INTERNATIONAL JOURNAL OF BUSINESS AND MANAGEMENT RESEARCH
P-ISSN: 1118-4256, E-ISSN:3034-4327
Vol. 7| No.1 | Feb 2026
Page No.: 255 - 276

ORGANIZATIONAL PRESSURE AND EMPLOYEES TURNOVER INTENTION IN FOOD PROCESSING COMPANIES IN ANAMBRA STATE, NIGERIA

Amarachukwu Okudo[1]
amaraokudo2017@gmail.com

Tonna David Edokobi[2]
td.edokobi@unizik.edu.ng

[1&2] Department of Business Administration, Nnamdi Azikiwe University, Awka

Abstract

This study investigated the effect of organizational pressure on employees' turnover intention in food processing companies in Anambra State, Nigeria. Anchored on the Job Demands–Resources (JD-R) theory, the study adopted a descriptive survey research design. The population comprised 1,213 employees across selected food processing firms, from which a sample of 301 respondents was drawn using Taro Yamane formula. Data were collected through a structured questionnaire and analyzed using multiple linear regression to test the study's hypotheses. The findings revealed that organizational pressure significantly influences employees' turnover intention as expressed through job search behavior. Specifically, workload intensity exhibited a significant positive effect on employees' job search behavior (β = .312, p = .003), indicating that increased workload heightens employees' desire to seek alternative employment. Time pressure also showed a significant positive influence (β = .288, p = .008), suggesting that persistent deadlines and urgency in task completion contribute to turnover intention. Additionally, role ambiguity had a significant positive effect (β = .197, p = .021), signifying that unclear job expectations foster job search tendencies. Similarly, role conflict significantly predicted job search behavior (β = .156, p = .043), demonstrating that incompatible job demands and conflicting instructions increase employees' likelihood of leaving the organization.

The study concludes that organizational pressures which manifest through high workload intensity, time pressure, role ambiguity, and role conflict, substantially heighten employees' turnover intention in food processing companies within the state. The study therefore recommends among others that organizations should reduce excessive workload intensity in order to reduce the physical and mental strain on employees, thereby lowering their likelihood of engaging in job search behavior.

***Keywords**:* Organizational pressure, Turnover intention, Job search behavior, Workload intensity, Time pressure, Role ambiguity, Role conflict, Food processing companies, Anambra State

Introduction

Employee turnover intention which is defined as an employee's deliberate willingness to leave an organization, is a strong predictor of actual resignation and reflects dissatisfaction, poor job fit, or overwhelming demands (Njoku, 2022; Timsina, 2024). Globally, high turnover disrupts organizational stability and competitiveness, and the food processing industry is especially vulnerable due to strict production standards, fast-paced operations, and fluctuating market demands (Timsina, 2024). In Anambra State, the sector plays a vital economic role but is marked by demanding work conditions, limited growth opportunities, and weak welfare systems, which intensify organizational pressure and increase employees' intentions to quit (Ugoani, 2023). Retaining skilled employees is essential for competitiveness (Urme, 2023), yet organizations continue to struggle with turnover despite significant investments (Khushk et al., 2021). Beyond recruitment and training expenses, turnover diminishes morale, productivity, and institutional knowledge (Sumbal et al., 2023).

A major driver of turnover intention is organizational pressure, a form of workplace stress that arises when job demands exceed employees' capacity to cope (Schwarzer & Reuter, 2023). According to the JD–R model and role theory, excessive demands reduce satisfaction and commitment, leading to stronger intentions to leave (Bakker & Demerouti,

2007; Ogundare, 2025). Such pressure often appears as workload intensity, time pressure, role ambiguity, and role conflict (Nerstad et al., 2023). These stressors undermine well-being and consistently predict turnover intention in empirical studies (Haruna, 2025). Turnover intention may manifest through job search behavior, though actual turnover depends partly on perceived external job opportunities (Ibrahim et al., 2024). This study therefore examines the effect of organizational pressure on employees' turnover intention in food processing companies in Anambra State, Nigeria.

