

Research Article

# The Mediating Role of Work Engagement in the Relationship Between Transactional Leadership and Workload with Turnover Intention Among Part-Time Coffeeshop Workers in Pontianak City

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**Abstract:** This study aims to analyze the effect of transactional leadership and workload on turnover intention, with work engagement as a mediating variable among part-time workers in the coffeeshop industry in Pontianak City. Transactional leadership, which emphasizes a system of rewards and punishments, along with high workload, is presumed to influence employees' emotional attachment to their jobs and subsequently affect their intention to leave. This research adopts a quantitative approach using the PLS-SEM method through SmartPLS 4.0 software, with data collected via a Likert-scale questionnaire. A total of 200 respondents were selected using purposive sampling. The results indicate that transactional leadership has a significant negative effect on turnover intention and a significant positive effect on work engagement. Workload has a significant positive effect on both work engagement and turnover intention. Furthermore, work engagement has a significant negative effect on turnover intention and is proven to mediate the effects of transactional leadership and workload on turnover intention. These findings highlight the critical role of work engagement in reducing employees' desire to leave, even when faced with high workloads and a transactional leadership style.

**Keywords:** Transactional Leadership, Work Engagement, Workload, Turnover Intention, Coffeeshop

## 1. Introduction

In an increasingly competitive global market, company strategies must be designed by taking into account changes in the business environment and the global development of organizations. Human resources (HR) play a key role in achieving organizational goals, thus their management must be optimized so that each individual can contribute maximally to the company's success (Daud & Afifah, 2021).

The coffeeshop industry has experienced significant growth in line with changing lifestyles. In its operations, coffeeshops rely on two types of labor: full-time and part-time employees. Full-time workers are typically responsible for operational stability and daily service, while part-time employees are needed to support peak hours and maintain cost efficiency.

Differences in responsibilities, working hours, and job objectives between the two create unique dynamics in human resource management. Therefore, understanding the urgency and contribution of each employee type is essential to ensure effective, efficient, and sustainable workforce management in coffeeshops.

A part-time worker in a coffeeshop is a vital component of the business itself. They serve as essential human resources needed by the industry to achieve its goals. In Pontianak, there is a notable phenomenon regarding part-time workers in coffee establishments. According to 2024 data from the Investment, Labor, and One-Stop Integrated Services Agency of Pontianak City, there are 800 registered coffee shops and cafés. Small-scale coffee shops

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usually employ two to five workers, while larger cafés may hire more than 50 employees. Additionally, being a barista has become a promising job opportunity, especially in cafés using specialized coffee machines. Interestingly, most baristas are from the millennial generation (Jemi, 2022).

The phenomenon of part-time workers in Pontianak's coffee shops reflects a trend occurring in many cities across Indonesia. Part-time jobs in coffeeshops are increasingly popular among university students and recent graduates seeking work experience while maintaining flexible schedules. Positions typically offered include barista, cashier, and server. Beyond earning extra income, part-time employees also gain skills in customer service, time management, and crafting quality coffee.

However, challenges such as dynamic working hours, pressure during peak times, and the need for specific barista skills are realities that part-time workers must face. Nevertheless, this work provides opportunities to build professional networks and develop interpersonal skills that are valuable across various industries. As Pontianak's coffee industry continues to grow, the demand for part-time workers is expected to rise, creating more employment opportunities for the city's youth.

In Pontianak, coffeeshops serve not only as social hubs but also as platforms for community empowerment. For example, some cafés empower individuals with disabilities by training them to become baristas, offering them opportunities for independence and empowerment (Edi, 2024). Overall, while part-time work in coffee shops provides numerous benefits for young people, proper attention to decent working conditions and protection of workers' rights remains a critical issue, as these factors can influence employees' intentions to leave their jobs.

Given the essential role of part-time workers as human resources in the coffeeshop industry, it is worth questioning whether work engagement may counteract the negative aspects of transactional leadership policies—such as wage deductions and item replacement penalties—which can become additional workload burdens for part-time workers, ultimately increasing their turnover intention.

High employee turnover can negatively affect companies in terms of both finances and time efficiency (Park & Min, 2020). One of the factors influencing turnover is transactional leadership, in which leaders reward or penalize employees based on performance (Changar & Atan, 2021). Employees in the F&B industry often feel burdened by strict rules and company policies, such as wage deductions or compensation for lost items, which may prompt them to leave their jobs.

