JISS Jurnal Indonesia Sosial Sains

Vol. 6, No. 12, December 2025
E-ISSN : 2723 – 6692
P-ISSN :2723 – 6595
http://jiss.publikasiindonesia.id/

The Role of Work Fatigue and Employee Engagement as Mediators in the Relationship Between Work Stress and Workload on Employee Turnover Rates at Waste Paper Raw Material Supplier Companies in Serang Regency

Muhammad Fikri, Basrowi, Khaeruman
Universitas Bina Bangsa, Indonesia
Email: fikri.pasker@gmail.com, basrowi@binabangsa.ac.id , khaeruman@binabangsa.ac.id

KEYWORDS
Job Stress; Workload; Job Fatigue; Employee Engagement; Employee Turnover.

ABSTRACT
This study aims to examine the role of job fatigue (KK) and employee engagement (K) in mediating the relationship between job stress (SK) and workload (BK) on employee turnover (TK) in waste paper raw material supplier companies in Serang Regency. The research employs a quantitative correlational approach with a sample of 205 employees selected as respondents. Data were analyzed using partial least squares–structural equation modeling (PLS-SEM) with SmartPLS 3 software to test both direct and indirect relationships among variables. A total of 12 hypotheses were formulated and examined in this study. The results indicate that job stress has a positive and significant effect on employee turnover ($p = 0.032 \leq 0.05$), while workload also has a positive and significant effect on turnover ($p = 0.000 \leq 0.05$). Job fatigue has a positive and significant effect on turnover ($p = 0.002 \leq 0.05$), whereas employee engagement does not significantly influence turnover ($p = 0.099 \geq 0.05$). Furthermore, job stress positively affects job fatigue ($p = 0.000 \leq 0.05$), and workload also significantly influences job fatigue ($p = 0.008 \leq 0.05$). However, neither job stress nor workload has a significant effect on employee engagement. Indirect effect analysis reveals that job stress and workload positively influence employee turnover through job fatigue ($p = 0.008$ and 0.024, respectively), indicating a mediating role of job fatigue. Conversely, employee engagement does not serve as a mediator. In conclusion, job stress, workload, and job fatigue increase employee turnover, while employee engagement shows no direct or mediating effect.

INTRODUCTION

To develop human resources (HR), they must be managed effectively, presenting a challenge for governments and organizations or companies. The goal is for HR to provide maximum contributions while maintaining and enhancing performance, ultimately achieving company objectives (Priyantika, 2018; Mirsaeedi & Rigby, 2020; Nazari & Oghyanous, 2021). Companies in the paper waste management and supply sector have experienced high employee turnover rates from 2019 to 2023. Among the four companies in this business sector, turnover rates exceeded 10%. This issue demands special attention, as it is likely to recur in the coming

years, leading to financial losses, reduced productivity, and declines in operational performance (Sheehan et al., 2019; Sravani, 2018; Teng et al., 2018).

Employee turnover consists of two dimensions: voluntary and involuntary. Defined simply, employee turnover refers to the rate at which employees enter or leave a company or workplace (Oginni et al., 2018). To estimate future turnover rates, researchers conducted a pre-survey among actively working employees at the four companies. This aimed to assess voluntary turnover intention levels. The results of the pre-survey are shown in the graph below:

The graph above presents percentage results from a pre-survey of 136 employees at a waste paper supplier company. It reveals that approximately 58.8% of employees intend to resign in the future, while 41.2% choose to stay, indicating a very high level of turnover intention. General factors influencing employee turnover often include low job satisfaction, poor work environments, and high material or non-material needs (Ugwu & Onyishi, 2020; Vermooten et al., 2019; Pattnaik & Panda, 2020). However, deeper analysis points to more specific psychological causes, such as increasing workloads and stress levels, which lead to excessive work fatigue among employees (Wen et al., 2020). Beyond stress, companies must address excessive or escalating workloads driven by new operational policies. According to Ling Liu and Hwei Lo (2018), workload refers to the excessive amount of work assigned or expected from an employee; when too much work must be completed in limited time, it becomes overwhelming, leaving employees feeling overworked.

