
How Work Stress and Employee Well-Being Shape Turnover Intention: Evidence from the Mediating Role of Employee Engagement

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Abstract:

This investigation interrogates the ramifications of occupational strain and employee flourishing on the proclivity toward workforce attrition, concurrently examining the intercessory function of workforce engagement. Employing a sample of 103 participants, data were interrogated via SmartPLS analytics. Empirical evidence evinces that both occupational strain and employee flourishing exert substantive impacts on workforce engagement. Notably, employee flourishing demonstrably attenuates attrition proclivity, whereas occupational strain exacerbates it. Contrarily, workforce engagement does not manifest a statistically meaningful influence on attrition tendencies. Mediation analyses further corroborate that engagement fails to function as a conduit between either occupational strain or employee flourishing and attrition inclination. These insights insinuate that engagement alone is not a determinative mechanism in mitigating attrition, whereas employee flourishing constitutes a more potent determinant of employees' intent to remain embedded within organizational structures.

Keywords: Work Stress, Employee Well-Being, Employee Engagement, Turnover Intention

Submitted: November 10, 2025, Accepted: December 15, 2025, Published: December 28, 2025

1. Introduction

Employee attrition constitutes a pivotal challenge for corporate entities, precipitating both tangible and intangible expenditures linked to human capital management (Desiana et al., 2024). Organizational depletion ensues when personnel transition to alternative vocations, engendering fiscal outlays for recruitment and induction of successors (Harun et al., 2022). Notwithstanding strategies aimed at retention, proclivities toward voluntary exit persist within corporate milieus. Empirical investigations illuminate that the degree of workforce engrossment exerts a pronounced influence on intentions to resign (Aggarwal et al., 2022; Wang et al., 2020), a phenomenon corroborated within Indonesian enterprises (Lestari & Margaretha, 2021). Nevertheless, the cultivation of employee engrossment in Indonesian firms remains conspicuously deficient, with a mere 24% demonstrating organizational allegiance, lagging behind proximate Southeast Asian counterparts such as the Philippines (31%), Thailand (26%), and Cambodia (26%) (Desiana et al., 2024).

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Employees are valuable assets for any organization, and attention should extend beyond production processes to their individual well-being. Employees should not be treated as mere machines, as their work performance and social interactions directly influence organizational outcomes. Effective personnel management is essential to enhance employees' psychological well-being through policies that foster engagement. Employee engagement, a critical dimension of well-being, significantly impacts turnover intention alongside work-related stress. Highly engaged employees view their work as enjoyable and meaningful, contributing to increased customer loyalty, higher sales, improved profitability, and greater retention. Research indicates that engagement positively affects organizational outcomes, including 16% higher profitability, 18% increased productivity, 25–49% reduced turnover, 37% lower absenteeism, and 60% improved work quality (Satata, 2021). Engagement reflects employees' dedication, energy, and willingness to invest time and effort (vigor) into their work, highlighting its importance as a strategic asset for organizational success (Lestari & Margaretha, 2021; Mansor et al., 2023).

Work-related stress significantly affects individuals' emotions, thought processes, and cognitive functioning, which can directly or indirectly influence their intention to leave an organization (Koon & Ho, 2021). While the nexus between occupational strain and variables such as employee flourishing and organizational immersion remains scarcely interrogated, the mechanisms by which these constructs mediate attrition proclivity are largely opaque. Organizations, frequently constrained by onerous task requisites and rigorous evaluative benchmarks, grapple with mitigating the deleterious ramifications of workplace duress.

Accordingly, this investigation interrogates the interplay of workforce engagement within the Southeast Asian milieu, concentrating on Indonesia a terrain seldom scrutinized in extant scholarship. In light of this lacuna, the present inquiry aspires to elucidate: *"The Influence of Occupational Stress and Employee Well-Being on Turnover Intentions with Organizational Engagement as an Intervening Construct."*

2. Theoretical Background

Occupational strain manifests as a psychophysiological perturbation elicited by professional exigencies, perturbing cognitive schemas, affective equilibrium, and corporeal homeostasis (Suparjiman et al., 2021; Paramita & Suwandana, 2022). It is influenced by individual factors (e.g., health, family issues, personality), organizational factors (e.g., workload, role demands, conflicts, lack of support), and environmental factors (e.g., economic instability, technological changes) (Harun et al., 2022; Wang et al., 2020). Work stress levels range from normal and mild, which are temporary, to moderate and severe, which persist for days or longer (Suparjiman et al., 2021). Its impacts span psychological (anxiety, depression, low job satisfaction), physiological (headaches, high blood pressure, cardiovascular issues), and behavioral (reduced productivity, absenteeism, poor decision-making) domains (Harun et al., 2022; Luthans

in Paramita & Suwandana, 2022), highlighting how job pressures interact with personal and environmental factors to affect overall well-being and performance.

