

## The Effect of Employee Engagement and Organizational Culture on Employee Performance Through Turnover Intention As An Intervening Variable

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**Abstract:** In its operation, a company has various resources that are useful for the sustainability of the company and one of them is human resources. To guarantee and see the quality of human resources in a company, it can be seen from how the turnover rate is in a company. The occurrence of increased turnover is something that can harm the company. In 2020 and 2021, PT. Indo Kordsa experienced an increase in employee turnover and this study aims to examine what factors influence employee intention to move using retention strategies in which there is employee engagement with additional organizational culture variables and their effects on employee performance. This study used quantitative methods by distributing online surveys through google form to 173 respondents. The data analysis used is using the help of SPSS tools and Sobel test tools. The research findings indicate that Employee Engagement has a significant negative effect on Turnover Intention, but it has a significant positive effect on Employee Performance. Meanwhile, Organizational Culture does not have a significant effect on Turnover Intention, but it has a significant positive effect on Employee Performance. Additionally, this study also examines the mediation of Turnover Intention on the relationship between Employee Engagement and Employee Performance, as well as the relationship between Organizational Culture and Employee Performance. The analysis results show that Turnover Intention does not mediate the influence of Employee Engagement on Employee Performance. Similarly, Turnover Intention does not mediate the influence of Organizational Culture on Employee Performance. In conclusion, improving Employee Engagement can help enhance Employee Performance, while a good Organizational Culture also plays a role in improving Employee Performance. However, Turnover Intention does not act as a mediator in the relationship between Employee Engagement and Employee Performance, as well as between Organizational Culture and Employee Performance.

**Abstrak:** Dalam beroperasinya, sebuah perusahaan memiliki berbagai sumber daya yang berguna untuk keberlangsungan perusahaan tersebut dan salah satunya adalah sumber daya manusia. Untuk menjamin dan melihat kualitas dari SDM yang ada di sebuah perusahaan, maka hal itu dapat dilihat dari bagaimana tingkat turnover yang ada di sebuah perusahaan. Terjadinya peningkatan turnover merupakan hal yang dapat merugikan perusahaan. Pada tahun 2020 dan 2021, PT. Indo Kordsa mengalami peningkatan dari turnover karyawan dan penelitian ini bertujuan untuk menguji faktor apa saja yang memengaruhi niat karyawan untuk berpindah menggunakan strategi retensi yang didalamnya terdapat keterikatan karyawan dengan tambahan variabel budaya organisasi dan pengaruhnya terhadap kinerja karyawan. Penelitian ini menggunakan metode kuantitatif dengan menyebarkan survei online melalui google form ke 173 responden. Analisis data yang digunakan yaitu menggunakan bantuan tools SPSS dan alat uji Sobel. Hasil penelitian menunjukkan bahwa Employee Engagement memiliki pengaruh negatif yang signifikan terhadap Niat Pindah kerja, namun memiliki pengaruh positif yang signifikan terhadap Kinerja Karyawan. Sementara itu, Budaya Organisasi tidak



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memiliki pengaruh signifikan terhadap Niat Pindah kerja, namun memiliki pengaruh positif yang signifikan terhadap Kinerja Karyawan. Selain itu, penelitian ini juga menganalisis mediasi dari Niat Pindah kerja terhadap hubungan Employee Engagement dan Kinerja Karyawan, serta hubungan Budaya Organisasi dan Kinerja Karyawan. Hasil analisis menunjukkan bahwa Niat Pindah kerja tidak memediasi pengaruh Employee Engagement terhadap Kinerja Karyawan. Demikian pula, Niat Pindah kerja tidak memediasi pengaruh Budaya Organisasi terhadap Kinerja Karyawan. Kesimpulannya, peningkatan Employee Engagement dapat membantu meningkatkan Kinerja Karyawan, sementara Budaya Organisasi yang baik juga berperan dalam meningkatkan Kinerja Karyawan. Namun, Niat Pindah kerja tidak menjadi faktor mediator dalam hubungan antara Employee Engagement dan Kinerja Karyawan maupun antara Budaya Organisasi dan Kinerja Karyawan.

## INTRODUCTION

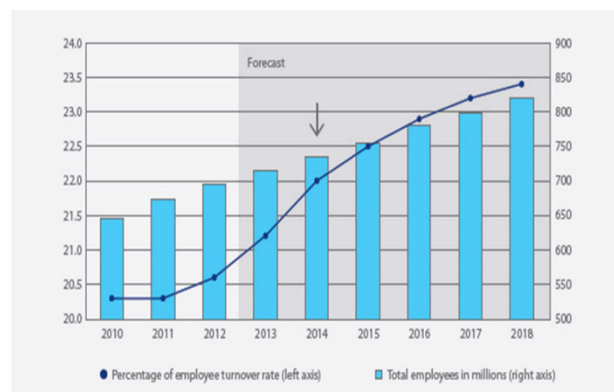
In its operation, a company has various resources that are useful for the sustainability of the company (Istikomah & Ratnasari, 2022). One of the most needed resources in an organization or company is human resources. Human resources are needed by companies to support the running of a company to gain profits for the company. One of the things that is needed by a company as the main driver for the company is good human resources (Hasnadi, 2019). Human resources are an important asset that must be owned by a company because human resources play a major role in carrying out all company activities or business processes. Human resources have a big influence on the development of the company that good human resources will increase the company's opportunities to create many profits (Rusminingsih, 2010). To guarantee and see the quality of human resources in a company, this can be seen from how the turnover rate is in a company (Hasnadi, 2019). By looking at how the turnover rate is in a company, there are two possibilities, namely: a company that cannot provide good service to the human resources it has; and the second is that human resources are not able to adjust various things in the company (Baumruk, 2004).

When a company is unable to provide various comforts or services for its human resources, there will be a desire to move from employees (Baumruk, 2004). Turnover intention or intention to leave is a situation where employees have the intention to find another job as an alternative in a different organization. According to (Harnoto., 2002) there are several indications that can be used

as a reference to predict the possibility of turnover intention in a company, including: employee absenteeism which continues to increase; employees are lazy to work; increase in violation of work rules; increased protests against superiors; and the behavior of employees who are very different from usual. There was research conducted by the Hay Group in 2013 entitled "Preparing for Take-Off" with research on 700 million employees in 19 countries, and concluded that from 2010 to 2018 the world turnover rate has increased significantly every year.

Figure 1 Employee Turnover in the world from 2010 to 2018.

Source: Wonowijoyo & Tanoto (2018) in a study entitled "Model Conditional Process on the Effect of Polychronicity on Employee Turnover Intention in the



Hospitality Industry".

Based on the figure above, it can be concluded that there is an increase in employee turnover rates in nineteen countries every year. With high employee turnover, the company will suffer losses due to the loss of reliable and quality human resources, and requires the company to incur costs to find human resources who can

replace the positions of employees who leave. If the human resources in a company have a high tendency to leave the company, then there are causes of these problems that come from the company or from individual employees.