Statement of the Problem

Employee turnover remains a costly challenge for organizations globally, and food processing companies in Anambra State are no exception. Despite their importance to employment and food security, these firms continue to face workforce instability that disrupts productivity, increases operational costs, and threatens product quality. This persistence of turnover even with ongoing investments in recruitment, training, and employee welfare raises concerns about underlying causes. Research indicates that organizational pressure, expressed through excessive workload, constant time demands, unclear job expectations, and conflicting roles, is a major driver of employees' intention to leave. These pressures erode job satisfaction and commitment, making resignation appear inevitable. While prior studies in Nigeria have examined turnover in sectors such as banking, education, and healthcare, limited evidence exists for the food processing industry. This gap leaves managers without the insights needed to address turnover effectively. Consequently, this study examines how organizational pressure influences employees' turnover intention in food processing companies in Anambra State.

Objectives of the Study

The broad objective of this study is to examine the effect of organizational pressure on employees' turnover intention in food processing companies in Anambra State, Nigeria. Specifically, this study will seek to:

1. Determine the effect of workload intensity on the job search behavior of employees in food processing companies in Anambra State, Nigeria.
2. Ascertain the effect of time pressure on the job search behavior of employees in food processing companies in Anambra State, Nigeria.
3. Evaluate the effect of role ambiguity on the job search behavior of employees in food processing companies in Anambra State, Nigeria.
4. Examine the effect of role conflict on the job search behavior of employees in food processing companies in Anambra State, Nigeria.

Research Hypotheses

Based on the research objectives, the following hypotheses were formulated for this study:

H_{01}: Workload intensity has no significant effect on the job search behavior of employees in food processing companies in Anambra State, Nigeria.

H_{02}: Time pressure has no significant effect on the job search behavior of employees in food processing companies in Anambra State, Nigeria.

H_{03}: Role ambiguity has no significant effect on the job search behavior of employees in food processing companies in Anambra State, Nigeria.

H_{04}: Role conflict has no significant effect on the job search behavior of employees in food processing companies in Anambra State, Nigeria.

2. REVIEW OF RELATED LITERATURE

Organizational Pressure

Organizational pressure is a complex and pervasive construct within the study of workplace dynamics, representing a critical antecedent to employee stress and turnover. The World Health Organization (WHO) provides a foundational definition through its concept of work-related stress, describing it as "the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope" (Cahill et al., 2021). This perspective, echoed by the National Institute for Occupational Safety and Health (NIOSH), frames pressure as a harmful response to a fundamental mismatch between the individual and their work environment. This view posits that pressure arises from an objective imbalance, where job requirements exceed the worker's capabilities, resources, or needs (Demerouti and Bakker, 2023). However, a deeper scholarly understanding reveals that organizational pressure is not merely an objective condition but a profoundly subjective psychological experience, shaped by perceptions of fairness, social expectations, and relational dynamics.

Workload Intensity

Within the broader construct of organizational pressure, **workload intensity** stands out as a particularly influential stressor (Somaraju et al., 2022). Hünefeld et al. (2024) define it as the rate of physical or mental effort required to complete tasks within the workday, while Murray (2022) describes it as the compression of work activities into limited time. Importantly, workload intensity differs from the simple quantitative notion of workload. Whereas workload refers to the total volume of tasks assigned, workload intensity reflects the **qualitative experience** of performing those tasks. Liu (2021) characterizes it as the perceived amount and difficulty of work essentially “working hard” at a demanding pace over extended periods capturing not only task quantity but also the effort, speed, and emotional strain involved.

Time Pressure

Time pressure, a closely related yet distinct component of organizational pressure, is defined as the stress an individual experiences when faced with tight deadlines and the perception of having insufficient time to complete assigned tasks (Nehme et al., 2022). It is widely recognized as a major job demand that can have a significant negative impact on employee health and well-being. The scholarly discourse on time pressure is largely centered on the Challenge-Hindrance Stressor Framework, which posits that stressors can be appraised in two ways. From one perspective, time pressure is often categorized as a "challenge stressor," a demand that is perceived as an opportunity for personal growth, mastery, and achievement (Kronenwett, 2021). In this view, a tight deadline can be motivating, focusing an employee's attention and mobilizing their effort to achieve a rewarding goal, thereby potentially increasing work engagement in the short term.

