

How Employee Well-Being and Workload Shape Turnover Intentions Among Retail Employees in Depok City?

Suandi Silalahi¹, Latif², Rani Sri Sumarsih³, Ilma Darajat⁴, Sabrawijaya⁵

^{1,3,5} Universitas Bina Bangsa

² Universitas Pamulang

⁴ Fakultas Ekonomi dan Bisnis Institusi, Universitas Muhammadiyah Tangerang

Article Info

Article history:

Received Feb, 2026

Revised Feb, 2026

Accepted Feb, 2026

Keywords:

Employee Well-being

Workload

Job-Hopping Intention

Retail Employees

Depok City

ABSTRACT

Employee mobility has become a growing concern in the retail industry, particularly in urban areas where competitive labor markets encourage frequent job changes. This study aims to analyze the influence of employee well-being and workload on job-hopping intentions among retail employees in Depok City. A quantitative research design was applied using a survey method involving 100 respondents selected through purposive sampling. Data were collected using a structured questionnaire based on a five-point Likert scale and analyzed using SPSS version 25. The results of multiple linear regression analysis show that employee well-being has a negative and significant effect on job-hopping intention, indicating that higher levels of well-being reduce employees' tendency to change jobs. Meanwhile, workload has a positive and significant effect on job-hopping intention, suggesting that excessive job demands increase employees' desire to seek alternative employment opportunities. Simultaneously, employee well-being and workload significantly influence job-hopping intention, with a coefficient of determination (R^2) of 0.468, meaning that 46.8% of job-hopping intention can be explained by the two variables. These findings highlight the importance of creating supportive work environments and balanced workload management to improve employee retention in the retail sector. The study provides practical implications for retail management in designing human resource strategies that enhance employee well-being and reduce turnover risk.

This is an open access article under the [CC BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license.



Corresponding Author:

Name: Suandi Silalahi

Institution: Universitas Bina Bangsa

E-mail: suandisilalahi33@gmail.com

1. INTRODUCTION

The rapid development of the retail industry in Indonesia has created increasingly dynamic working environments characterized by intense competition, high customer expectations, and fluctuating operational demands. Retail companies rely

heavily on frontline employees to maintain service quality and customer satisfaction, making human resource stability a crucial factor for organizational sustainability [1], [2]. However, the phenomenon of job-hopping, defined as employees' tendency to frequently change jobs within a relatively short period, has become more prevalent, especially among

younger retail workers in urban areas [3]. High employee mobility not only increases recruitment and training costs but also disrupts organizational performance and service continuity. Therefore, understanding the factors that influence job-hopping intentions among retail employees is essential for both academic inquiry and managerial practice.

One of the primary factors associated with employees' intention to leave their jobs is employee well-being. Employee well-being refers to the psychological, emotional, and physical conditions experienced by individuals in the workplace, encompassing aspects such as job satisfaction, work-life balance, and perceived organizational support [4]–[6]. Previous studies have highlighted that employees who experience positive well-being tend to demonstrate higher engagement, loyalty, and organizational commitment. Conversely, low levels of well-being often lead to burnout, emotional exhaustion, and decreased motivation, which can ultimately increase turnover intention [7], [8]. In the context of the retail sector, where employees frequently encounter demanding customers and irregular working schedules, maintaining employee well-being becomes a critical organizational challenge.

In addition to well-being, workload is another important determinant of employee retention and mobility. Workload refers to the amount of physical and mental effort required to complete job tasks within a given timeframe [9], [10]. Retail employees often face long working hours, high sales targets, and multitasking responsibilities, which may contribute to perceived work overload. Excessive workload can create stress, fatigue, and reduced job satisfaction, thereby increasing the likelihood of employees seeking alternative employment opportunities [10]. While a certain level of workload may enhance productivity and skill development, an imbalance between job demands and employee capacity can negatively affect both performance and psychological health.