Researchers examined the role of work fatigue and employee engagement as mediators in the relationship between work stress and workload on employee turnover rates at waste paper raw material supplier companies in Serang Regency by treating these as mediating variables. This approach assesses the extent to which work stress and workload influence employees' decisions to stay or leave (Costello et al., 2019; Amoo & Adam, 2022; Anees et al., 2021). The link between work fatigue (job burnout) and turnover intentions has been confirmed across various countries and companies (Marshall & Stephenson, 2020). Work fatigue fosters negative work attitudes and behaviors, such as reduced effectiveness, low commitment, and heightened intentions to leave, often due to excessive workloads and mental stress (Shantanam & Srinivas, 2019).

In contrast, when employees feel engaged in their work, research by Memon et al. (2020) defines employee engagement as "a positive, satisfying, work-related state of mind characterized by enthusiasm, dedication, and absorption," which helps avoid negative thoughts. Higher engagement reduces turnover intentions, positioning it as the most influential psychological factor (Jung Sun et al., 2021). It reflects the degree to which employees invest discretionary effort, such as extra time, mental energy, and physical exertion (Chaabouni, 2021). Thus, companies seeking to retain valuable employees must foster a sense of involvement in their work (Kamau et al., 2020).

To strengthen the data, a second pre-survey measured employee stress and workload levels. Results showed that 59.3% of employees experienced work stress, primarily from excessive working hours that reduced rest and family time; employees' economic conditions

also contributed (Brunetto et al., 2013; Hidayat & Prasetya, 2024). Meanwhile, 63.3% reported high workloads, mainly due to staffing shortages in divisions and frequent changes to company SOPs/work instructions, which made workloads feel constantly increasing. Work stress and workload are commonly linked to turnover (Burki et al., 2020; Zeb & Butt, 2015). Meanwhile, work fatigue and employee engagement serve as psychological mechanisms mediating these effects. Previous research shows mixed results, creating gaps in variables like work stress, workload, work fatigue, and employee engagement. Based on these phenomena and gaps, this study analyzes relationships between variables and evaluates the mediating roles of work fatigue and employee engagement on employee turnover.

METHOD

The research used a quantitative method with an explanatory research design. The study population included all 418 active employees in four supplier companies, using a simple random sampling technique and a sample size of 205 respondents (Slovin's formula). The study variables consisted of Job Stress (SK), Workload (BK), Job Fatigue (KK), Employee Engagement (K), and Employee Turnover (TK). Operational Definition of Variables The operational definition of each variable and indicator in this study can be explained in Table 2.

Table 1. Indicators in Research Variables

Variables	Item	Reference
Employee Turnover	1. Employee's thoughts of quitting work	Wang et al, (2020) & Heijden et al (2019)
	2. Employee's intention to quit work	
	3. Employee's intention to look for another job	
	4. Inadequate employee skills	
	5. company growth opportunities	
	6. The company failed in competition with other companies	
Work Stress	1. Noise	Winasis et al, (2020)
	2. Physical conditions of the workplace a	
	3. Co-worker support	
	4. Leadership support	
	5. Role conflict	
	6. Role uncertainty	
	7. Involvement in decision making	
	8. Influence on work results	
	9. Financial rewards	
	10. Justice in awards	
	11. Support for families	
	12. Sufficient rest time	
Workload	1. Overtime frequency	Rodriguez- Lopez et al, (2021) & Laksono and Wahyunungtyas (2023)
	2. Level of physical fatigue	
	3. Task complexity	
	4. Number of tasks handled	
	5. Social support	

	6. Frequency of conflict	
	7. Organizational structure	
	8. Working hours policy	
	9. Work procedures and processes	
	10. technological tools and resources	
	11. Difficulty in using technology	
	12. Technology training	
Work Fatigue	1. Feelings of excessive tiredness	Li-Ran et al, (2020)
	2. Lack of energy	
	3. Cynical or negative attitude	
	4. Cold treatment of others	
	5. Decreased interest in work	
	6. Lack of satisfaction with work performance	
	7. Decreased motivation	
	8. Doubting yourself	
Employee Engagement	1. Job satisfaction	Schaufel and Bekker (in Zahra, 2020)
	2. Pride in the company	
	3. Opportunity to learn and grow	
	4. Sense of challenge in work	
	5. Energy and vitality	
	6. Active participation	
	7. Relationships with coworkers	
	8. Support from the team and managers	

Instruments and Measurement Data were obtained from questionnaires administered to respondents to obtain responses to the questions. The researcher used a statement instrument of negative perceptions, measured using a Likert scale with intervals of 1 (strongly agree) to 7 (strongly disagree). Analysis using SmartPLS 3, including testing the outer model, inner model, and hypothesis testing for both direct and indirect influences.