Role Ambiguity

Role ambiguity is a foundational concept in organizational stress research, grounded in the seminal role theory developed by Kahn et al. (1964); as opined by Jackson (2025). Role theory posits that individuals in an organization occupy positions associated with a set of normative expectations for their behavior, which constitute their role. Role ambiguity arises when these expectations are not clearly defined. Building on this, Oppi et al (2022) provided a widely adopted operational definition, describing role ambiguity as the lack of clarity an employee experiences regarding their duties, responsibilities, level of authority, and the standards by which their performance will be evaluated. This uncertainty can be caused by insufficient or vague information from supervisors, poorly defined job descriptions, or unclear organizational objectives.

Role Conflict

Role conflict, another core concept derived from the organizational role theory of Kahn et al. (1964); as opined by Maden-Eyiusta (2021), stands as a potent and distinct stressor in the workplace. It is formally defined as the experience of facing incompatible or conflicting demands, where compliance with one set of expectations makes it difficult or impossible to comply with another. Unlike role ambiguity, where the problem is a lack of information, role conflict presents the employee with clear but mutually exclusive directives. Kahn and his colleagues identified several forms of this conflict, including *intersender conflict*, which arises when contradictory demands are placed on an employee by two different superiors (e.g., a quality manager demanding meticulous work while a production manager demands speed), and *interrole conflict*, where the demands of one's work role clash with the demands of another life role, such as that of a parent or spouse.

Staff Turnover Intention

Staff turnover intention is a central construct in organizational behavior and human resource management, representing the final cognitive precursor to the act of voluntary employee turnover (Tsaousoglou, 2021). It is most commonly defined as an employee's "conscious and deliberate willfulness to leave his or her current organization". This definition emphasizes that turnover intention is not a fleeting thought or a passive feeling of dissatisfaction, but rather a focused and purposeful cognitive state. Scholars have offered complementary definitions that enrich this understanding. For instance, Borg et al (2021) describe it as an employee's "tendency and readiness to leave their profession," highlighting a state of preparedness for departure. Others frame it as an employee's "willingness or intention to voluntarily quit" or as a direct psychological outcome of dissatisfaction with various job-related factors such as compensation, management style, or perceived injustice.

Job Search Behavior

Job search behavior is the primary behavioral manifestation of turnover intention and represents one of the first tangible actions an employee takes when preparing to leave an organization (Kee et al., 2025). It is defined as the set of activities an individual undertakes to seek out alternative employment opportunities outside of their current firm. These activities can range in intensity, from passive behaviors like updating a professional profile online or casually browsing job boards, to more active and systematic efforts such as networking with contacts, applying for specific positions, and attending interviews (Mickey, 2022). This behavior is a direct and logical consequence of the cognitive state of turnover intention; once an employee has formed the deliberate will to leave, the next step is to explore the feasibility of that decision by investigating available alternatives.

Theoretical Framework

This study is anchored on Job Demands-Resources (JD-R) theory propounded by Demerouti et al. in 2001. The theory posits that every work environment, regardless of the specific occupation, can be characterized by two broad categories of factors: job demands and job resources. These two categories trigger distinct psychological processes that influence employee well-being and motivation. The first is a health-impairment process, in which high job demands exhaust an employee's mental and physical energy, leading to strain, burnout, and negative health outcomes. The second is a motivational process, where the presence of adequate job resources fosters work engagement, enhances performance, and promotes personal growth. The general application of the JD-R theory is widespread in organizational settings. It is used as a diagnostic tool for human resource management to identify specific sources of employee burnout and disengagement. Furthermore, it guides job redesign interventions aimed at either mitigating excessive demands or, more strategically, bolstering the job resources necessary to help employees cope with existing

demands, thereby predicting and managing outcomes such as absenteeism, performance, and turnover.

