
MIX: Jurnal Ilmiah Manajemen

Management Scientific Journal

ISSN (Online): 2460-5328, ISSN (Print): 2088-1231

https://publikasi.mercubuana.ac.id/index.php/jurnal_Mix

Is Employee Engagement Really Impact on Turnover Intention

Fawzia Nurmadina Arifany^{1*)}, Kiki Sudiana²⁾

¹⁾ arifany@student.telkomuniversity.ac.id, Telkom University, Indonesia

²⁾ ksudiana@telkomuniversity.ac.id, Telkom University, Indonesia

*) Corresponding Author

ABSTRACT

Objectives: Employee engagement is often considered one of the factors that can reduce turnover intention. The inconsistency of the results indicates that there are various variations depending on the industry context and the conditions of the job and the company. In the EPC (Engineering, Procurement, and Construction) industry, this challenge becomes increasingly complex due to the high pressure to meet project deadlines, dynamic work environments, and rapid project rotations, which can significantly affect employee engagement and turnover intention. In National Construction Company experiencing financial crises due to project failures resulting from the implementation of PSAK-72 and the conditions of COVID-19, this leads to uncertainty in project sustainability, prompting many employees to leave the company. This research consists of two variables, employee engagement as the independent variable and turnover intention as the dependent variable. The study aims to determine whether employee engagement has an effect on turnover intention.

Methodology: The method used in this research is analysis, with data collection through questionnaires. This research employs a quantitative method with a non-probability sampling technique of convenience sampling. The population in this study is all employees at the National Construction Company, totaling 676. A sample of 251 employees was selected for analysis in this research. The data analysis techniques used are descriptive analysis, classical assumption tests, multiple linear regression analysis, and hypothesis testing.

Finding: The results of this study indicate that employee engagement has a significant effect on turnover intention among employees of the National Construction Company.

Conclusion: The results of this research are expected to be utilized by the management of the National Construction Company to reduce turnover rates by considering the employee engagement perceived by employees, thereby enabling the company to achieve better and sustainable performance.

Keywords: Employee Engagement; Turnover Intention

Submitted: 10-02-2025

Revised: 28-03-2026

Accepted: 30-03-2026

Article Doi:

http://dx.doi.org/10.22441/jurnal_mix.2026.v16i1.015

INTRODUCTION

“Employee engagement has become one of the main focuses in human resource management, particularly due to its relevance to various organizational outcomes such as productivity, job satisfaction, and employee loyalty. Employee engagement encompasses the emotional, cognitive, and physical involvement of employees in their work, enabling them to feel motivated and enthusiastic in fulfilling their responsibilities (Kahn, 1990; WILMAR, 2002; Saks, 2006). In relation to turnover intention, employee engagement is often considered one of the factors that can reduce such intentions. However, research findings regarding this relationship show inconsistency.

Several recent studies, such as those conducted by Cahyono et al. (2023), Mulang (2022), and Singh & Sant, (2023), have found that employee engagement has a significant negative impact on turnover intention. In this research, employees who feel engaged with their work tend to have a greater sense of ownership towards the organization, thereby reducing the likelihood of leaving their jobs.

However, not all studies find a consistent relationship between employee engagement and turnover intention. Research such as Maharani, (2024) and Sahni, (2021) indicates that in certain contexts, employee engagement does not have a significant impact on turnover intention. In fact, high engagement can become problematic, where employees who are overly engaged may actually increase their turnover intention (Setiawan & Prasojo, 2021; Irawan & Komara, 2022; Heriyanti, 2021; Tauqeer et al., 2022; Primayanty, 2023; Merlin et al., 2024). This suggests that the impact of employee engagement on turnover intention can vary depending on the context of the industry, organizational culture, and working conditions or company.

The results of these varied studies raise significant questions regarding the extent to which employee engagement truly affects turnover intention. Does a high level of employee engagement always lead to a lower intention to leave? Or are there other factors that also influence this relationship, resulting in varying impacts? Therefore, it is important to delve deeper into the relationship between employee engagement and turnover intention.

In the EPC (Engineering, Procurement, and Construction) industry, this challenge becomes increasingly complex. The EPC industry often faces high pressure to meet project deadlines, dynamic work environments, and rapid project rotations. These conditions can significantly affect employee engagement levels and turnover intentions. Employees in this industry frequently encounter heavy workloads and high demands, leading to misalignment in employee engagement that may drive an increase in turnover intentions. Furthermore, the contractual nature of projects can also impact employee loyalty to the company, making the relationship between engagement and turnover intention increasingly relevant for research. The EPC industry is a sector engaged in providing complete services ranging from engineering, procurement, to construction of various large projects, such as infrastructure, energy, and transportation. This industry is very important in national infrastructure development, especially in facing the challenges of modernization and economic growth.

In Indonesia, the EPC industry plays a strategic role in supporting major projects, including power plants, renewable energy development, toll road construction, airports, and ports. As an important pillar in the implementation of national strategic projects, EPC companies not only ensure that projects go according to plan, but also help to scale up. In the energy sector, EPC plays a crucial role in realizing the energy transition, especially in the development of clean and renewable energy such as hydrogen and green ammonia, which will

help Indonesia achieve its Net Zero Emission target by 2060. The success of the EPC industry in these large projects also supports technology and knowledge transfer and creates new jobs that strengthen the country's economic foundation (Ahmad et al., 2023).

National Construction Company is one of the leading companies operating in Engineering, Procurement and Construction (EPC) in Indonesia. This company is committed to reducing dependence on foreign companies in large-scale industry development. By prioritizing high Health, Safety, & Environment (HSE) standards, the National Construction Company has successfully completed various major projects in the petrochemical, energy, and infrastructure sectors both at the national and international levels. The success of this company is not only measured by the projects that have been completed, but also by its contribution in empowering the local workforce and fulfilling the Domestic Component Level (TKDN) which has a positive impact on the national economy.

In early 2019, the COVID-19 outbreak spread nationally and internationally, bringing a major impact on the Indonesian economy, especially for businesses in the field of industry design. Uncertainty regarding the duration of the outbreak and effective handling has been a challenge, even though the government has designated COVID-19 as a national disaster or force majeure. The National Construction Company remains committed to completing each project on target, despite facing major challenges. For the sake of sustainability, the company implemented new SOPs in accordance with government regulations, including restrictions on working time and space, self-isolation, and mitigation measures such as health screening and COVID-19 tests.

Major changes were implemented in the field, such as reducing working hours from 12 hours to six hours per day and adjusting the number of shifts to four times a day from two times a day. Although working hours were reduced, workers' wages were maintained without reduction. Another consequence was an increase in operational costs, such as employee transportation that increased from two round trips to four, as well as additional food and drink costs for workers. In addition, strict COVID-19 controls, such as daily PCR tests and self-isolation, also put a strain on the budget. On the other hand, office employees implemented a work from home (WFH) system with limited work from office (WFO) following the appeal of the local government, especially DKI Jakarta at that time.

This policy causes an increase in project costs of up to 400 percent from normal conditions and greatly affects the cost of completing a project ranging from labor, accommodation, consumption, compensation, electricity, fuel, work equipment, use of heavy equipment, the cost of shipping machinery orders from abroad both using ship transportation, air freight and local transportation for local material products, the cost of handling COVID-19 according to recommendations from the government and the Ministry of Health. The COVID-19 pandemic brings uncertainties that are difficult to predict, whether in days, weeks, months or years. Under these circumstances, all workers were forced to return to their home regions, while heavy equipment used had to be returned, and all overseas orders, fabrication processes and machine building were halted. After the long holiday period, restarting operations was a major challenge due to the high mobilization and demobilization costs associated with starting a new project. In addition, it is a time-consuming process to get everything back to normal.

