

## Personality Dynamics and Work Fatigue on Employee Engagement and Its Implications for Turnover Intention (Survey on *PT. SBCR*)

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### Abstract

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#### Keywords:

Personality;  
work fatigue;  
Employee Engagement;  
Turnover Intention;  
Human Resource Management

This research is motivated by the increasing dynamics of human resource management which is characterized by high work demands, differences in employee personality characteristics, and the emergence of the phenomenon of work fatigue which has an impact on the level of employee involvement and the tendency of turnover intention. Company data shows fluctuating turnover rates, making it an important concern in employee retention strategies. This study aims to analyze the influence of personality and work fatigue on employee engagement and its implications on turnover intention. The research method used was a quantitative method with a survey approach. The data collection technique was carried out through the distribution of questionnaires to *PT SBCR* employees with certain sampling techniques. Data analysis uses validity, reliability, classical assumption tests, and hypothesis testing using linear regression. The results of the study showed that personality had a positive and significant effect on employee engagement, work fatigue did not have a significant effect on employee engagement, work fatigue had a positive effect on turnover intention, while employee engagement did not have a significant effect on turnover intention. In addition, employee engagement has not been shown to mediate the relationship between personality and work fatigue on turnover intention. The conclusion of this study shows the importance of managing employee psychological factors as an effort to reduce turnover intention in the organization.

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### INTRODUCTION

In the era of globalization and increasingly fierce business competition, organizations are required to be able to manage human resources effectively to remain competitive and sustainable (Collings et al., 2021; Sparrow et al., 2020). One of the global issues in human resource management is the increasing attention to employee psychological factors such as personality, burnout, employee engagement, and turnover intention (Albrecht et al., 2021; Saks, 2019). Various studies show that employee psychological dynamics are an important factor in determining organizational success because they are directly related to productivity, loyalty, and stability of the workforce (Bakker et al., 2023; Karatepe & Olugbade, 2017). Work burnout, for example, has become a global phenomenon due to increasing job demands, time pressures, and changes in modern work patterns that are increasingly complex (Maslach & Leiter, 2017). Research by Marsh, Vallejos, and Spence (2022) shows that work fatigue can reduce employee energy, motivation, and focus, resulting in a decrease in work engagement. In addition, employee engagement is also a major concern because employees who have high

work involvement tend to have better performance and stronger organizational commitment (Saks, 2019).

The problem of turnover intention is also a serious challenge for organizations in various countries because it has an impact on increasing recruitment costs, training new employees, and the loss of experienced workers (Ghani et al., 2022; Rumawas, 2022; Salama et al., 2022; Siddiqi et al., 2024; Xu et al., 2023). Turnover intention itself is the tendency of employees to leave the organization voluntarily due to various factors, both internal and external (Al Shbail et al., 2025; Krishnan & Rathakrishnan, 2025; Sharma & Syal, 2022). These factors include job satisfaction, work pressure, work fatigue, employee involvement, and individual personality characteristics. Latifa and Unggul (2022) explained that turnover intention is an employee's response to work conditions that are perceived to be less supportive, while Gunara et al. (2024) stated that exit intention is often triggered by a high workload and low commitment to the organization. Thus, the problem of turnover intention is not only related to organizational factors, but also individual psychological factors that affect the perception of work.

The factors that affect the emergence of these problems can come from internal and external factors of employees. One of the internal factors is personality that determines how individuals respond to work pressure, interact with the organizational environment, and make decisions related to their career. The Big Five Personality Theory explains that personality characteristics such as extraversion, conscientiousness, agreeableness, openness to experience, and neuroticism have an influence on an individual's work behavior. Individuals with high levels of conscientiousness and agreeableness tend to have better work engagement, while individuals with high neuroticism are more susceptible to stress and work fatigue (Hidayat & Agustina, 2020). In addition, external factors such as job demands, unbalanced workload, and lack of organizational support can also trigger work burnout which ultimately has an impact on declining employee psychological well-being.

