



# Turnover Intention's Employees Retail: The Employee Performance and Work Engagement

Alfriano Tri Maulino <sup>1</sup>, Alvin Eryandra <sup>2</sup>

<sup>1,2</sup> Fakultas Psikologi, Universitas Muhammadiyah Prof. DR. Hamka

Email: [alvineryandra@uhamka.ac.id](mailto:alvineryandra@uhamka.ac.id)

## How to Cite :

Maulino, A.T., Eryandra, A. (2024). Turnover Intention's Employees Retail: The Employee Performance and Work Engagement. EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis, 12(3). doi: <https://doi.org/10.37676/ekombis.v12i3>

## ARTICLE HISTORY

Received [22 Maret 2024]

Revised [25 June 2024]

Accepted [07 July 2024]

## KEYWORDS

Employee Performance, Work Engagement, Turnover Intention, Retail

*This is an open access article under the [CC-BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license*



## ABSTRACT

This study aims to determine the effect of employee performance and work engagement on turnover intention both partially and simultaneously at retail organization. This research uses a quantitative approach. The sampling used is accidental sampling through google form with a total of 496 respondents of retail organization employees. Employee performance measurement tools are measured by the Individual Work Performance Questionnaire (IWPQ) of 18 items. Work engagement is measured by the Utrecht Work Engagement Scale-9 (UWES-9) with a total of 9 items. Turnover intention was measured by Turnover Intention Scale (TII) by Mobley with 3 items. Data were processed using Jamovi 2.4 software with multiple linear regression models. Hypothesis testing results show that employee performance has no effect on turnover intention. While the work engagement variable has a negative effect on turnover intention. Simultaneously, employee performance and work engagement positively affect turnover intention by 6.7%.

## INTRODUCTION

The determining indicator of the national economy can be seen from the condition of a retail company that develops in that country. This is in accordance with Ihwanudin & Beladiena, (2020) which states that the retail business has a major contribution to Gross Domestic Product (GDP). Retail is a business activity that is closely related to product marketing (Supriono, 2018). The retail business sector refers to a system that adopts by promoting and offering products with sales transactions that are directly addressed to consumers, in other words Bussines to Consumer (Tjendra, 2019). In the current era, the retail industry is the most important industry in meeting the needs of the community and has a role in economic growth with many retail stores spread across Indonesia (Soliha, 2008). This makes it easier for people to find the products they need without spending a long time, so that the retail industry will save time used to be more efficient.

The Indonesian Retail Entrepreneurs Association (APRINDO) states that the growth of the retail industry this year is projected to experience higher growth due to the democratic elections (APRINDO, 2022). According to CEIC Data (2023) in 2023 retail companies experienced sales growth with an average of 7.9%, with the number of stores spread across Indonesia totaling 4.02 million units. Based on data obtained from Databoks (2023) retail companies that are large and dominate the Indonesian economic market include PT Ramayana Lestari Sentosa, PT Matahari Department Store, PT Mitra Adiperkasa, PT Sumber Alfaria Trijaya, Tbk, PT Indorama Pratama, and others.

The increasing growth of retail companies has an impact on the higher level of turnover intention. This is as stated by Petrone et al., (2018) that turnover intention in retail companies has a high turnover rate compared to other industries. This is also supported by data presented by Danti & Elmi, (2023) regarding the level of turnover intention in the retail industry that has occurred in Indonesia reaching a level of 16.9%. This can disrupt the progress of retail companies in Indonesia. It is important to pay attention and find the best practices to minimize by reducing the level of turnover intention in retail companies. Where this figure is greater than the data on turnover intention rates engaged in other fields. Sunarjaya dan Nugraha., (2019) & Sarantie et al., (2022) suggest that high employee turnover has negative consequences for production, operational, high training costs, and reduced productivity

One of the factors that influence turnover intention in organizations is employee performance (Situmorang et al., 2023) Employee performance is behavior that is in accordance with organizational goals (Koopmans et al., 2011). Employees who have good performance can reduce the desire to leave the organization. Meanwhile, employees who feel they have failed to perform well, tend to look for work elsewhere (Suswati, 2020). This is in line with research conducted by Vui-Yee & Paggy, (2020), Suswati, (2020) dan Situmorang et al., (2023) which states that performance has a negative effect on turnover intention. So that higher employee performance leads to lower turnover intention. This also applies the other way around.