The implementation of PSAK 72 and the impact of the COVID-19 pandemic created significant financial pressure on the company, with losses affecting human resource management. Increased service charges and decreased revenue due to this accounting policy limit budgets for career development. Financial instability also decreases employee engagement, as employees feel anxious about the future of the company and less motivated.

The combination of these two factors increases turnover intention, reflecting the challenges companies face in retaining talent in the midst of a crisis.

As a result of the crisis, the National Construction Company experienced a significant decline in revenue, coupled with mounting operational debt. The inability to complete projects on time continued to adversely affect cash flow and overall financial structure, worsening the company's financial condition. Based on these financial conditions, resulting in uncertainty regarding the continuity of projects in the National Construction Company, many employees chose to resign and look for other opportunities. Not only junior employees, but also a number of senior employees who hold roles in project execution. The company's inability to provide certainty and future career opportunities has increased the turnover rate.

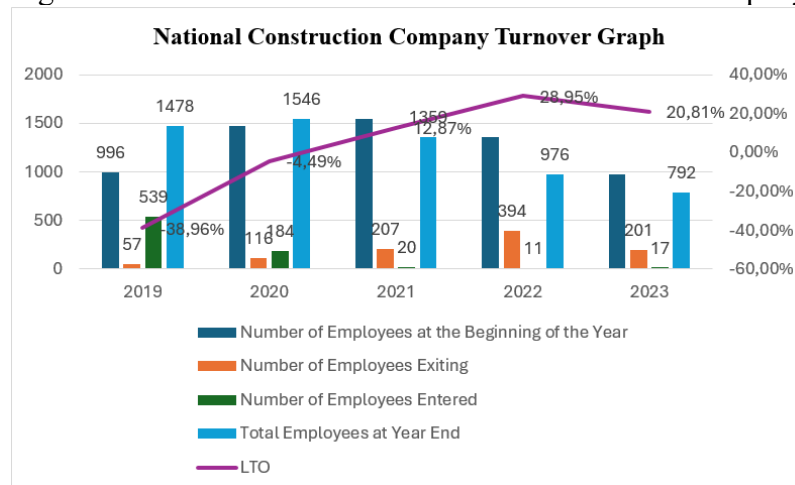
Based on data from the National Construction Company's annual report, there have been significant fluctuations in the number of employees over the past five years. In 2020, the number of employees reached 1,546, but decreased to 1,359 in 2021 and even to 976 employees at the end of 2022. This decline indicates problems in the company's HR management, including possibly related to high employee turnover or uncertainty about the next project. In previous years, the number of employees had increased from 1,478 in 2019 to 1,546 in 2020, but again experienced instability. This phenomenon reinforces the argument that the company faces challenges in retaining its workforce, which can have a direct impact on operational performance as well as the stability of ongoing projects.

Table 1.1 Employee Turnover Data of National Construction Company

Year	Number of Employees at the Beginning of the Year	Number of Employees Leaving	Number of Employees Entering	Number of Year-End Employees	LTO
2019	996	57	539	1.478	-38.96%
2020	1.478	116	184	1.546	-4.49%
2021	1.546	207	20	1.359	12.87%
2022	1.359	394	11	976	28.95%
2023	976	201	17	792	20.81%
Average Percentage of LTO					21.21%

Source: Data processed from Annual Report 2019-2023

Figure 1.1 Turnover Chart of National Construction Company



Source: Data processed from Annual Report 2019-2023

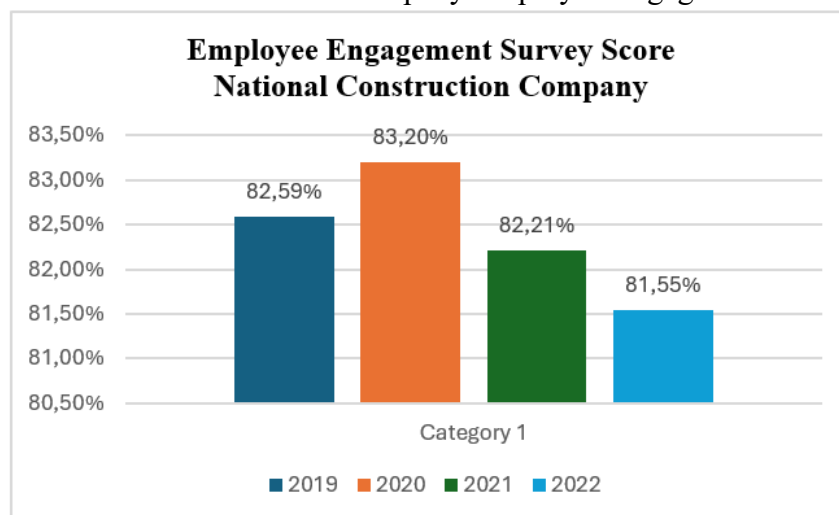
Based on the data above, it shows the number of employees in and out of the National Construction Company from 2019 to 2023. The number of initial employees fluctuated, with a significant increase from 996 in 2019 to 1,478 in 2020, and decreased again to 676 in 2024. The number of exiting employees also showed an increase from 57 in 2019 to 394 in 2022, leading to a high Labor Turnover (LTO) rate of 28.95% in 2022, compared to -38.96% in 2019. On the other hand, the number of incoming employees experienced a sharp decline, especially in 2021 and 2022, which only added 20 and 11 employees respectively. As a result, the year-end headcount continued to decline after its peak in 2020.

Many experienced employees have moved to similar companies, thereby reducing the quality of human resources needed to assist in the recovery of the company. In an effort to reduce the contractual burden on permanent employees and reduce operational costs, the National Construction Company began to outsource most of its project work. While this strategy was successful in reducing the short-term burden, the impact on employee loyalty and productivity was significant. Outsourced employees felt that they did not have a strong attachment to the company, which in turn impacted their work effectiveness. This only worsens the situation faced by the company.

In the aspect of employee engagement in the National Construction Company as reflected in the survey results in 2019 with a score of 82.59%, then in 2020 with a score of 83.20%, in 2021 with a score of 82.21% and in 2022 of 81.55%. This illustrates a downward trend that shows serious challenges in terms of employee engagement. This decline is accompanied by reduced investment in training and education, from IDR5.4 billion in 2019 to IDR2.8 billion in 2020, IDR3.8 billion in 2021, and finally IDR868 million in 2022. Such cost reductions may affect employee motivation and engagement.

Dissatisfaction arising from the lack of development opportunities and project uncertainty makes employees feel trapped in the same position without prospects for advancement, thus increasing their intention to seek opportunities elsewhere. This is evidenced by employee resignations that show an increase, which amounted to 29 people in 2020, 74 people in 2021, and 194 people in 2023 so this represents a large number of employees looking for opportunities elsewhere.”

Figure 1.2 National Construction Company Employee Engagement Survey Score



Source: Data processed from Annual Report 2019-2022

Table 1.2 Employee Engagement Data of National Construction Company

2019	2020	2021	2022
82.59%	83.20%	82.21%	81.55%

Source: Data processed from Annual Report 2019-2023

Although prior studies have widely examined the relationship between employee engagement and turnover intention, most have been conducted in general or service-based industries with relatively stable work environments. Existing research (e.g., Naufer & Kumar, 2020; Nurbaeti & Wahyuningtyas, 2022) consistently finds a negative relationship between employee engagement and turnover intention; however, there is still limited empirical evidence focusing on project-based industries such as EPC, particularly in Indonesia. The EPC sector has distinct characteristics, including project uncertainty, high time pressure, and fluctuating workloads, which may influence employee engagement and turnover intention differently compared to other industries. This gap highlights the importance of conducting this study at present, especially given the increasing challenges in retaining skilled employees amid global competition and complex project demands.

