei, J., & Suntrayuth, S. (2023). The Impact of Job Demands and Resources on Occupational Well-Being, Job Engagement, and Turnover Intention: The Mediating Role of Occupational Well-Being. *Journal of Namibian Studies: History, Politics, Culture*. <https://doi.org/10.59670/jns.v33i.783>
- Manurung, T., & Sihombing, R. (2023). Pengaruh Workload terhadap Turnover Intention.
- Morin, A., Gillet, N., Blais, A.-R., Comeau, C., & Houle, S. (2023). A Multilevel Perspective on the Role of Job Demands, Job Resources, and Need Satisfaction for Employees' Outcomes. *Journal of Vocational Behavior*. <https://doi.org/10.1016/j.jvb.2023.103846>
- Murnawan, T., & Lestari, S. (2024). Konsep Beban Kerja dalam Manajemen Sumber Daya Manusia.
- Novitaswara, D., & Rozaq, A. (2025). Employee Engagement dan Pengaruhnya terhadap Turnover Intention.
- Ong, V., & Sentoso, A. (2023). Pengaruh Workload terhadap Turnover Intention Karyawan.
- Otoo, F. N. K. (2024). Does Employee Engagement Mediate the Nexus of Job Resource and Employee Turnover Intentions? *IIMT Journal of Management*. <https://doi.org/10.1108/IIMTJM-10-2023-0032>
- Panjaitan, R. (2024). Indikator Turnover Intention: Thoughts of Quitting, Intention to Search, dan Intention to Quit.
- Park, J., Feng, Y., & Jeong, S.-P. (2024). Developing an Advanced Prediction Model for New Employee Turnover Intention Utilizing Machine Learning Techniques. *Scientific Reports*, 14. <https://doi.org/10.1038/s41598-023-50593-4>
- Poku, C., Bayuo, J., Agyare, V., Sarkodie, N. K., & Bam, V. (2025). Work Engagement, Resilience, and Turnover Intentions Among Nurses: A Mediation Analysis. *BMC Health Services Research*, 25. <https://doi.org/10.1186/s12913-025-12242-6>
- Purwanto, A., & Indradewa, R. (2023). Dampak Turnover Intention terhadap Biaya Organisasi.
- Rokhmasari, L., & Hermawati, A. (2025). Pengaruh Employee Engagement terhadap Turnover Intention.
- Rokhmasari, S., Hermawati, A., & Survival, S. (2025). The Effect of Workload and Work Environment on Turnover Intention With Employee Engagement as a Mediation Variable. *International Conference of Business and Social Sciences*. <https://doi.org/10.24034/icobuss.v5i1.645>
- S., F. C., & Bangun, W. (2025). Workload, Job Stress, and Employee Turnover Intention. *Journal of Management and Digital Business*. <https://doi.org/10.53088/jmdb.v5i2.1554>

- Santoso, B., & Adriansyah, D. (2024). Workload dan Turnover Intention pada Karyawan Perbankan.
- Sinisterra, L., Peñalver, J., & Salanova, M. (2025). Making Their Work Mean Something Is Step 1! Understanding the Relation Between Meaningful Work and Turnover Intention Through the Serial Mediation of Work and Organizational Engagement. *Journal of Management & Organization*, 31, 2404–2422. <https://doi.org/10.1017/jmo.2025.10014>
- Tarwaka. (2022). *Ergonomi Industri: Dasar-Dasar Pengetahuan Ergonomi dan Aplikasi di Tempat Kerja*.
- Yaqin, A. A., & Indradewa, R. (2025). The Effect of Compensation, Workload, and Work Life Balance on Turnover Intention. *Jurnal Ilmiah Manajemen Kesatuan*. <https://doi.org/10.37641/jimkes.v13i4.3437>
- Zhu, L.-L., Wang, H., Xu, Y.-F., Shujie, & Luo, Y. (2023). The Effect of Work Engagement and Perceived Organizational Support on Turnover Intention Among Nurses: A Meta-Analysis Based on the Price–Mueller Model. *Journal of Nursing Management*. <https://doi.org/10.1155/2023/3356620>