Despite the growing body of research on employee turnover and job satisfaction, empirical studies that specifically examine the combined effects of employee well-being and workload on job-hopping intentions within the Indonesian retail context remain limited. Most previous studies have focused on general turnover intention or organizational commitment without explicitly addressing the unique characteristics of retail employees in rapidly developing cities [11], [12]. Depok City, as one of the urban areas experiencing significant economic growth and retail expansion in West Java, provides an interesting context for examining employee mobility patterns. The increasing number of retail outlets, shopping centers, and service-based businesses in Depok has intensified labor competition, potentially influencing employees' perceptions of job opportunities and their willingness to switch employers.

Furthermore, the rise of younger workforce demographics and evolving career expectations has significantly reshaped employee behavior, particularly in the retail sector where many workers now prioritize personal growth, flexible working conditions, and psychological comfort rather than long-term organizational tenure. This shift underscores the urgency for organizations to move beyond traditional management approaches and adopt more employee-centered human resource strategies that acknowledge changing workforce values. Understanding how employee well-being and workload interact to influence job-hopping intentions becomes increasingly important, as it offers insights into how supportive work environments can be designed without compromising operational efficiency. Based on these considerations, this study aims to analyze the influence of employee well-being and workload on job-hopping intentions among retail employees in Depok City. The findings are expected to enrich existing literature on employee behavior while providing practical recommendations for managers to reduce turnover risks and improve workforce stability. By identifying the underlying factors driving job-hopping intentions, organizations can develop more

adaptive policies that enhance well-being, manage workload effectively, and ultimately strengthen long-term organizational performance.

2. LITERATURE REVIEW

2.1 *Employee Well-being*

Employee well-being has become a central concept in organizational behavior and human resource management, particularly in high service-demand industries such as retail, as it reflects the overall quality of employees' work experiences, including psychological health, emotional stability, job satisfaction, and perceived balance between work and personal life [4], [5]. Within the Job Demands–Resources (JD-R) model, well-being is shaped by the availability of organizational resources that enable employees to manage job demands effectively while maintaining positive engagement. Supportive working conditions, fair treatment, and opportunities for growth are known to enhance well-being, which in turn reduces stress and turnover intentions [7], [13]. Empirical studies consistently show that high levels of employee well-being contribute to stronger motivation, organizational commitment, and improved performance, whereas low well-being is often associated with emotional exhaustion and withdrawal behaviors. This issue becomes particularly critical in the retail sector, where employees regularly face customer interactions, sales pressures, and tight time constraints, making them more vulnerable to dissatisfaction and job-hopping tendencies when

well-being is neglected [7], [14]. Consequently, employee well-being should be viewed not only as a psychological construct but also as a strategic organizational factor that directly influences workforce stability and long-term performance.

2.2 *Workload*

Workload refers to the quantity and complexity of tasks assigned to employees within a specific period, encompassing both physical and cognitive demands, and is closely associated with job stress theories which emphasize that excessive job demands can create strain when employees lack sufficient resources or control over their work. In retail environments, workload commonly emerges from long working hours, shift systems, performance targets, and multitasking responsibilities, including managing sales transactions while maintaining high customer service standards [9], [15]. Organizational psychology research highlights the dual nature of workload, where moderate levels can foster productivity and skill development, yet excessive workload frequently leads to fatigue, reduced job satisfaction, and heightened turnover intention. From the perspective of Conservation of Resources (COR) theory, employees continuously attempt to preserve their physical and psychological resources [10], [16], and when workload persistently depletes these resources, individuals become more prone to disengagement and consider leaving their jobs. Empirical evidence across service-based industries consistently

demonstrates that perceived work overload plays a significant role in generating job stress and increasing employee mobility.