3. METHODOLOGY

Research Design

This study utilized a descriptive survey research design to investigate the relationship between organizational pressure and staff turnover intention. The descriptive survey approach is particularly suitable for this research as it allows for the systematic collection of quantifiable data from a sample of employees in food processing companies. This method enabled the study to accurately describe the prevalence of workload intensity, time pressure, role ambiguity, and role conflict, and to analyze how these variables relate to job search behavior within the specified context.

Area of the Study

This study was carried out in Anambra State, located in southeastern Nigeria. The state occupies approximately 4,844 km² and comprises 21 Local Government Areas, with Awka as the capital. Predominantly inhabited by the Igbo ethnic group, Anambra is characterized by vibrant commercial activity, especially in Onitsha, and notable industrial development in Nnewi. Anambra hosts several food-processing and agro-allied firms, including Erisco Foods Limited, Intafact Beverages Limited, Grand Cereals Limited, and multiple rice-milling, poultry-processing, and vegetable-oil enterprises concentrated in Awka, Nnewi, and Onitsha. These industries, supported by a strong agricultural base, make the state an important hub for food processing and agro-industrial activities providing a suitable context for this study.

Population of the Study

The study population comprised all employees of six selected food processing companies in Anambra State: Envoy Oil Industries Ltd, Juhel Nigeria Limited, Pokobros Food & Chemical Industries, Unicorn Spices Industries Ltd, Tiger Foods Limited, and Zubix Food and Beverages. These firms were purposively chosen because they are among the largest and most established in the state's food processing sector, collectively employing a substantial workforce and contributing significantly to the local economy. The population consisted of 1,213 permanent managerial and non-managerial employees, as obtained from the companies' Human Resource departments during the 2025 field survey. Temporary staff, interns, and employees with less than three months of service were excluded to ensure familiarity with organizational conditions relevant to the study.

Table 1: Population of the Study

S/N	Company Name	Location	Number of Employees
1	Envoy Oil Industries Ltd	2 Eziachi Street / 53 Obodoukwu Road, off Atani Road, Onitsha, Anambra State, Nigeria	123
2	Juhel Nigeria Limited	Enugu–Onitsha Expressway, Awka, Awka South LGA, Anambra State, Nigeria	326
3	Pokobros Food & Chemical Industries	4 Pokobros Industrial Avenue, Off Atani Road, Onitsha North, Anambra State, Nigeria	239
4	Unicorn Spices Industries Ltd	19/6B Central Avenue, Housesing (Housing) Estate, Onitsha North, Anambra State, Nigeria	117
5	Tiger Foods Limited	Km 4, Onitsha–Owerri Road, Obosi, Onitsha, Anambra State, Nigeria	257
6	Zubix Food and Beverages	Km 10, Onitsha–Enugu Expressway, Ogidi, Anambra State	151
	Total		**1,213**

Source: Field Survey (HR Records, 2025)

Sample Size and Sampling Techniques

The sample size was determined using the Taro Yamane formula:

The formula and workings are stated below:

$$n = \frac{N}{1 + N(e)^2}$$

Where N = population

e = 0.05

$$n = \frac{1{,}213}{1 + 1{,}213(0.05)^2}$$

$$n = \frac{1{,}895}{1 + 1{,}213(0.0025)}$$

$$n = \frac{1{,}213}{1 + 3.033}$$

$$n = \frac{1{,}213}{4.033}$$

$$n = 300.769 \approx 301$$

Therefore, the sample size for this study is 301 employees of the six selected food processing companies in Anambra State. The study also utilized the Bowley's Proportion method to calculate the distribution of the questionnaire using the formula below:

$$nh = \frac{n \times Nh}{N}$$

n= Sample Size

nh= Number of questionnaire to be administered.