Employee Well-being: Employee well-being encapsulates the holistic confluence of an individual's psychological, somatic, and social equilibrium within organizational contexts, modulated by both occupational and extra-occupational determinants. A healthy work environment promotes positive behaviors, collaboration, and overall employee well-being, encompassing habits and practices that enhance mental and physical health (Rahmadhanty & Wibowo, 2022) and subjective happiness, emotional balance, and personal evaluation (Rahmi et al., 2021). Factors affecting employee well-being include workload, lack of autonomy, leadership style, ineffective work-life balance programs, negative work environment, and limited career development opportunities, as well as personal and social challenges outside of work (Kundi et al., 2020; Hejase et al., 2024; Desiana et al., 2024). Well-being manifests through multiple strata: the National Wellness Institute delineates six interdependent domains occupational, social, spiritual, intellectual, emotional, and corporeal vitality (Koon & Ho, 2021); conversely, Hejase et al. (2024) partition it into life, occupational milieu, and psychical well-being, covering personal and family care, work-related benefits and management, and opportunities for learning, growth, and self-actualization. High employee well-being positively impacts organizational effectiveness, enhancing engagement, productivity, retention, quality of work, and overall corporate performance, as satisfied and supported employees demonstrate more positive workplace behaviors, which are further reinforced by human resource practices including leadership, diversity, job design, training, motivation, and health and safety culture (Desiana et al., 2024; Supardi et al., 2023).

Turnover Intention: Turnover inclination encapsulates the individualized cognizance or latent predilection of personnel to extricate themselves from their extant occupational engagement in pursuit of alternative vocational avenues (Sazili et al., 2022). It is characterized by feelings of wanting to quit and change employment, often manifested through decreased productivity, reduced initiative, tardiness, increased absenteeism, and a lack of enthusiasm at work (Lestari & Margaretha, 2021). High turnover intention negatively impacts organizational stability, increasing costs related to recruitment, training, and workforce management. Key factors influencing turnover intention include job satisfaction, support from colleagues, salary and work conditions, opportunities for career advancement, and perceived fairness in compensation (Saufi et al., 2023; Aggarwal et al., 2022; Faridah et al., 2022). Employees may also be motivated by the prospect of better benefits or more favorable work environments. Common indicators of turnover intention are thoughts of leaving, plans to exit the organization within a few months, and actively seeking other job opportunities (Desiana et al., 2024). Overall, factors such as organizational commitment, work environment, and individual characteristics play a role, while consequences include increased workload for remaining staff, higher separation and training costs, production loss during transitions, inefficiencies, and employee stress.

Employee Engagement: Employee engagement denotes the degree to which personnel

are affectively and intellectually enmeshed with their occupational duties and the institutional milieu. According to Koon & Ho (2021), engaged employees contribute positively in three ways: they "say" favorable things about the organization, "stay" committed as part of it, and "strive" by giving their best effort to support its growth (Mansor et al., 2023). Engagement consists of three key dimensions: vigor, characterized by high energy, mental resilience, and persistence in overcoming challenges; dedication, reflecting enthusiasm, pride, inspiration, and a sense of meaningful work; and absorption, marked by deep concentration and full immersion in tasks, often losing track of time and surroundings (Satata, 2021). Engagement levels vary: engaged employees are proactive builders who consistently perform at high levels and innovate; not engaged employees focus mainly on tasks and rely on instructions, often feeling overlooked; while actively disengaged employees resist organizational efforts and undermine colleagues (Susanto et al., 2020). Key factors influencing engagement include job resources, encompassing physical, social, and organizational aspects that help employees meet demands, reduce psychological or physiological costs, and foster personal growth; salience of job resources, indicating the perceived usefulness of these resources; Individual endowments including idiosyncratic temperaments, chronological maturity, and ancillary dispositions correlate with heightened occupational engagement, wherein personnel manifest amplified sociability and diligence alongside attenuated emotional volatility (Wang et al., 2020).

Hypothesis Development

The Effect of Work Stress on Turnover Intention

Subjective well-being encompasses holistic life appraisal, predominance of affirmative affect, and suppression of deleterious emotions, with elevated well-being prognosticating augmented occupational contentment and attenuated proclivity for voluntary attrition. In parallel, Organizational well-being contends that entities prioritizing corporeal and psychological flourishing engender a milieu of recognition and safeguarded belonging, reducing their intention to leave. Empirical evidence supports these perspectives: Sari and Pratiwi (2020) found that employees who feel appreciated and maintain work-life balance in service companies are less likely to leave, while Tosun and Çelik (2021) reported comparable results in the healthcare sector, where higher employee well-being enhanced satisfaction and motivation, thereby decreasing turnover intention. Based on these findings, it is hypothesized that work stress positively influences turnover intention (H1).