In addition to leadership, workload is a key factor influencing turnover intention. Employees facing high job demands are more likely to experience stress and emotional strain—factors that can be mitigated by increasing work engagement (Anees et al., 2021). Workers with high levels of engagement tend to be more motivated, more resilient under pressure, and less likely to quit.

This study aims to analyze the relationship between transactional leadership and workload, with work engagement as a mediating variable influencing turnover intention among part-time coffeeshop workers in Pontianak, using Structural Equation Modeling (SEM) as the analytical approach.

## 2. Preliminaries or Related Work or Literature Review

### Transactional Leadership

In transactional leadership, leaders set specific expectations for their subordinates and strive to meet their needs within certain boundaries (Park & Pierce, 2020). For this leadership system to be successfully implemented, trust and credibility from leaders are essential (Decuyper & Schaufeli, 2021).

Transactional leadership is a leadership style that focuses on the exchange relationship between leaders and subordinates, in which leaders provide rewards or impose punishments based on subordinates' performance in achieving predetermined targets. This leadership style emphasizes task completion and the fulfillment of duties through a clear structure and strict control.

Chris and Rezi (2023) define transactional leadership as a leadership style that emphasizes the provision of rewards and punishments to subordinates based on their performance achievements.

Overall, transactional leadership can be described as a style that relies on a reward-and-punishment system in the working relationship between leaders and subordinates, aiming to ensure performance is achieved in accordance with established standards.

### **Workload**

Workload refers to the extent to which an employee's potential is expected to be utilized in completing assigned responsibilities, which can be indicated by the amount of work to be done and the time available to complete it (Clarayustina, 2023). Workload is also described as the activities carried out by employees in completing organizational or job-related tasks in a healthy condition, while balancing time between work, family, and rest (Wahyuni et al., 2023).

Another definition of workload is the output target that must be achieved within a certain period. Stress-inducing workload can be categorized into two types: excessive workload, where job responsibilities exceed an individual's capacity to manage them, and insufficient workload, where the tasks assigned fall below the employee's capabilities. Effective workload management plays a crucial role in maintaining employee comfort and well-being (Dang et al., 2020).

Based on these definitions, workload can be summarized as the amount and complexity of tasks that must be completed by an employee within a given time frame, taking into account individual capacity and the need to balance work with other aspects of life.

### **Work Engagement**

Work engagement is a positive psychological state related to one's job, characterized by vigor, dedication, and absorption. Vigor refers to high levels of energy and mental resilience while working; dedication reflects a strong involvement, enthusiasm, and pride in one's job; and absorption describes full concentration and deep immersion in work activities (Bakker, 2023).

Work engagement also refers to the extent to which an employee feels satisfied, connected to their job, and committed to the organization. It represents an employee's response to their tasks and work environment (Noercahyo, Maarif, & Sumertajaya, 2021). According to Robbins (2020), work engagement is the degree to which an individual identifies with their job, actively participates in it, and perceives their performance as essential to their self-worth. The more engaged an employee is, the stronger their sense of belonging to the organization. Factors such as work spirit, commitment, and task effectiveness serve as indicators of engagement (Zhang et al., 2020).

Based on these definitions, work engagement can be defined as the extent to which an individual connects with their job, actively participates in its execution, and views their performance as an important part of their identity. This engagement reflects a positive psychological condition marked by vigor, dedication, and absorption. Employees with high levels of work engagement tend to demonstrate energy, strong commitment, a sense of belonging to the organization, and full concentration in carrying out their tasks.

### **Turnover Intention**

Turnover intention can be defined as an employee's intention to leave their current job and seek a better opportunity within the next few months (Agustina, 2023:27). Turnover intention refers to a person's conscious desire or tendency to consider leaving their current employment and searching for job opportunities elsewhere (Robbins & Judge, 2020).

Turnover intention reflects an employee's inclination either to remain with the organization or to resign (Anees et al., 2021). It also represents a psychological attitude toward one's job and organization, often influenced by perceptions of working conditions, job satisfaction, and career expectations. This intention is considered a key indicator that organizations can use to predict potential employee turnover (Zhang, 2020).

Based on these definitions, turnover intention can be described as an employee's tendency or desire to leave their current job and seek alternative employment opportunities perceived as better within a certain period of time.

