



THE INFLUENCE OF WORKLOAD AND JOB INSECURITY ON TURNOVER INTENTION AMONG PRODUCTION EMPLOYEES AT MAHER COLLECTION

Resya Siti Nur Cholisya^{1*}, Silvia Nurkamilah²

^{1,2}Faculty of Economics and Business, Universitas Siliwangi, Tasikmalaya, Indonesia

^{*}223402124@unsil.ac.id

Abstract. This study aims to analyze the effect of workload and job insecurity on the intention to change jobs among production employees at Konveksi Maher Collection. The background of this study is based on the increasing rate of employee resignations, which is suspected to be caused by workload and job insecurity. The method used is a quantitative approach. Data were obtained by distributing questionnaires to all production employees and analyzed using multiple linear regression to determine the influence of each variable. The results show that workload has a positive and significant effect on the intention to leave the company, with job insecurity showing the strongest effect. Job insecurity emerges as the main predictor, indicating that Maher Collection management should prioritize providing permanent employment contracts and transparent career paths to reduce turnover intention.

Keywords: Workload; Job Insecurity; Turnover Intention; Production Employees.

1. Introduction

From a human resource management perspective, turnover intention or resignation intention is a critical issue that directly impacts organizational effectiveness. To describe the stability of an organization, it is necessary to consider indications that someone may potentially leave the organization, either voluntarily or involuntarily (GajiHub, 2025). In the current global economic landscape, small and medium enterprises (SMEs) face unprecedented challenges in retaining skilled workers, particularly in labor-intensive sectors where employee turnover directly threatens production continuity, increases recruitment costs, and erodes organizational knowledge making turnover management an urgent strategic priority for SME survival and competitiveness. A survey conducted by JobStreet (2024) shows that 62% of young workers in Indonesia are likely to look for a new job within a year. The main reasons behind this are that they feel overworked and insecure about their job status. This shows that workers are seeking new jobs at a higher frequency, especially in labor-intensive industries, such as the garment industry, which generally implements short-term employment contracts and faces strict production targets (Hermawan & Riani, 2023).

One of the main industries contributing to employment in Indonesia is the apparel and textile industry. The Central Statistics Agency (BPS, 2024) reports that the textile industry sub-sector employs around 0.45% of the national workforce, while the apparel industry sub-sector employs 0.75%. Although its proportion is relatively small nationally, the apparel industry continues to play a major role in supporting employment at the local level. A similar phenomenon is also experienced by Konveksi Maher Collection, a medium-scale garment business located on Jl. Sukasari, Gunungtandala, Kawalu District, Tasikmalaya City, West Java. Based on Maher Collection's internal HRD data, the turnover rate of production employees has shown a significant increase in the last three years, as shown in the following table:

The Influence of Workload and Job Insecurity on Turnover Intention Among Production Employees at Maher Collection

Table 1. Data on Employees Resigning from the Production Department of Maher Collection Convection

Year	Number of Production Employees	Number of Employees Who Resigned / Did Not Renew Their Contracts	Turnover Percentage (%)
2023	30 people	3 people	10%
2024	30 people	5 people	16,7%
2025	30 people	7 people	23,3%

Source: Maher Collection internal data 2025

Based on the initial interview results, most employees who resigned felt that their workload was too heavy, especially during periods of high order volume, and they were concerned about their job security because most of them worked on annual contracts. In addition to causing fatigue and stress in the workplace, this situation makes production workers more likely to want to leave their jobs. As a result, productivity and production quality tend to decline, work efficiency decreases, and the workload of remaining employees increases.

This issue highlights the gap between ideal conditions and reality in the field. Companies should be able to maintain operational stability with an employee turnover rate below 10% Michaels & Spector (1982). However, the employee turnover rate at Maher Collection reached 23.3%, indicating possible problems in workforce management, particularly related to workload and job insecurity.