RESULTS AND DISCUSSIONS

Validity Test

Convergent validity is related to the principle that the manifest variables of a construct should be highly correlated. Convergent validity testing using PLS software can be seen from the loading factor value for each construct indicator. To assess convergent validity, the loading factor value must be greater than 0.5.

Table 2. Validity Test Results

Variables		Outer Loading	Information
Employee Turnover (TK)	T K1	0.729	Valid
	T K2	0.770	Valid
	T K3	0.754	Valid
	T K4	0.797	Valid
	T K5	0.821	Valid
	T K6	0.753	Valid
Work Stress (SK)	SK1	0.791	Valid
	SK2	0.808	Valid
	SK3	0.782	Valid

Variables		Outer Loading	Information
	SK4	0.782	Valid
	SK5	0.741	Valid
	SK6	0.800	Valid
	SK7	0.821	Valid
	SK8	0.787	Valid
	SK9	0.755	Valid
	SK10	0.746	Valid
	SK11	0.763	Valid
	SK12	0.725	Valid
Workload (BK)	BK1	0.801	Valid
	BK2	0.819	Valid
	BK3	0.794	Valid
	BK4	0.760	Valid
	BK5	0.726	Valid
	BK6	0.798	Valid
	BK7	0.807	Valid
	BK8	0.739	Valid
	BK9	0.716	Valid
	BK10	0.726	Valid
	BK11	0.778	Valid
	BK12	0.725	Valid
	BK1	0.801	Valid
Work Fatigue (KK)	KK1	0.842	Valid
	KK2	0.897	Valid
	KK3	0.869	Valid
	KK4	0.885	Valid
	KK5	0.889	Valid
	KK6	0.869	Valid
	KK7	0.871	Valid
	KK8	0.845	Valid
Employee Engagement (EI)	K1	0.864	Valid
	K2	0.828	Valid
	K3	0.876	Valid
	K4	0.862	Valid
	K5	0.893	Valid
	K6	0.845	Valid
	K7	0.848	Valid
	K8	0.867	Valid

Source: *SmartPLS 3 Output* (2024)

Discriminant Validity Test

In the discriminant validity test, it can be seen from the cros loading value, the correlation value of the indicators between variables must be greater than the correlation value of the indicators of different variables and the square root value of AVE (Fornell-Lacker Criterion) must be greater than the correlation value between latent constructs.

Table 3. Reliability Test Results

Variables	BK	KK	K	SK	TK
Workload	0.767				
Work Fatigue	0.555	0.871			
Employee Engagement	0.133	0.128	0.861		
Work Stress	0.623	0.705	0.163	0.776	
Employee Turnover	0.551	0.576	0.192	0.570	0.771

Source: *SmartPLS 3 Output* (2024)

Based on the above, the Fornell-Lacker Creatrium value shows that the square root value of AVE is greater than the value between the latent constructs of each variable, it can be concluded that the discriminant validity test is in accordance with the requirements and the data is declared valid.

R-Square Analysis

R-square is used to assess the influence of independent variables on the dependent latent variable to determine whether there is a substantive influence. The R-square value is small = 0.19, medium = 0.33, large = 0.67. Based on the test results using SmartPLS 3.3.9 software, the following results were obtained:

Table 4. R-Square Values

Variables	R Square	R Square Adjusted
Work Fatigue	0.519	0.515
Employee Engagement	0.028	0.019
Employee Turnover	0.434	0.423

Source: *SmartPLS 3.3.9 Output* (2024)

Based on the above, the R-Square value of employee turnover has an R-Square value of 0.434 > 0.33 and work fatigue of 0.519 > 0.33 can be stated to be in the moderate category and employee engagement has a value of 0.028 < 0.19 which is in the insignificant category.

Hypothesis Testing Results

Based on the path coefficient value (original sample), T-Statistic value, and P Values, hypothesis testing between variables is seen from the direct effects, indirect effects and total effects.