This research is expected to contribute both academically and practically. From an academic perspective, it enriches the Human Resource Management (HRM) literature by providing empirical evidence on the relationship between employee engagement and turnover intention within a project-based industry context, particularly in the Indonesian EPC sector. From a practical perspective, the findings are expected to offer strategic insights for National Construction Company and similar EPC firms in designing effective HR policies, enhancing employee engagement, reducing turnover intention, and ultimately improving workforce stability and project performance.

The research problem in this study is formulated through several key questions:

1. How is the level of employee engagement among employees at National Construction Company?
2. How is the level of turnover intention within the company?
3. Does employee engagement have a significant effect on turnover intention?

LITERATURE REVIEW

Definition of Turnover Intention: Turnover intention should not be understood merely as an employee's desire to voluntarily leave an organization, but rather as a psychological indicator reflecting job dissatisfaction, weakened emotional attachment, and a deteriorating employee–organization relationship. Definitions proposed by Lazzari et al. (2022), Priansa (2017), Hasibuan (2019), and Kaswan (2017) tend to be descriptive, as they focus on the manifestation of the intention to leave without sufficiently explaining the underlying mechanisms.

From a more analytical perspective, turnover intention can be explained through Organizational Commitment Theory, where low affective commitment leads to a weak emotional bond between employees and the organization, increasing the likelihood of leaving. Furthermore, within the framework of Social Exchange Theory (SET), turnover intention arises when there is an imbalance in the reciprocal relationship between employees and the organization. When employees perceive that their contributions are not adequately reciprocated through rewards, recognition, or organizational support, they are more likely to withdraw,

which is reflected in their intention to leave. Therefore, turnover intention can be seen as a consequence of failed social and psychological exchanges within the organization.

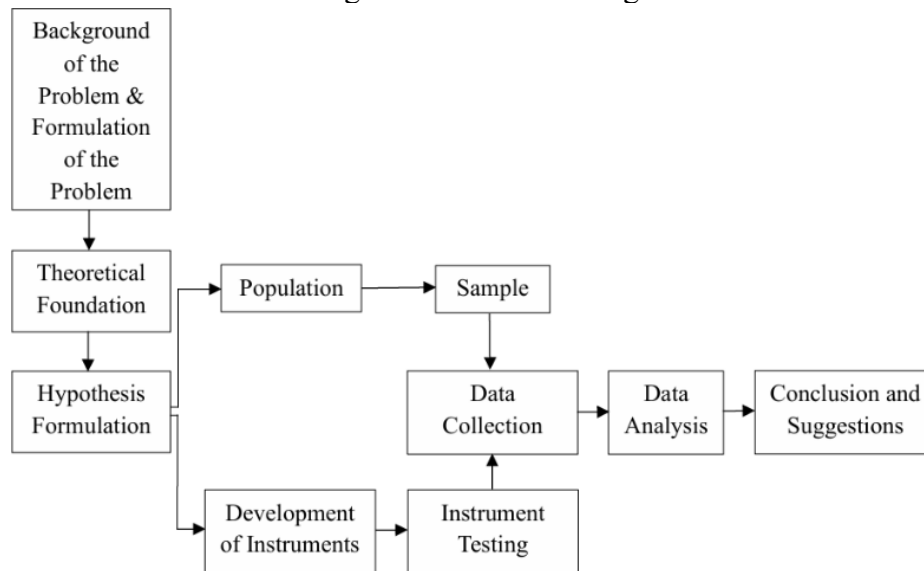
Definition Employee Engagement: Employee engagement is not simply a matter of enthusiasm or job involvement, but a multidimensional psychological state that reflects emotional, cognitive, and behavioral connection to both work and the organization. While Robbins & Judge (2023) and Dessler (2020) define engagement in terms of involvement and commitment, these explanations remain general and do not fully capture the drivers of engagement.

From an analytical standpoint, the Job Demands–Resources (JD-R) Model provides a more comprehensive explanation. It posits that employee engagement develops when job resources such as supervisory support, recognition, and a positive work environment are sufficient to balance or exceed job demands, including workload pressure and project uncertainty. In the EPC industry, which is characterized by high pressure and dynamic project conditions, this balance is particularly critical. A lack of job resources can lead to exhaustion and disengagement, whereas adequate resources foster vigor, dedication, and absorption. Thus, employee engagement should be viewed not only as an individual attitude but also as an outcome of organizational systems and human resource management practices.

METHOD

This study uses a quantitative approach because the purpose of data collection and analysis is to test the hypothesis that has been made. This research is causal or investigates cause-and-effect relationships. The purpose of this study is to determine the influence or impact that the two variables may have (Sugiyono, 2022). The research variables consist of Independent Variables and Dependent Variables. The independent variable in this study is Employee Engagement. The dependent variable in this study is Turnover Intention. In this study, the population used is all employees who work in the National Construction Company, totaling 676 people. This research will use non probability sampling with convenience sampling method. The data collection technique used by researchers was obtained from primary data related to the research. In this study, primary data was obtained through a questionnaire. The questionnaire in this study was adapted from several relevant sources to ensure the validity and reliability of the research instrument. In this study, we used descriptive analysis to find out about the effect of employee engagement on turnover intention in employees of National Construction Company. We did this by completing a series of statements and providing five response options. In this study, there were 676 people (population), with the highest scale value Strongly Agree (5) and the lowest scale Strongly Disagree (1). The stages of this research refer to the quantitative research process described by (Sugiyono, 2022), as follows:

Figure 3.1 Research Stages



Source: (Sugiyono, 2022)

RESULTS AND DISCUSSION

Descriptive Analysis of Employee engagement Variable (X): Descriptive analysis for the employee engagement variable with three main dimensions of vigor, dedication, and absorption aims to understand the level of employee engagement in the context of their work. Vigor measures employees' energy and resilience at work, dedication assesses how deeply engaged and motivated employees feel, while absorption looks at the extent to which employees are focused and immersed in their work. The items for this analysis consist of 9 statements to evaluate each dimension. By analyzing these three dimensions, companies can identify areas that require more attention to improve overall employee engagement so as to increase employee productivity and retention.

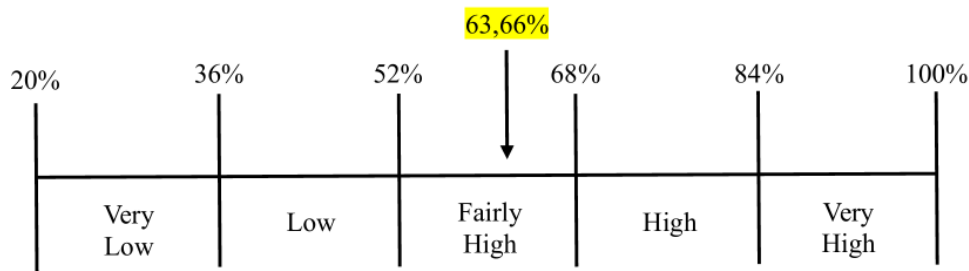
Table 4.4 Results of Recapitulation of Employee Engagement Variables

No	Dimension	Total Score	Average
1	Vigor	2149	57%
2	Dedication	2425	64%
3	Absorption	2637	70%
Total		7211	63,66%

Source: Researcher Processed Results, 2025

Based on table 4.7 above, a continuum line of employee engagement variables is obtained as follows:

Figure 4.9 Continuum Line Recapitulation of Employee Engagement Variables



Source: Researcher's Process Results, 2025

Based on Figure 4.12 above, it can be seen that the employee engagement variable as X has a large percentage of 63.66% which is included in the moderate category. This shows that the condition of employee engagement of employees at National Construction Company is of medium value.