The impact of these factors is not only felt by individuals, but also by the organization as a whole. Burnout that is not managed properly can lead to decreased productivity, increased risk of work errors, and decreased quality of employee performance. Eginus and Ike (2024) stated that work fatigue can reduce work efficiency and increase the risk of physical and mental health problems for employees. In addition, low employee engagement can also have an impact on decreasing employee loyalty to the organization and increasing intention to move jobs. Saadah et al. (2025) found that a high level of engagement can increase job satisfaction while reducing turnover intention. Conversely, high levels of work fatigue have been shown to have a positive influence on turnover intention because employees tend to seek a more conducive work environment when experiencing prolonged work stress (Ningrum et al., 2024).

Conceptually, the variables in this study consist of personality as an internal psychological factor, work fatigue as a factor in working conditions, employee engagement as a psychological variable that reflects employee attachment to work, and turnover intention as a consequence of work behavior. Employee engagement is a positive psychological condition characterized by vigor, dedication, and absorption (Schaufeli & Bakker, 2004). In the context of this study, employee engagement is positioned as an intervening variable that explains the relationship between personality and work fatigue to turnover intention. Previous research has shown that personality can increase employee engagement which ultimately decreases turnover

intention (Hong et al., 2021). However, some studies have also shown different results so the relationship between these variables still requires further testing.

The novelty in this study lies in the simultaneous testing of the influence of personality and work fatigue on employee engagement and its implications on turnover intention in an integrated research model in the context of local companies. In addition, this study also examines the role of employee engagement as a mediating variable which in several previous studies showed inconsistent results. Another novelty of this study is the finding that employee engagement is not always able to mediate the relationship between personality and work fatigue to turnover intention, thus providing a new perspective that the factor of work fatigue can directly affect turnover intention without going through engagement. These findings enrich the literature on human resource management, especially in understanding the psychological dynamics of employees in a dynamic work environment.

The urgency of this research is based on the empirical phenomenon that occurred at *PT Siraj Badawi Enough Rupiah (SBCR)*, where the turnover rate of employees showed a fluctuating pattern during the 2020–2024 period. Company data shows that the turnover rate had increased to 8.77% in 2023 before declining to 5.83% in 2024. This condition shows that there are organizational challenges in retaining employees in the midst of company growth. High turnover has the potential to disrupt organizational stability and increase the company's operational costs. Therefore, research is needed that is able to identify the factors that affect turnover intention as a basis for formulating a more effective human resource management strategy.

The purpose of this study is to analyze the influence of personality on employee engagement, the effect of work fatigue on employee engagement, the influence of personality on turnover intention, the effect of work fatigue on turnover intention, and the effect of employee engagement on turnover intention. In addition, this study also aims to examine the role of employee engagement as a mediating variable in the relationship between personality and work fatigue to turnover intention. Thus, this study is expected to be able to provide a more comprehensive understanding of the relationship between variables in the context of human resource management. The benefits of this research are theoretically expected to enrich the literature in the field of organizational behavior, especially related to the relationship between personality, work fatigue, employee engagement, and turnover intention. Practically, the results of this study are expected to be considered for company management in designing human resource management policies, especially in an effort to reduce the level of work fatigue, increase employee engagement, and reduce turnover intention. In addition, academically, this research is also expected to be a reference for future researchers who want to study similar variables with different approaches or in different industry sectors.

## **RESEARCH METHOD**

This research used a quantitative approach with a causal associative method that aims to analyze the relationship between personality and work fatigue on employee engagement and its implications on turnover intention. The research was conducted on *PT Siraj Badawi Enough Rupiah (SBCR)* by considering the phenomenon of employee turnover and psychological factors that affect employee attachment to the organization. This study involved a population of 300 employees with a sample of 171 respondents determined using the proportionate

stratified random sampling technique so that each division has proportional representation in the research.

The research data consisted of primary data obtained through the distribution of questionnaires using the five-point Likert scale as well as secondary data derived from company documents and scientific literature relevant to the research variables. The research instrument was compiled based on theoretical indicators of personality variables, work fatigue, employee engagement, and turnover intention. To ensure the quality of the data, a validity and reliability test was carried out which showed that all statement items were declared valid and reliable so that they were suitable for use in research testing.

Data analysis is carried out using path analysis with the help of statistical software to test the direct and indirect influence between variables. Before hypothesis testing, a classical assumption test is carried out to ensure that the research model meets statistical requirements. Furthermore, regression analysis was carried out to determine the partial influence of each variable and test the role of employee engagement as a mediating variable in reducing turnover intention. This approach is expected to be able to provide an empirical picture that can be the basis for recommendations for organizations in increasing employee engagement and reducing turnover rates.