2.3 *Job-Hopping Intention*

Job-hopping intention refers to an employee's conscious willingness or plan to leave their current job in favor of new employment opportunities within a relatively short timeframe, representing a more dynamic and proactive career strategy compared to traditional turnover intention. This behavior is often driven by the pursuit of better compensation, improved work-life balance, career advancement, or more supportive working conditions, and has become increasingly prominent alongside shifting workforce demographics and evolving career expectations, especially among younger employees who prioritize flexibility and personal development [17], [18]. Drawing on the Theory of Planned Behavior (TPB), behavioral intentions are shaped by attitudes, subjective norms, and perceived control, meaning that job-hopping intention is strongly influenced by how employees evaluate their current work environment, including workload pressures and perceived well-being [19], [20]. Empirical studies indicate that dissatisfaction, burnout, and limited organizational support significantly increase employees' tendencies to seek alternative employment, and within the retail sector, where turnover rates are traditionally high, understanding job-hopping behavior becomes essential for organizations aiming to design

effective retention strategies and maintain workforce stability.

2.4 *Conceptual Framework and Hypotheses Development*

Based on the theoretical perspectives and empirical findings discussed above, this study proposes a conceptual framework that positions employee well-being and workload as independent variables influencing job-hopping intention. Employee well-being is expected to demonstrate a negative relationship with job-hopping intention, as higher levels of psychological and emotional well-being tend to reduce employees' desire to leave their current jobs. In contrast, workload is anticipated to have a positive relationship with job-hopping intention, since excessive job demands and pressure may encourage employees to explore alternative employment opportunities. Accordingly, the following hypotheses are proposed.

H1: Employee well-being has a negative and significant effect on job-hopping intention among retail employees in Depok City.

H2: Workload has a positive and significant effect on job-hopping intention among retail employees in Depok City.

H3: Employee well-being and workload simultaneously influence job-hopping intention among retail employees in Depok City.

3. METHODS

3.1 *Research Design*

This study employed a quantitative research approach using a survey method to examine the influence of employee well-being

and workload on job-hopping intentions among retail employees in Depok City. Quantitative research was selected because it allows the researcher to measure relationships between variables objectively through statistical analysis. The study used a cross-sectional design, meaning that data were collected at one point in time to capture employees' perceptions regarding their well-being, workload, and job-hopping intentions. This design is appropriate for identifying patterns and testing hypotheses related to behavioral intentions in organizational settings.

3.2 Population and Sample

The population of this research consisted of retail employees working in various retail businesses located in Depok City, including minimarkets, fashion stores, and shopping centers. Due to the lack of an exact sampling frame, purposive sampling was applied to select respondents who met specific criteria, namely employees who had at least six months of working experience in the retail sector and were actively involved in daily operational activities. A total of 100 respondents participated in this study, which is considered adequate for regression analysis and hypothesis testing in social science research.

3.3 Data Collection Technique

Primary data were collected through a structured questionnaire distributed directly to respondents and through online forms. The questionnaire was designed using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The instrument consisted of several sections measuring the main research variables: employee well-being, workload, and job-hopping intention. Prior to distribution, the questionnaire items were reviewed to ensure clarity and relevance to the research context. Respondents were informed about the purpose of the study, and participation was voluntary to maintain ethical research standards.

3.4 Operational Definition of Variables

This study involved two independent variables and one dependent variable. Employee well-being (X1) refers to employees' psychological and emotional condition at work, including job satisfaction, work-life balance, and perceived support from the organization. Workload (X2) represents employees' perception of task demands, time pressure, and the intensity of work responsibilities. The dependent variable, job-hopping intention (Y), reflects employees' tendency or desire to leave their current job and seek alternative employment opportunities. Each variable was measured using several indicators adapted from previous studies and adjusted to the retail context.

3.5 Instrument Testing

Before conducting hypothesis testing, the measurement instrument was evaluated through validity and reliability tests. The validity test was conducted using the Pearson correlation method to ensure that each questionnaire item accurately measured the intended construct. Items with correlation coefficients higher than the critical value were considered valid. Reliability testing was performed using Cronbach's Alpha to assess the internal consistency of each variable. A Cronbach's Alpha value greater than 0.70 indicated that the instrument was reliable and suitable for further analysis.