Descriptive Analysis of Turnover Intention Variable (Y): The descriptive analysis for the turnover intention variable aims to provide an overall picture of employees' intention to leave their jobs, which consists of three main dimensions: thinking of quitting, intention to search for another job, and intention to quit, measured through 22 statements. The thinking of quitting dimension measures the frequency of employees' thoughts about quitting, while the intention to search for another job reflects the active desire to look for a new job, which can be analyzed through the mean and standard deviation. Meanwhile, intention to quit indicates a concrete decision to leave a job, with descriptive statistics such as median and range to illustrate the distribution of data. Through this analysis, companies can identify patterns and trends that indicate problems in job satisfaction, as well as formulate effective strategies to improve employee retention and reduce turnover rates.

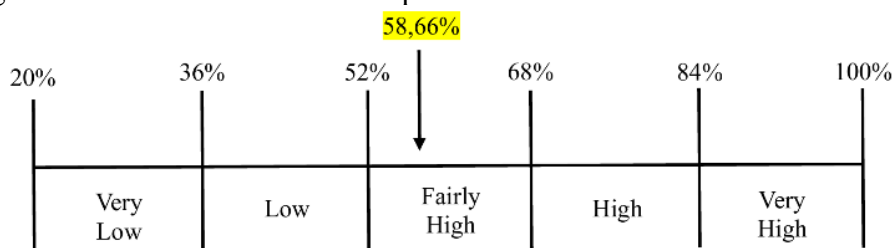
Table 4.8 Recapitulation Results of Turnover Intention Variables

No	Dimension	Total Score	Average
1	Thinking of Quitting	4814	55%
2	Intention to Search for Another Job	5336	61%
3	Intention to Quit	6064	60%
Total		16214	58,66%

Source: Researcher's Processed Results, 2025

Based on table 4.11 above, the continuum line of the employee engagement variable is obtained as follows:

Figure 4.12 Continuum Line Recapitulation of Turnover Intention Variables

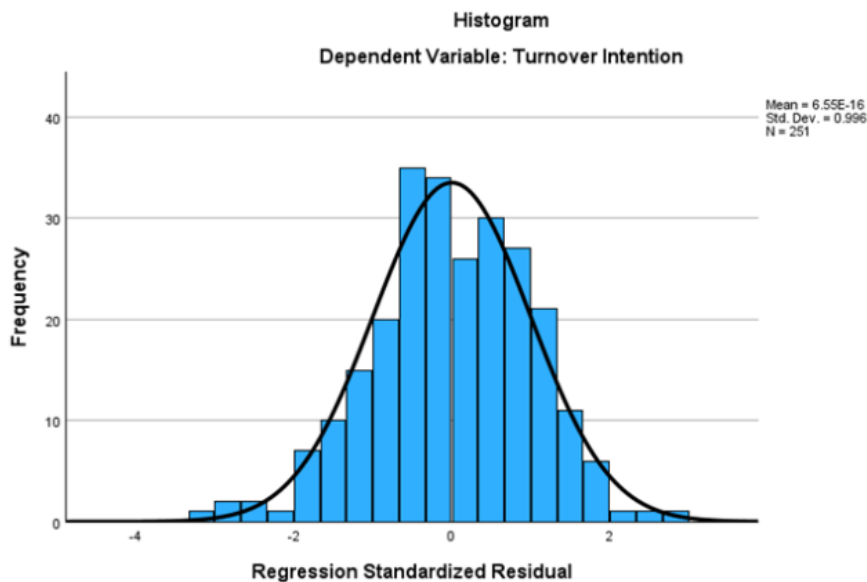


Source: Researcher's Process Results, 2025

Based on Figure 4.15 above, it can be seen that the turnover intention variable as Y has a large percentage of 58.66% which is included in the moderate category. This shows that the condition of employee turnover intention at National Construction Company is of medium value.

Normality Test: The following are the results of the normality test with graphs for this study which were processed using SPSS 30 software.

Figure 4.13 Normality Test Results on Histogram

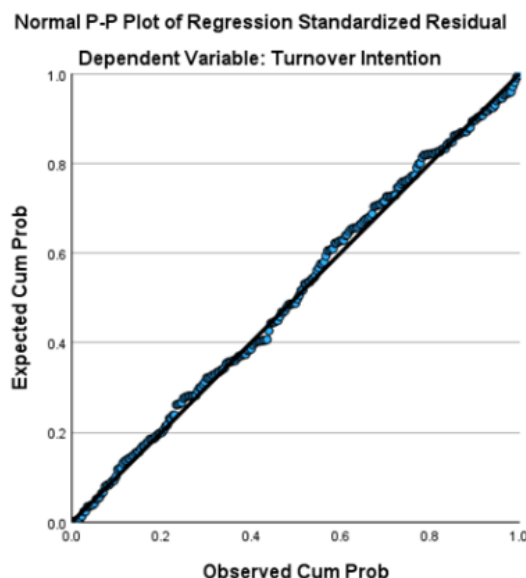


Source: SPSS 30 Data Processing Results (2025)

Based on Figure 4.16 above, the histogram shows the standardized residual distribution of regression for the dependent variable turnover intention, taking into account the independent variable (employee engagement). From this visualization, it can be seen that the shape of the histogram resembles a bell that is symmetrical in the middle, indicating that the residual distribution follows a normal pattern. The peak of the histogram is around the zero value, with the highest frequency in the range of -2 to 2, indicating that most of the residuals are distributed near the mean. The mean value of the residuals that is very close to zero (6.55E-16) and the relatively small standard deviation (0.996) indicate that the regression model used is able to explain the variability of turnover intention well. With a total sample size of 251, this result confirms that the assumption of normality of residuals is met which is an important requirement in regression analysis, thus giving more confidence in the validity of the model in understanding the effect of employee engagement on turnover intention.

To reduce the weakness of the normality test using the graph test, then further statistical tests can be carried out on the data that has been obtained. The following are the results of processing normality test data with statistical tests:

Figure 4.14 Normal P-Plot Graph of Turnover Intention Variable (Y)



Source: SPSS 30 Data Processing Results (2025)

In Figure 4.17, the P-Plot displayed shows the relationship between the expected cumulative probability and the observed cumulative probability of the regression standardized residuals for the dependent variable turnover intention. In this plot, the data points almost follow the diagonal line which indicates a good alignment between the residual distribution and the normal distribution. This indicates that the residuals of the regression model are close to normal distribution which is an important assumption in regression analysis. The precision of the points close to the diagonal line indicates that the model used is reliable in predicting turnover intention, and confirms that the effect of the independent variable (employee engagement), can be analyzed with high validity. Thus, these results provide confidence that further analysis of the factors that influence turnover intention can be done properly.

In order to be able to clarify the results and ensure that the data results are normally distributed using the P-Plot, the researcher conducts a statistical normality test with One-Sample Kolmogorov-Smirnov (K-S) by looking at the significance (α) of 0.05. A data is considered to be normally distributed if it has a significance value greater than 0.05. The criteria for data that can be included in the category of normally distributed data is the significance level (α) which is greater than 0.05. The following are the results of the normality test using the One-Sample Kolmogorov-Smirnov test method.