The Influence of Employee Well-being on Turnover Intention

Occupational stressors act as catalysts for the attenuation of employee engagement, as the erosion of cognitive and affective vitality undermines task immersion. Individuals subjected to persistent psychosomatic strain exhibit diminished investment in their occupational undertakings. In parallel, the Job Demands-Resources (JD-R) framework elucidates that elevated job exigencies exhaust intrinsic reservoirs of resilience, precipitating burnout and concomitantly diminishing engagement intensity. Empirical studies support this relationship: Pratiwi & Kurniawan (2021) found that high work stress decreases employee engagement in the telecommunications sector due to pressure and

reduced motivation, while Wright & Bonett (2020) reported that prolonged work stress lowers engagement by undermining employees' ability to cope, thereby reducing their commitment to work. Based on these insights, it is hypothesized that employee well-being negatively affects turnover intention (H2).

The Influence of Work Stress on Employee Engagement

Within the framework of Positive Engagement Theory, the psychosomatic flourishing of personnel predicates heightened task immersion, as corporeally and cognitively robust actors manifest amplified allegiance and attentional absorption in occupational endeavors. Similarly, the Resource-Based View (RBV) considers employee well-being as a valuable organizational resource that enhances energy and motivation, driving greater contribution at work. Empirical studies support this relationship: Sari & Saputra (2021) found that high employee well-being increases engagement in the education sector, as employees feel valued and motivated, while Kong & Ho (2020) demonstrated that improved well-being fosters higher engagement, particularly in technology-based organizations. Consequently, we posit that occupational strain exerts an inhibitory influence on the vigor of employee involvement (H3).

The Influence of Employee Well-being on Employee Engagement

Organizational Commitment Theory delineates that personnel exhibiting profound affective immersion in their occupational roles manifest a diminished propensity to sever ties with the enterprise, whereas Employee Attachment Theory contends that such immersive engagement augments the psychic tether binding employees to the institutional entity, thereby reducing turnover intentions. Empirical studies support this relationship: Kusnadi & Wijayanto (2021) found that highly engaged employees exhibit lower turnover intentions because they perceive their work as meaningful and emotionally connected to the organization, Shuck and Reio (2020) elucidated that elevated levels of employee engagement attenuate intentions to resign through the augmentation of occupational contentment and allegiance to the organization. Corroborating this insight, it is posited herein that the holistic well-being of employees exerts a salutary effect on their engagement with work (H4).

The Influence of Employee Engagement on Turnover Intention

The mediation model posits that a mediator variable explains the mechanism through which an independent variable, such as work stress, affects a dependent variable, in this case, turnover intention. Employee engagement serves as the mediator, illustrating how and why work stress influences employees' intention to leave. High levels of work stress can diminish employees' emotional and physical involvement in their roles, thereby increasing turnover intention. Empirical studies support this mechanism: Nguyen and Tran (2022) delineates that employee engagement functions as a pivotal conduit between occupational strain and proclivity to exit within hospitality contexts, wherein augmented strain attenuates engagement, thereby amplifying attrition propensity. In parallel, Rizwan et al. (2021) observe that heightened work-induced tension erodes engagement, culminating in escalated turnover inclination. Ergo, it is posited that employee engagement exerts an inhibitory effect on turnover intention (H5).

Employee Engagement as a Mediating Variable in the Relationship between Work Stress and Turnover Intention

The proposed mediation schema conceptualizes employee engagement as the conduit linking holistic employee well-being to turnover proclivity. Elevated well-being encompassing corporeal, cognitive-emotional, social, and affective dimensions augments engagement, thereby attenuating the proclivity to exit the organization. When personnel perceive recognition and systemic support, they exhibit heightened task immersion, motivational persistence, and affective allegiance, cultivating custodial comportment that suppresses turnover tendencies. Accordingly, engagement operationalizes the salutary ramifications of well-being into discernible decrements in turnover intent. Hypothesis H6 postulates that engagement mediates the influence of occupational strain on turnover propensity, imposing an inversely proportional effect.

Employee Engagement as a Mediating Variable in the Relationship between Employee Well-being and Turnover Intention.

Zhang et al. (2020) elucidated that the holistic well-being of personnel exerts a salutary effect on their occupational engagement, thereby attenuating proclivities toward voluntary attrition. Empirical evidence from their investigation indicated that individuals endowed with robust physical, psychological, and social wellness manifest heightened involvement in their professional duties, which concomitantly diminishes their propensity to exit the enterprise. These outcomes suggest that well-being constitutes a formidable antecedent of engagement, which operates as an intermediary modulating the nexus between wellness and turnover intention. H7: Occupational engagement functions as a conduit through which the salutary effects of employee well-being temper turnover proclivity.