N= Total Population of Study

Nh= Total Population in each category

Thus:

Distribution for Envoy Oil Industries Ltd

$$n = \frac{123 \times 301}{1{,}213} = 31$$

Distribution for Juhel Nigeria Limited

$$n = \frac{326 \times 301}{1{,}213} = 81$$

Distribution for Pokobros Food & Chemical Industries

$$n = \frac{239 \times 301}{1{,}213} = 59$$

Distribution for Unicorn Spices Industries Ltd

$$n = \frac{117 \times 301}{1{,}213} = 29$$

Distribution for Tiger Foods Limited

$$n = \frac{257 \times 301}{1{,}213} = 64$$

Distribution for Zubix Food and Beverages

$$n = \frac{151 \times 301}{1{,}213} = 37$$

Therefore, $31 + 81 + 59 + 29 + 64 + 37 = 301$

Instrument for Data Collection

The relevant data was collected using a structured questionnaire comprising a five (5) Point Likert Scale of Strongly Agreed, Agreed, Disagreed, Strongly Disagreed, and Undecided. The questionnaire was divided into two sections, A and B. While section A comprised the personal data of respondents, section B comprised questions relating to the study's research question.

Method of Data Analysis

Data were analyzed using both descriptive and inferential statistics with the aid of SPSS version 27. Descriptive statistics (frequencies, percentages, means, and standard deviations) summarized respondents' characteristics and key study variables. Multiple linear regression was employed to test the effect of workload intensity, time pressure, role ambiguity, and role conflict on job search behavior at the 0.05 significance level. Model evaluation was based on the significance of regression coefficients and the coefficient of determination (R^2). Likert-scale responses were interpreted using a mean cutoff of 3.0, with values below 3.0 indicating disagreement and values of 3.0 and above indicating agreement.

Model Specification

The functional form of the model is

$$JSB = f(WI, TP, RA, RC) \quad \ldots\ldots(1)$$

The mathematical form of the model is

$$JSB = \beta_0 + \beta_1 WI + \beta_2 TP + \beta_3 RA + \beta_4 RC \quad \ldots\ldots(2)$$

The econometric form of the model is

$$JSB = \beta_0 + \beta_1 WI + \beta_2 TP + \beta_3 RA + \beta_4 RC + \alpha_i \quad \ldots\ldots(3)$$

Where:

JSB = Job Search Behavior

WI = Workload Intensity

TP = Time Pressure

RA = Role Ambiguity

RC = Role Conflict

β_0 = Intercept of the model

$\beta_1 - \beta_4$ = Parameters of the model

α_i = Stochastic error term

4. RESULTS AND ANALYSIS

Hypothesis Testing

The study's four null hypotheses were tested simultaneously using multiple linear regression analysis to determine the effect of organizational pressure variables on job search behavior.

Table 2: Regression Model Summary for Organizational Pressure and Job Search Behavior

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.698	.487	.479	.72143

a. Predictors: (Constant), Role Conflict, Time Pressure, Workload Intensity, Role Ambiguity

Source: SPSS Output

The model summary in Table 2 shows the overall predictive power of the regression model. The R Square value of .487 indicates that the four independent variables (workload intensity, time pressure, role ambiguity, and role conflict) collectively explain a significant portion, specifically 48.7%, of the variance in the dependent variable, job search behavior. The Adjusted R Square of .479 confirms this strong explanatory power after accounting for the number of predictors.

Table 3: ANOVA Results for the Regression Model

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	140.112	4	35.028	65.914	.001
	Residual	150.386	283	.521		
	Total	**290.498**	**287**			

a. Dependent Variable: Job Search Behavior

b. Predictors: (Constant), Role Conflict, Time Pressure, Workload Intensity, Role Ambiguity

Source: SPSS Output

The ANOVA table assesses the overall statistical significance of the regression model. The F-statistic of 65.914 is significant with a p-value of .001, which is less than the alpha level of 0.05. This result indicates that the regression model as a whole is statistically significant, meaning that the combination of the predictors reliably and significantly predicts job search behavior.