3.6 Data Analysis Technique

Data analysis was carried out using SPSS version 25. The analysis began with descriptive statistics to summarize respondents' demographic characteristics and responses to each variable. Next, classical assumption tests were conducted, including normality, multicollinearity, and heteroscedasticity tests, to ensure that the data met the requirements for regression analysis. Multiple linear regression analysis was then applied to examine the effect of employee well-being and workload on job-hopping intention. Hypothesis testing was performed using t-tests to assess partial effects and F-

tests to evaluate the simultaneous effect of independent variables on the dependent variable. The coefficient of determination (R^2) was also calculated to measure the proportion of variance in job-hopping intention explained by employee well-being and workload.

4. RESULTS AND DISCUSSION

4.1 Respondent Characteristics

Table 1. Respondent Demographic Profile (n = 100)

Characteristics	Category	Frequency	Percentage
Gender	Male	42	42%
	Female	58	58%
Age	18–25 years	37	37%
	26–30 years	34	34%
	>30 years	29	29%
Work Experience	<1 year	21	21%
	1–3 years	46	46%
	>3 years	33	33%

Table 1 shows that the majority of respondents were female (58%), indicating a slightly higher representation of women within the retail workforce sample, which reflects common employment patterns in service-oriented sectors. In terms of age distribution, respondents were relatively young, with 37% aged 18–25 years and 34% aged 26–30 years, suggesting that the study largely captures perspectives from early-career employees who are often more adaptive yet potentially more mobile in their career decisions. Meanwhile, work experience was dominated by employees with 1–3 years of tenure (46%), followed by those with more

The respondents in this study consisted of 85 senior high school students in East Java who had participated in Islamic Education (Pendidikan Agama Islam/PAI) learning supported by digital technology. The respondent profile was analyzed to describe

This study involved 100 retail employees in Depok City. The demographic profile shows that most respondents were within the productive age group and actively involved in frontline retail operations.

than three years (33%) and less than one year (21%), illustrating a workforce with moderate organizational exposure. This demographic composition is relevant because younger employees with shorter tenure may be more sensitive to workload pressures and well-being conditions, which can influence their job-hopping intentions and shape the overall behavioral patterns observed in the study.

4.2 Descriptive Statistics

Descriptive analysis was conducted to observe respondents' perceptions of employee well-being, workload, and job-hopping intention.

Table 2. Descriptive Statistics of Research Variables

Variable	N	Min	Max	Mean	Std. Deviation
Employee Well-being (X1)	100	2.10	4.80	3.62	0.54
Workload (X2)	100	2.30	4.90	3.74	0.58
Job-Hopping Intention (Y)	100	1.80	4.70	3.41	0.61

Table 2 presents the descriptive statistics of the research variables, showing that employee well-being has a mean score of 3.62 with a standard deviation of 0.54, indicating that respondents generally perceive their well-being at a moderately

positive level with relatively low variability. Meanwhile, workload records the highest mean value at 3.74 with a standard deviation of 0.58, suggesting that employees experience fairly high task demands and pressure within the retail work environment. Job-hopping

intention has a mean score of 3.41 and a standard deviation of 0.61, reflecting a moderate tendency among respondents to consider changing jobs. The relatively balanced spread of standard deviations across variables implies consistent perceptions among participants, while the higher workload mean compared to well-being highlights the possibility that job demands may play a stronger role in shaping

employees' mobility intentions within this sample.