This research is grounded in the Job Demands-Resources (JD-R) Theory proposed by Bakker and Demerouti (2007), which states that job demands such as workload require sustained physical and mental effort, potentially leading to exhaustion and higher turnover intention if not balanced by adequate job resources. Additionally, the concept of Job Insecurity Theory by Greenhalgh and Rosenblatt (1984) explains that employees' perceptions of potential job loss can trigger psychological strain and decreased commitment, increasing their intention to quit. Both theories collectively form the foundation of this study by linking high job demands and perceived employment insecurity to the behavioral outcome of turnover intention.

Several previous studies have shown mixed results regarding the factors influencing turnover intention. A recent global research by Cheng and Chan (2024) on manufacturing workers in China found that job insecurity was the strongest predictor of turnover intention ($\beta=0.68$), particularly among contract workers, which aligns with the employment structure at Maher Collection. Additionally, Nguyen et al. (2024) found that the combination of high workload and job insecurity produces a compounded effect on turnover intention among textile industry workers in Vietnam, with an R^2 value of 0.82, indicating that these variables reinforce each other rather than operating independently.

There are, however, conflicting results. Workload does not significantly affect turnover intention in the hospitality industry, according to a study by Lolo et al. (2024). In certain situations, a balanced workload combined with fair compensation can actually lower turnover intention because employees believe their workload is manageable and sufficiently rewarded, as seen in the Food & Beverage department at Mandapa, a Ritz-Carlton Reserve.

Sharma and Singh (2024), in their research on garment factories in India, demonstrated that organizational support can mitigate the relationship between workload and turnover intention, underscoring the importance of contextual factors. These divergent findings suggest that the associations among workload, job insecurity, and

turnover intention are not always uniform and can be shaped by job type, employment stability, organizational characteristics, and workplace culture.

Furthermore, studies simultaneously examining these three variables in the garment manufacturing sector specifically among production workers in Tasikmalaya remain scarce. Most research has concentrated on large-scale manufacturing firms or urban service industries, leaving a gap in understanding turnover dynamics in medium-sized enterprises in regional areas. This study aims to test whether findings from large-scale international studies apply to the context of Indonesian SMEs, and to determine whether job insecurity or workload serves as the more dominant predictor in such settings.

Therefore, this study was conducted to address this gap with the following objectives:

- a. Analyze the effect of workload on turnover intention among production employees at Maher Collection Convection.
- b. Analyze the effect of job insecurity on turnover intention among production employees at Maher Collection Convection.
- c. Analyze the simultaneous effects of workload and job insecurity on turnover intention among production employees at Maher Collection Convection.

This study creates formal hypotheses that may be empirically evaluated based on the theoretical framework and literature review mentioned above. The theories are based on the Job Insecurity Theory (Greenhalgh & Rosenblatt, 1984; De Witte, 2005) and the Job Demands-Resources (JD-R) Theory (Bakker & Demerouti, 2007), which together explain how job demands and perceived employment insecurity influence turnover intention, along with the following hypotheses:

H₁: Workload has a positive and significant effect on turnover intention.

H₂: Job insecurity has a positive and significant effect on turnover intention.

H₃: Workload and job insecurity simultaneously have a significant effect on turnover intention.

2. Research Method

This study employed a quantitative explanatory research design aimed at identifying and examining the causal relationships between workload, job insecurity, and turnover intention among production employees. The explanatory design was chosen to enable empirical validation of theoretical assumptions through statistical analysis and hypothesis testing. The population consisted of all 30 production employees at Maher Collection, a medium-sized garment company located in Tasikmalaya, Indonesia. A census sample technique was used because of the very small population size, enabling all production workers to participate as respondents and guaranteeing thorough data representation. The census approach was judged suitable for the following reasons: (1) it eliminates sampling error; (2) it covers the entire population; (3) the population size is manageable for full enumeration; and (4) it improves the validity and reliability of findings by including all pertinent cases rather than a subset. This strategy is in line with Roscoe's (1975) advice that census sampling is better than random sampling for small populations ($N < 50$).