### **Transactional Leadership on Turnover Intention**

The application of sanctions in transactional leadership can increase employees' tendency to resign from the organization. Previous research has shown that transactional leadership has a significant influence on turnover intention (Hamzat, 2020). Another study also found that transactional leadership positively affects turnover intention (Fitriani, 2024).

### **Workload on Turnover Intention**

Workload is one of the main factors influencing employees' intention to leave an organization. Therefore, this condition must be mitigated to prevent negative impacts on the organization. Several studies have also found a significant positive relationship between workload and turnover intention (Nainggolan & Gunawan, 2021). Research indicates that a high workload can increase employees' intention to leave the organization. One study found a positive correlation between workload and turnover intention, meaning that the higher the workload, the stronger the employee's intention to resign (Akbar, 2020).

### **Transactional Leadership on Work Engagement**

Work engagement in the workplace plays a crucial role in the development of a company's human resources. To achieve sustainable business success and growth, competent leadership is required. Transactional leadership, which is value-based, emphasizes task accomplishment as well as evaluating differences and shortcomings in subordinates' work performance (Patiar & Wang, 2020). In this system, employees are given incentives as a form of reward for specific achievements, which in turn can enhance their work engagement. Previous research has also shown that transactional leadership is closely related to the level of work engagement within organizations (Suhendra, 2021).

### **Workload on Work Engagement**

An organization requires not only skilled labor but also flexibility in handling various tasks. When work responsibilities exceed an individual's capacity, tasks become ineffective and burdensome, especially under complex company policies. Employees often experience pressure due to responsibilities that go beyond their job descriptions, coupled with a lack of support from supervisors. This situation frequently becomes a primary reason for resignation. Therefore, building strong work engagement within the organization is crucial. Employees with high levels of engagement tend to be more proactive in seeking the best solutions to complete their work efficiently in terms of time and resources (Rožman et al., 2021). With work engagement, workload is no longer perceived as excessive pressure. Several studies also indicate a positive relationship between workload and employee work engagement levels (Presti et al., 2020).

### **Turnover Intention on Work Engagement**

The extent to which an individual feels fit with their job is a determining factor in whether they will stay with or leave the organization. Turnover intention arises when employees choose to resign, thus requiring special attention. In this context, it is important to examine various aspects of employee morale from different perspectives to understand their influence on the decision to leave the job (Verma & Kesari, 2020). To reduce turnover rates, management should strengthen relationships with employees. Research findings indicate that work engagement can affect employees' intentions to remain with or leave the company (Cao & Chen, 2021).

### **Transactional Leadership on Turnover Intention Through Work Engagement**

Leaders with a transactional leadership style supervise their subordinates' tasks and provide rewards based on performance and effort (Patiar & Wang, 2020). The way transactional leadership is applied can elicit various reactions. If implemented too strictly, it may cause pressure on employees, which in turn increases their likelihood of leaving the job. In this context, work engagement acts as a mediating variable that helps measure the extent to which workload influences employees' intention to resign (Suhendra, 2021).

### Workload on Turnover Intention Through Work Engagement

High workload often negatively impacts an individual's work enthusiasm and leads to unproductive behaviors in the workplace. This factor plays a significant role in determining productivity levels as well as employee turnover rates. The pressure resulting from excessive workload can drive employees to consider leaving their jobs (Bawono & Lao, 2020). Therefore, work engagement is used as a mediating variable to assess the extent to which workload influences employees' intention to resign. Findings from several studies also indicate that work engagement serves as a mediator in the relationship between workload and turnover intention (Fabiyani et al., 2021).

### 3. Proposed Method

This study was conducted using a causal associative research design with a quantitative method. The data used in this study were primary data collected through a questionnaire distributed to respondents via Google Form. The questionnaire employed a Likert scale ranging from 1 to 5, with the following categories: Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), and Strongly Disagree (1). The sampling technique used was purposive sampling with the following criteria: 1) part-time workers currently employed at coffee shops in Pontianak, West Kalimantan; 2) employees aged 17 to 27 years; 3) employed at the coffee shop for at least 6 months. The population of this study consisted of part-time workers at coffee shops in Pontianak, West Kalimantan. The sample size was determined based on the Lemeshow formula ( $n = \frac{Z^2 P (1-P)}{d^2}$ ) because the total population size was unknown. Therefore, a minimum of 100 respondents were required as the study sample (Slamet & Aglis, 2020).