To manage the employee turnover rate, companies must take actions that can provide work comfort to their employees, and aim to minimize the number of human resources who want to leave. According to the results of Dewanto's research (2016) turnover intention can be significantly influenced by employee engagement. Research conducted by (Fauzia, 2020) also found results that turnover intention is influenced by employee engagement and has a percentage influence value of 7.8% at PT. XYZ Bandung.

According to (Dessler, 2013) companies can control the level of turnover intention in their company by implementing a retention strategy. This strategy is a way for companies to keep their employees from leaving the company and create a sense of loyalty or attachment from employees to the company. (Dessler, 2013) suggests building a retention program, namely: Selection; Professional growth; Provide career directions; Meaningful work and ownership of goals; Recognition and rewards; Culture and environment; Promote work-life balance; and Acknowledgments achievements. Based on the retention strategy put forward by (Dessler, 2013), this strategy provides a way for companies to keep their employees from leaving the company by increasing or creating a sense of employee engagement with the company. In addition, research conducted by (Fauzia, 2020) found that there is a correlation or effect of employee engagement on turnover intention or intention to leave. Employee engagement is employee involvement as the most powerful factor so that it can measure the strength of a company in carrying out business processes (Baumruk, 2004). According to (Robinson et al., 2004) employee engagement is defined as a positive attitude shown by employees in a company where they work and also shows the values possessed by that organization (Andriani Pratiwi & Griselfa Davina, 2023). Employee engagement is also defined as

work that will be internalized by employees in a company in the form of initiative, effort, and various activities that lead to organizational goals to complete the employee's work.

Apart from employee engagement, research conducted by Wiryawan (2012) states that there are variables that can affect turnover intention, namely organizational culture. Organizational culture is a manifestation of the organization's vision and mission and certain values that will guide organizational life (Kusdi, 2011). Organizational culture is a pillar or belief of all members of the organization which forms the basis for organizational members to behave in the organization and makes the organization different from other organizations.

The results of Wiryawan's research (2012) show that organizational culture has a negative correlation with the intention to resign, but the influence is not very significant. In addition, there is research conducted by (Widayati & Yunia, 2016) which found results that organizational culture has a significant negative relationship with employee turnover intention where when corporate culture has good value in the eyes of employees, the level of employee turnover intention will be low. As for research related to the influence of organizational culture on Wiryawan (2012); and (Alyani, 2020) who all three found results that organizational culture had a significant negative effect on turnover intention.

Based on the results of research that has been found by previous researchers, organizational culture is determined by researchers to be used as an independent variable which is assumed to influence turnover intention. However, in this study the variable turnover intention is not only the variable that is affected, but the variable that influences it. According to research conducted by (Asmara, 2017), the variable affected by turnover intention is employee performance. Research entitled "The Effect of Turnover Intention on Employee Performance at the Surabaya Surgical Hospital" by (Asmara, 2017) found that turnover intention has a negative and significant effect on employee performance.

According to the results of (Asmara, 2017), if the turnover intention in a company is high, the performance of the company's employees will be low, and if the turnover intention in a company is low, then the performance of the company's employees will be high. Based on research conducted by (Tett & Meyer, 1993), it was found that turnover intention can affect employee performance directly and indirectly. Directly, turnover intention can reduce employee performance because employees tend to focus on meeting personal needs and do not prioritize their performance at work. Meanwhile, indirectly, turnover intention can affect employee performance because the possibility of employees to move to another company can make them feel uncomfortable and less productive at their current workplace. The results of another study conducted by (Fida, R., Tramontano, C., Paciello, M., & Barbaranelli, 2012) also shows that turnover intention affects employee performance. In this study, it was found that employees who have a high level of turnover intention have lower performance than employees who have a low turnover intention.

Because human resources are one of the most influential resources for the development of a company, therefore the performance of company employees contributes greatly to the company. States that performance is the result that has been achieved by employees in carrying out their assigned tasks based on skills, experience, sincerity, and time. Therefore, good employee performance must be maintained so that the company benefits. According to (Sim, 2016), employee performance can be positively and significantly influenced by employee engagement.

Employee engagement can make a difference to teams, individuals and organizations. The change in question is the performance produced by employees in the company due to good employee engagement in the company so that when employee engagement is good, employee performance will also be good (Natalia & Rosiana, 2017). (Sim, 2016) conducted research to see the impact of employee engagement on employee performance. The results of the study show that employee engagement is a

variable with indicators: vigor; dedication; and absorption has a significant and simultaneous effect on employee performance. Vigor has the most dominant influence on employee performance at Rodex Travel Surabaya. One of the research studies related to employee engagement and employee performance is research conducted by (Muliawan et al., 2017) which states that employee engagement has a positive and significant influence on employee performance. This is also consistent with the results of research conducted by (Prayudha, 2018) that employee engagement has a significant influence on employee performance.

Apart from employee engagement, there are variables that can affect employee performance, namely organizational culture (Mariam, 2009). Organizational culture in an organization is usually considered as attitudes, norms, and work ethics held by employees in carrying out their work. Organizational culture can be used as a basis for monitoring the behavior of employees in an organization so that it can control the performance of an employee in a company. An organization needs to improve the quality of its organizational culture to increase job satisfaction and create good performance from employees, the way that can be done is by holding outbound job training, holding joint recreation, sports competitions, and having dinner together (Mariam, 2009). In addition, there are research studies related to organizational culture and employee performance, namely research conducted by (Rijanto, 2018) which found results that organizational culture has a significant influence on employee performance. The results of research by (Rijanto, 2018) show that organizational culture has an average value of 4.444 and employee performance with an average value of 4.3670, which means both are in the very good category. While the organizational culture of the research object has an influence of 26.3% on employee performance.

The organizational culture adopted by PT. Indo Kordsa with seven norms including SHE (Safety, Health and Environment); ETHICS, namely complying with various applicable ethical and legal regulations and

behaving honestly; CUSTOMER FOCUS which listens to and understands the voice of customers and provides solutions to various difficulties faced by customers; COURAGE, namely making a significant contribution and taking measurable risks for the company's success and never giving up; PASSION, namely working wholeheartedly and enthusiastically to achieve company goals; COLLABORATION, namely working with all parties to proactively contribute in helping company partners; and the last is CONTINUOUS IMPROVEMENT, namely actively participating in the CI program by identifying problems, analyzing root causes, and making improvements and standardizing and caring about problems faced by colleagues or companies.