Table 4: Regression Coefficients for Predictor Variables

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.421	.289		1.457	.000

Workload Intensity	.353	.059	.312	5.871	.003
Time Pressure	.316	.062	.288	5.109	.008
Role Ambiguity	.209	.057	.197	3.644	.021
Role Conflict	.173	.058	.156	2.982	.043

a. Dependent Variable: Job Search Behavior

Source: SPSS Output

The coefficients table provides the specific contribution of each predictor variable to the model and tests the individual hypotheses.

- For **H_{01}**, workload intensity has a significant positive effect on job search behavior (B = .353, β = .312, p = .003). Since $p < 0.05$, the null hypothesis is rejected.
- For **H_{02}**, time pressure has a significant positive effect on job search behavior (B = .316, β = .288, p = .008). Since $p < 0.05$, the null hypothesis is rejected.
- For **H_{03}**, role ambiguity has a significant positive effect on job search behavior (B = .209, β = .197, p = .021). Since $p < 0.05$, the null hypothesis is rejected.
- For **H_{04}**, role conflict has a significant positive effect on job search behavior (B = .173, β = .156, p = .043). Since $p < 0.05$, the null hypothesis is rejected.

All four organizational pressure variables are statistically significant predictors, with workload intensity having the strongest unique influence on job search behavior.

Discussion of Findings

This study examined the effect of organizational pressure on employees' job search behavior in food processing companies, anchored on the JD-R theory. The findings indicate that all four dimensions of organizational pressure, workload intensity, time pressure, role ambiguity, and role conflict significantly influence turnover intention. Workload intensity emerged as a strong predictor (β = .312, p = .003), reflecting the physically and mentally

demanding nature of food processing work. Consistent with the JD-R framework, excessive workload depletes employees' resources, leading to strain, burnout, and engagement in job search behaviors (Ogundare, 2025; Shadare & Olaniyan, 2021). Time pressure also significantly predicted job search behavior ($\beta = .288$, $p = .008$), indicating that tight deadlines and urgent task completion increase stress and reduce job satisfaction, motivating employees to seek alternative employment (Haruna, 2025; Nwokah & Awuse, 2025). Role ambiguity had a positive but weaker effect ($\beta = .197$, $p = .021$), suggesting that even minor uncertainties about performance expectations can trigger cognitive strain and reduce organizational commitment, prompting employees to consider other opportunities (Akinwale et al., 2020; Joshua et al., 2020).

Finally, role conflict significantly influenced job search behavior ($\beta = .156$, $p = .043$). Conflicting demands across departments and intrusion into personal life create psychological strain, consistent with the JD-R theory's health-impairment process, leading employees to pursue alternatives (Wu, Hu & Zheng, 2019; Tokede). Overall, these findings corroborate prior research and demonstrate that organizational pressures, both quantitative and qualitative, are critical drivers of turnover intention in the food processing sector. The study highlights the need for management interventions aimed at workload management, realistic deadlines, clarity of roles, and conflict resolution to enhance employee retention.

5. CONCLUSION AND RECOMMENDATIONS

This study investigated the effects of four dimensions of organizational pressure, workload intensity, time pressure, role ambiguity, and role conflict on employees' job search behavior in food processing companies in Anambra State. The results provide consistent evidence that all four factors significantly increase employees' likelihood of seeking alternative employment. Workload intensity and time pressure emerged as the strongest predictors, highlighting the demanding nature of the food processing environment and the

substantial strain it imposes on employees. Role ambiguity and role conflict, although comparatively weaker predictors, were also significant, underscoring the importance of clarity, consistency, and coherent job expectations. Overall, the findings affirm that organizational pressure is a critical determinant of turnover intention in the food processing sector. When job demands exceed employees' coping capacity whether through excessive workload, unrealistic deadlines, unclear roles, or conflicting responsibilities employees experience heightened stress and are more inclined to disengage and explore other job opportunities. These outcomes support the Job Demands–Resources (JD–R) theory, which posits that high job demands lead to strain, burnout, and eventual withdrawal. In conclusion, the study emphasizes the need for organizations to actively manage job demands and strengthen supportive work conditions to retain skilled employees and maintain stable, productive operations. Reducing organizational pressure is therefore not only beneficial to employee well-being but also essential for sustaining long-term organizational effectiveness within the food processing industry.