Transactional leadership was measured through three statements adapted from Bass (1990), namely contingent reward, active management by exception, and passive management by exception. Workload was analyzed using six questions based on the NASA-TLX method (Hart & Staveland, 1988), covering mental demand, physical demand, temporal demand, performance, effort, and frustration level. Turnover intention was evaluated using three statements from Ansori (2021), including thinking of quitting, intention to search for alternatives, and intention to quit. To measure work engagement, this study used three items referring to the Utrecht Work Engagement Scale (UWES) by Schaufeli et al. (2002), which includes vigor, dedication, and absorption.

Data were analyzed using SmartPLS version 4 with the PLS-SEM method, following the procedures outlined in previous research [33]. The first step in assessing the reflective measurement model was to examine indicator loadings for convergent validity, ensuring that the Average Variance Extracted (AVE) was greater than 0.5 and outer loadings exceeded 0.708, indicating good item reliability. The second step involved assessing discriminant validity using the Fornell-Larcker criterion. Third, reliability was measured through composite reliability, where values between 0.60 and 0.70 were considered acceptable for exploratory research, 0.70 to 0.90 were satisfactory to good, and values above 0.95 were considered too high as they could reduce construct validity. Additionally, Cronbach's alpha was used as an additional measure of reliability. Next, R-square values were evaluated, with values of 0.75 considered substantial, 0.50 moderate, and 0.25 weak. Finally, hypothesis testing was conducted, where hypotheses were accepted if the t-statistic was greater than 1.65 or the p-value was less than 0.05.

### 4. Results and Discussion

#### Figures and Tables

There were 200 respondents in this study. The characteristics of the respondents are summarized in the following table. Based on the table, it can be seen that the majority of respondents were male, accounting for 77%. The age group of 21–24 years dominated the sample, comprising 75% of the respondents. Most respondents had 1–2 years of work experience (57%). All respondents were employed at coffee shops located in Pontianak, West Kalimantan.

**Table 1.** Characteristics of Respondents

Category	Item	Frequency	%
Gender	Male	154	77%
	Female	46	23%
	<b>Total</b>	<b>200</b>	<b>100%</b>
Age	17-20 years	34	17%
	21-24 years	150	75%
	25-27 years	16	8%
	<b>Total</b>	<b>200</b>	<b>100%</b>
Last Education Level	Primary School	0	0%
	Junior High School	2	1%
	Senior High School	176	88%
	Undergraduate/Diploma	22	11%
	Postgraduate	0	0%
	<b>Total</b>	<b>200</b>	<b>100%</b>
Length of Work	<1 years	68	34%
	1-2 years	114	57%
	>3 years	18	9%
	<b>Total</b>	<b>200</b>	<b>100%</b>
Work Area Location	Pontianak	200	100%
	<b>Total</b>	<b>200</b>	<b>100%</b>

**Table 2.** Outher Loading, Reliability dan Validity

Variabel	Item	Outher Loading (>0.7)	AVE (>0.5)	Cronbach's Alpha (>0.7)	Composite Reliability (>0.7)
Transactional Leadership	Contingent Reward	<b>0.908</b>	<b>0.844</b>	<b>0.908</b>	<b>0.942</b>
	Active Management by Exception	<b>0.919</b>			
	Passive Management by Exception	<b>0.929</b>			
Work Load	Mental Demand	<b>0.839</b>	<b>0.746</b>	<b>0.932</b>	<b>0.946</b>
	Physical Demand	<b>0.835</b>			
	Temporal Demand	<b>0.861</b>			
	Performance	<b>0.876</b>			
	Effort	<b>0.901</b>			
	Frustration Level	<b>0.868</b>			
Work Engagement	Vigor	<b>0.940</b>	<b>0.862</b>	<b>0.919</b>	<b>0.949</b>
	Dedication	<b>0.957</b>			
	Absorption	<b>0.886</b>			
Turnover Intention	Thinking of Quitting	<b>0.974</b>	<b>0.938</b>	<b>0.967</b>	<b>0.978</b>
	Intention to Search For Alternatives	<b>0.957</b>			
	Intention to Quit	<b>0.974</b>			

Table 2 shows that all variables in the study—namely Transactional Leadership, Workload, Work Engagement, and Turnover Intention—have met the criteria for good validity and reliability. All items have outer loadings above 0.7, AVE values greater than 0.5, and both Cronbach’s Alpha and Composite Reliability values above 0.7. This indicates that the instruments used to measure each variable possess high internal consistency and adequately represent the constructs, making them suitable for further analysis.