According to R. Wahyu Yuniarto, as Director of HR & GA at PT. Indo Kordsa, the level of employee engagement and organizational culture plays an important role for the company because it is expected to control the employee turnover rate within the company, as well as improve employee performance. According to (Bernadin & Russel, 1993), employee performance is a record of the results obtained from certain

job functions or activities over a certain period of time. At PT. Indo Kordsa TBK, Mr. Wahyu as the Director of HR & GA made several programs within his company with the aim of increasing employee engagement to control the level of employee turnover intention, and it is hoped that it will produce positive results on employee performance. HR & GA Director at PT. Indo Kordsa TBK has set a maximum percentage target of employee turnover in a one-year period of 1.5%. Through various considerations and discussions with the company's management, the employee turnover rate with a maximum percentage of 1.5% is determined by the top officials and this figure is relatively low for a large company size. The high turnover intention is a problem that all companies from various countries want to avoid, including PT. Indo Kordsa. PT. Indo Kordsa TBK is a company engaged in the business of selling tire cord, nylon & polyester yarns, and industrial fiber yarns/manufactured filament yarns. Based on the results of interviews with the HR & GA director of PT. Indo Kordsa on Saturday (8/10/2022), there was an increase in employee turnover in 2020 and 2021.

Turnover 2020													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
SARM Supports			1	1		1							3
Operation Supports				1									1
Maintenance & Util.		1										1	2
TCF1 Production			1					1		1	1		4
TCF2 Production									1		1		2
NY Production						1						1	2
BKP				1							1		2
Employee Leaves	0	1	2	3	0	2	0	1	1	1	3	2	16
Acc Emp Leaves	0	1	3	6	6	8	8	9	10	11	14	16	16
HC	1143	1139	1133	1123	1121	1110	1108	1102	1105	1102	1107	1120	
Avg HC	1143	1141	1138	1135	1132	1128	1125	1122	1120	1119	1118	1118	1118
YTD Turnover	0,00%	0,09%	0,26%	0,53%	0,53%	0,71%	0,71%	0,80%	0,89%	0,98%	1,25%	1,43%	1,43%
MTH Turnover	0,00%	0,09%	0,18%	0,26%	0,00%	0,18%	0,00%	0,09%	0,09%	0,09%	0,27%	0,18%	1,43%
YTD Turnover	1,43%												
Target Max Turnover	1,50%												
Total Left	16												
Turnover 2021													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
SARM Supports						1							1
Operation Supports							1	1					3
Maintenance & Util.	1		1									1	3
TCF1 Production								1					1
TCF2 Production					1				1				2
NY Production						1			1				2
BKP	1						1						4
Employee Leaves	2	0	1	0	1	3	2	1	2	0	1	3	16
Acc Emp Leaves	2	2	3	3	4	7	9	10	12	12	13	16	16
HC	1117	1120	1121	1132	1128	1129	1126	1124	1123	1132	1139	1153	
Avg HC	1117	1119	1119	1123	1124	1125	1125	1125	1124	1125	1126	1129	1129
YTD Turnover	0,18%	0,18%	0,27%	0,27%	0,36%	0,62%	0,80%	0,89%	1,07%	1,07%	1,15%	1,42%	1,42%
MTH Turnover	0,18%	0,00%	0,09%	0,00%	0,09%	0,27%	0,18%	0,09%	0,18%	0,00%	0,09%	0,27%	1,42%
YTD Turnover	1,42%												
Target Max Turnover	1,50%												
Total Left	16												

Figure 2 Number of Employee Turnover PT. Indo Kordsa Year 2020 and 2021

Source: Employee Turnover Data of PT. Indo Kordsa TBK (2022)

Mr. Wahyu as HR & GA Director of PT. Indo Kordsa TBK, explained to the author that the employee turnover rate in 2021 has almost reached the maximum target of the company's turnover (1.42% from 1.5%). On the other hand, Mr. Wahyu mentioned that the company has kept its employees as much as possible in various ways such as creating

programs aimed at increasing employee engagement with the company, one of which is Focus Group Discussions or commonly known as FGDs. In addition, PT. Indo Kordsa has an organizational culture that is incorporated into the company's strategy. It aims to obtain the company's success in having quality employees and performance

in accordance with the wishes of the company. Therefore, the author is interested in conducting research at PT. Indo Kordsa TBK with the title "The Effect of Level of Employee Engagement and Organizational Culture on Employee Performance through Turnover Intention as an Intervening Variable" to determine the effect of the level of employee engagement and organizational culture on turnover intention and is expected to affect the performance of employees of PT. Indo Kordsa TBK. The reason for choosing the location where the writer carried out the research was the ability of the author to approach the company to obtain a research permit at PT. Indo Kordsa TBK.

## **METHODS**

### **Type of Research**

The type of research used by researchers in this study is quantitative research, namely research methods based on positivism philosophy, used to examine certain populations or samples, data collection using research instruments, data analysis is quantitative/statistical in nature, with the aim of testing hypotheses that have been determined (Sugiyono., 2021). This research can be classified as explanatory research, namely research that explains the relationship between the independent and dependent variables, and tests the hypotheses that have been formulated in the previous chapter. While the approach in this study uses a quantitative approach. This study contains testing and analysis of the influence of employee engagement and organizational culture on employee performance through turnover intention as an intervening variable as formulated in the research hypothesis. The unit of analysis in this study are individuals who work at PT. Indo Kordsa. In this case, employees of PT. Indo Kordsa will serve as the respondent representing the company.

### **Research location**

The researchers' reason for selecting PT. Indo Kordsa as their research location is

due to the observed phenomenon of increasing employee turnover in both 2020 and 2021. On the other hand, the company follows an organizational culture that includes SHE (Safety, Health, Environment), aimed at fulfilling the employees' needs. Additionally, the company has implemented various programs, such as the Focus Group Discussion, with the purpose of enhancing employee engagement. Apart from the observed phenomenon, the decision to conduct the research at PT. Indo Kordsa TBK was also influenced by the writer's ability to approach the company and obtain a research permit.

The research location in this research is PT. Indo Kordsa which is located at Jl. Pahlawan, Karang Asem Timur, Citeureup District, Bogor Regency, West Java. PT. Indo Kordsa TBK is a company engaged in the business of selling Tire Cloth, Nylon & Polyester Yarn, and Industrial Fiber Yarn/Artificial Filament Yarn. PT. Indo Kordsa has a total employee population of over 1,000 workers, and the authors research to obtain research results that represent the total employee

## **RESULTS AND DISCUSSION**

### **Classical Assumption Test Results**

The classical assumption test in this study was carried out as a condition for using the regression model so that the regression results become the right estimate. In this study, the classical assumption tests carried out were the normality test, multicollinearity test, and heteroscedasticity test.

#### **a. Normality Test**

This test was conducted to find out whether the residual values are normally distributed or not. The test procedure is carried out by the Kolmogorov-Smirnov test, with the following conditions:

The hypothesis used:

H0 : residuals are normally distributed

H1 : residuals are not normally distributed

According to (Imam, 2013), if the Monte Carlo sig (2-tailed) value > 0.05, then H0 is accepted, which means normality is

fulfilled. The following is the thickness of the test with the Kolmogorof-Smirnov.