The research conducted by Hermawati et al., (2022) shows the results that employee performance has a positive influence on turnover intention. This confirms that the higher the performance possessed by employees has an impact on the higher turnover intention. In general, this research provides insight that there is an effect of employee performance on turnover intention which is inconsistent.

Another study conducted by Mobley (2011) revealed that there are other things that also affect turnover intention, namely work engagement. Parthasarathy, (2014) assumes that the challenge for organizations is not only to retain talented employees but to create employees who are engaged with the organization. According to Schaufeli et al., (2006) defines work engagement as a positive thought and emotion of an employee in his job. Employees who have high work engagement will provide great energy, feel enthusiastic when doing their duties, feel challenged and happy with the work given (Bakker et al., 2012). Lamidi (2010) suggests that employees who have a high sense of engagement with their work tend to reduce turnover intention in the current job. Wills (in Prihandini, 2011) stated that one way that companies can reduce the high rate of turnover intention in company employees is to foster an engagement to employees to the organization or company.

This is in accordance with the results of previous research conducted by Hermawan et al., (2017) which states that work engagement affects turnover intention in employees. The effect caused has a negative direction. This means that the higher the work engagement causes the lower the turnover intention. In line with research conducted by Prawitasari, (2016) which states that employees who feel comfortable and have an environment in the organization have a lower turnover intention. Meanwhile, low work engagement can make turnover intention increase.

The results of other studies explain that work engagement states that work engagement has no effect on turnover intention (Purba & Ananta, 2018). This means that high or low work

engagement has no effect on turnover intention. So that there are inconsistencies in the results of research that discuss work engagement with turnover intention.

From the above research, it is found that there are inconsistent results between the effect of employee performance on turnover intention and work engagement on turnover intention. As for now, there is no research that discusses the influence of these three variables specifically in the retail industry. This is important to do in order to find out more about the effect of employee performance and work engagement on turnover intention in employees of retail organizations?.

## **LITERATURE REVIEW**

### **Turnover Intention**

Turnover intention is the tendency or intention of employees to quit their jobs voluntarily or move from one workplace to another according to their own choice (Mobley, 1986). Mobley et al., (1978) suggested three indicators used to measure turnover intention, namely: thoughts of quitting, intention to quit, intention to search for another job. The existence of this desire is related to the results of individual evaluations of the organization and has not been shown by the act of leaving the organization for sure.

### **Work Engagement**

Work engagement is a positive state of mind in undergoing work (Schaufeli et al., 2002). According to Schaufeli et al., (2002) work engagement has dimensions including vigor which is a state in which employees give all their energy so that they can complete the job optimally, employees also feel happy and excited about the work at hand. Dedication is a state where employees feel enthusiastic, feel proud of their work, feel challenged when completing work and get inspiration for themselves so that employees feel strongly involved with their work and absorption is a state where employees feel enthusiastic, feel proud of their work, feel challenged when completing work and get inspiration for themselves so that employees feel strongly involved with their work.

### **Employee Performance**

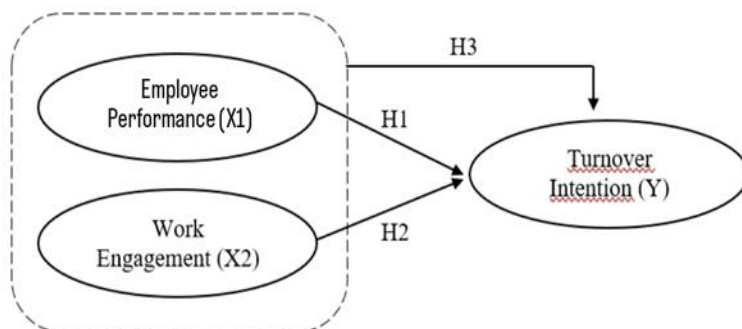
According to Ariyanto & Prasmana, (2020) explains that employee performance is an attitude or behavior that is relevant to organizational goals. This performance emphasizes the pattern of employee attitudes and behavior compared to the results of the attitude itself related to organizational goals. Employee performance has three dimensions, namely performance in carrying out tasks (task performance) which is defined by individual skills to be able to perform a task. The second dimension, contextual performance, is a tendency towards activities that do not contribute to the technical core but support the organizational, social, and psychological environment that the organization wants to achieve.