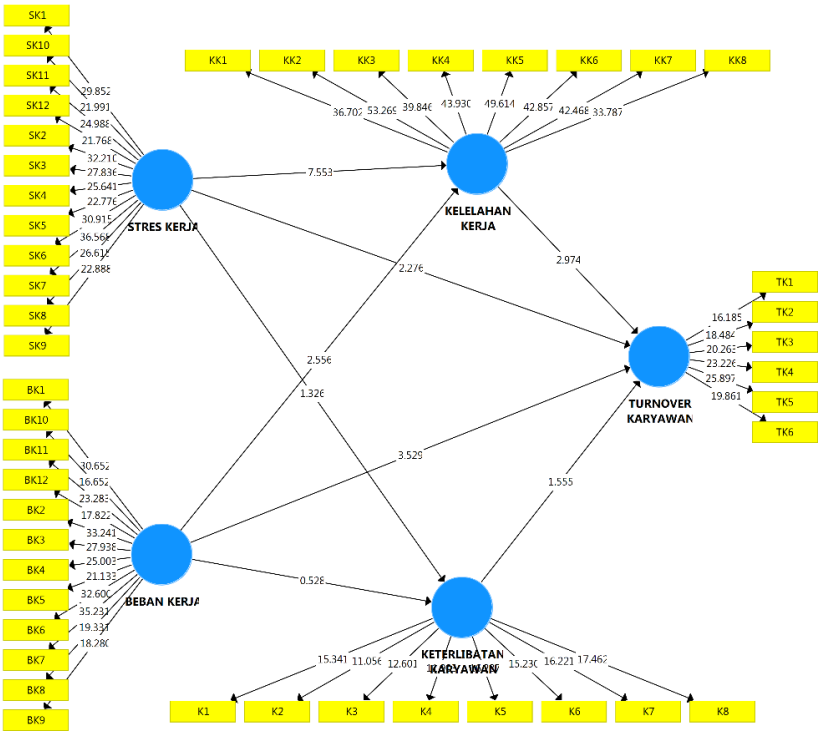

Figure 1. Statistic
Source: SmartPLS 3 Output (2024)

Results of Direct Hypothesis Testing

Direct influence hypothesis testing was conducted to determine the results of hypotheses H1, H2, H3, H4, H5, H6, H7, and H8. The test results for each hypothesis can be seen in the following table:

Table 6. Path Coefficients

	Original Sample	T Statistics	P Values
SK -> TK	0.191	2,148	**0.032**
BK -> TK	0.262	3,650	**0,000**
KK -> Kindergarten	0.284	3,129	**0.002**
K -> Kindergarten	0.089	1,650	**0.099**
SK -> KK	0.588	7,864	**0,000**
BK -> KK	0.188	2,644	**0.008**
SK -> K	0.132	1,248	**0.212**
BK -> K	0.051	0.482	**0.630**

Source: *SmartPLS 3.3.9 Output* (2024)

The results of the direct influence test of work stress and workload on work fatigue have a positive and significant influence on employee turnover, with a p-value smaller than 0.05, but its influence on employee engagement is not significant with a p-value greater than 0.05. The hypothesis that work stress, workload, and work fatigue directly influence employee turnover

has a positive and significant influence. However, different results show that employee involvement does not have a significant effect on turnover.

Indirect Hypothesis Testing Results

Direct influence hypothesis testing was conducted to determine the results of hypotheses H9, H10, H11, and H12. The results of each hypothesis can be seen in the following table:

Table 7. Specific Indirect Effects

	Original Sample	T Statistics	P Values
SK -> KK -> TK	0.167	2,673	0.008
BK -> KK -> TK	0.053	2,268	0.024
SK -> K -> TK	0.012	0.954	0.341
BK -> K -> TK	0.005	0.389	0.698

Source: *SmartPLS 3.3.9 Output* (2024)

The results of the hypothesis testing indirectly show the mediating role between work fatigue and employee engagement, the results show that work fatigue has a positive and significant influence in mediating the relationship between the influence of work stress and workload on employee turnover, while conversely employee engagement does not have a significant influence in mediating the relationship between work stress and workload on turnover.

The research results show that employee engagement has no significant effect on employee turnover at a waste paper supplier company. This phenomenon indicates that the level of engagement established in the work environment is not yet capable of functioning as a psychological factor that suppresses turnover intentions. Statistically, the positive but insignificant coefficient reflects that employee engagement does not have sufficient predictive power to restrain employees' decisions to leave the company.