Table 1 Normality Test Results (1st Model)

<b>One-Sample Kolmogorov-Smirnov Test</b>			
		Unstandardized Residual	
N		173	
Normal Parameters <sup>a,b</sup>	Mean	.0000000	
	Std. Deviation	4.56710312	
Most Extreme Differences	Absolute	.073	
	Positive	.073	
	Negative	-.067	
Test Statistic		.073	
Asymp. Sig. (2-tailed)		.025 <sup>c</sup>	
Monte Carlo Sig. (2-tailed)	Sig.	.295 <sup>d</sup>	
	99% Confidence Interval	Lower Bound	.283
		Upper Bound	.306
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. Based on 10000 sampled tables with starting seed 2000000.			

Source: Primary Data Processed by SPSS (2023)

Table 2 Normality Test Results (2nd Model)

<b>One-Sample Kolmogorov-Smirnov Test</b>			
		Unstandardized Residual	
N		173	
Normal Parameters <sup>a,b</sup>	Mean	.0000000	
	Std. Deviation	4.95579949	
Most Extreme Differences	Absolute	.048	
	Positive	.040	
	Negative	-.048	
Test Statistic		.048	
Asymp. Sig. (2-tailed)		.200 <sup>c</sup>	
Monte Carlo Sig. (2-tailed)	Sig.	.806 <sup>d</sup>	
	99% Confidence Interval	Lower Bound	.796
		Upper Bound	.816
a. Test distribution is Normal.			

b. Calculated from data.
c. Lilliefors Significance Correction.
d. Based on 10000 sampled tables with starting seed 2000000.

Source: Primary Data Processed by SPSS (2023)

Based on the calculation results in Table 1 and Table 2, the value of Monte Carlo sig is obtained. of 0.295 and 0.806 or greater than 0.05, then the condition H0 is accepted that the normality assumption is met or the regression model used is normally distributed.

**b. Multicollinearity Test**

Multicollinearity test was conducted to see whether there is a linear relationship

between the independent variables in the regression model used. In this test it is known by the VIF (Variance Inflation Factor) value in each independent variable. According to (Imam, 2013), explains that if the tolerance value is <0.1 then multicollinearity occurs or by comparing the VIF (Variance Inflation Factor) value with the number 10. If the VIF value is > 10 then multicollinearity symptoms occur. The following is a multicollinearity testing table.

**Table 3 Multicollinearity Test Results (1st Model)**

<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
		B	Std. Error	Beta	Tolerance	VIF
1	(Constant)	40.517	3.250			
	X1	-.408	.121	-.372	.377	2.650
	X2	-.062	.057	-.119	.377	2.650

a. Dependent Variable: Y1

Source: Primary Data Processed by SPSS (2023)

**Table 4 Multicollinearity Test Results (2nd Model)**

<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
		B	Std. Error	Beta	Tolerance	VIF
1	(Constant)	33.357	4.893			
	X1	.671	.136	.462	.354	2.828
	X2	.144	.062	.209	.375	2.668
	Y1	-.128	.083	-.097	.777	1.286

a. Dependent Variable: Y2

Source: Primary Data Processed by SPSS (2023)

Based on Table 3 and Table 4, it is found that the overall tolerance value is >0.1 or VIF value <10 so that it can be concluded that there is no multicollinearity between independent variables. From the test results, it can be concluded that there is no

multicollinearity between independent variables.

**c. Heteroskedasticity Test**

The heteroscedasticity test is carried out to see if the regression model is fairly



good so that it requires no heteroscedasticity problems. If there is a heteroscedasticity problem, it means that the error affects greater than the

independent variable. The following is a table of heteroscedasticity testing with park tests.

Table 5 Heteroskedasticity Test Results (1st Model)

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.411	1.558		.264	.792
	X1	.015	.058	.032	.255	.799
	X2	.007	.027	.032	.256	.798

a. Dependent Variable: LN\_RES

Source: Primary Data Processed by SPSS (2023)

Table 6 Heteroskedasticity Test Results (2nd Model)

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-4.676	2.283		-2.049	.042
	X1	.073	.063	.145	1.154	.250
	X2	.031	.029	.129	1.052	.294
	Y1	.044	.039	.095	1.120	.264

a. Dependent Variable: LN\_RES

Source: Primary Data Processed by SPSS (2023)

Based on Table 5 and Table 6 the sig value of each variable Employee Engagement, Organizational Culture and Turnover Intention >0.05 so that it can be concluded that the model does not occur heteroscedasticity.

**Path Analysis Test**

a. Testing the Employee Engagement Path Coefficient on Turnover Intention

Table 7 Path Coefficient Test Results on Turnover Intention

Coefficients <sup>a</sup>							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Result
		B	Std. Error	Beta			
1	(Constant)	40.517	3.250		12.468	.000	Result
	X1	-.408	.121	-.372	-3.378	.001	Accepted
	X2	-.062	.057	-.119	-1.085	.279	Rejected

a. Dependent Variable: Y1

Source: Primary Data Processed by SPSS (2023)

The results of testing the effect of Employee Engagement (X1) on Turnover

Intention (Y1) can be seen in Table 7. The hypotheses in the tested research are as follows:

H1 : There is a significant negative influence between Employee Engagement and Turnover Intention.

Table 7 has shown a beta coefficient with a value of -0.372 indicating that the effect of Employee Engagement on Turnover Intention, with a tcount value of -3.378 > from the ttable of 1.6537 and a probability of 0.001 (p<0.05), then the decision is H0 rejected, meaning that the hypothesis that states Employee Engagement has a significant effect on Turnover Intention is accepted. The direction of a negative relationship indicates that if Employee Engagement is good, Turnover Intention will decrease.

b. Testing the Organizational Culture Path Coefficient on Turnover Intention

The results of testing the influence of Organizational Culture (X2) on Turnover

Intention (Y1) can be seen in Table 4.18. The hypotheses in the tested research are as follows:

H2 : There is no significant influence between Organizational Culture and Turnover Intention.

Table 7 has shown a beta coefficient with a value of -0.119 indicating that the influence of Organizational Culture on Turnover Intention, with a tcount value of -1.085 < from a ttable of 1.6537 and a probability of 0.279 (p>0.05), then the decision is H0 accepted, meaning that the hypothesis that states Organizational Culture has a significant effect on Turnover Intention is rejected. The direction of a negative relationship shows that if the Organizational Culture is good, the Turnover Intention will decrease.

c. Testing the Employee Engagement Path Coefficient on Employee Performance

Table 8 Path Coefficient Test Results on Employee Performance

Coefficients <sup>a</sup>							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Result
		B	Std. Error	Beta			
1	(Constant)	33.357	4.893		6.817	.000	
	X1	.671	.136	.462	4.943	.000	Accepted
	X2	.144	.062	.209	2.305	.022	Accepted
	Y1	-.128	.083	-.097	-1.535	.127	Rejected

a. Dependent Variable: Y2

Source: Primary Data Processed by SPSS (2023)

The results of testing the effect of Employee Engagement (X1) on Employee Performance (Y2) can be seen in Table 4.19. The hypotheses in the tested research are as follows:

H3 : There is a significant influence between Employee Engagement on Employee Performance.