## **METHODS**

This study uses quantitative research conducted by taking data through primary data sources using an online questionnaire. The population in this study are employees who work for retail companies aged 18-50 years. The sampling technique used is accidental sampling technique by sampling respondents based on criteria and by chance. This data collection technique is done by distributing questionnaires using Google Forms in the form of links to fill out the distribution given through WhatsApp groups, and relying on relationships such as friends and relatives. The process of distributing links began on January 26, 2023 to February 2, 2023 with the collection of 476 respondents.

This study uses three variables, namely work engagement as an independent variable (X1), as an independent variable (X2), and employee performance as the dependent variable (Y). measurement of work engagement variables using the Utrecht Work Engagement Scale-9 (UWES-9) measuring instrument adapted into Indonesian by Kristiana et al., (2019) which amounted to 9 items with 3 items in each dimension. Then the performance variable is measured using the Individual Work Performance Questionnaire (IWPQ) by Koopmans et al., (2012) which has been adapted into Indonesian by Widyastuti & Hidayat, (2018) totaling 18 question items with 3 items in each dimension. Turnover Intention is measured by the Turnover Intention Scale (TII) by Mobley et al., (1978) which was adapted by Atan & Purba, (2019) into Indonesian with 3 question items.

**Table 1. Theoretical Framework**



Based on the framework above, there are three hypotheses in this study, namely:

1. H1 : Employee Performance affects Turnover Intention  
Employees who have good performance can reduce the desire to leave the organization. Meanwhile, employees who feel they have failed to perform well, tend to look for work elsewhere (Suswati, 2020). This is in line with research conducted by Vui-Yee & Paggy, (2020), Suswati, (2020) dan Situmorang et al., (2023) which states that performance has a negative effect on turnover intention. This means that the higher the employee's performance, the lower the turnover intention, and vice versa. But research conducted by Hermawati et al., (2022) shows the results that employee performance has a positive influence on turnover intention. This means that the higher the employee performance, the higher the level of turnover intention.
2. H2 : Work Engagement affect Turnover Intention  
Employees who have high work engagement will provide great energy, feel enthusiastic when doing their duties, feel challenged and happy with the work given Bakker et al., (2012), Lamidi, (2010) suggest that employees who have a high sense of engagement with their work tend to reduce the desire for turnover intention. According to Prihandini, (2011) which states that one way that companies can reduce the high rate of turnover intention in company employees is to foster an engagement to employees to the organization or company. This is in accordance with the results of previous research conducted by Hermawan et al., (2017) which states that if work engagement has a negative effect on turnover intention in employees.
3. H3 : Employee Performance and Work Engagement affect Turnover Intention  
This hypothesis is a renewable research. This has never been done by previous research that tests these variables simultaneously. Based on theory and previous research that employee performance and work engagement each of these variables has an influence on turnover intention. Therefore, this hypothesis model proves that employee performance and work engagement simultaneously also affect turnover intention.

## RESULTS

**Table 2 Statistic Descriptive**

Variabel	N	Min	Maks	Mean	SD
Employee Performance	476	22	72	57.4	10.4
Work Engagement	476	10	54	43.5	8.15
Turnover Intention	476	1	15	4.80	2.96

The results of descriptive statistical tests for employee performance variables have a mean = 57.4 and SD value = 10.4 The results of data processing for work engagement variables have a mean = 43.5 and SD = 8.15. As for the turnover intention variable with mean = 4.80 and SD = 2.96.

**Table 3 Sample Characteristics**

Category	Frequency	Percentage
<b>Gender</b>		
Male	280	58.8%
Female	196	41.2%
<b>Total</b>	<b>476</b>	<b>100%</b>
<b>Age</b>		
18 – 23	438	92%
24 – 29	36	7.6%
30 – 35	1	2%
36 – 41	1	2%
<b>Total</b>	<b>476</b>	<b>100%</b>
<b>Domicile</b>		
Jakarta	196	41.2%
Bogor	92	19.3%
Depok	68	14.3%
Tangerang	116	24.4%
Lainnya	4	8%
<b>Total</b>	<b>476</b>	<b>100%</b>
<b>Working Period</b>		
< 2 year	450	94.5%
2 – 10 year	21	4.4%
> 10 year	5	1.1%
<b>Total</b>	<b>476</b>	<b>100 %</b>

Based on the data obtained by the questionnaire respondents, it is known that the number of respondents was 476 employees with a percentage of male employees totaling 280 (58.8%) and female employees totaling 196 employees (41.2%). Then based on age criteria, employees aged 18-23 years were 438 (92.0%), aged 24-29 were 38 people (8.0%). Furthermore, in terms of length of service, the group that has a work period of less than 2 years has the largest percentage of 450 people (94.5%), a work period of 2 years as many as 21 people (4.4%), and a work period of more than 10 years as many as 5 people (1.1%).