Table 4.9 Hasil Uji One-Sample Kolmogorov-Smirnov Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		251
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	9.96336014
Most Extreme Differences	Absolute	.037
	Positive	.032

	Unstandardized Residual
Negative	-.037
Test Statistic	.037
Asymp. Sig. (2-tailed) ^c	.200 ^d
Monte Carlo Sig. (2-tailed) ^e	Sig. .575
99% Confidence Interval Lower Bound	.562
Upper Bound	.588

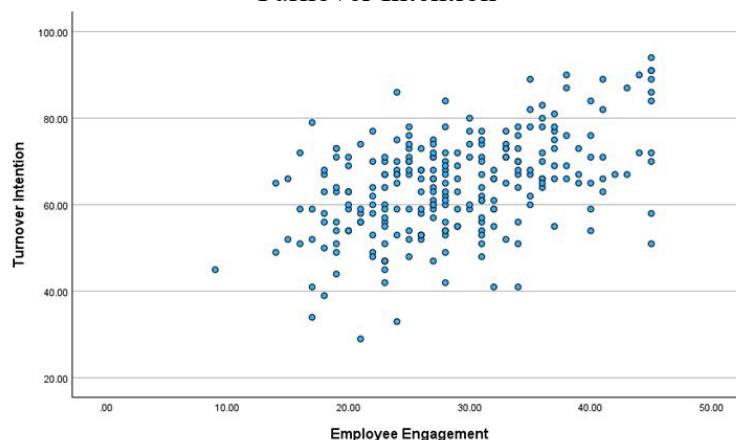
- a. Test distribution is Normal
- b. Calculated from data
- c. Lilliefors Significance Correction
- d. This is a lower bound of the true significance
- e. Lilliefors method based on 10,000 Monte Carlo samples with starting seed 2000000

Source: SPSS 30 Data Processing Results (2025)

The normality test results in table 4.12 using the One-Sample Kolmogorov-Smirnov Test for 251 respondents show a significance value (Asymp. Sig. (2-tailed)) of 0.200, which is greater than the commonly used significance level (0.05). This value indicates that there is not enough evidence to reject the null hypothesis that the data is normally distributed. Thus, it can be concluded that the residual data in this analysis meets the assumption of normality, which is very important for the validity of further statistical analysis. The existence of a normal distribution in this data provides confidence that the analytical techniques to be applied, such as regression analysis or t-test, can be carried out appropriately and the results can be interpreted properly. Therefore, these results provide a strong basis to proceed with further research and analysis without worrying about violations of the normality assumption.

Heteroscedasticity Test:

Figure 4.19 Heteroscedasticity Test Scatterplot of Employee Engagement Variables on Turnover Intention



Source: SPSS 30 Data Processing Results (2025)

Based on Figure 4.19 above, the Scatterplot displayed is used to test for heteroscedasticity between the employee engagement and turnover intention variables. In this visualization, it can be seen that the data points tend to show an increasing pattern, where turnover intention tends

to be higher at lower levels of employee engagement. Despite this trend, the spread of the data points shows considerable variation across the entire range of employee engagement values, with no clear pattern. This indicates that the variability of turnover intention is not consistent across employee engagement levels, which is an indication that there is no significant heteroscedasticity problem. In other words, the residuals do not show systematic patterns that could affect the validity of the regression model. However, even though there is no clear indication of heteroscedasticity, further analysis is still required to ensure that the regression model used remains valid and reliable in explaining the relationship between employee engagement and turnover intention.

To strengthen the results of the heteroscedasticity test from the scatterplot graph, the heteroscedasticity test can then be carried out through the Glejser test. A data exhibits heteroskedasticity if the independent variable is statistically significantly influenced by the dependent variable with a significance value ($\alpha < 0.05$). The following are the results of the heteroscedasticity test with the Glejser test:

Table 4.10 Heteroscedasticity Test Results with the Glejser Test
 Coefficients^a

Model	Variable	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig.
		(B)	Std. Error			
1	(Constant)	7.207	1.454		4.955	<.001
	Employee Engagement	.032	.049	0.042	.663	.508

a. Dependent Variable: RES

Source: SPSS 30 Data Processing Results (2025)

Based on table 4.13 above, presents the results of the heteroscedasticity test which shows the coefficients for the regression model with the dependent variable RES. From the analysis, the significance value for the constant is <0.001, which indicates that the constant is statistically significant. For the employee engagement variable, the significance value is 0.508. Both values are much greater than 0.05, indicating that there is insufficient evidence to suggest heteroscedasticity in this model. Thus, it can be concluded that the variables do not exhibit heteroscedasticity problems, so the assumption of homoscedasticity is met and the regression analysis can be performed validly.

Simple Linear Regression Analysis:

Table 4.11 Simple Linear Regression Analysis Results
 Coefficients^a

Model	Variable	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig.
		B	Std. Error			
1	(Constant)	43.989	2.490		17.670	<.001
	Employee Engagement	.715	.084	.476	8.532	<.001

a. Dependent Variable: Turnover Intention

Source: SPSS 30 Data Processing Results (2025)

Based on table 4.15 above, the results of the regression equation analysis can be written as follows:

$$Y = a + bX$$

$$Y = 43.989 + 0,715X$$

- a. Constant (Intercept): The constant value of 43.989 indicates that when all independent variables (employee engagement) are zero, the value of turnover intention is estimated at 43.989.
- b. The coefficient value of 0.715 for employee engagement indicates that every one unit increase in employee engagement will increase turnover intention by 0.715, assuming other variables remain constant. The significance value ($p = <0.001$) indicates that the effect of employee engagement on turnover intention is highly significant. Because the coefficient value is positive, this indicates that employee engagement and turnover intention are interconnected.

Partial Test (T Test):

Table 4.12 T-test Results
Coefficients^a

Model	Variable	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
1	(Constant)	43.989	2.490	–	17.670	<0.001
1	Employee Engagement	0.715	0.084	0.476	8.532	<0.001

a. Dependent Variable: Turnover Intention

Source: SPSS 30 Data Processing Results (2025)

In table 4.16 above, the results of the t test or partial test are known. The df value is 249, so the calculation result of the t table value is 1.651. The following are the results of the explanation of the t test:

- a. The results of the t test conducted with the help of SPSS software obtained the t value for the engagement variable (8.532) > t table (1.651) with a significance value (<0.001) < (0.05). Then a decision can be made if H0 is rejected and Ha is accepted. Thus, the employee engagement variable has a significant effect on turnover intention.

Determination Coefficient Test:

Table 4.13 Results of the Coefficient of Determination
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.476	0.226	0.223	10.07381

a. Predictors: (Constant), Employee Engagement

b. Dependent Variable: Turnover Intention

Source: SPSS 30 Data Processing Results (2025)

Based on Table 4.18, the coefficient of determination (R^2) is 0.226, indicating that employee engagement explains only 22.6% of the variation in turnover intention, while the remaining 77.4% is influenced by other factors not included in this model. Although the R value

of 0.476 suggests a moderate relationship, the relatively low R^2 highlights that turnover intention is a complex and multidimensional phenomenon, particularly in the context of project-based industries such as EPC. This relatively low explanatory power can be attributed to the unique characteristics of the EPC industry, which is highly dynamic, project-driven, and often characterized by uncertainty, tight deadlines, and fluctuating workloads. In such environments, employee engagement alone is insufficient to fully explain employees' intention to leave, as various structural, managerial, and situational factors also play significant roles. Therefore, the low R^2 value does not indicate a weak model, but rather reflects the inherent complexity of turnover intention in the EPC industry. It underscores the importance of incorporating a broader set of variables in future research to achieve a more comprehensive understanding of the factors influencing employee retention in project-based organizational settings.