3. Methodology

This investigation operationalizes a numerical-empirical paradigm to interrogate the interdependencies among occupational stress, workforce well-being, engagement disposition, and proclivity for attrition. Employing a correlational analytic schema, it delineates the extent to which stress and well-being variables modulate attrition tendencies, with engagement functioning as an intermediary conduit (Sugiyono, 2022; Hair et al., 2020). The analytical frame encompasses the totality of organizational personnel, from which a purposively curated cohort comprising individuals with permanent contracts, a minimum one-year incumbency, recurrent quotidian occupational pressures, and sustained participatory engagement was extracted, yielding a respondent base exceeding 100 in accordance with Malhotra's (2020) heuristic threshold. Data were collected via Likert-scale questionnaires measuring attitudes, perceptions, and opinions on work stress, well-being, engagement, and turnover intention. Responses were solicited on a five-point Likert continuum (1 = Strongly Disagree, 5 = Strongly Agree). Occupational strain denotes the corporeal, affective, and cognitive perturbations arising when professional exigencies surpass available capacities (Khan et al., 2021). Employee

flourishing encapsulates somatic, psychological, social, and affective dimensions, operationalized through indices of vocational contentment, equilibrium between occupational and personal spheres, psychophysiological vitality, and relational scaffolding (Parent-Lamarche et al., 2022). Propensity for organizational disengagement signifies an intentionalized disposition to exit the enterprise, modulated by the interplay of stress, holistic well-being, and immersive occupational engagement (Lee et al., 2022), and engagement represents emotional involvement, commitment, and enthusiasm toward work, measured through pride, dedication, involvement, and energy (Memon et al., 2023). Analytical procedures were executed employing PLS-SEM within the SmartPLS environment, a method suited for intricate frameworks with constrained sample sizes (Harahap, 2020). The assessment encompassed two tiers: the measurement (outer) model and the structural (inner) model. The outer model scrutiny involved gauging indicator reliability through factor loadings surpassing 0.70, convergent validity via AVE, internal consistency using composite reliability (>0.70) and Cronbach's alpha (>0.60), alongside multicollinearity diagnostics ($VIF < 5$). Concurrently, the inner model appraisal probed latent interrelations, the model's prognostic aptitude ($Q^2 > 0$), and explanatory magnitude (R^2). Hypotheses were adjudicated using path coefficients with significance thresholds ($t > 1.96$, $p < 0.05$), whereas mediation pathways were elucidated through targeted indirect effects, thereby ensuring a meticulous evaluation of construct fidelity, relational dynamics, and intermediary mechanisms within the posited conceptual schema.

4. Empirical Findings/Result

This section delineates the synthesized outcomes derived from a rigorously orchestrated methodological framework. The inquiry probes the interplay between occupational strain and the holistic well-being of personnel, scrutinizing their consequential influence on the propensity for voluntary separation, with organizational engagement operating as an intervening conduit. Empirical data, amassed from a cohort of 100 participants, underwent computational interrogation via the SmartPLS platform to secure analytical fidelity and methodological rigor.

Respondent Description

Table 1. Respondent Demographics

Variable	Category	Frequency	Percentage
Age	17-25	30	29.1%
	26-35	62	60.2%
	36-45	10	9.7%
	>45	1	1%
Gender	Male	47	45.6%
	Female	56	54.4%
Residence	Klaten	21	20.4%
	Surakarta	16	15.5%
	Sragen	15	14.6%
	Karanganyar	14	13.6%
	Sukoharjo	14	13.6%
	Boyolali	13	12.6%

Education	Wonogiri	10	9.7%
	SD/SMP/SMA	12	11.7%
	Diploma (D1/D2/D3)	24	23.3%
Occupation	Bachelor/Master/Doctorate (S1/S2/S3)	67	65%
	Private Employee / Entrepreneur	49	47.6%
	State-Owned Enterprise Employee	33	32%
	Government / Military / Police	14	13.6%
Income	Student	7	6.8%
	< Rp 1,000,000	2	1.9%
	Rp 1,000,000 – Rp 3,000,000	19	18.4%
	Rp 3,000,000 – Rp 5,000,000	57	55.3%
Total		103	100%

Among the 103 individuals surveyed, the preponderance were aged between 26 and 35 years, constituting 60.2%, with a female predominance of 54.4%. Geographically, respondents were primarily concentrated in Klaten (20.4%), followed by Surakarta (15.5%) and Sragen (14.6%). Regarding scholastic attainment, a substantial majority (65%) possessed tertiary qualifications (bachelor's, master's, or doctoral). Professionally, nearly half were engaged as private-sector employees or entrepreneurial agents (47.6%), whereas 32% were affiliated with state-owned enterprises. Economically, the most recurrent monthly income bracket ranged from Rp 3,000,000 to Rp 5,000,000, encompassing 55.3% of the sample. Overall, the sample is dominated by young, educated, female respondents primarily engaged in private-sector employment with moderate income levels.