## RESULTS AND DISCUSSION

This research was conducted on *PT Siraj Badawi Quite Rupiah (SBCR)* which is engaged in business with work characteristics that have high target demands, workload, and human resource dynamics. This condition makes this company relevant as an object of research because it has a phenomenon of fluctuating employee turnover and indications of work fatigue that has the potential to affect employee attachment to the organization. The research was carried out in the period from October to December 2025 by involving active employees as research respondents.

The total population in this study is 300 employees, with a sample of 171 respondents determined using proportionate stratified random sampling technique. This technique is used to ensure that each section/division has a proportional representation so that the data obtained is able to describe the condition of the organization more objectively. The use of the number of samples has also met the minimum criteria for quantitative research so that the research results are considered to have an adequate level of confidence.

This study uses primary data in the form of a questionnaire that is compiled based on indicators of personality variables, work fatigue, employee engagement, and turnover intention. In addition, secondary data in the form of company data and academic literature is also used to support the interpretation of research results.

**Table 1. Z Variable Validity Test After Elimination**

Statement	Item-Total Statistics			
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
I have a desire to leave the organization.	32.40	91.277	0.824	0.943

I don't feel like staying in this company for a long time.	32.47	93.415	0.710	0.947
I am looking for job information elsewhere.	32.40	91.277	0.824	0.943
I have or am sending an application to another company.	32.64	91.115	0.855	0.941
I compare my current job to other job opportunities.	32.17	92.083	0.770	0.945
I actively participated in the recruitment process at another company.	32.37	90.505	0.783	0.944
I have a strong desire to resign from this company.	32.39	93.357	0.742	0.946
I have a concrete plan to leave the company.	32.53	91.792	0.782	0.944
I am sure to leave this job in the near future.	32.56	89.366	0.795	0.944
I have mentally made the decision to quit my job.	32.70	90.354	0.783	0.944

Source: Primary data processed by the researcher using SPSS, 2025

The results of the validity test of the turnover intention variable after the elimination of invalid indicators showed that all remaining indicators had a corrected item-total correlation value greater than 0.30. Based on the results of the validity test on the *turnover intention* variable, it was found that there was one indicator that had a *corrected item-total correlation* value of 0.228, which was below the minimum limit of the validity criterion of 0.30. This condition shows that the indicator is not able to represent the *turnover intention* construct consistently, so it was decided to be eliminated from the research instrument.

Furthermore, after the invalid indicators are removed, retests are carried out on the remaining indicators. The results of the retest showed that all indicators had a *corrected item-total correlation* value above 0.30. This indicates that each indicator maintained has an adequate correlation with the total score of the variables and is able to measure the *turnover intention* construct appropriately. Thus, it can be concluded that all indicators of *turnover intention* used after the elimination process have met the validity criteria and are suitable for use in data analysis at the next stage. This process also shows that the research instrument has been refined so that the quality of the measurement is better.

## Reliability

**Table 2. Reliability**

Variable	Cronbach's Alpha	N of Items	Status
Personality (X1)	0,879	19	Highly Reliable
Work Fatigue (X2)	0,952	14	Highly Reliable
Employee Engagement (Y)	0,841	13	Highly Reliable
Turnover Intention (Z)	0,950	10	Highly Reliable

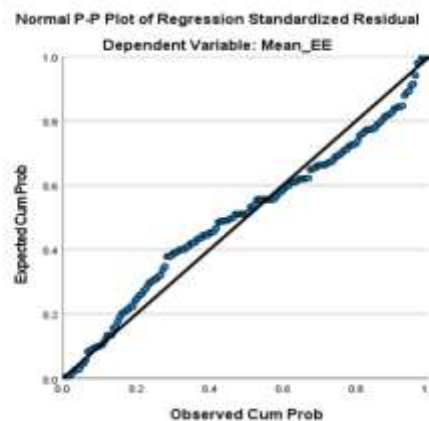
Source: Primary data processed by the researcher using SPSS, 2025

The results of the reliability test showed that all variables in this study had a *Cronbach's Alpha* value greater than the minimum limit of 0.70. This value indicates that each instrument used has a good level of internal consistency in measuring the construct being studied. In other words, the statement items in each variable are able to provide stable and reliable measurement results.