These findings are inconsistent with previous research that showed a significant negative relationship between employee engagement and turnover. For example, Memon et al. (2020) reported that engagement acts as a protective factor that reduces turnover intentions, while Lee et al. (2019) emphasized that engagement is an important psychological mediator in retaining a competent workforce. Another study by Pattnaik and Panda (2020) also confirmed that high engagement can significantly reduce turnover intentions. However, unlike those five studies, these results are consistent with the findings of Albrecht and Marty (2018) that engagement does not always significantly influence turnover, especially in organizational contexts with structural instability and low-quality work environments.

The empirical context of the supplier companies studied supports this interpretation. A work environment characterized by high workloads, minimal job status certainty, frequently changing SOPs, and inconsistent working hours creates psychosocial conditions that do not facilitate the formation of quality engagement. The failure of employee engagement as a mediating variable in the pathways of job stress → turnover and workload → turnover further strengthens the argument that engagement is weak, immature, and unstable. Statistical testing shows that all mediation pathways through engagement have p-values above 0.05, indicating

that engagement has no intervening capacity to suppress the influence of stress or workload on employee turnover.

In contrast to employee engagement, burnout plays a much more dominant role in explaining turnover in waste raw material supplier companies. Burnout has been shown to have a significant positive effect on turnover and mediates the influence of job stress and workload on turnover. These results suggest that the most important psychological mechanism in the turnover process is the health-impairment pathway, which is the decline in employee energy levels due to prolonged work pressure.

This finding is in line with the research results from Fibriyani (2020), which confirms that excessive workload causes physiological and psychological tension which then develops into burnout. In addition, Subarkah (2020) explains that work demands that are not balanced with employees' psychological capacities increase the risk of emotional exhaustion, which is a core dimension of burnout. O'Connor (2018) emphasizes that burnout occurs when there is an imbalance between job demands and individual resources.

This is in line with the real conditions in supplier companies, where high physical work intensity and minimal organizational support create high levels of fatigue. Cho et al. (2018) also added that job burnout develops when an employee's energy is drained by a workload that exceeds their recovery capacity. Statistical results showed that the paths of job stress → burnout → turnover ($p = 0.008$) and workload → burnout → turnover ($p = 0.024$) were significant. These findings indicate that burnout is a strong mediator, bridging the influence of job stress and workload on employees' decisions to leave the company.

CONCLUSION

This study reveals that employee turnover at waste paper supplier companies is driven by psychological factors from work pressure, notably job stress, workload, and fatigue, which heighten employees' intentions to leave amid high task demands and unstable operations. While employee engagement showed no significant impact, fatigue crucially mediates the link between stress, workload, and turnover, as emotional exhaustion prompts rational exits. Organizations should prioritize workload control, work redistribution, stable operational standards, supportive environments, stress management, and fatigue monitoring, alongside evaluating job design and enhancing engagement programs for retention. Future research could incorporate variables like job satisfaction, compensation, and leadership, while extending to other sectors for greater generalizability.

REFERENCES

Albrecht, Simon L., and Marty, Andrew. (2018). Personality, Self-Efficacy And Job Resources And Their Associations With Employee Engagement, Affective Commitment And Turnover Intentions. The International Journal of Human Resource Management. 31(5). 657-681. DOI : https://doi.org/10.1080/09585192.2017.1362660

Amoo, Akinlawon O., and Adam, Jamila K. (2022). The Impact of Supervisor Support, Performance Feedback and Workload on the Engagement of TVET Lecturers in Gauteng, South Africa. Expert Journal of Business and Management. 10(1). 14-24. DOI : https://business.expertjournals.com/23446781-1002/

Anees, Rao Tahir, et al. (2021). Brain Drain in Higher Education. The Impact of Job Stress and Workload on Turnover Intention and the Mediating Role of Job Satisfaction at Universities. European Journal of Business and Management Research. 6(3). 1-8. DOI : https://doi.org/10.24018/ejbmr.2021.6.3.849

Brunetto, Yvonne., Et Al. (2013). The Impact Of Workplace Relationships On Engagement, Well-Being, Commitment And Turnover For Nurses In Australia And The USA. Journal of Advanced Nursing. 69(12). 2786–2799. DOI : https://doi.org/10.1111/jan.12165