PLS Program Scheme

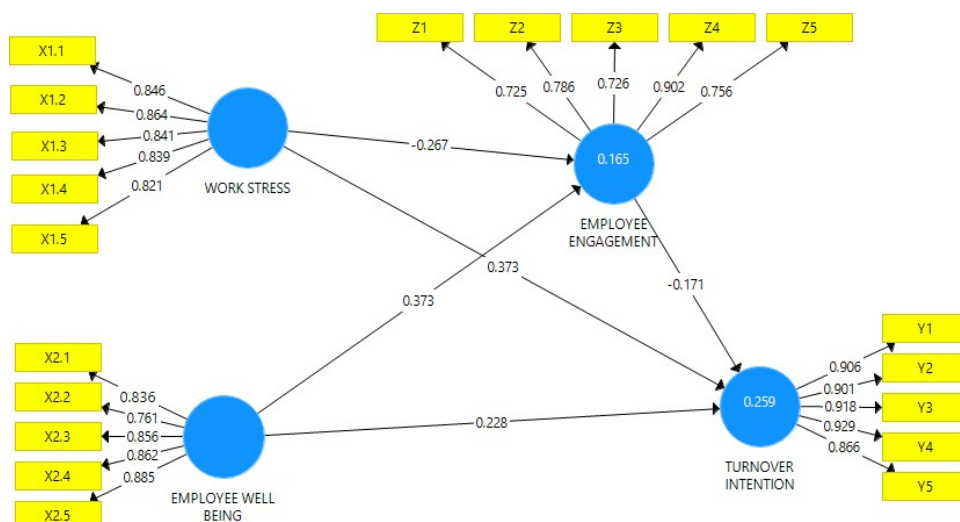


Figure 1. Outer Model

**Outer Model Analysis
Convergent Validity**

Table 2. Outer Loading Values

Variable	Indicator	Outer Loading
Work Stress (X1)	X1.1	0,846
	X1.2	0,864
	X1.3	0,841
	X1.4	0,839
	X1.5	0,821
Employee Well-Being (X2)	X2.1	0,836
	X2.2	0,761
	X2.3	0,856
	X2.4	0,862
	X2.5	0,885
Turnover Intention (Y)	Y.1	0,906
	Y.2	0,901
	Y.3	0,918
	Y.4	0,929
	Y.5	0,866
Employee Engagement (Z)	Z.1	0,725
	Z.2	0,786
	Z.3	0,726
	Z.4	0,902
	Z.5	0,756

Obtained through primary data analysis (2025)

Inspection of the tabulated metrics reveals that the preponderance of construct indicators exhibit outer loadings exceeding 0.7, with none descending below 0.5, thereby corroborating their measurement fidelity and rendering them amenable for subsequent inferential procedures.

Table 3. AVE (Average Variance Extracted) Value

Variable	AVE (Average Variance Extracted)	Information
Work Stress (X1)	0.709	Valid
Employee Well-Being (X2)	0.707	Valid
Turnover Intention (Y)	0.817	Valid
Employee Engagement (Z)	0.611	Valid

Obtained through primary data analysis (2025)

The data in the preceding table evince that all constructs exhibit an Average Variance Extracted (AVE) surpassing the 0.5 threshold, signifying satisfactory convergent validity. Concretely, Work Stress registers an AVE of 0.709, Employee Well-Being 0.707, Turnover Intention 0.817, and Employee Engagement 0.611. These metrics substantiate the adequacy of composite reliability for each construct, implying that the

measured latent variables manifest robust internal consistency.

Reliability

Table 4. Composite Reliability Values

Variable	Composite Reliability	Information
Work Stress (X1)	0.924	Reliable
Employee Well-Being (X2)	0.923	Reliable
Turnover Intention (Y)	0.957	Reliable
Employee Engagement (Z)	0.887	Reliable

Obtained through primary data analysis (2025)

The composite reliability metric gauges the coherence among manifest indicators in delineating latent constructs, with an acceptability benchmark exceeding 0.7. Empirical computation reveals that constructs X1, X2, Z, and Y surpass this threshold, signifying that their constituent indicators exhibit steadfast and congruent representation of the intended theoretical domains.

Cronbach's Alpha

Table 5. Cronbach's Alpha value

Variable	Cronbach's Alpha	Information
Work Stress (X1)	0.898	Reliable
Employee Well-Being (X2)	0.897	Reliable
Turnover Intention (Y)	0.944	Reliable
Employee Engagement (Z)	0.841	Reliable

Obtained through primary data analysis (2025)

Beyond composite reliability, internal coherence was scrutinized via Cronbach's Alpha, with thresholds exceeding 0.7 deemed satisfactory. Empirical outcomes revealed that every construct surpassed this benchmark, evincing robust inter-item concordance and substantiating the dependability of the measurement instruments.