Based on the findings of this study, the following recommendations are proposed:

1. **Organizations should reduce excessive workload intensity by employing additional staff, redistributing tasks more evenly, providing modern equipment, and setting achievable targets. This will reduce the physical and mental strain on employees, thereby lowering their likelihood of engaging in job search behavior.**
2. **Management should adopt effective time-management strategies such as improved production planning, flexible scheduling, adequate staffing during peak periods, and workflow automation to minimize persistent deadline pressure.**

   This will help reduce the stress associated with constant time pressure and decrease employees' intention to seek alternative employment.

3. **Organizations should provide clear job descriptions, communicate expectations consistently, conduct regular orientation sessions, and encourage supervisors to clarify roles and performance standards. This will reduce uncertainty among employees and help minimize the tendency to consider leaving the organization.**
4. **Food processing firms should minimize role conflict by ensuring consistent communication, preventing contradictory instructions, training supervisors in task coordination and eliminating overlapping responsibilities. This will help improve job clarity and reduce the stress caused by conflicting demand.**

REFERENCES

Akinwale, A. A., Kadiri, I. B., Aliyu, M. O., & Dunmade, E. O. (2020). Predictors of employees' turnover intention in selected audit firms in Kwara state. *MENTOR The Journal of Business Studies, 4*(1), 66-80.

Borg, J., Borg, N., Scott-Young, C. M., & Naderpajouh, N. (2021). The work readiness–career resilience linkage: implications for project talent management. *International journal of managing projects in business*, *14*(4), 917-935.

Cahill, J., Cullen, P., Anwer, S., Wilson, S., & Gaynor, K. (2021). Pilot work related stress (WRS), effects on wellbeing and mental health, and coping methods. *The International Journal of Aerospace Psychology*, *31*(2), 87-109.

Demerouti, E., & Bakker, A. B. (2023). Job demands-resources theory in times of crises: New propositions. *Organizational Psychology Review*, *13*(3), 209-236.

Haruna, A. (2025). Effect of workload and time pressure on job performance of academic staff in selected public tertiary institutions in Adamawa State, Nigeria. *International Journal of Business Economics & Management Science, 8*(7), 61-72. https://doi.org/10.70382/hijbems.v08i7.036

Hünefeld, L., Lück, M., Möller, H., Kopatz, F., & Hüffmeier, J. (2024). Determinants of Work Intensity in Three Service Sectors. *SMR-Journal of Service Management Research*, *8*(1), 29-49.

Ibrahim, G., Al-Khatib, N., Ashaal, A., El Akkaoui, I., & Youssef, S. (2024). Exploring the moderating effects of perceived alternative job opportunities and work experience on the relationship between job satisfaction and turnover intentions: A study among educators in Lebanon. *Problems and Perspectives in Management*, *22*(2), 419.

Jackson, M. (2025). *The Perception of Role Ambiguity on Burnout in Recent College Human Resources Management Graduates*. Capella University.

Joshua, Y., Alabi, O. S., Bolarinwa, K. K., Adeogun, S. O., and Ayansina, S. O. (2020). Effects of organizational work stressors on employee's intention to quit job in Cocoa Research Institute of Nigeria (CRIN) Ibadan, Oyo State, Nigeria. *Journal of Agricultural Economics, Extension & Science, 6*(2), 142-156.

Kee, K., van Wieringen, M., Nies, H., & Beersma, B. (2025). The relationships between certified nursing assistants' voice behaviour and job satisfaction, work engagement and turnover intentions: A two-wave survey study. *Journal of Advanced Nursing*, *81*(2), 798-808.