Burki, Farah N., Khan, Naimat U., Saeed, Imran. (2020). The Impact of Job Stress on Turnover Intentions–The Moderating Role of Emotional Intelligence. NICE Research Journal. 13(1). 100-121. DOI : https://doi.org/10.51239/nrjss.v0i0.157

Chaabouni, A. (2021). The Effect Of Job Stress Appraisals On Mental Health Among Health Professionals: The Mediating Role Of Work Engagement. European Psychiatry, 64(1). 466-466. DOI : https://doi.org/10.1192/j.eurpsy.2021.1244

Costello, Harry., et al. (2019). Burnout In UK Care Home Staff And Its Effect On Staff Turnover: MARQUE English National Care Home Longitudinal Survey. Age and Aging, 49(1). 74-81. DOI : https://doi.org/10.1093/ageing/afz118

Heijden, Beatrice V.D., Mahoney, Christine B., Xu, Yingzi. (2019). Impact of Job Demands and Resources on Nurses' Burnout and Occupational Turnover Intention Towards an Age-Moderated Mediation Model for the Nursing Profession. International Journal of Environmental Research and Public Health. 16(11). 2-22. DOI : https://doi.org/10.3390/ijerph16112011

Jung, Hyo Sun., Jung, Yoon Sik., Yoon, Hye Hyun. (2021). COVID-19: The Effects Of Job Insecurity On The Job Engagement And Turnover Intent Of Deluxe Hotel Employees And The Moderating Role Of Generational Characteristics. International Journal of Hospitality Management. 92(1). 1-9. DOI : https://doi.org/10.1016/j.ijhm.2020.102703

Kamau, Onesmus M., Muathe, Stephen MA, Wainaina, Lawrence. (2020). HRM Practices Employee Engagement and Teachers Turnover Intentions: A Cross-Sectional Study from Public Secondary Schools in Kenya. International Journal of Academic Research in Business and Social Sciences. 10(9). 257-271. DOI : http://dx.doi.org/10.6007/IJARBSS/v10i9/7726

Laksono, Arifin Pringgo., and Wahyuningtyas, Ratri. (2023). The Effect of Servant Leadership and Workload on Employee Engagement and the Implications for the Employee Performance of PT PLN (Persero) Sulawesi Development Main Unit. International Journal of Social Science And Human Research. 6(7). 3932-3942. DOI : https://doi.org/10.47191/ijsshr/v6-i7-05

Lee, Michelle CC, Idriz, Mohd Awang., Tuckey, Michelle. (2019). Supervisory Coaching And Performance Feedback As Mediators Of The Relationships Between Leadership Styles, Work Engagement, And Turnover Intention. Human Resource Development International. 22(3). 257-282. DOI : https://doi.org/10.1080/13678868.2018.1530170

Liu, Huei-ling., and Lo, Ven-hwei. (2018). An Integrated Model Of Workload, Autonomy, Burnout, Job Satisfaction, And Turnover Intention Among Taiwanese Reporters. Asian Journal of Communication. 28(2). 153-169. DOI : https://doi.org/10.1080/01292986.2017.1382544

Marshall, George H., and Stephenson, Sonya. M. (2020). Burnout and Turnover Intention Among Electronics Manufacturing Employees In South Africa. SA Journal of Industrial Psychology. 46(1). 1-11. DOI : https://doi.org/10.4102/sajip.v46i0.1758

Memon, Mumtaz Ali, et al. (2021). Satisfaction Matters: The Relationships Between HRM Practices. Work Engagement and Turnover Intention. International Journal of Manpower. 42(1). 21-50. DOI : https://doi.org/10.1108/IJM-04-2018-0127

Mirsaeedi, Ehsan., and Rigby, Peter C. (2020). Mitigating Turnover with Code Review Recommendation: Balancing Expertise, Workload, and Knowledge Distribution. In 42nd International Conference on Software Engineering. 42(1). 1183-1195. DOI : https://doi.org/10.1145/3377811.3380335

Nazari, Mostafa., and Oghyanous, Parastoo A. (2021). Exploring The Role Of Experience In L2 Teachers' Turnover Intentions/Occupational Stress And Psychological Well-Being/Grit: A Mixed Methods Study. Cogent Education. 8(1). 1-5. DOI : https://doi.org/10.1080/2331186X.2021.1892943