Table 8 has shown a beta coefficient with a value of 0.462 indicating that the

effect of Employee Engagement on Employee Performance, with a tcount value of 4.943 > from the ttable of 1.6537 and a probability of 0.000 (p<0.05), then the decision is H0 rejected, meaning that the hypothesis that states Employee Engagement has a significant effect on Employee Performance is accepted. The direction of a positive relationship shows

that if Employee Engagement is good, Employee Performance will increase.

d. Testing the Organizational Culture Path Coefficient on Employee Performance

The results of testing the influence of Organizational Culture (X2) on Employee Performance (Y2) can be seen in Table 4.19. The hypotheses in the tested research are as follows:

H4 : There is a significant influence between Organizational Culture on Employee Performance.

Table 8 has shown a beta coefficient with a value of 0.209 indicating that the

influence of Organizational Culture on Employee Performance, with a tcount value of 2.305 < from the ttable of 1.6537 and a probability of 0.022 ( $p > 0.05$ ), then the decision is H0 rejected, meaning that the hypothesis that states Organizational Culture has a significant effect on Employee Performance is accepted. The direction of a positive relationship shows that if the Organizational Culture is good, Employee Performance will increase.

e. Testing the Turnover Intention Path Coefficient on Employee Performance

Table 9 Path Coefficient Test Results on Employee Performance

Coefficients <sup>a</sup>							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
		B	Std. Error	Beta			
1	(Constant)	33.357	4.893		6.817	.000	<b>Result</b>
	X1	.671	.136	.462	4.943	.000	Accepted
	X2	.144	.062	.209	2.305	.022	Accepted
	Y1	-.128	.083	-.097	-1.535	.127	Rejected

a. Dependent Variable: Y2

Source: Primary Data Processed by SPSS (2023)

The results of testing the effect of Turnover Intention (Y1) on Employee Performance (Y2) can be seen in Table 4.20. The hypotheses in the tested research are as follows:

H5 : There is no significant effect between Turnover Intention on Employee Performance.

Table 9 has shown a beta coefficient with a value of -0.097 indicating that the effect of Turnover Intention on Employee Performance, with a tcount value of -1.535 < from a ttable of 1.6537 and a probability of 0.127 ( $p > 0.05$ ), then the decision is H0 accepted, meaning that the hypothesis stating Turnover Intention has a significant effect on Employee Performance is rejected. The direction of the negative relationship

shows that if the Turnover Intention is higher, the Employee Performance will also decrease.

f. Inter-Line Relations

Based on the results of the data analysis that has been done, the relationship between the paths can be obtained as follows:

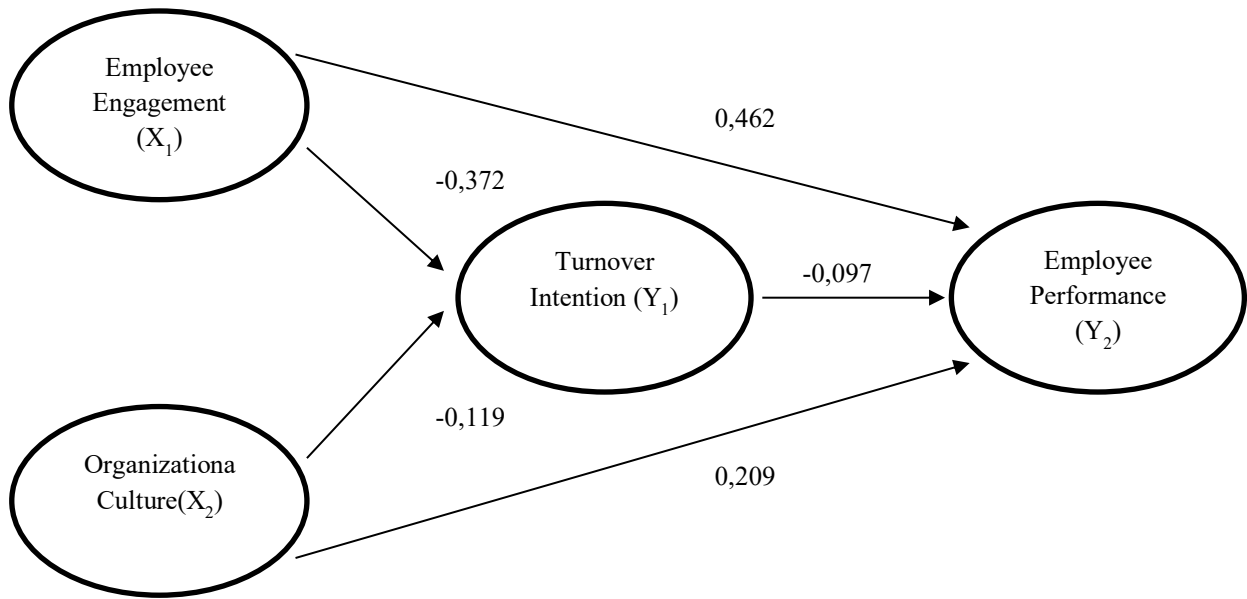


Figure 1 Inter-Line Relations

Source: Primary Data Processed by Researcher, 2023

Based on Figure 1 the results of the analysis show that the direct influence between Employee Engagement on Turnover Intention is -0.372 with a value of ( $p < 0.05$ ) and the direct influence of Organizational Culture on Turnover Intention is -0.119 with a value of ( $p > 0.05$ ), the negative influence directly shows that the better the Employee Engagement, the Turnover Intention will decrease and the Organizational Culture has no influence on Turnover Intention. The direct influence between Employee Engagement on Employee Performance is 0.462 with a value of ( $p < 0.05$ ) and the direct influence of

Organizational Culture on Employee Performance is 0.209 with a value of ( $p < 0.05$ ), the positive influence directly shows that the better the Employee Engagement, the more it will improve Employee Performance and the better the Organizational Culture, the more it will improve Employee Performance. The results of the direct influence analysis also found that Turnover Intention had no effect on Employee Performance, which was -0.097 with a value of ( $p > 0.05$ ). The direct, indirect influence and total influence between research variables will be presented briefly in table 10 as follows:

Table 10 Recapitulation of Direct, Indirect and Total Influence

Influence of Variables	Casual Influence		Total
	Direct	Indirect	
X1 to Y1	-0,372	-	-0,372
X2 to Y1	-0,119	-	-0,119
X1 to Y2	0,462	-	0,462
X2 to Y2	0,209	-	0,209
Y1 to Y2	-0,097	-	-0,097
X1 to Y2 through Y1	0,462	(-0,372 x -0,097)	0,498
X2 to Y2 through Y1	0,209	(-0,119 x -0,097)	0,220