**Tabel 3.** Discriminant Validity – Heterotrait-Monotrait Ratio (HTMT)

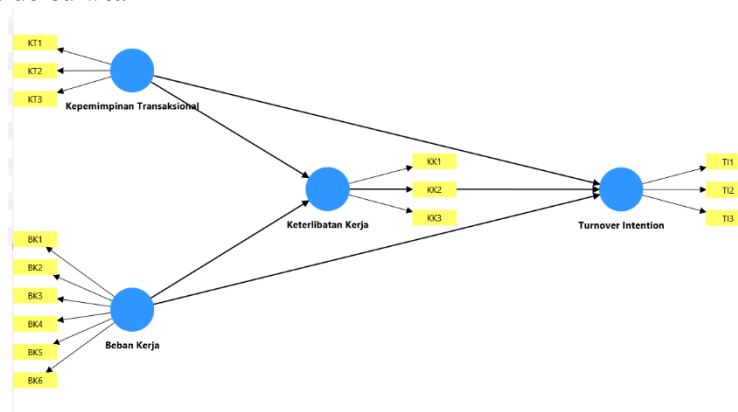
	Workload	Transactional Leadership	Work Engagement	Turnover Intention
Workload				
Transactional Leadership	<b>0.776</b>			
Work Engagement	<b>0.741</b>	<b>0.711</b>		
Turnover Intention	<b>0.264</b>	<b>0.033</b>	<b>0.037</b>	

The results of the discriminant validity test using the Heterotrait-Monotrait Ratio (HTMT) method indicate that all constructs in the model—namely Workload, Transactional Leadership, Work Engagement, and Turnover Intention—have HTMT values below the threshold of 0.90. This suggests that each construct in the model is conceptually distinct and does not overlap with one another. Therefore, it can be concluded that the model meets the criteria for discriminant validity and is deemed appropriate.

**Tabel 4.** R-square

	R-square	R-square adjusted
Work Engagemnt	<b>0.527</b>	<b>0.522</b>
Turnover Intention	<b>0.182</b>	<b>0.169</b>

Table 4. shows that the independent variables in the model are able to explain variations in the dependent variables, namely Work Engagement and Turnover Intention, with R-square values of 0.527 and 0.182, respectively. This means that 52.7% of the variability in Work Engagement and 18.2% of the variability in Turnover Intention can be explained by the model. The adjusted R-square values of 0.522 and 0.169 indicate that the model performs fairly well in explaining Work Engagement, while its explanatory power for Turnover Intention is considered weak.



**Figure 1.** Full Model Testing

**Tabel 5.** Hypothesis Testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Work Load -> Work Engagement	<b>0.449</b>	<b>0.436</b>	<b>0.078</b>	<b>5.766</b>	<b>0.000</b>
Workload -> Turnover Intention	<b>0.669</b>	<b>0.670</b>	<b>0.119</b>	<b>5.628</b>	<b>0.000</b>
Transactional Leadership -> Work Engagement	<b>0.334</b>	<b>0.334</b>	<b>0.069</b>	<b>4.837</b>	<b>0.000</b>
Transactional Leadership -> Turnover Intention	<b>-0.309</b>	<b>-0.306</b>	<b>0.094</b>	<b>3.271</b>	<b>0.001</b>
Work Engagement -> Turnover Intention	<b>-0.284</b>	<b>-0.284</b>	<b>0.073</b>	<b>3.906</b>	<b>0.000</b>

Based on Table 5 regarding the hypothesis testing, all relationships between variables in the model are statistically significant, as indicated by p-values less than 0.05. The relationship between Workload and Work Engagement shows a positive coefficient of 0.499 with a p-value of 0.000, indicating that higher work stress is associated with higher Work Engagement. Similarly, the relationship between Workload and Turnover Intention is also significantly positive (0.669; p = 0.000), suggesting that increased work stress may lead to higher Turnover Intention.