Discussion

Based on the results of the analysis described earlier, it was found that employee engagement has a significant and significant positive effect on turnover intention in employees of National Construction Company. In this discussion, it will also be explained about the cause and effect relationship between the two variables examined in the study as well as the results of previous studies that support this research.

Employee Engagement Analysis on Employees of National Construction Company: Analysis of the employee engagement variable at National Construction Company shows varying results in each of the dimensions measured. Overall, the vigor dimension recorded a total score percentage of 57%, which indicates that employees feel less energetic and excited about their work. This could be an indication of a problem in employee motivation or well-being. Meanwhile, the dedication dimension showed a better percentage score of 64%, indicating that employees feel inspired and proud of their work. Finally, the absorption dimension had the highest percentage score of 70%, indicating that employees feel engaged and focused at work. These results show that although there are some positive aspects in employee engagement, there is still room for improvement, especially in terms of vigor which can affect productivity and overall job satisfaction. As such, it is important for management to understand the factors that influence employees' work energy and vigor in order to improve their overall engagement.

The item with the highest score was found in the dedication dimension, namely the statement "I am proud of the work I do" which scored 83%. This suggests that although employees may feel less energetic, they still have a sense of pride and satisfaction in their work. The male-dominated characteristics of the respondents (96%) and the majority being between 36-40 years old (29%) may contribute to this feeling, as they are at a career stage where they have accumulated significant experience and achievements. This sense of pride can be a strong motivational driver, despite challenges in terms of energy and morale. This is in line with the explanation from Robbins & Judge (2023) that employees with high engagement will have a deep connection with the company. Thus, companies need to capitalize on this sense of pride to further increase employee engagement, for example through recognition and rewards for their contributions. In addition, clear career development programs and opportunities to contribute to meaningful projects can further increase employees' sense of dedication to the company.

In contrast, the item with the lowest score is found in the vigor dimension, namely the statement "At my workplace, I feel full of energy" which scored 54%. This medium score indicates that employees feel less energetic and may experience fatigue or stress at work. The

characteristics of respondents showing that most have a length of service of 1-3 years (2%) and an undergraduate education (75%) may contribute to this feeling, as new employees often face challenges in adapting to a new work environment. This dissatisfaction can potentially lead to decreased productivity and increased turnover risk. Therefore, it is important for the management of National Construction Company to create a supportive work environment, including wellbeing and self-development programs, for employees to feel more energetic and engaged in their work. In addition, the company may consider conducting regular surveys on employee well-being and providing stress management training to help employees overcome the challenges they face. With these measures, it is expected that employees can feel more energized and engaged in their work, which in turn will improve overall performance and job satisfaction.

Analysis of Turnover Intention in Employees of National Construction Company: The analysis of turnover intention at National Construction Company shows significant results in each dimension measured. The thinking of quitting dimension obtained a total score percentage of 55%, which indicates that employees have a tendency to think about the possibility of leaving their jobs. This reflects a deep dissatisfaction among employees that can be caused by various factors, including a lack of opportunities for career development, an unsupportive work environment, or dissatisfaction with management. Meanwhile, the intention to search for another job dimension showed a slightly better percentage score of 61%, indicating that while employees are not actively looking for a new job, they are open to other opportunities. Finally, the intention to quit dimension scored a percentage of 60%, indicating that there is significant dissatisfaction among employees that could trigger a decision to leave the company. These results suggest that while there are some employees who feel attached to their jobs, many are dissatisfied and considering looking for opportunities elsewhere, which could negatively impact employee retention and company productivity.

The item with the highest score was found in the thinking of quitting dimension, namely the statement “I often think about leaving my job” which scored 75%. This indicates that many employees feel trapped in their position and consider looking for another job. The male-dominated characteristics of the respondents (96%) and the majority aged between 36-40 years (29%) may contribute to this feeling, as they are at a career stage where expectations for advancement and self-development are usually high. This dissatisfaction may be caused by the lack of opportunities for promotion or career development, which can make employees feel unappreciated. In addition, the feeling that the current job does not provide the expected challenge or satisfaction can reinforce the desire to seek other opportunities. This is in line with the findings of Dessler (2020) who found that the lack of opportunities for career development contributed significantly to employees' desire to find a new job. Therefore, it is important for National Construction Company management to understand the factors that lead to this dissatisfaction and take steps to improve employee motivation and engagement, such as providing training, mentoring, and opportunities to engage in more challenging projects.

In contrast, the item with the lowest score is found in the intention to search for another job dimension, namely the statement “I often look for other information about job vacancies” which obtained a score of 51%. This low score indicates that although employees may feel dissatisfied, they are not actively looking for a new job. The respondents' characteristics showing that most have 1-3 years of service (2%) and S1 education (75%) may contribute to this feeling, as new employees often feel bound to give the company a longer chance before making the decision to move on. However, this underlying dissatisfaction could potentially lead to higher turnover in the future if not properly addressed. Employees who are dissatisfied but

not looking for a new job may be in a state of stagnation, which can result in decreased productivity and commitment to the company. Therefore, it is important for management to create a supportive work environment and provide clear career development opportunities so that employees feel more attached and motivated to stay with the company. Measures such as regular employee satisfaction surveys, career development programs, and recognition of employee contributions can help reduce turnover intention and increase employee retention at National Construction Company.

Analysis of the Effect of Employee Engagement on Turnover Intention in Employees of National Construction Company: The analysis shows that employee engagement has a significant positive effect on turnover intention. This can be seen from the calculated t value of 8.532 with a significance of <0.001 , which shows that the higher the level of employee engagement, the higher their intention to leave work. Although most National Construction Company employees feel engaged, this is more due to the difficult conditions the company is facing, where they are grateful to still have a job and income. However, the intention to seek employment opportunities in other more stable companies remains, as employees hope to achieve a better and more secure future.

The test result of the coefficient of determination (R^2) shows a value of 0.226, which means that 22.6% of the variation in turnover intention can be explained by the employee engagement variable. This suggests that although this factor has a significant influence, there is still 77.4% of the variation that may be influenced by other factors not measured in this study. Therefore, it is important for the management of National Construction Company to conduct further analysis to identify other factors that can influence turnover intention, such as job satisfaction, compensation, and work environment. By understanding these factors, management can design more effective strategies to improve employee retention. The correlation between employee engagement and turnover intention shows that despite having high levels of engagement, it is still likely to have significant turnover intention. This highlights that high engagement in employees is not enough to resist the urge to leave if they feel they have no career development opportunities.

These results differ from research conducted by Wang et al., (2020), Margaretha et al., (2023), Nurbaeti & Wahyuningtyas, (2022) which emphasize that high employee engagement contributes to increased productivity and job satisfaction, which in turn reduces turnover intention. Employees who are actively involved in their work will have a stronger relationship with the organization, which in turn reduces turnover intention. The results of this study are in line with the research of Irawan & Komara, (2022), Setiawan & Prasajo, (2021), (Heriyanti, (2021), Tauqeer et al., (2022), and Merlin et al., (2024), which state that employee engagement has a positive and significant effect on turnover intention.