The high *Cronbach's Alpha* values on personality variables, work fatigue, *employee engagement*, and *turnover intention* also showed that the indicators in each variable supported each other and did not show significant inconsistencies. This indicates that respondents provide relatively consistent answers to items that measure the same construct.

Thus, it can be concluded that all research instruments have met the reliability criteria and are suitable for use as a measuring tool in data analysis at the next stage. The results of this reliability test provide a strong basis that the processing and testing of hypotheses in this study can be carried out using reliable instruments that can be scientifically accounted for.

### Classic Assumption Test Normality Test



**Figure 1. Normality Test (Normal P–P Plot)**

Source: Primary data processed by the researcher using SPSS, 2025

The normality test aims to find out whether the residual data in the regression model is normally distributed. In this study, the normality test was carried out using the Normal Probability Plot (Normal P–P Plot). Based on the test results, it can be seen that the residual points are spread around and follow a diagonal line. This shows that the residual is normally distributed, so the assumption of normality in the regression model is met. The results of the normality test can be visually seen in the image above.

### Multicollinearity Test

**Table 3. Multicollinearity Test  
Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.236	.426		.554	.580	
	Mean_KP	.183	.148	.085	1.242	.216	.393 2.546
	Mean_KK	.802	.050	.806	16.002	<.001	.720 1.389

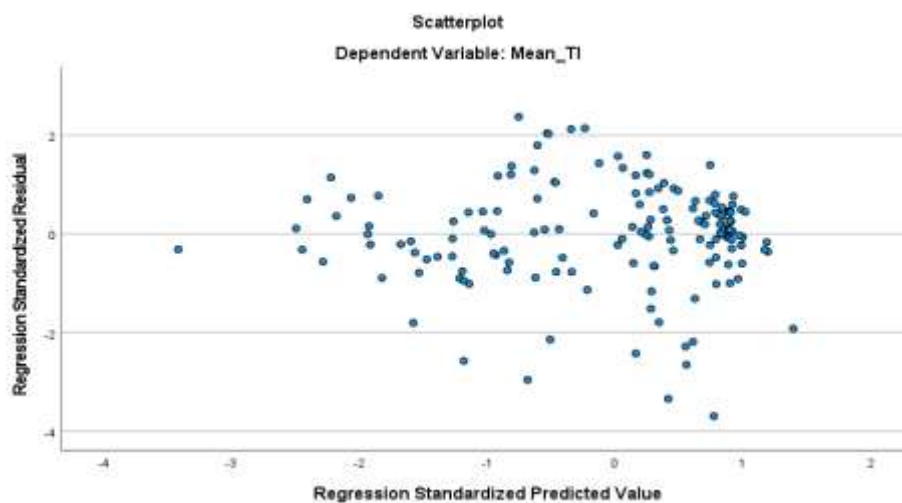
Mean EE	-.063	.152	-.029	-.412	.681	.371	2.696
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a. Dependent Variable: **Mean\_TI**

Source: Primary data processed by the researcher using SPSS, 2025

The multicollinearity test was performed to find out if there is a high correlation between independent variables in the regression model. Based on the test results, all independent variables had a tolerance value greater than 0.10 and a Variance Inflation Factor (VIF) value of less than 10. Thus, it can be concluded that there is no multicollinearity in the regression model.

### Heteroscedasticity Test



**Figure 2. Heteroscedasticity Test (Scatterplot)**

Source: Primary data processed by the researcher using SPSS, 2025

The heteroscedasticity test was performed using a scatterplot between standardized residual and standardized prediction values. Based on the test results, it can be seen that the residual dots are scattered randomly and do not form a specific pattern. This shows that heteroscedasticity does not occur in the regression model. The results of the heteroscedasticity test can be visually seen in Figure X.