Transactional Leadership has a significant positive effect on Work Engagement (0.334; p = 0.000), indicating that higher levels of Transactional Leadership can enhance Work Engagement. Conversely, Transactional Leadership has a significant negative effect on Turnover Intention (-0.309; p = 0.001). In addition, Work Engagement negatively affects Turnover Intention (-0.284; p = 0.000). Among these relationships, the strongest effect is observed between Workload and Turnover Intention. These results indicate that Workload plays a crucial role in increasing both Work Engagement and Turnover Intention, while Transactional Leadership has a negative impact on Turnover Intention.

**Tabel 6.** Mediation Testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Workload -> Work Engagement -> Turnover Intention	<b>-0.128</b>	<b>-0.125</b>	<b>0.043</b>	<b>2.996</b>	<b>0.003</b>
Transactional Leadership -> Work Engagement -> Turnover Intention	<b>-0.095</b>	<b>-0.095</b>	<b>0.033</b>	<b>2.864</b>	<b>0.004</b>

The table above presents the results of the mediation test or indirect effects of Transactional Leadership and Workload on Turnover Intention through Work Engagement as a mediating variable. The first result, namely Workload → Work Engagement → Turnover Intention, shows a coefficient value of -0.128 with a p-value of 0.003, indicating that the indirect effect of Workload on Turnover Intention through Work Engagement is negative and significant. This suggests that increased workload reduces turnover intention, which in turn leads to lower work engagement.

Meanwhile, the second result, Transactional Leadership → Work Engagement → Turnover Intention, shows a coefficient of -0.095 with a p-value of 0.004, indicating that the indirect effect of Transactional Leadership on Turnover Intention through Work Engagement is also negative and significant. This implies that Transactional Leadership reduces turnover intention, which subsequently decreases work engagement.



## 5. Comparison

This study reveals that workload positively and significantly influences turnover intention among part-time coffee shop employees, aligning with prior research indicating that excessive workload increases resignation tendencies. Conversely, transactional leadership negatively impacts turnover intention, suggesting that fair and consistent application of this leadership style reduces employees' desire to leave. Both workload and transactional leadership positively affect work engagement, indicating that meaningful work and leader support can sustain employee engagement despite high workload. Work engagement, in turn, negatively affects turnover intention, supporting the theory that engaged employees are less likely to leave. Additionally, work engagement significantly mediates the relationships between workload, transactional leadership, and turnover intention.

## 6. Conclusions

Based on the data analysis and discussion of the influence of transactional leadership and workload on turnover intention with work engagement as a mediating variable among part-time coffee shop employees in Pontianak, the following conclusions are drawn:

Transactional leadership has a significant negative effect on turnover intention, meaning that better implementation of transactional leadership reduces employees' intention to leave. It also has a significant positive effect on work engagement, indicating that leadership styles that provide rewards and clear guidance enhance employee engagement.

Workload has a significant positive effect on turnover intention, implying that higher perceived workload increases employees' desire to leave. Additionally, workload positively affects work engagement, suggesting that under certain conditions, workload can stimulate greater engagement when the work is perceived as challenging and meaningful.

Work engagement has a significant negative effect on turnover intention, meaning that higher engagement lowers the likelihood of employees leaving. Moreover, work engagement significantly mediates the effects of transactional leadership and workload on turnover intention, strengthening the positive impact of transactional leadership while mitigating the negative impact of workload on employees' resignation intention.

**For Coffee Shop Management** Management should enhance the implementation of a fair and consistent transactional leadership style, such as providing rewards for achievements and clear work directions, to increase work engagement and reduce turnover intention.

It is necessary to evaluate the distribution of workload, including work hours, types of tasks, and work pressure, to ensure employees remain motivated and are not excessively burdened. Developing a work culture that supports engagement is also important, such as creating a positive work environment, providing supervisor support, and maintaining open communication channels between management and employees.

**For Future Researchers** Future research could include additional variables influencing turnover intention, such as job satisfaction, work stress, or work environment factors. Conducting further qualitative studies would help explore the subjective experiences of part-time employees in coping with workload and leadership styles at the workplace. Expanding the research scope to other regions or sectors would improve the generalizability of the findings.

With these recommendations, it is hoped to provide meaningful contributions to coffee shop management and academia in advancing theories and practices for better human resource management.

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