4.3 Validity and Reliability Test

All questionnaire items showed correlation coefficients greater than 0.30, indicating acceptable validity. Reliability testing using Cronbach's Alpha also demonstrated strong internal consistency.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Interpretation
Employee Well-being	0.882	Reliable
Workload	0.865	Reliable
Job-Hopping Intention	0.901	Reliable

Table 3 demonstrates that all research variables meet the reliability criteria, as indicated by Cronbach's Alpha values above the commonly accepted threshold of 0.70. Employee well-being shows a Cronbach's Alpha of 0.882, workload records 0.865, and job-hopping intention reaches 0.901, suggesting a high level of internal consistency among the measurement items used in this study. These results indicate that the instruments reliably capture respondents' perceptions across each construct, reducing measurement error and strengthening the credibility of subsequent statistical analyses. The strong reliability values also imply that the questionnaire items are well-structured and consistent in representing the underlying concepts of well-being, workload, and job-hopping intention within the retail employee context.

4.4 Classical Assumption Tests

Before conducting the regression analysis, several classical assumption tests were performed to ensure the suitability of the

data. The normality test using the Kolmogorov-Smirnov method produced a significance value of 0.086, which exceeds the 0.05 threshold, indicating that the data are normally distributed. The multicollinearity test showed tolerance values of 0.721 for both independent variables (X1 and X2), exceeding the minimum requirement of 0.10, while the Variance Inflation Factor (VIF) values were 1.386, well below the critical value of 10, confirming the absence of multicollinearity among the predictors. Additionally, the heteroscedasticity test based on scatterplot analysis revealed a random distribution of residuals, suggesting that no heteroscedasticity issue was detected, and therefore the regression model meets the classical assumptions required for further analysis.

4.5 Multiple Linear Regression Analysis

Multiple linear regression analysis was used to test the research hypotheses.

Table 4. Regression Analysis Results

Variable	Unstandardized Coefficient (B)	Std. Error	t-value	Sig.
(Constant)	5.214	0.621	8.394	0.000
Employee Well-being (X1)	-0.452	0.094	-4.808	0.000
Workload (X2)	0.517	0.103	5.019	0.000

Table 4 presents the regression analysis results, indicating that both

employee well-being and workload significantly influence job-hopping intention.

Employee well-being shows a negative coefficient ($B = -0.452$, $p < 0.001$), suggesting that higher levels of well-being are associated with lower job-hopping intention among retail employees, which supports the assumption that positive psychological conditions strengthen organizational attachment. In contrast, workload has a positive coefficient ($B = 0.517$, $p < 0.001$), indicating that increasing workload levels

tend to elevate employees' intentions to change jobs, reflecting the pressure of excessive job demands. The constant value of 5.214 further illustrates the baseline level of job-hopping intention when independent variables are not considered.

4.6 Coefficient of Determination and Simultaneous Test

Table 5. Model Summary

R	R Square	Adjusted R Square	Std. Error
0.684	0.468	0.457	0.451

The R^2 value of 0.468 indicates that 46.8% of the variation in job-hopping intention can be explained by employee well-being and workload, while the remaining

53.2% is influenced by other variables not included in this study.

Table 6. F-Test Results

Model	F-value	Sig.
Regression	42.685	0.000

Discussion

The findings show that employee well-being has a negative and significant effect on job-hopping intention among retail employees in Depok City. This result indicates that employees who experience higher psychological comfort, job satisfaction, and organizational support are less likely to consider leaving their jobs. The retail environment often requires employees to manage emotional labor and customer interactions; therefore, positive well-being conditions play a crucial role in maintaining organizational commitment. These findings support theoretical perspectives from the Job Demands–Resources model, which emphasize the importance of organizational resources in sustaining employee engagement and reducing withdrawal behavior [21]–[23].

The study also reveals that workload has a positive and significant effect on job-hopping intention. Employees who perceive their workload as excessive tend to experience stress and fatigue, which increases their intention to seek alternative employment opportunities. In the retail context, heavy workload may arise from long working hours,

high sales targets, and limited staffing. This finding aligns with the Conservation of Resources theory, suggesting that individuals attempt to protect their personal resources when facing prolonged work pressure. As workload increases beyond employees' capacity, the likelihood of job-hopping behavior also rises [4], [8], [14].