Primary data were collected through a structured questionnaire designed to measure each variable using several indicators on a five-point Likert scale, ranging from "strongly disagree" to "strongly agree." The questionnaire items were adapted and modified from previously validated instruments to align with the research context. Meanwhile,

The Influence of Workload and Job Insecurity on Turnover Intention Among Production Employees at Maher Collection

secondary data were obtained from Maher Collection's internal records, such as employee turnover reports, personnel documentation, and workload distribution data, as well as other internal company documents. These data sources complemented the primary data and provided a richer understanding of the organizational context in which the study was conducted.

Data analysis was conducted in several stages using SPSS version 26, employing the following analytical procedures:

a. **Descriptive Analysis**

Descriptive analysis aims to present the profile of respondents and the distribution of research variables, providing an overview of the characteristics of the data collected.

b. **Validity and Reliability Tests:** using Pearson's correlation and Cronbach's Alpha (> 0.60). All three instruments demonstrated strong reliability: Workload ($\alpha=0.729$), Job Insecurity ($\alpha=0.819$), and Turnover Intention ($\alpha=0.794$), confirming that the measurement scales were internally consistent and suitable for hypothesis testing.

c. **Classical Assumption Tests** (Including normality, multicollinearity, and heteroskedasticity).

d. **Multiple Linear Regression Analysis**

Multiple linear regression analysis was employed to determine the effect of the independent variables Workload (X_1) and Job Insecurity (X_2) on the dependent variable, Turnover Intention (Y).

e. **Hypothesis Testing Through:** t-test (partial), F-test (simultaneous), and coefficient of determination (R^2).

3. Results and Discussion

The respondents in this study consisted predominantly of male employees, accounting for 76.7% or 23 individuals, while female respondents represented 23.3% or 7 individuals. In terms of age distribution, the majority of production employees at Maher Collection were within the 26–30 years age group, comprising 56.7% or 17 respondents. Meanwhile, employees aged 20–25 years constituted 23.3% or 7 respondents, and those aged 31–35 years accounted for 20% or 6 respondents. Therefore, it can be concluded that employees aged between 26 and 30 years dominated the sample in this study.

Table 2. Validity Test

Variable	Indicator	r-count	r-table	Sig	α	Result
Workload (X_1)	$X_{1.1}$	0.796	0.361	0.000	0.05	Valid
	$X_{1.2}$	0.623	0.361	0.000	0.05	Valid
	$X_{1.3}$	0.648	0.361	0.000	0.05	Valid
	$X_{1.4}$	0.580	0.361	0.001	0.05	Valid
	$X_{1.5}$	0.607	0.361	0.000	0.05	Valid
	$X_{1.6}$	0.693	0.361	0.000	0.05	Valid
Job Insecurity (X_2)	$X_{2.1}$	0.680	0.361	0.000	0.05	Valid
	$X_{2.2}$	0.680	0.361	0.000	0.05	Valid
	$X_{2.3}$	0.792	0.361	0.000	0.05	Valid
	$X_{2.4}$	0.804	0.361	0.000	0.05	Valid
	$X_{2.5}$	0.703	0.361	0.000	0.05	Valid
	$X_{2.6}$	0.702	0.361	0.000	0.05	Valid
Turnover Intention (Y)	Y_1	0.789	0.361	0.000	0.05	Valid
	Y_2	0.632	0.361	0.000	0.05	Valid
	Y_3	0.776	0.361	0.000	0.05	Valid
	Y_4	0.568	0.361	0.001	0.05	Valid
	Y_5	0.749	0.361	0.000	0.05	Valid
	Y_6	0.747	0.361	0.000	0.05	Valid

Source: Results of data processing by the author using SPSS version 26, 2025.

The Influence of Workload and Job Insecurity on Turnover Intention Among Production Employees at Maher Collection

Based on the table above, the calculated correlation coefficient (r-count) for all items is greater than the r-table value of 0.361. This indicates that all indicators used to measure the variables Workload (X_1), Job Insecurity (X_2), and Turnover Intention (Y) are declared valid as measurement instruments in this study. In other words, each item has a sufficient level of correlation with its respective variable, confirming that the questionnaire items accurately reflect the constructs being measured.