Multicollinearity Test (VIF)

Table 6. Collinearity Statistic (VIF) Value

Variable	Employee Engagement	Trunover Intention
Work Stress (X1)	1.056	
Employee Well-Being (X2)	1.056	
Employee Engagement (Z)		1.197
Trunover Intention (Y)		

Obtained through primary data analysis (2025)

Multicollinearity scrutiny employed the Variance Inflation Quotient (VIF), wherein a threshold inferior to 5 denotes the nonexistence of multicollinearity. Empirical appraisal revealed that each construct exhibited a VIF below this demarcation, signifying the distinctiveness of all predictors. Consequently, the independent variables

manifest no superfluity, and the instrument manifests robust internal coherence, guaranteeing measurement fidelity.

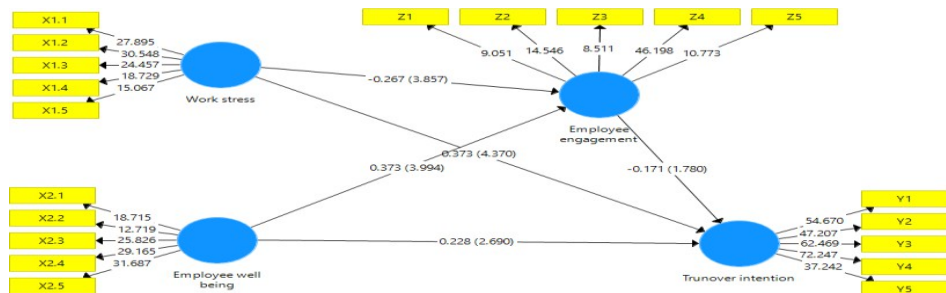


Figure 2. Inner Model

The endogenous framework interrogates interrelations among latent constructs. Its scrutiny unfolds via triadic procedures, notably encompassing the appraisal of model fidelity, denoted as Goodness of Fit (GoF), operationalized through dual indices: the coefficient of determination (R^2) and predictive relevance metric (Q^2).

R^2 (R-square)

The coefficient of determination, denoted as R^2 , delineates the extent to which exogenous constructs elucidate variance within the endogenous construct. Elevated R^2 magnitudes signify superior explanatory adequacy. Per Ghazali (2015), thresholds of 0.75, 0.50, and 0.25 typify robust, intermediate, and marginal predictive architectures, respectively. The ensuing exposition enumerates the R^2 outcomes derived from this inquiry.

Table 7. R-Square Value

	R-Square	R-Square Adjusted
Employee Engagement (Z)	0.165	0,148
Trunover Intention (Y)	0.259	0,236

Obtained through primary data analysis (2025)

Q^2 (Q-Square)

Subsequently, the model's prognostic aptitude was scrutinized via the Q^2 metric, a diagnostic gauge of the structural framework's foresight capacity. The Q^2 coefficient delineates the congruence between model-implied estimates and empirically observed outcomes. Positive Q^2 indices signify the model's sufficient anticipatory validity, whereas negative coefficients intimate a deficiency in its predictive orchestration. Tabulated hereafter are the empirically derived Q^2 indices:

Table 8. Q-Square Values

Variable	Q - Square
Employee Engagement (Z)	0,082
Trunover Intention (Y)	0,202

Obtained through primary data analysis (2025)

Based on the data analysis, the results indicate a positive Q^2 value, demonstrating that the model possesses strong predictive ability for the dependent variable.

Hypothesis Testing

Path Coefficient Test

Table 9. Path Coefficient Value (Direct Effect)

	Hypothesis	Original Sample	t-Statistics	P Values	Information
Work Stress (X1) -> Trunover Intention (Y)	H1	0,373	1,780	0,000	Positive Significant
Work Stress (X1) -> Employee engagement (Z)	H2	0,267	3,994	0,000	Positive Significant
Employee Well-Being (X2) -> Employee Engagement (Z)	H3	0,373	2,690	0,000	Positive Significant
Employee engagement (Z) -> Trunover Intention (Y)	H4	0,171	3,857	0,076	Not Significant
Employee Well-Being (X2) -> Trunover Intention (Y)	H5	0,228	4,370	0,007	Positive Significant

Obtained through primary data analysis (2025)

Analytical scrutiny of the dataset yielded the following inferential outcomes: The inaugural proposition probing the nexus between occupational strain and proclivity toward turnover received empirical substantiation, manifesting a t-value of 4.370 alongside a p-value of 0.000, surpassing conventional significance thresholds ($t > 1.96$, $p < 0.05$). The subsequent conjecture, interrogating the ramifications of occupational strain upon employee engagement, likewise attained affirmation ($t = 3.857$, $p = 0.000$). Concordantly, the third postulate, delineating the bearing of employee well-being on engagement metrics, exhibited statistical validation ($t = 3.994$, $p = 0.000$). Contrariwise, the fourth hypothesis, which envisioned employee engagement as a determinant of turnover propensity, failed to achieve significance ($t = 1.780$, $p = 0.076$), warranting rejection. Ultimately, the fifth hypothesis, examining the sway of well-being upon turnover intention, was corroborated ($t = 2.690$, $p = 0.007$).