Simultaneously, employee well-being and workload significantly influence job-hopping intention, indicating that both psychological and operational factors shape employees' career decisions. The relatively high R^2 value suggests that workplace conditions play an important role in determining employees' mobility behavior. Organizations that aim to reduce turnover risk should focus on improving employee well-being through supportive leadership, fair scheduling, and recognition programs, while also ensuring balanced workload distribution. By integrating human resource strategies that prioritize employee experience, retail companies can enhance workforce stability and maintain service quality in competitive urban markets.

5. CONCLUSION

This study concludes that employee well-being and workload play significant roles in shaping job-hopping intentions among retail employees in Depok City. Employee well-being was found to have a negative and significant effect on job-hopping intention, indicating that employees who experience higher levels of psychological comfort, satisfaction, and organizational support are less likely to consider leaving their jobs. Conversely, workload showed a positive and significant effect, suggesting that excessive job demands increase employees' tendency to seek alternative employment opportunities. Simultaneously, both variables

significantly influence job-hopping intention, demonstrating that workplace psychological conditions and operational demands are interconnected factors in employee mobility behavior. These findings emphasize the importance for retail organizations to implement strategies that promote employee well-being while managing workload effectively to reduce turnover risk and maintain workforce stability. Future research is recommended to include additional variables such as leadership style, compensation, or career development opportunities to provide a more comprehensive understanding of job-hopping behavior.

REFERENCES

- [1] G. K. Amoako, J. K. Doe, and R. K. Dzogbenuku, "Perceived firm ethicality and brand loyalty: the mediating role of corporate social responsibility and perceived green marketing," *Soc. Bus. Rev.*, vol. 16, no. 3, pp. 398–419, 2020, doi: 10.1108/SBR-05-2020-0076.
- [2] R. Suriانشa, "The Role of Customer Loyalty on Customer Retention in Retail Companies," 2023.
- [3] M. Çalı and S. Aydın, "Measuring the Impact of the Operational Efficiency of the Companies Listed in the Borsa Istanbul Retail Trade Index on Their Financial Performance Using DEA," 2023. doi: 10.58830/ozgur.pub105.c515.
- [4] Sajad Ahmad Bhat and Priyanka Patni, "A review: Impact of motivation and toxic work around job culture," *World J. Adv. Res. Rev.*, vol. 17, no. 3, pp. 747–751, 2023, doi: 10.30574/wjarr.2023.17.3.0463.
- [5] R. L. Mathis and J. H. Jackson, *Human Resource Management: Personnel Human Resource Management*, vol. 13, no. January 2019. 2016.
- [6] M. S. A. Abolnasser, A. H. Abdou, T. H. Hassan, and A. E. Salem, "Transformational Leadership, Employee Engagement, Job Satisfaction, and Psychological Well-Being among Hotel Employees after the Height of the COVID-19 Pandemic: A Serial Mediation Model," *Int. J. Environ. Res. Public Health*, vol. 20, no. 4, p. 3609, 2023.
- [7] A. F. Ramadhani and A. Mubarak, "Studi Kontribusi Perceived Organizational Support terhadap Employee Well-Being," *J. Ris. Psikol.*, pp. 125–130, 2023.
- [8] S. Yunus, K. Whitfield, and A. M. Sayed Mostafa, "High-performance HR practices, job demands and employee well-being: The moderating role of managerial support," *Stress Heal.*, vol. 39, no. 5, pp. 1106–1123, 2023.
- [9] E. Rusyani, "The Effect of Job Satisfaction, Workload and Organizational Climate on Turnover Intention of Employees," *Cent. Eur. Manag. J.*, vol. 30, no. 4, pp. 931–938, 2022.
- [10] H. Hasin, W. S. Hussain, E. Nordin, A. Jamil, and Y. C. Johari, "The Impact of Workload, Management Factors, and Job Insecurity on Employee Well-Being: A Review of Recent Research," 2023.
- [11] R. Sholeh and K. Huda, "Pengaruh Kemajuan Teknologi Terhadap Volume Pejualan Ritel Di Kota Mojokerto," *Optima*, vol. 3, no. 1, 2019, doi: 10.33366/optima.v3i1.1253.
- [12] A. H. Tirta and A. Enrika, "Understanding the impact of reward and recognition, work life balance, on employee retention with job satisfaction as mediating variable on millennials in Indonesia," *J. Bus. Retail Manag. Res.*, vol. 14, no. 3, pp. 88–98, 2020.
- [13] U. Uribetxebarria, A. Garmendia, and U. Elorza, "Does employee participation matter? An empirical study on the effects of participation on well-being and organizational performance," *Cent. Eur. J. Oper. Res.*, vol. 29, no. 4, pp. 1397–1425, 2021.
- [14] I. U. Rahman and M. Tahseen, "Analyzing Employee well-being in Corporate sec-tors: data insights and statistical findings," *Indian Sci. J. Res. Eng. Manag.*, vol. 7, no. 03, 2023.
- [15] M. L. Sakrawathi, "Understanding the effect of job resources and moderating role of self-efficacy and high workload on employee engagement: a study of Gen-Y employees in the Malaysian financial sector." University of Nottingham, 2020.
- [16] S. L. Ratnasari and L. Lestari, "Effect of leadership style, workload and job insecurity on turnover intention," *Int. J. Innov. Creat. Chang.*, vol. 11, no. 12, pp. 299–313, 2020.
- [17] F. A. Amalia, A. Sosianika, and D. Suhartanto, "Indonesian Millennials' Halal food purchasing: merely a habit?," *Br. Food J.*, vol. 122, no. 4, pp. 1185–1198, Jan. 2020, doi: 10.1108/BFJ-10-2019-0748.
- [18] I. A. Aluma, G. S. Drequito, and A. L. Umeh, "Assessing the E-Banking Services Using Service Quality and Customer Planned Behavior," *Asian J. Manag. Anal.*, vol. 4, no. 3, pp. 837–854, 2025, doi: 10.55927/ajma.v4i3.14388.