Table 3. Reliability Test

	Cronbach's Alpha	N of Items
Workload	.729	6
Job Insecurity	.819	6
Turnover Intention	.794	6

Source: Results of data processing by the author using SPSS version 26, 2025.

The results of the reliability test indicate that the variables Workload, Job Insecurity, and Turnover Intention each have a Cronbach's Alpha value greater than 0.60. Therefore, it can be concluded that all three variables Workload, Job Insecurity, and Turnover Intention are reliable and can be used as consistent measurement instruments in this study.

Tabel 4 Summary of Multiple Linear Regression, t-Test, F-Test, and Determination Coefficient (r^2)

Model	Coefficients ^a					Sig.	R ²	Adjusted R ²	Interpretation	Effect Strength
	Unstandardized Coefficients	Standardized Coefficients	t-value							
	B	Std. Error	Beta	F-value						
(Constant)	-.559	2.608	-	-.214		.832	-	-	-	
Workload	.177	.065	.257	2.704	-	.012	-	-	Significant (positive effect)	Moderate
Job Insecurity	.818	.102	.761	8.013	-	.000	-	-	Significant (positive effect)	Very Strongth (Dominant)
Simultaneous Test (F-test)	-	-	-	-	50.788	.000	-	-	Significant (model is valid)	
Determination Coefficient	-	-	-	-	-	-	.790	.7	Workload and Job Insecurity explain 79% of Turnover Intention variation	

a. Dependent Variable: Turnover Intention

Source: Results of data processing by the author using SPSS version 26, 2025.

Job Insecurity is the strongest predictor of Turnover Intention ($\beta=0.761$), with an effect size nearly three times larger than Workload ($\beta=0.257$). This suggests that addressing employment stability concerns should be the top priority for management.

This section elaborates on the interrelationships among the variables under study. The discussion includes theoretical linkages supported by the findings of this research, as well as evidence derived from previous empirical studies conducted by other researchers.

3.1 The Influence of Workload on Turnover Intention

Based on the results of the partial test (t-test) analysis, it was found that workload has a positive and significant effect on turnover intention, with a calculated t-value of 2.704 greater than the critical t-value of 2.051 and a significance level of 0.012, which is less than 0.05. This result indicates that the higher the workload perceived by employees, the greater their tendency to develop an intention to leave the company.

This finding aligns with international research by Hariyanto et al. (2022) in Indonesian manufacturing and Handayani et al. (2023), who found that workload significantly contributes to turnover intention among employees. Similarly, research by Sharma and Singh (2024) in Indian garment factories reported comparable effect sizes ($\beta=0.31$), suggesting that the workload-turnover relationship is consistent across South Asian manufacturing contexts.

However, the moderate effect size ($\beta=0.257$) in this study is notably smaller than the effect of job insecurity, which differs from findings in developed economies. Research by Johnson and Lee (2024) in U.S. manufacturing found that workload had a stronger effect ($\beta=0.52$) than job insecurity, possibly because employment contracts in developed countries are generally more stable, making workload the primary concern. This suggests that the relative importance of workload versus job insecurity may vary based on labor market conditions and employment protection regulations in different countries.

Contextual Interpretation: In the Indonesian SME context, particularly in the garment industry, workload becomes problematic during peak production seasons when orders surge. Employees report working extended hours without proportional compensation, leading to burnout. However, as indicated by the smaller beta coefficient compared to job insecurity, workload alone may not be the primary driver of turnover—rather, it is the combination of heavy workload with insecure employment prospects that creates the strongest push factor.

Therefore, it can be concluded that the high workload experienced by employees at Maher Collection, Tasikmalaya, leads to an increased intention to leave the organization, as employees feel burdened by heavy work volume, strict deadlines, and high-performance expectations from the company. However, this effect is moderated by other factors, particularly job insecurity.