Indirect Effect Test

Table 10. Indirect Effect Test

	Original Sample	t-Statistics	P Values	Information
Employee Well-being	0,064	1,585	0,014	Not Significant

(X2) -> Employee Engagement (Z)				
->Turnover Intention (Y)				
Work Stress (X1) -> Employee Engagement (Z) ->Turnover Intention (Y)	0,046	1,647	0,100	Not Significant

Obtained through primary data analysis (2025)

Analytical scrutiny reveals that the postulated sixth conjecture postulating the intercessory role of employee well-being between engagement and attrition proclivity fails empirical substantiation, as evidenced by a t-value of 1.585 (<1.96) and a p-index of 0.014 (>0.05), denoting a non-significant intermediation. Correspondingly, the seventh conjecture, positing work stress as a mediating conduit between engagement and turnover inclination, similarly eludes statistical endorsement, with $t = 1.647$ (<1.96) and $p = 0.100$ (>0.05), corroborating the negligible mediatory capacity of occupational strain within this dyadic linkage.

5. Discussion

The Effect of Work Stress on Turnover Intention

Research indicates that work-related stress significantly influences employees' turnover intention, showing that higher levels of job pressure such as excessive workload, time demands, role conflicts, and psychological strain increase the likelihood of employees intending to leave the organization. Prolonged stress causes discomfort, emotional exhaustion, and decreased motivation, prompting individuals to seek healthier and more stable work environments. Psychologically, when employees' resources are insufficient to meet job demands, job dissatisfaction arises, further strengthening the intention to resign. Empirical evidence, exemplified by Basori et al. (2022), elucidates that heightened occupational strain precipitates a discernible proclivity toward attrition, as persistent psychosocial load engenders cognitive depletion and attenuated allegiance to organizational tenets, thereby amplifying the pursuit of ameliorative professional milieus. Similarly, Alfara and Saputra (2023) report that high stress among Generation Z employees impairs their ability to manage job demands, fostering intentions to leave for positions better aligned with their capacities. These results highlight that work stress, as both an internal and external factor, is a key driver of turnover intention in modern organizational contexts, underscoring the need for management to implement effective stress management strategies to enhance employee retention.

The Influence of Employee Well-Being on Turnover Intention

Empirical evidence delineates that the holistic welfare of personnel encompassing corporeal, cognitive, and socio-relational domains exerts a determinative sway over their proclivity to disengage from or remain within an institutional milieu. Employees with high well-being tend to feel more satisfied, emotionally secure, and capable of managing work-related stress, resulting in lower turnover intention, whereas low well-being increases stress, fatigue, and dissatisfaction, driving higher turnover intention. Fitriani and Santoso (2021) found that in the education sector, psychological and social well-being were key factors reducing employees' intention to leave, while Haryanto and Pramesti (2022) reported that employees with higher well-being demonstrate stronger

organizational commitment and lower turnover intention. Similarly, Sutrisno, Wahyuni, and Putra (2025) showed that high employee well-being not only enhances engagement but also directly lowers turnover intention by enabling employees to remain focused, productive, and committed. Overall, these findings highlight that organizations promoting employee well-being through psychological support, healthy work environments, and physical facilities can effectively retain staff and reduce turnover, making well-being management a crucial strategy for both employee quality of life and organizational sustainability.

The Influence of Work Stress on Employee Engagement

Empirical investigations underscore that occupational strain exerts a deleterious influence on employee immersion, wherein augmented psychosocial tension correlates inversely with participatory vigor, progressively eroding cognitive and affective resources, disrupts concentration, and weakens employees' dedication, enthusiasm, and commitment to their tasks, resulting in decreased engagement when stress is not effectively managed. Puspitasari and Adi (2023) found that work stress reduces job satisfaction, which in turn significantly diminishes engagement, highlighting its impact on the psychological foundations of employee involvement. Similarly, Sov et al. (2025) emphasize that work stress increases turnover intentions among millennial employees, while engagement serves as a buffer mitigating these negative effects. Manurung (2024) elucidates that occupational strain operates as a substantive conduit in the nexus between organizational pedagogical milieus and the vigor of employee participation, suggesting that even within nurturing corporate ecosystems, strain can substantially attenuate engagement. Overall, these findings underscore work stress as a critical factor influencing employee engagement directly and indirectly through psychological mechanisms such as satisfaction and motivation, emphasizing that effective stress management is essential for sustaining engagement, performance, and employee retention.

The Influence of Employee Well-Being on Employee Engagement

Empirical evidence corroborates that the multidimensional vitality of personnel encompassing corporeal, cognitive-affective, and communal domains augments their occupational immersion. Employee well-being fosters psychological stability, positive attitudes toward work, and the ability to cope with job-related stress, enabling employees to fully engage, demonstrate dedication, and commit to the organization. This aligns with Fitriani and Santoso (2021), who found a direct and significant impact of well-being on engagement in the education sector, and with Haryanto and Pramesti (2022), who reported that psychological well-being enhances vigor and dedication, key components of engagement according to the Utrecht Work Engagement Scale (UWES). Furthermore, Sutrisno, Wahyuni, and Putra (2025) emphasized that well-being not only boosts engagement but also mitigates burnout, helping employees maintain energy and commitment under high work demands. Overall, these findings highlight that employee well-being is a crucial determinant of engagement, suggesting that organizations should actively manage employees' physical, psychological, and social well-being to optimize sustained engagement.