Source: Primary Data Processed by Researcher, 2023

The calculation shows that the magnitude of the indirect influence of Employee Engagement and Organizational Culture on Employee Performance through Turnover Intention is calculated by multiplying the indirect coefficient. Because the value of the direct influence coefficient is smaller than the indirect influencer, which is  $0.462 < 0.498$  and  $0.209 < 0.210$ , there is an influence of the intervening variable Turnover Intention between Employee Engagement and Organizational Culture on Employee Performance.

g. The Effect of Employee Engagement on Employee Performance Through Turnover Intention

Regression analysis of the intervening variables used the Sobel test. The test of the intervening variables using this method was carried out by testing the strength of the indirect influence of the Employee Engagement variable (X1) on the Employee Performance variable (Y2) through the intervening Turnover Intention variable (Y1). The test aims to see the significance of the indirect effect of the mediator variable on the dependent variable to become (ab) with a standard error which will produce a statistical t value. The Sobel test uses the Sobel Test Calculator to calculate the value of the intervening variable in this study, namely Turnover Intention in the relationship between Employee Engagement and Employee Performance. The following are the results of the Sobel test using the Sobel Test Calculator.

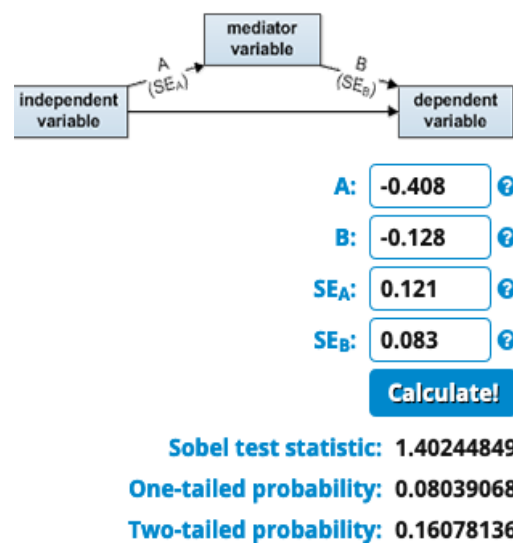


Figure 2 Sobel Test Result (X1 to Y2 through Y1)

Source: Primary Data Processed by Researcher using the Sobel Test Calculator, 2023

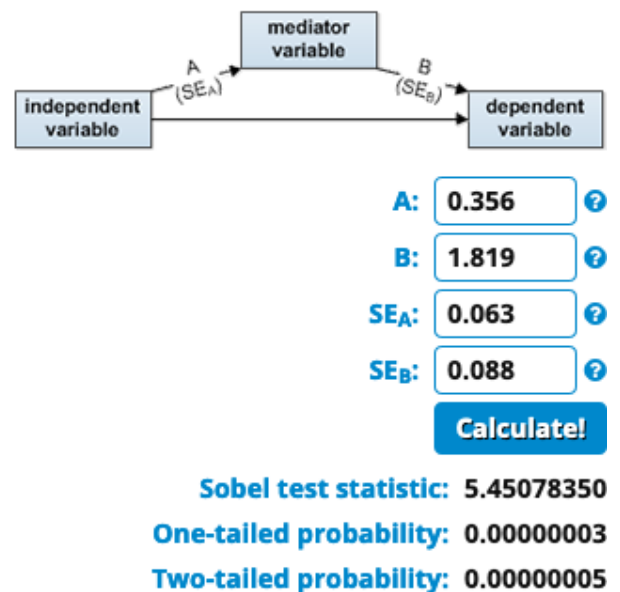
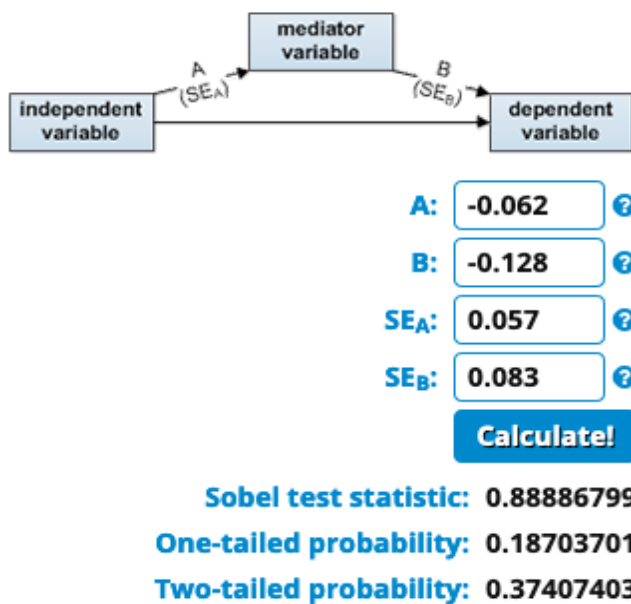
The amount of indirect influence of Employee Engagement on Employee Performance with Turnover Intention as the intervening variable is calculated by multiplying the indirect coefficient, which is  $-0.372 \times -0.097 = 0.036$ . So that the total influence of Employee Engagement on Employee Performance is  $0.462 + 0.036 = 0.498$ . Because the value of the direct influence coefficient is smaller than the indirect influence, which is  $0.462 < 0.498$ , there is an intervening influence of Turnover Intention between Employee Engagement on Employee Performance. Based on figure 2 shows the magnitude of the sobel test value of 1.40244849 with a significance value of  $0.08039068 > 0.05$

which means it is not significant. So, it can be concluded that the variable Turnover Intention is able to mediate the relationship between Employee Engagement on Employee Performance but is not significant, so H0 is accepted. This result does not support the H6 hypothesis, namely that there is a significant effect of Employee Engagement on Employee Performance through the intervening variable Turnover Intention.

#### h. The Effect of Organizational Culture on Employee Performance Through Turnover Intention

Regression analysis of the intervening variables used the Sobel test. The test of the intervening variable with this method was

carried out by testing the strength of the indirect influence of the Organizational Culture variable (X2) on the Employee Performance variable (Y2) through the intervening Turnover Intention variable (Y1). The test aims to see the significance of the indirect effect of the mediator variable on the dependent variable to become (ab) with a standard error which will produce a statistical t value. The Sobel test uses the Sobel Test Calculator to calculate the value of the intervening variable in this study, namely Turnover Intention in the relationship between Organizational Culture and Employee Performance. The following are the results of the Sobel test using the Sobel Test Calculator.



### 3 Sobel Test Result (X2 to Y2 through Y1)

Source: Primary Data Processed by Researcher using the Sobel Test Calculator, 2023

The magnitude of the indirect influence of Organizational Culture on Employee Performance with Turnover Intention as the intervening variable is calculated by multiplying the indirect coefficient, which is  $-0.119 \times -0.097 = 0.011$ . So that the total influence of Organizational Culture on Employee Performance is  $0.209 + 0.011 = 0.220$ . Because the value of the direct influence coefficient is smaller than the

indirect influence, which is  $0.209 < 0.220$ , there is an intervening influence of Turnover Intention between Organizational Culture and Employee Performance.