Liu, Q. (2021). *Linkages between work intensification, employee engagement and employee outcomes: an empirical investigation into Chinese manufacturing* (Doctoral dissertation, Aston University).

Maden-Eyiusta, C. (2021). Role conflict, role ambiguity, and proactive behaviors: does flexible role orientation moderate the mediating impact of engagement? *The International Journal of Human Resource Management*, *32*(13), 2829-2855.

Mickey, E. L. (2022). The organization of networking and gender inequality in the new economy: Evidence from the tech industry. *Work and Occupations*, *49*(4), 383-420.

Murray, C. (2022). *Reconceptualising work in nightclubs*. Lancaster University (United Kingdom).

Nehme, R., Michael, A., & Haslam, J. (2022). The impact of time budget and time deadline pressures on audit behaviour: UK evidence. *Meditari Accountancy Research*, *30*(2), 245-266.

Nerstad, C. G., Seljeseth, I. M., Dewe, P. J., Cooper, C. L., & Richardsen, A. M. (2023). Organizational stress: a review and critique of theory, research, and applications.

Nwokah, E., & Awuse, G. N. (2025). Effect of high work load on managers peformance in the oil and gas sector: A focus on selected multinational companies in Rivers State, Nigeria. *IKR Journal of Economics Business & Management, 1*(1), 33-40.

Ogundare, E. (2025). The effect of organisational stress on employee turnover intention mediated by employee job dissatisfaction among employees in Malaysia. *International Journal of Economics, Business and Management Research, 9*(6), 267-310. https://doi.org/10.51505/IJEBMR.2025.9616

Oppi, C., Campanale, C., & Cinquini, L. (2022). Ambiguity in public sector performance measurement: a systematic literature review. *Journal of Public Budgeting, Accounting & Financial Management*, *34*(3), 370-390.

Schwarzer, R., & Reuter, T. (2023). Manage stress at work through preventive and proactive coping. *Principles of Organizational Behavior: The Handbook of Evidence-Based Management 3rd Edition*, 463-482.

Shadare, O. A., and Olaniyan, T. S. (2021). Effect of work overload and work hours on employee performance of selected manufacturing industries in Osun State, Nigeria. *UNILAG Journal of Business, 7*(1), 17-30.

Somaraju, A. V., Griffin, D. J., Olenick, J., Chang, C. H. D., & Kozlowski, S. W. (2022). The dynamic nature of interpersonal conflict and psychological strain in extreme work settings. *Journal of occupational health psychology*, *27*(1), 53.

Sumbal, M. S. U. K., Irfan, I., Durst, S., Sahibzada, U. F., Waseem, M. A., & Tsui, E. (2023). Knowledge retention in oil and gas industry–the case of contract workforce. *Kybernetes*, *52*(4), 1552-1571.

Timsina, S. (2024). Employee Turnover and Engagement Programs for Retention.

Tsaousoglou, K. (2021). *Using psychometrics in Human Resource Management in tourist accommodation: Employees' predisposition for organizational turnover* (Doctoral dissertation, Πανεπιστήμιο Πατρών. Σχολή Διοίκησης και Οικονομίας. Τμήμα Διοίκησης Επιχειρήσεων).

Ugoani, J. (2023). Workers' Obligations and Management's Rights, Duties and Limitations in Employment Relationship. *Rhema University/SPGS/23/012*.

Urme, U. N. (2023). The impact of talent management strategies on employee retention. *International Journal of Science and Business*, *28*(1), 127-146.

Wu, G., Hu, Z., and Zheng, J. (2019). Role stress, job burnout, and job performance in construction project managers: The moderating role of career calling. *International Journal of Environmental Research and Public Health, 16*(13), 2394. https://doi.org/10.3390/ijerph16132394

Xu, X., Zhao, P., Hayes, R., Le, N., & Dormann, C. (2023). Revisit the causal inference between organizational commitment and job satisfaction: A meta-analysis disentangling its sources of inconsistencies. *Journal of Applied Psychology*, *108*(7), 1244.