The Influence of Employee Engagement on Turnover Intention

Empirical scrutiny reveals that variations in employee engagement scarcely modulate the propensity for voluntary organizational exit. This suggests that high levels of engagement reflected in vigor, dedication, and absorption in work do not necessarily reduce employees' intentions to leave an organization. While engagement is often considered crucial for retention, other factors such as work stress, compensation, workload, and dissatisfaction with the work environment can exert a stronger influence on employees' decisions to exit. Basori, Dharmanto, and Sumantyo (2023) found that engagement alone is insufficient to lower turnover intention when job pressure remains high, highlighting that engagement is only one of several influencing factors. Similarly, Akbar and Rosita (2024) delineate that the inverse nexus between employee engagement and the proclivity to resign dissipates into statistical insignificance when occupational strain is interposed as an intermediary conduit. Overall, these findings suggest that although employee engagement enhances performance quality, it is not a decisive factor in reducing turnover intention; organizations must adopt a broader approach to retention that addresses working conditions, workload, compensation, and managerial support alongside engagement initiatives.

Employee Engagement as a Mediating Variable in the Relationship Between Work Stress and Turnover Intention

Work-induced tension exhibits a negligible mediatory influence between occupational engagement and proclivity to exit the organization. Consequently, elevated engagement does not sufficiently attenuate stress to meaningfully alter employees' volition to depart, indicating that intrinsic involvement alone is insufficient to sway retention outcomes. Other factors, such as organizational support, compensation, or working conditions, may play a more dominant role in retention. Basori, Dharmanto and Sumantyo (2023) discerned that the degree of employee engrossment exerts a negligible influence on the proclivity for voluntary separation, with the interceding role of occupational strain likewise manifesting as insubstantial, highlighting that engagement alone is insufficient without effective stress management. Therefore, while engagement is important for motivation and involvement, its effect on turnover intention via work stress is limited, suggesting that organizations should adopt a holistic retention strategy that integrates engagement, stress management, well-being, and other workplace factors to effectively reduce turnover intention.

Employee Engagement as a Mediating Variable in the Relationship between Employee Well-Being and Turnover Intention

Empirical investigations suggest that employee well-being functions as a putative intermediary between engagement and turnover proclivity; however, its mediational potency fails to reach statistical salience. Consequently, elevated engagement levels do not inherently catalyze sufficient well-being to attenuate employees' departure tendencies. Basori, Dharmanto, and Sumantyo (2023) demonstrated that engagement in isolation exerts negligible sway over turnover intention, with well-being as a conduit remaining inconsequential. Corroborating this, Akbar and Rosita (2024) observed a similarly insubstantial mediational trajectory, noting that variables such as occupational strain, remuneration adequacy, and organizational climate wield more pronounced

influence. Collectively, these insights intimate that well-being cannot be reliably invoked as a singular mediating mechanism; hence, retention schemas must integrate auxiliary contextual and extrinsic determinants to meaningfully modulate employees' retention behaviors.

6. Conclusions

Analytical synthesis reveals that occupational strain exerts a deleterious influence on employees' immersive participation, diminishing their cognitive and affective investment in organizational tasks. Conversely, the cultivation of employee well-being augments such immersion, fostering heightened vigor and vocational commitment. Notably, the degree of engagement does not exert a determinative effect on proclivities toward organizational exit, whereas well-being demonstrably attenuates such attritional tendencies. Furthermore, neither occupational strain nor well-being substantively functions as an intermediary in the nexus between engagement and departure intentions, suggesting that the tested mediation pathways are insufficient to explain this link. The study has several limitations: it is cross-sectional, limiting causal inference; the sample is confined to specific organizations, restricting generalizability; omitted determinants such as pecuniary incentives, managerial comportment, and trajectories for vocational progression may modulate employees' proclivity toward attrition; moreover, reliance on introspective reporting instruments can precipitate desirability distortion. Prospective inquiries could prioritize fortifying personnel well-being via salutary regimens, equilibrium-fostering schemes, cognitive-emotional scaffolding, and milieus conducive to psychological flourishing, thereby attenuating turnover proclivities while amplifying organizational engagement, while actively managing work stress through stress management training, task rotation, and effective communication. Longitudinal or experimental designs are suggested to explore causal relationships more deeply, incorporating additional variables such as organizational culture, leadership. Examining idiosyncratic factors and alternative mediational frameworks may elucidate engagement's influence on turnover proclivity.

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