### Uji Hypothesis

**Table 4. Hypothesis Testing Results for Structural Model**  
Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.002	.202		4.955	<.001		
	Mean KP	.683	.053	.683	12.806	<.001	.776	1.288
	Mean KK	.089	.025	.194	3.635	<.001	.776	1.288

a. Dependent Variable: **Mean\_EE**

Source: Primary data processed by the researcher, 2025

**Table 5. Direct Effect Test Results**

		Coefficients <sup>a</sup>					Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	.236	.426		.554	.580		
	Mean_KP	.183	.148	.085	1.242	.216	.393	2.546
	Mean_KK	.802	.050	.806	16.002	<.001	.720	1.389
	Mean_EE	-.063	.152	-.029	-.412	.681	.371	2.696

a. Dependent Variable: **Mean\_TI**

Source: Primary data processed by the researcher, 2025

**Table 6. Indirect Effect / Mediation Test Results**

Hypothesis	Statement	Verdict
H1	EE → personality	Accepted
H2	EE → Work Fatigue	Rejected
H3	IT → personality	Rejected
H4	IT → Work Fatigue	Accepted
H5	EE → TI	Rejected
H6	KP → TI via EE	Rejected
H7	KK → TI via EE	Rejected

Source: Primary data processed by the researcher, 2025

Based on the results of the hypothesis testing that has been carried out, several important findings related to the relationship between variables in this study were obtained. The test results show that:

**Table 7. Personality on Employee Engagement**

		Coefficients <sup>a</sup>					Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	.236	.426		.554	.580		
	Mean_KP	.183	.148	.085	1.242	.216	.393	2.546
	Mean_KK	.802	.050	.806	16.002	<.001	.720	1.389
	Mean_EE	-.063	.152	-.029	-.412	.681	.371	2.696

a. Dependent Variable: **Mean\_TI**

Source: Primary data processed by the researcher, 2025

**H1: Personality → Employee Engagement (Accepted)**

The test results show that personality has a significant effect on employee engagement. These findings indicate that individual characteristics, such as emotional stability, responsibility, and openness to experience, play an important role in shaping an employee's attachment to his or her work. Employees with positive personalities tend to have higher passion, dedication, and work engagement.

**Table 8.**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.236	.426		.554	.580		
	Mean KP	.183	.148	.085	1.242	.216	.393	2.546
	Mean KK	.802	.050	.806	16.002	<.001	.720	1.389
	Mean EE	-.063	.152	-.029	-.412	.681	.371	2.696

a. Dependent Variable: **Mean\_TI**

Source: Primary data processed by the researcher, 2025

### **H2: Work Fatigue → Employee Engagement (Rejected)**

Work fatigue has not been shown to have a significant effect on employee engagement. This shows that even if employees experience work burnout, this condition does not necessarily directly reduce their attachment to work. Employees can still maintain work engagement due to professionalism factors, organizational demands, or the need to maintain performance.

**Table 9.**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.236	.426		.554	.580		
	Mean KP	.183	.148	.085	1.242	.216	.393	2.546
	Mean KK	.802	.050	.806	16.002	<.001	.720	1.389
	Mean EE	-.063	.152	-.029	-.412	.681	.371	2.696

a. Dependent Variable: **Mean\_TI**

Source: Primary data processed by the researcher, 2025

### **H3: Personality → Turnover Intention (Rejected)**

The test results showed that personality had no significant effect on turnover intention. These findings indicate that employees' intentions to leave the organization are not directly determined by personality traits, but rather are influenced by contextual situational factors in the work environment.

**Table 10. The Effect of Personality on Turnover Intention**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.236	.426		.554	.580		
	Mean KP	.183	.148	.085	1.242	.216	.393	2.546
	Mean KK	.802	.050	.806	16.002	<.001	.720	1.389
	Mean EE	-.063	.152	-.029	-.412	.681	.371	2.696

a. Dependent Variable: **Mean\_TI**

Source: Primary data processed by the researcher, 2025

### **H4: Work Fatigue → Turnover Intention (Accepted)**

Work fatigue has been proven to have a positive and significant effect on turnover

intention. This means that the higher the level of work burnout experienced by employees, the greater their tendency to have the intention of leaving the organization. Work fatigue is the dominant factor that encourages the emergence of turnover intention as a form of response to prolonged work pressure.

**Table 11. Work Fatigue on Turnover Intention**  
Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.236	.426		.554	.580		
	Mean KP	.183	.148	.085	1.242	.216	.393	2.546
	Mean KK	.802	.050	.806	16.002	<.001	.720	1.389
	Mean EE	-.063	.152	-.029	-.412	.681	.371	2.696

a. Dependent Variable: Mean\_TI

Source: Primary data processed by the researcher, 2025

### H5: Employee Engagement → Turnover Intention (Ditolak)

Employee engagement has no significant effect on turnover intention. These findings suggest that high work attachment is not necessarily able to suppress employees' intention to change jobs, especially when employees continue to experience work fatigue or high psychological stress.