Therefore, these results suggest that the management of National Construction Company needs to focus on increasing trust and stability of the company to reduce employees' desire to leave. Transparency regarding the company's strategic plan, diversification of small-medium projects to reduce idle time, and reviewing the incentive and compensation system are important steps. In addition, employee retention can be done through offering career development programs and job rotation opportunities. Management also needs to build a sense of belonging through a collaborative work culture, contribution recognition, and open communication. By creating a safe work environment and supporting career growth, companies can retain highly engaged employees while reducing the negative impact of organizational instability. The management of National Construction Company needs to take strategic steps to manage high engagement while employee training and development programs need to be strengthened to

help employees feel like they are thriving even though their position has not changed significantly. Recognition of employee contributions, both in the form of formal and informal appreciation, is also key to keeping their motivation high.

INCONSISTENCY OF EMPLOYEE ENGAGEMENT ON TURNOVER INTENTION					
NO	TITLE	INFLUENCE		OBJECT	INDUSTRY
1	Cahyono, H., Suci, R. P., & Mas, N. (2023). Analisa pengaruh perceived supervisor support dan job insecurity terhadap turnover intention dengan employee engagement sebagai variabel intervening. <i>Jurnal Pendidikan Dasar dan Sosial Humaniora</i> , 2(10), 1341-1360.	Negative	Significant	71 contractor PT PHM's Senipah field (Pertamina Hulu Mahakam)	Oil and Gas
2	Mulang, H. (2022). Analisis pengaruh keadilan organisasi, worklife balance terhadap employee engagement dan turnover intention. <i>Golden Ratio Manajemen Sumber Daya Manusia</i> , 2(2), 86-97.	Negative	Significant	70 employees of PT Bumi Sarana Beton – Kalla Group	Construction
3	Singh, S., & Sant, S. (2023). The Moderating Role of Workplace (Hybrid/Remote) on Employee Engagement and Employee Turnover Intention. <i>Employee responsibilities and rights journal</i> , 1-16. https://doi.org/10.1007/s10672-023-09480-3	Negative	Significant	371 information technology professionals working in Mumbai	Information Technology
4	Aggarwal, A., Jaisinghani, D., & Nobil, K. (2022). Pengaruh keadilan dan dukungan organisasi terhadap komitmen organisasi dan niat keluar masuk karyawan: peran mediasi keterlibatan karyawan. <i>Jurnal Internasional Ilmu Kualitas dan Layanan</i> , 14(4), 525-554.	Negative	Significant	432 employees working in IT companies operating in India	
5	Wang, C., Xu, J., Zhang, T. C., & Li, Q. M. (2020). Pengaruh identitas profesional terhadap intensi turnover pada karyawan hotel di Tiongkok: Peran mediasi keterlibatan karyawan dan kepuasan kerja. <i>Jurnal Manajemen Perhotelan dan Pariwisata</i> , 45, 10-22.	Negative	Significant	1312 Hotel employees in China	Hospitality
6	Saputra, I. W. A., & Suwandana, I. G. M. (2022). Pengaruh Keterlibatan Karyawan dan Kompensasi terhadap Turnover Intention Karyawan di Kafe dan Bar Lokal di Bali, Indonesia. <i>European Journal of Business and</i>	Negative	Significant	70 employees of Single Fin Cafe and Bar	

INCONSISTENCY OF EMPLOYEE ENGAGEMENT ON TURNOVER INTENTION					
NO	TITLE	INFLUENCE	OBJECT	INDUSTRY	
7	Management Research, 7(1), 329-332. Wijayanto, T., Widiartanto, W., & Dewi, R. S. (2022). Pengaruh Job Satisfaction and Employee Engagement on Turnover Intention in Employees of Santika Premiere Semarang Hotel. <i>Journal of Business Administration Science</i> , 11(3), 461-471.	Negative	Significant	78 employees of Hotel Santika Premiere Semarang	
8	Maharani, A. S., Emilisa, N., & Sekar, R. (2024). Analisis Pengaruh Human Resources Development Practices, Human Resources Management, dalam Memediasi Employee Engagement Terhadap Turnover Intention pada Karyawan Hotel Bintang Empat di Grogol. <i>EKOMA: Jurnal Ekonomi, Manajemen, Akuntansi</i> , 3(6), 2763-2775.	Negative	No Significant	Employees of Hotel Bintang Empat in Grogol	
9	Juliantara, I. K., Sihombing, I. H. H., & Sulistyawati, N. L. K. S. (2020, Desember). Pengaruh employee engagement terhadap turnover intention. In <i>The International Conference on Business and Management Research (ICBMR 2020)</i> (pp. 300-305). Atlantis Press.	Negative	Significant	67 employees of Golden Tulip Jineng Resort Bali Hotel	
10	Rehatta, P. N. R., Sijabat, A., Tutupoho, S., Muskita, F. I., & Waly, N. (2022). Pengaruh Employer Branding Terhadap Turnover Intention Di Mediasi Oleh Employee Engagement Pada PT. Federal International Finance Ambon. <i>Management Studies and Entrepreneurship Journal (MSEJ)</i> , 3(6), 3346-3358.	Negative	Significant	30 employees of PT Federal International Finance Ambon	Banking
11	Wahyuningtyas, R. (2022). Pengaruh kepuasan kerja dan employee engagement terhadap turnover intention pada bank	Negative	Significant	Employees of Bank Syariah	

INCONSISTENCY OF EMPLOYEE ENGAGEMENT ON TURNOVER INTENTION					
NO	TITLE	INFLUENCE		OBJECT	INDUSTRY
	syariah Indonesia. In Sustainable Future: Tren, Strategi dan Pengembangan (pp. 120-123). Routledge.			Indonesia (BSI)	
12	Nafer, F. Z., & Kumar, P. D. A. S. (2020). Dampak Keterlibatan Karyawan terhadap Turnover Intention: Studi pada Third Space Global (Pvt) Limited. Kelaniya Jurnal Manajemen Sumber Daya Manusia, 15(1), 71-88.	Negative	Significant	250 non-executive level staff at Third Space global PVT Ltd	
13	Zamzamy, A. S., Setiadi, I. K., & Nawir, J. (2021, Agustus). Pengaruh Employee Engagement, Budaya Organisasi, dan Work Life Balance terhadap Turnover Intention Guru Secondary Jakarta Islamic School. In Prosiding BIEMA (Seminar Nasional Manajemen Bisnis, Ekonomi, dan Akuntansi) (Vol. 2, pp. 205-220).	Negative	Significant	58 employees of teachers Secondary Jakarta Islamic School	Education
14	Kartika, R., & Gunawan, A. W. (2022). PENGARUH TRANSFORMATIONAL LEADERSHIP TERHADAP TURNOVER INTENTION GENERASI Z MELALUI INTERNAL COMMUNICATION DAN EMPLOYEE ENGAGEMENT. Jurnal Transformasi Mandalika, 3(2), 121-141.	Negative	Significant	135 Generation Z employees working in ten companies that provide broadband and pay TV services	ISP
15	Novitasari, I. A., & Dessyarti, R. S. (2022). Pengaruh work-life balance terhadap turnover intention dengan employe engagement sebagai variabel intervening (studi pada karyawan po jaya ponorogo). Jurnal ilmiah edunomika, 6(1), 405.	Negative	Significant	55 employees of PO Jaya Ponorogo	Transportation
16	Sahni, J. (2021). Employee engagement among millennial workforce: Empirical study on selected antecedents and consequences. SAGE Open, 11(1), 21582440211002208.	Negative	No Significant	408 employees of the millennial generation working in private sector companies located in Riyadh, Saudi Arabia	
17	Pitaloka, N. A., & Rahman, F. A. (2024, December). The Impact of	Negative	Significant	150 Generation	