3.2 The Influence of Job Insecurity on Turnover Intention

The partial test results indicate that job insecurity has a positive and significant effect on turnover intention, with a calculated t-value of 8.013 greater than the t-table value of 2.051 and a significance level of 0.000, which is less than 0.05. This finding suggests that the higher the level of job insecurity perceived by employees, the greater their intention to leave the company.

This finding is in line with the Job Insecurity Theory put forth by Greenhalgh and Rosenblatt (1984) and De Witte (2005), which asserts that psychological stress, a decline in organizational commitment, and a greater desire to look for other employment that provides greater stability can result from feelings of job insecurity or perceived threats of job loss. Production workers at Maher Collection typically have non-permanent contracts (annual contracts) and are insecure about whether their contracts will be renewed. These circumstances exacerbate feelings of job insecurity, which lowers employee loyalty to the company.

This result is strikingly in line with current international studies. In their research of Chinese manufacturing workers, Cheng and Chan (2024) discovered that, especially among contract workers, job instability was the largest predictor of turnover intention ($\beta=0.68$). Similar to our findings ($\beta=0.761$), Nguyen et al. (2024) found that among Vietnamese textile workers, job instability had the biggest impact ($\beta=0.72$). Similarly, a multi-country study by Brougham and Haar (2020) showed that threats to employment stability raise turnover intention through increased perceptions of job insecurity, with consistent effects across established and emerging countries.

The consistency of results across various industries (banking, apparel, textiles) and nations (Indonesia, China, Vietnam, India) indicates that job insecurity is a universal predictor of turnover intention, especially in settings where contract-based employment is common. In emerging economies, where employment contracts are less solid and labor protection is weaker, this pattern is particularly noticeable.

However, when contrasted with industrialized economies, a significant difference becomes apparent. In contrast to our study, Anderson et al. (2024) found that job insecurity had a reduced effect ($\beta=0.42$) in European manufacturing. This is probably because tighter labor laws and social safety nets in Europe lessen the perceived fear of job loss. This implies that institutional elements like labor laws, social security programs, and cultural standards about work stability may mitigate the intensity of the association between job insecurity and turnover.

The dominance of job insecurity as a predictor has important implications for Maher Collection and similar SMEs in Indonesia. The results indicate that offering job security through permanent contracts, open communication regarding job continuity, and defined career trajectories would have the biggest influence on lowering turnover intention, even though workload management is crucial. This is especially important because Indonesia's garment industry is largely dependent on contract labor, which creates a structural vulnerability that increases turnover.

In conclusion, employees at Maher Collection are more likely to plan to leave the company if they feel more job insecurity. This emphasizes how crucial it is for management to improve workers' perception of job security by offering more dependable career assurances, transparent organizational communication, and a clearer employment status. Interventions aimed at employment stability should take precedence over task management programs since job instability is the largest predictor.

3.3 The Influence of Workload and Job Insecurity Simultaneously on Turnover Intention

The results of the simultaneous test (F-test) indicate that workload and job insecurity jointly have a significant effect on turnover intention, with an F-value of 50.788 greater than the F-table value of 3.35 and a significance level of 0.000, which is less than 0.05. The coefficient of determination (R^2) value of 0.790 shows that these two independent variables explain 79% of the variation in turnover intention, while the remaining 21% is explained by other factors outside this study.

These results show that individuals' intentions to quit their employment are significantly influenced by both a heavy workload and job insecurity. Overwork frequently exacerbates emotions of insecurity about job security, which reinforces one another and increases the intention to leave. This is consistent with De Witte's (2005) argument, which holds that an overwhelming workload might increase employees' feelings of job insecurity because they may feel unable to successfully meet

The Influence of Workload and Job Insecurity on Turnover Intention Among Production Employees at Maher Collection

organizational demands, which could result in concerns about contract termination or non-renewal.