**Table 12. Employee Engagement on Turnover Intention**  
Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.236	.426		.554	.580		
	Mean KP	.183	.148	.085	1.242	.216	.393	2.546
	Mean KK	.802	.050	.806	16.002	<.001	.720	1.389
	Mean EE	-.063	.152	-.029	-.412	.681	.371	2.696

a. Dependent Variable: Mean\_TI

Source: Primary data processed by the researcher, 2025

### H6: Personality → Turnover Intention through Employee Engagement (Rejected)

Employee engagement has not been shown to mediate the influence of personality on turnover intention. This shows that the influence of personality on the intention to move jobs does not take place through the mechanism of work attachment, but tends to be direct or influenced by other factors outside the research model.

**Table 13. Mediation Test of Employee Engagement**  
Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.236	.426		.554	.580		
	Mean KP	.183	.148	.085	1.242	.216	.393	2.546
	Mean_KK	.802	.050	.806	16.002	<.001	.720	1.389

Mean EE	-.063	.152	-.029	-.412	.681	.371	2.696
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a. Dependent Variable: **Mean\_TI**

Source: Primary data processed by the researcher, 2025

### **H7: Work Fatigue → Turnover Intention through Employee Engagement (Rejected)**

Employee engagement also does not mediate the effect of work fatigue on turnover intention. These findings indicate that work fatigue affects turnover intention directly, without intermediary's employee engagement.

The results of this study show that the relationship between variables does not entirely run according to the hypothesis proposed. The main findings of the study indicate that personality has a positive and significant effect on employee engagement, while work fatigue has not been shown to have a significant effect on employee engagement. These findings provide an idea that employee engagement at work is more influenced by individual internal characteristics than by perceived work fatigue conditions.

The positive influence of personality on employee engagement is in line with the Big Five Personality approach, which emphasizes that characteristics such as openness, perseverance, and emotional stability encourage individuals to be more cognitively and emotionally engaged in work. Individuals with positive personalities tend to have higher enthusiasm, dedication, and work absorption, so they are able to stay engaged despite the pressures of work. These findings are consistent with Ansari's (2020) research which states that certain personality dimensions significantly predict employee engagement levels (Ansari, 2020).

On the other hand, work fatigue has not been shown to have a significant effect on employee engagement. These findings suggest that even if employees feel burnout, they don't necessarily directly lower work engagement rates. This can be caused by professional demands, organizational norms, or economic needs that make employees maintain work involvement even though they experience fatigue. A similar phenomenon was also found in several studies that stated that burnout does not always have a direct impact on engagement, especially in the context of certain organizations that have high work pressure but demand continuous performance (*BuktiKinerja*, n.d.). Furthermore, the results of the study showed that work fatigue had a positive and significant effect on turnover intention, while personality and employee engagement did not have a significant effect on turnover intention. These findings confirm that work fatigue is the dominant factor that drives the emergence of employee intention to leave the organization. Employees who experience emotional exhaustion, depersonalization, and decreased work achievement tend to have a greater desire to quit their jobs as a form of self-protection mechanism.

These results are consistent with previous studies that have shown that burnout has a strong direct relationship with turnover intention. A study by Setiabudi and Wendra (2025) found that burnout is a significant predictor of turnover intention, even stronger than work engagement (*BuktiKinerja*, n.d.). Thus, work fatigue can be understood as the main trigger for the emergence of exit intentions, especially when employees feel that their psychological resources have been drained.

The insignificance of the effect of employee engagement on turnover intention shows that high work involvement is not necessarily able to restrain employees' desire to leave if work

pressure and fatigue remain high. This condition indicates that engagement is fragile when it is not balanced with workload management and employee psychological health.

Based on mediation analysis, employee engagement has not been proven to mediate the relationship between personality and work fatigue to turnover intention. This shows that the path of influence of personality and work fatigue on turnover intention is more direct, especially in the work fatigue variable.