- [19] Y. Han, "Exploring the Factors Influencing the Behavioral Intention of Waste Classification - Based on the Theory of Planned Behavior," *Lect. Notes Educ. Psychol. Public Media*, vol. 5, no. 1, pp. 516–523, 2023, doi: 10.54254/2753-7048/5/20220690.
- [20] H. Handayani, F. Kurniasari, and E. D. Lestari, "Analysis of Interest in Becoming Social Entrepreneurs Among the Millennials and Z Generation Using the Theory of Planned Behavior and Outcome Expectation: A Multigroup Analysis Approach," *Int. J. Prof. Bus. Rev. Int. J. Prof. Bus. Rev.*, vol. 8, no. 5, p. 130, 2023.
- [21] T. W. Taris, "Chapter Five - Workplace engagement and motivation," A. J. B. T.-A. in M. S. Elliot, Ed., Elsevier, 2023, pp. 179–213. doi: <https://doi.org/10.1016/bs.adms.2022.11.005>.
- [22] I. Nikolova, W. Schaufeli, and G. Notelaers, "Engaging leader – Engaged employees? A cross-lagged study on employee engagement," *Eur. Manag. J.*, vol. 37, no. 6, pp. 772–783, 2019, doi: 10.1016/j.emj.2019.02.004.
- [23] G. F. Bauer, O. Hämmig, W. B. Schaufeli, and T. W. Taris, "A critical review of the job demands-resources model: Implications for improving work and health," *Bridg. Occup. Organ. public Heal. A Transdiscipl. approach*, pp. 43–68, 2014.