This study's R^2 score of 0.790 is noticeably higher than that of other studies of a similar nature. Cheng and Chan (2024) discovered $R^2=0.71$ in Chinese manufacturing, whereas Nguyen et al. (2024) identified $R^2=0.82$ in Vietnamese textile workers. $R^2=0.68$ in Indonesian service businesses, according to Handayani et al. (2023). Workload and job insecurity are particularly significant predictors of turnover intention in the Indonesian garment SME context, according to our study's high explanatory power of 79%. This could be because these factors are more prominent in smaller organizations with fewer resources and less formalized HR practices.

The literature indicates that workload and job insecurity may interact synergistically, even though this study only looked at their additive effects. According to Nguyen et al. (2024), employees who experienced both high workload and job insecurity at the same time had a multiplicative effect that resulted in a disproportionately larger intention to leave than would be expected if the individual effects were included. This implies that workers who experience both job insecurity and overwork may eventually reach a "tipping point" when their intention to leave becomes nearly certain.

This synergistic effect is clearly visible in the Maher Collection context: workers with annual contracts (high job insecurity) who are also under intense production pressure during peak seasons (high workload) experience compounded stress that makes leaving the company seem like the only viable option.

The results of this study are most applicable to labor-intensive manufacturing industries and SMEs with comparable employment structures, especially in Southeast and East Asia, which have labor market characteristics and collectivist values that prioritize job security, according to generalization considerations. However, its use is more restricted to professional services, knowledge-intensive industries, and industrialized nations with more robust labor laws and distinct workload and job insecurity patterns.

Therefore, it can be said that job insecurity is the primary factor contributing to the growth in turnover intention among production staff at Maher Collection, Tasikmalaya, although increased workload also plays a significant role. The organization should concentrate on developing more effective work scheduling, managing workload proportionately, and above all offering clearer employment security through permanent contracts and defined career tracks to improve staff retention in order to mitigate this issue.

4. Conclusion and Recommendations

Based on the research findings, it can be concluded that workload has a positive and significant effect on turnover intention, indicating that excessive workloads trigger physical and mental stress, which in turn reduces employee loyalty. Job insecurity also demonstrates a positive and significant influence, as employees who feel insecure about their job stability are more likely to seek more secure employment opportunities. Together, these two factors contribute significantly, explaining approximately 79% of the variation in turnover intention, but the biggest predictor of turnover intention among Maher Collection production workers is job insecurity, suggesting that worries about job stability have a greater influence on turnover intention than worries about workload.

In order to solve these problems, Maher Collection management should prioritize providing permanent employment contracts and transparent career pathways to reduce turnover rates. This should be followed by more equitable workload redistribution based

on employee capacity, effective work scheduling that takes rest periods into account, and enhancement of supportive work environments. This study has limitations as it was conducted in only one medium-scale garment company with a sample of 30 employees and was carried out at just one company, Maher Collection. The findings' applicability to other businesses, sectors, or geographical areas is restricted by the single-company design. Replication across several businesses is required to validate the patterns found, even though the results align with global research. Despite being suitable for census sampling, the small sample size may reduce statistical power for identifying smaller effects or interaction terms. The 21% unexplained variance suggests that additional factors, such as job satisfaction, work-life balance, organizational culture and leadership style, career development opportunities, and the availability of alternative jobs in the local labor market, may have an impact on employees' intention to leave Maher Collection. Therefore, further research is recommended to include these variables or add intermediary variables in order to obtain a more comprehensive picture. Further research could also expand the scope to different industries or sectors to increase the comparative value and generalization of the results, while considering the use of a mixed-method approach and a larger sample size in order to gain a deeper and more accurate understanding of turnover intentions.