This study aims to analyze the influence of personality and work fatigue on *employee engagement* and *turnover intention*, as well as the role of *employee engagement* as a mediating variable. Based on the results of hypothesis testing, findings were obtained that showed that not all relationships between variables went according to the hypothesis proposed. Therefore, this discussion part is focused on the interpretation of research results by linking them to previous theories and empirical findings. The results of the study show that These findings indicate that individual characteristics have an important role in shaping an employee's attachment to their work. Employees who have positive personalities, such as emotional stability, the ability to work together, responsibility, and openness to new experiences, tend to show higher levels of enthusiasm, dedication, and work engagement. In an organizational context, personality serves as an internal psychological resource that helps employees to stay engaged and committed to their work. These results are in line with the Big Five Personality approach which states that certain personality dimensions contribute to positive attitudes and work behaviors.

These findings suggest that even if employees experience work burnout, this condition does not necessarily directly reduce their level of attachment to work. This can happen due to professional demands, work culture, or commitment to the organization that keeps employees engaged despite being tired. In other words, employee engagement in this study was not entirely influenced by the condition of work fatigue, but also by other factors such as job responsibilities and the need to maintain performance.

The results of the study showed that personality did not have a significant effect on the intention to change jobs. These findings indicate that employees' decisions to leave the organization are not solely determined by the individual's personality traits. In the context of this study, situational factors such as work pressure and working conditions seem to have a more dominant role than personality characteristics. This shows that even though employees have a positive personality, they can still have the intention to leave when faced with less supportive working conditions.

These findings suggest that the higher the level of burnout employees feel, the greater their tendency to have the intention of leaving the organization. Continuous work fatigue can reduce psychological well-being, reduce job satisfaction, and cause a desire to find a better work environment. Thus, work fatigue can be seen as the main factor that drives the emergence of turnover intention in this study.

These findings indicate that a high level of work attachment is not necessarily able to suppress employees' intention to change jobs. Under certain conditions, employees can still feel involved with their work, but at the same time have the desire to leave the organization due to work pressure or fatigue experienced. This shows that employee engagement is not always the main determining factor in reducing turnover intention, especially when the factor of work fatigue is at a high level.

Both in the relationship between personality and turnover intention and in the relationship between work fatigue and turnover intention. The absence of this mediation shows that the influence of personality and work fatigue on turnover intention is more direct. Especially in the work fatigue variable, the effect on turnover intention is not through the psychological mechanism of employee engagement, but occurs directly due to the accumulation of pressure and fatigue felt by employees.

Overall, the results of this discussion show that work fatigue is the most consistent factor in influencing turnover intention. Meanwhile, personality has an important role in increasing employee engagement, but it is not strong enough to directly suppress the intention to change jobs. These findings provide an understanding that organizational efforts to reduce turnover intention are not enough just to increase work engagement, but also need to be focused on managing work fatigue systematically and sustainably.

## CONCLUSION

This study aims to analyze the influence of personality and work fatigue on employee engagement and its implications for turnover intention in employees of *PT Siraj Badawi* Quite Rupiah. Based on the results of the analysis conducted, this study found that personality has been proven to play a role in increasing employee engagement, but it does not have a direct effect on turnover intention. Meanwhile, work burnout proved to be the most dominant factor influencing turnover intention, suggesting that prolonged work pressure can drive the emergence of employee intention to leave the organization. In addition, employee engagement has not been shown to affect turnover intention and is unable to mediate the relationship between personality and work fatigue to turnover intention. These findings show that increasing employee engagement alone is not enough to suppress exit intentions if the organization is not able to manage the workload and psychological well-being of employees optimally. The contribution of this research lies in strengthening the study of organizational behavior, especially related to the role of individual psychological factors and working conditions in explaining turnover intention, as well as providing empirical evidence that work fatigue has a stronger influence than personality factors and employee engagement in the context of this study. Practically, this study implies that organizations need to prioritize workload management strategies, employee mental health, and sustainable work policies as an effort to reduce turnover rates. However, this study has limitations in the scope of research objects that are only carried out in one company as well as the limitations of the variables studied, so it is not able to describe all factors that can affect turnover intention. Therefore, further research is recommended to add other variables such as job satisfaction, compensation, work stress, or organizational support, as well as to use more comprehensive analytical methods or broader research objects in order to obtain more generalizable and in-depth results.

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