INCONSISTENCY OF EMPLOYEE ENGAGEMENT ON TURNOVER INTENTION					
NO	TITLE	INFLUENCE		OBJECT	INDUSTRY
	Organizational Justice, Employee Engagement, and Work Life Balance on Employee Turnover Intention Generation Y at PT XYZ. In Sixth International Conference on Applied Economics and Social Science (ICAESS 2024) (pp. 566-579). Atlantis Press.			Y employees of PT XYZ, both male and female, aged between 25 and 42 years, with a tenure of more than 1 year	
18	Veritia, V., Moeins, A., & Sunaryo, W. (2024). The Role of Organizational Culture, Knowledge Management, and Employee Engagement on Turnover Intention. The Eastasouth Journal of Social Science and Humanities, 2(01), 1-15.	Negative	Significant	179 employees of Palm Oil Company Group	Palm Oil
19	Ramadhan, D. F. (2023). The Effect of Employee Engagement and Organizational Culture on Employee Performance Through Turnover Intention As An Intervening Variable. Riwayat: Educational Journal of History and Humanities, 6(3), 1965-1984.	Negative	Significant	173 employees of PT Indo Kordsa	
20	Setiawan, I., & Prasajo, S. (2021). Effect of Talent Management and Employee Engagement on Turnover Intention with Employee Retention Mediation. Journal of Business Management and Accounting, 3(2), 55-63.	Positive	Significant	71 employees at PT Yamada Indonesia Plant 2nd Factory	Manufacturing
21	Heriyanti, S. S., & Esthi, R. B. (2023). The effect of talent management on turnover intention mediated by employee engagement. International Journal on Social Science, Economics and Art, 13(3), 194-201.	Positive	Significant	132 employees of the millennial generation aged 25-39 years and Z generation aged 19-24 years who worked in automotive companies in the Bekasi industrial	
22	Irawan, I. A. W., & Komara, E. (2020). The influence of financial compensation and career development mediated through	Positive	Significant	180 permanent employees	

INCONSISTENCY OF EMPLOYEE ENGAGEMENT ON TURNOVER INTENTION					
NO	TITLE	INFLUENCE		OBJECT	INDUSTRY
	employee engagement toward turnover intention of millennial employees of XYZ grup. <i>Jurnal Ekonomi, Manajemen Dan Perbankan (Journal of Economics, Management and Banking)</i> , 6(2), 75-89.			of the XYZ Group	
23	Hakro, T. H., Jhatial, A. A., & Chandio, J. A. (2022). Employee turnover intentions: Investigating the role of work overload, job satisfaction, employee engagement and job stress. <i>Research Journal of Social Sciences and Economics Review</i> , 2(2), 71-82.	Positive	Significant	208 employees of private banks of Sindh, Pakistan	Banking
24	Primayanty, M., Sembel, R., Kurniawan, H. T., Basbeth, F., & Malau, M. (2023). The Effect of Employee Engagement on Turnover Intention: The Moderating and Mediating Roles of Person-Organization Fit at Banks in Jakarta.	Positive	Significant	200 respondent from Gen Z employees of seven Banks in Jakarta	
25	MERLIN, P. K. T. A., HASTIKA, Y., & ROHMAN, A. The Impact of Employee Engagement and Employee Motivation on Employee Turnover Intention and the Mediating Role of Organizational Commitment. https://doi.org/10.37394/23207.2024.21.43	Positive	Significant	105 employees Sales Marketing division FMCG companies in the Jabodetabek area	FMCG

The relationship between employee engagement and turnover intention shows mixed results, although the majority of studies find a negative and significant relationship. This means that the higher the employee engagement, the lower their intention to change jobs. Examples of studies that support this relationship are research on employees in the oil and gas sector (Cahyono et al., 2023), information technology (Setiawan & Prasajo, 2021), and hospital (Wang et al., 2020), which show that engagement plays an important role in employee turnover. However, some studies have found a positive relationship between engagement and turnover intention, such as in studies in the automotive (Heriyanti, 2021) and banking (Tauqeer et al., 2022) sectors.

This inconsistency can be caused by industry differences as well as the influence of other variables that interact with engagement. In the oil and gas industry, where engagement pressure tends to play a greater role in reducing turnover intention. In contrast, in highly competitive sectors such as banking, manufacturing and FMCG, excessive pressure and demands may affect this relationship. In addition, other variables often mediate or moderate the direction of this relationship. For example, the study of (Primayanty, (2023) showed that person-organization fit strengthens the effect of engagement, while Setiawan & Prasajo, (2021) showed that

unbalanced talent management can increase turnover intention. Therefore, further research needs to be conducted with a uniform cross-industry design and systematically consider mediating and moderating variables. This approach may yield a deeper and more consistent understanding of the relationship between engagement and turnover intention.

CONCLUSION

Based on the results of data processing and analysis described in the previous chapter regarding the effect of employee engagement on turnover intention, the researchers draw the following conclusions:

1. The level of employee engagement at National Construction Company shows varied results, with some employees feeling engaged and committed, while others feel less engaged. This engagement affects productivity and job satisfaction. The employee engagement level of National Construction Company employees is also categorized as quite high, with an average of 63.66% across the three dimensions, indicating that employees feel engaged and committed to their work. However, this also suggests that employees feel less energized in their jobs. The company needs to create a more supportive work environment, including organizing team-building activities and recognition to enhance employee motivation. The company can also enhance the aspects of dedication and absorption by strengthening communication regarding the important roles of employees in projects, providing training relevant to technical needs, offering opportunities for involvement in strategic projects, and ensuring a well-managed workload to help employees remain focused and motivated.
2. The turnover intention among employees of National Construction Company is quite high, which may be caused by employee engagement. The level of turnover intention at National Construction Company falls into the category of quite high, with an average of 58.66% across the three dimensions, indicating that employees have a relatively high intention to leave their jobs. This suggests that employees are experiencing dissatisfaction with their work, both in terms of compensation, work-life balance, and emotional feelings after work. To address this issue, the company is advised to create open communication channels between management and employees, as well as strategic cooperation with similar construction companies to channel human resources when National Construction Company is not engaged in projects, thereby providing a sense of hope and direction for employees.
3. Employee engagement positively influences turnover intention, indicating that the higher the level of employee involvement, the more likely they are to leave the company. This result can be explained by the company's unstable conditions due to financial difficulties, project losses, penalties from clients, and reduced banking confidence, which create high uncertainty regarding the company's future. Employees with high engagement, who are generally more productive and competitive, tend to seek job opportunities elsewhere that are more stable, especially when competitors offer more attractive career prospects. Additionally, the difference in motivation between productive employees and senior employees also affects turnover intention, where productive employees are more vulnerable to leaving because they have the flexibility and ability to move, while senior employees tend to stay due to considerations of retirement rights and benefits. The work environment that does not support retention, such as the lack of new large projects and the company's inability to provide a sense of security, exacerbates this situation. In unhealthy business conditions, engagement, which is usually considered a factor that reduces turnover

intention, instead becomes a catalyst, as engaged employees feel the need to secure their future elsewhere.

4. This study has several limitations. The model only includes employee engagement as an independent variable, which limits its ability to fully explain turnover intention, as other influencing factors are not considered. In addition, the study does not incorporate mediating or moderating variables that could provide a deeper understanding of the relationship. Future research is therefore recommended to develop more comprehensive models by including additional variables, such as job satisfaction, organizational commitment, job security, leadership style, and compensation, as well as exploring mediating and moderating effects. Expanding the scope of research across different companies or industries may also improve the generalizability of the findings.

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