Oginni, Babalola O., Dunmade, Emmanuel O., Ogunwole, Aina C. (2018). The Role of Employee's Work Expectations in Job Satisfaction and Labor Turnover in the Service Industry: A Case of Selected Organizations in Lagos, Ogun and Oyo States Nigeria. World Journal of Business and Management. 4(1). 1-17. DOI : https://doi.org/10.5296/wjbm.v4i1.12924

Pattnaik, Subash C., and Panda, Narendra. (2020). Supervisor Support, Work Engagement And Turnover Intentions: Evidence From Indian Call Centers. Journal of Asian Business Studies, 14(5). 621-635. DOI : https://doi.org/10.1108/JABS-08-2019-0261

Priyantika, Devi F. (2018). The Effect of Work Stress on Employee Performance at the Engineering Department of PT. Pelindo Marine Service Surabaya Through Burnout as an Intervening Variable. Journal of Management Science. 6(3). 296-305.

Ran, Li., et al. (2020). Job Burnout And Turnover Intention Among Chinese Primary Healthcare Staff: The Mediating Effect Of Satisfaction. BMJ Open. 10(10). 1-9. DOI : https://doi.org/10.1136/bmjopen-2019-036702

Rodriguez-Lopez, Ana M., Rubio-Valdehita, Susana., Diaz-Ramiro, Eva M. (2021). Influence of the CoViD-19 Pandemic on Mental Workload and Burnout of Fashion Retailing Workers in Spain. International Journal of Environmental Research and Public Health. 18(3). 1-18. DOI : https://doi.org/10.3390/ijerph18030983

Sheehan, Cathy., et al. (2019). Psychological Contract Fulfillment, Engagement And Nurse Professional Turnover Intention. International Journal of Manpower. 40(1). 2-16. DOI : https://doi.org/10.1108/IJM-08-2017-0211

Sravani, A. (2018). Managing the Distribution of Employee Workload of the Hospital Staff. Journal of Business Management, 4(1), 33-43. DOI: https://doi.org/10.53555/bm.v4i1.1799

Teng, Michael., et al. (2018). The Relationship Between Workload And Students' Disruptive Behaviors With Turnover Intention Among Academicians Of Private Higher Education Institutions: Boredom At Workplace As Mediator. International Journal of Business and Society. 18(4). 828-837. DOI : https://www.researchgate.net/publication/323104836

Ugwu, Fabian O., and Onyishi, Ike. E. (2020). The Moderating Role Of Person-Environment Fit On The Relationship Between Perceived Workload And Work Engagement Among Hospital Nurses. International Journal of African Nursing Sciences. 13(1). 1-8. DOI : https://doi.org/10.1016/j.ijans.2020.100225

Vermooten, Nicola., Boonzaier, Billy., Kidd, Martin. (2019). Job Crafting, Proactive Personality And Meaningful Work: Implications For Employee Engagement And Turnover Intention. SA Journal of Industrial Psychologists. 45(1). 1-13. DOI : https://doi.org/10.4102/sajip.v45i0.1567

Wang, Chaohui, et al. (2020). Effects of professional identity on turnover intention in China's Hotel Employees: The Mediating Role of Employee Engagement and Job Satisfaction. Journal of Hospitality and Tourism Management. 45(1). 10-22. DOI : https://doi.org/10.1016/j.jhtm.2020.07.002

Winasis, Shinta., Wildan, Uli., Sutawidjaya, Achmad H. (2020). Impact of Digital Transformation on Employee Engagement Influenced by Work Stress in the Indonesian Private Banking Sector. In 5th North American International Conference on Industrial Engineering and Operations Management. 1238-1250. DOI : https://doi.org/10.46254/NA05.20200277

Zahra, Novia., Aziz, Azelin., Hamid, Siti NA (2019). Workload and Work Engagement among Nurses in Public Hospitals: Moderating Role of Religious Spirituality. International Journal of Management, Accounting and Economics. 6(4). 297-312. DOI : https://doi.org./20.1001.1.23832126.2019.6.4.1.2

Zeb, Naveeda., and Butt, Iftikhar A. (2015). Impact of Workload and Inflexible Organizational Environment on the Employee Turnover in the Private Sector of Pakistan. International Journal of Management Sciences and Business Research. 5(1). 12-19. DOI : https://doi.org/10.5281/zenodo.3463807