Based on figure 3 shows the magnitude of the sobel test value of 0.88886799 with a significance value of  $0.18703701 > 0.05$  which means it is not significant. So, it can be concluded that the variable Turnover Intention is able to

mediate the relationship between Organizational Culture and Employee Performance but is not significant, so H0 is accepted. These results do not support hypothesis H7, namely that there is a significant influence of Organizational Culture on Employee Performance through the intervening variable Turnover Intention.

## **Discussion**

### **The Effect of Employee Engagement on Turnover Intention**

In the results of the analysis using the path analysis method, a calculated value of -3.378 was obtained with a probability of 0.001 so that Employee Engagement has a negative influence on Turnover Intention. When viewed from the significance value of  $t$  of 0.001 smaller than the alpha used which is  $0.001 < 0.05$ , it can be concluded that the H1 hypothesis, namely Employee Engagement, has a significant negative effect on Turnover Intention. The majority of employees who have worked at PT. Indo Kordsa Tbk, has an age that is not relatively young anymore at the age of 28-38 years with a working status that is already tied (permanent). The higher a person's age, the lower the turnover intention. Employees who age are more likely to leave and look for a new job. Employees who are no longer young are less likely to look for more opportunities in finding new jobs, thus it does not facilitate job mobility. By having a bonded work status (permanent) with previously always extending the contract until it has been bonded, it becomes a consideration that employees have and does not cause turnover intention.

Companies can control the turnover intention rate in their companies by implementing retention strategies. This strategy is a way how companies can keep their employees from leaving the company by creating a sense of engagement in employees. (Dessler, 2013) suggests building retention programs, namely: Selection; Professional growth; Provide career direction; Meaningful work and ownership of goals; Recognition and rewards; Culture and environment; Promote work-life balance; and Acknowledge

achievements. This theory and results are in line with previous research conducted by (Natalia & Rosiana, 2017) that there is a significant influence between employee engagement and turnover intention.

### **The Effect of Organizational Culture on Turnover Intention**

In the results of the analysis using the path analysis method, a calculated value of -1.085 was obtained with a probability of 0.279 so that Organizational Culture does not affect Turnover Intention. When viewed from the significance value of  $t$  of 0.279 greater than the alpha used which is  $0.279 > 0.05$ , it can be concluded that the hypothesis H2, namely Organizational Culture, has no effect on Turnover Intention. The higher the organizational culture does not reduce the turnover intention rate in employees. A negative organizational culture does not support positive behavior and is unable to motivate, which tends not to encourage employees to be serious about working with each other. This shows that employees from PT. Indo Kordsa Tbk with a low organizational culture will increasingly have the desire to change jobs. Organizational efforts in stabilizing employee behavior, basically empowering human resources or employees as effectively as possible, but based on the right organizational culture.

This gives the right to employees with the flexibility to work in completing work, organizational tolerance for risky work, clarity about suggestions and expectations for achievements to be achieved by the organization, superior support including in terms of communication and overall employee commitment to the organization will form a good organizational culture. If employees do this happily and without coercion, it will be able to reduce turnover intention. According to Deborah (2008) one way for companies to reduce the turnover intention rate is by having a good organizational culture to achieve the expected performance in an organization or agency. With a good organizational culture in a company, it will trigger a decrease in turnover intention in an organization or company. This theory and results are in line with previous research conducted by (Widayati & Yunia, 2016) that there is a

significant influence between organizational culture and the rate of turnover intention.

### **The Effect of Employee Engagement on Employee Performance**

In the results of the analysis using the path analysis method, a calculated value of 4.943 was obtained with a probability of 0.000 so that Employee Engagement has a positive influence on Employee Performance. When viewed from the significance value of  $t$  of 0.000 smaller than the alpha used which is  $0.000 < 0.05$ , it can be concluded that the H3 hypothesis, namely Employee Engagement, has a significant positive effect on Employee Performance. Employee engagement itself is a concept that is believed to improve employee performance, because employee engagement is a state where members of an organization carry out their work roles, work and express themselves physically, cognitively and emotionally while showing their performance. The influence of employee engagement on employee performance is very important, because the sense of engagement that employees build with the company where they work is important. In the results of the data obtained from the research questionnaire, the grand mean value of the employee engagement variable is 4.26 which means employees have a high attachment to the company. The data results are also supported by a program created by the company's HR department to increase employee engagement in the form of Focus Group Discussion which aims to gain deeper insight into the factors that affect employee engagement, so that companies can take effective steps to increase employee engagement, satisfaction, and retention. In 2018, PT. Indo Kordsa made an assessment of employee engagement with the company and found results of 89% and included in the company's year-end report 2020.

According to Siddhanta and Roy (2010) who stated that employee engagement can create success for the company through matters related to employee performance, productivity, work safety, attendance, customer satisfaction, loyalty to profitability. Employee performance is one of the things that will

result in high employee engagement. Employee engagement itself is a concept that is believed to improve employee performance, because employee engagement is a state where members of an organization carry out their work roles, work and express themselves physically, cognitively and emotionally while showing their performance. The influence of employee engagement on employee performance is very important, because the sense of engagement that employees build with the company where they work is important. This theory and results are in line with previous research conducted by (Natalia & Rosiana, 2017) that there is a significant influence between employee engagement and employee performance.

### **The Effect of Organizational Culture on Employee Performance**

In the results of the analysis using the path analysis method, a calculated value of 2.305 was obtained with a probability of 0.022 so that Organizational Culture does not have a positive influence on Employee Performance. When viewed from the significance value of  $t$  of 0.022 smaller than the alpha used which is  $0.022 < 0.05$ , it can be concluded that the H4 hypothesis, namely Organizational Culture, has a significant positive effect on Employee Performance. An adequate and supportive organizational culture for the company's work activities will be able to improve the performance of employees. From the results of this study, it is known that organizational culture has been able to increase employee sensitivity to the company where they work. Employees already know the company where they work and have a sense of belonging. So that with this understanding, employee performance will be able to increase. Joint activities carried out between companies are also rarely carried out, if often done it is able to change the behavior of employees who originally had dynamic work patterns to be more relaxed due to reduced activities.

Organizational culture in an organization is usually considered as attitudes, norms, and work ethics held by employees in carrying out their work. Organizational culture can be used as a basis for monitoring employee behavior in an



organization so that it can control the performance of an employee in a company. An organization needs to improve the quality of its organizational culture to increase job satisfaction and create good performance from employees, the way that can be done is to hold outbound job training, hold joint recreation, sports matches, and dinner together (Mariam, 2009). A strong organizational culture will support the development of employee performance and motivate employees to achieve common goals. In the end, it will shape employee behavior in a certain direction as desired by the organization. This theory and results are in line with previous research conducted by (Prayudha, 2018) that there is an influence between organizational culture and employee performance.