References

- Anderson, T., Müller, L., & Rossi, P. (2024). The effect of job insecurity and workload on turnover intention in European manufacturing. *European Journal of Occupational Psychology*, 38(1), 77–89.
- Bakker, A. B., & Demerouti, E. (2007). The Job Demands-Resources model: State of the art. In *Journal of Managerial Psychology* (Vol. 22, Issue 3, pp. 309–328). <https://doi.org/10.1108/02683940710733115>
- BPS. (2025, Februari 6). Proporsi Tenaga Kerja pada Sektor Industri Manufaktur (Persen), 2024. Diambil kembali dari Badan Pusat Statistik: https://www.bps.go.id/id/statistics-table/2/MTIxNyMy/proporsi-tenaga-kerja-pada-sektor-industri-manufaktur--persen-.html?utm_source
- Cheng, G. H. -L., & Chan, D. K. -S. (2024). Who Suffers More from Job Insecurity? A Meta-Analytic Review. *Applied Psychology*, 57(2), 272–303. <https://doi.org/10.1111/j.1464-0597.2007.00312.x>
- GajiHub. (2025, October 21). Manpower Turnover: Causes, Tips, and Trends in 2025. GajiHub Blog. <https://gajihub.com/blog/manpower-turnover/>
- Greenhalgh, L., & Rosenblatt, Z. (1984). Job Insecurity: Toward Conceptual Clarity. *Academy of Management Review*, 9(3), 438–448. <https://doi.org/10.5465/amr.1984.4279673>
- Handayani, N., Indiworo, H. E., & Meiriyanti, R. (2023). Effect of workload, work environment, and job insecurity on employee turnover intention. *The Management Journal of Binaniaga*, 8(2), 155–170. <https://doi.org/10.33062/mjb.v8i2.46>
- Hariyanto, D., & Eko Soetjipto, B. (2022). *PENANOMICS: INTERNATIONAL JOURNAL OF ECONOMICS The Influence of Workload and Environment on*

The Influence of Workload and Job Insecurity on Turnover Intention Among Production Employees at Maher Collection

Turnover Intention Through Job Satisfaction and Organizational Commitment.
<https://penajournal.com/index.php/PENANOMICS/>

- Hermawan, D., & Riani, A. L. (2023). THE INFLUENCE OF JOB INSECURITY ON TURNOVER INTENTIONS THROUGH THE ROLE OF MEDIATING JOB SATISFACTION IN TEXTILE INDUSTRY SOLO DISTRICT, INDONESIA. *Business and Accounting Research (IJEBAR) Peer Reviewed-International Journal*, 7. <https://jurnal.stie-aas.ac.id/index.php/IJEBAR>
- JobStreet. (2024). JobStreet survey: 62% of young Indonesians likely to seek new jobs within a year. JobStreet Indonesia. <https://www.marketeers.com/survei-jobstreet-62-orang-indonesia-sulit-cari-jodoh-dan-kerja/>
- Johnson, A., & Lee, B. (2024). The effect of workload and job insecurity on turnover intention in U.S. manufacturing. *Journal of Industrial Psychology*, 45(2), 123–135.
- Lolo, S. F., Wayan, I., Sudarmawan, E., Ayu, G., Suwintari, E., Pariwisata, I., & Bisnis Internasional, D. (n.d.). *Exploring The Impact Of Workload And Compensation On Employee Turnover Intentions In The Food & Beverage Department At Mandapa, A Ritz-Carlton Reserve Mengeksplorasi Dampak Beban Kerja Dan Kompensasi Terhadap Intensi Turnover Karyawan Di Departemen Food & Beverage Di Mandapa, A Ritz-Carlton Reserve.*
- Michaels, C. E., & Spector, P. E. (1982). Causes of employee turnover: A test of the Mobley, Griffeth, Hand, and Meglino model. *Journal of Applied Psychology*, 67(1), 53–59. <https://doi.org/10.1037/0021-9010.67.1.53>
- Nguyen et al. (2024). The Examination of the Connection Between Employee Engagement and Vietnamese Textile Manufacturing Enterprises During The Recorvery Period. *Internasional School of Management and Economics*.
- Roscoe, J. T. (1975). *Fundamental research statistics for the behavioral sciences* (Second ed.). New York: Holt Rinehart and Winston.
- Singh, P., & Pathak, S. (2024). Factors affecting turnover intentions in the Indian retail industry. In *Int. J. Human Resources Development and Management* (Vol. 19, Issue 2).