### **The Effect of Turnover Intention on Employee Performance**

In the results of the analysis using the path analysis method, a calculated value of -1,535 was obtained with a probability of 0.127 so that, Turnover Intention has no influence on Employee Performance. When viewed from the significance value of  $t$  of 0.127 greater than the alpha used which is  $0.127 > 0.05$ , it can be concluded that H5, namely Turnover Intention has no effect on Employee Performance. Employees with turnover intention may experience a decrease in work engagement, which is their level of concern, interest, and concentration on work. Low work involvement can affect the quality and productivity of work. However, the grand mean variable employee engagement is 4.26 which indicates that employee engagement with the company is very good.

Low performance of employees can be caused by employees feeling burdened by the work environment, which can stimulate the desire of employees to find work elsewhere that is considered more suitable. If employees have committed to a certain behavior and forget their main responsibilities as employees, it is certain that employee performance will worsen. The desire to leave work or the organization causes employees to do work not in accordance with existing procedures, thus automatically causing employee

performance to decrease. This theory and results are in line with previous that there is no significant influence between turnover intention and employee performance.

### **The Effect of Employee Engagement on Employee Performance Through Turnover Intention**

Based on the results of the study, it can be seen that Turnover Intention cannot mediate the indirect influence of Employee Engagement on Employee Performance, this is contrary to the H6 hypothesis, namely there is a significant influence of Employee Engagement on Employee Performance through Turnover Intention. With the grand mean value of the employee engagement variable of 4.26 which is classified as very good and also the grand mean value of the employee performance variable of 3.69 which is classified as good, it shows that the engagement of company employees produces results that are in line with the company's goal to create quality human resources.

The theory that supports the effect of employee engagement on employee performance through turnover intention is the job satisfaction theory which states that the level of employee job satisfaction is related to their performance at work. This is not in line with this study where employees tend to often have turnover intention. Employees have not been satisfied with the performance provided to the organization. High job satisfaction can motivate employees to contribute more effectively and stay in the organization, and organizational commitment theory focuses on the level of employee commitment to the organization. Employees who have a strong level of organizational engagement, both in the form of affective commitment, normative commitment, and continuance commitment, tend to have lower turnover intention and higher performance. Strong organizational bonding can increase employee loyalty, motivation, and dedication to work and the organization. Both theories conclude that employee engagement, which involves feelings of attachment, motivation, and employee satisfaction with the job and the organization, can affect employee performance through reduced turnover

intention. Employees who are more engaged with their work tend to have lower turnover intention, which in turn positively impacts their performance.

Natalia and Rosiana (2009) in their research, explained that employee engagement is a positive attitude to employees towards the company for what has been done in accordance with company standards. This shows that employees who have a positive attitude will not have the tendency or intention to quit their jobs. Turnover is needed by some organizations for employees who still have low performance, but the turnover value must be controlled so that the organization benefits from the increase in the performance of new employees which is greater than the recruitment costs incurred by the organization (Kadiman & Indriana, 2012). Turnover also needs to be watched out if the majority of employees who leave work are human resources who are competent with company standards.

### **The Effect of Organizational Culture on Employee Performance Through Turnover Intention**

Based on the results of the study, it can be seen that Turnover Intention cannot mediate the indirect influence of Organizational Culture on Employee Performance, this is contrary to the H7 hypothesis, namely there is a significant influence of Organizational Culture on Employee Performance through Turnover Intention. This is also supported by the results of the grand mean calculation of organizational culture variables of 4.32 which are classified as very good; the grand mean value of the employee performance variable of 3.69 which is classified as good; and also, the grand mean value of turnover intention of 3.09 which quite proves that a high organizational culture does not necessarily affect employee performance through the desire to move from enough employees.

Organizational culture in an organization is usually considered as attitudes, norms, and work ethics held by employees in carrying out their work. This is the basis for monitoring employee behavior in a company or in an organization so that it

can control the performance of an employee in a company (Nel Arianty, 2018) so that organizational culture can control the good and bad performance of an employee in a company. In addition, the company's way to reduce the turnover intention rate is by means of a good organizational culture to achieve the expected performance in an organization or agency. A negative organizational culture does not support positive behavior and is unable to motivate, which tends not to encourage employees to be serious about working with each other.

According to (Kadiman & Indriana, 2012) explained that organizational culture will have an influence on turnover intention. This is not in line with this study where organizational culture is not a strong attribute to influence employee turnover intention. The company's turnover rate can be minimized if there is a match between the cultural values that grow in the organization with the values owned by each employee. Employees will feel a match with the values of the organization, they will be bound to stay within the organization. According to (Tika, 2006), the virtue of organizational culture, control, and direction in shaping human attitudes and behavior that involve themselves in an organizational activity. This shows that employees with a high organizational culture will have a smaller desire to change jobs. With the smaller desire to change work to another place, it will cause employee performance to be higher. The success of an organization to implement aspects or values of its organizational culture can encourage the organization to grow and develop sustainably with the desire of employees to stay in the company.

### **CONCLUSION**

Based on research conducted entitled "The Effect of Employee Engagement and Organizational Culture on Employee Performance through Turnover Intention as an Intervening Variable (Study on Employees of PT. Indo Kordsa Tbk)". Then the following conclusions can be drawn:

1. The results showed that the variable Employee Engagement had a significant

- negative effect on Turnover Intention in PT employees. Indo Kordsa Tbk.
2. The results showed that the Organizational Culture variable did not have a significant effect on Turnover Intention in PT Employees. Indo Kordsa Tbk.
  3. The results showed that the Employee Engagement variable had a significant positive effect on employee performance in PT employees. Indo Kordsa Tbk.
  4. The results showed that the variable of Organizational Culture had a significant positive effect on Employee Performance in PT employees. Indo Kordsa Tbk.
  5. The results showed that the variable Turnover Intention did not have a significant effect on Employee Performance in PT employees. Indo Kordsa Tbk.
  6. The results showed that Turnover Intention was not proven to mediate the effect of Employee Engagement on Employee Performance in PT. Indo Kordsa Tbk. This is proven by the results of the Sobel statistical test on the sobel test. The results of inter-track calculations show that the direct influence is smaller than the indirect influence by Employee Engagement on the Performance of PT. Indo Kordsa Tbk mediated by Turnover Intention.
  7. The results showed that Turnover Intention was not proven to mediate the influence of Organizational Culture on Employee Performance in PT. Indo Kordsa Tbk. This is proven by the results of the Sobel statistical test on the sobel test. The results of inter-track calculations show that the direct influence is smaller than the indirect influence by Organizational Culture on the Performance of PT. Indo Kordsa Tbk mediated by Turnover Intention.

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