Meanwhile, when viewed based on the work placement area, the Jakarta area dominates as many as 195 people with a percentage (41%), followed by the work placement area from Tangerang as many as 91 people (24.2%), the Depok area 68 people (14.3%), and the Bogor area 98 people (20.9%).

**Table 4 Empirical Test**

Variable	Category	Criteria	Frequency	Percentage
Employee Performance	High	$X \geq 67.8$	88	18.5%
	Medium	$47 \leq X < 67.8$	307	64.5%
	Low	$X < 47$	81	17%
Work Engagement	High	$X \geq 51.65$	83	17.4%
	Medium	$33.35 \leq X < 51.65$	318	66.8%
	Low	$X < 33.35$	75	15.8%
Turnover Intention	High	$X \geq 7.76$	69	14.5%
	Medium	$1.84 \leq X < 7.76$	405	85.1%
	Low	$X < 1.84$	2	4%

The categorization results show that employee performance with a high category is 88 people (18.5%), a medium category is 307 employees (64.5%), and a low category is 81 (17%). While work engagement with a high category is 83 employees (17.4%), a medium category is 318 employees (66.8%), and a low category is 75 employees (15.8%). As for turnover intention with a high category of 69 people (14.5%), a medium category of 405 employees (85.1%), and a low category of 2 employees (4%). Based on this categorization, the majority of employees are in the medium category.

**Table 5 Hypothesis Test**

Model	B	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	p
EP → TI	0.016	-	-	-	0.325
WE → TI	-0.109	-	-	-	<0.001
EP*WE → TI	-	0.267	0.071	0.067	<0.001

Source: data processed (2024)

EP=Employee Performance, WE=Work Engagment,TI=Turnover Intention

The results of hypothesis testing found that employee performance (X1) on turnover intention (Y) showed a value ( $\beta = 0.015$ ,  $p = 0.325 > 0.05$ ). This means that employee performance does not affect turnover intention. Then the test results of work engagement on turnover intention show a value of ( $\beta = -0.109$ ,  $p < 0.001$ ) which means that work engagement has a negative effect on employee performance. While the test results of employee performance and work engagement show the adjusted  $R^2 = 0.067$  ( $p < 0.001$ ). This means that employee performance and work engagement simultaneously affect turnover intention by 6.7%.

## DISCUSSION

### Employee Performance And Work Engagment To Turnover Intention

Some previous studies discussed the effect of employee performance on turnover intention with results that showed both positive and negative effects. Then there are also several studies that discuss the effect of work engagement and turnover intention with the results of no influence and also the existence of influence. All of these studies were conducted on each variable separately. But there has been no research that discusses employee performance and work engagement simultaneously on turnover intention. So based on the hypothesis in this study in the previous section, the results show that employee performance and work engagement can simultaneously affect turnover intention in retail employees. The magnitude of

the resulting effect is equal to 6. The amount of influence produced is 6.7% and the remaining 93.3% can be influenced by other factors outside the variables of this study. This simultaneous result is a novelty in this study. Based on this research, employees who have good performance and also have engaged to their jobs can affect their desire to change jobs. So that simultaneously, high or low employee performance cannot explain its role in turnover intention unless it is followed by a sense of engaged they have to their work.

### **Employee Performance To Turnover Intention**

Based on the results of the study also found that employee performance has no effect on turnover intention. Researchers argue that high or low performance owned by retail employees does not explain its influence on turnover intention in the retail industry. This is because there are several other factors that are more influential on turnover intention. For example, as stated by Kamarulzaman et al., (2015) that the most common cause of turnover intention in retail organizations is a lack of understanding of the job responsibilities undertaken according to their position. This is because they did not get a more detailed introduction when signing the contract. In addition, the magnitude of turnover intention can also be caused by a lack of guidance and direction from their superiors, making them feel uncomfortable to linger in the organization (Kamarulzaman et al., 2015). The next cause is that the delivery given by the supervisor rudely makes employees uncomfortable with their work, thus causing turnover intention in employees.

The results of this study are a novelty. This is because there has been no previous research showing the results that there is no effect of employee performance on turnover intention. This study refutes the results of research conducted by Vui-Yee & Paggy, (2020), Suswati, (2020) and Situmorang et al., (2023) which states that performance has a negative effect on turnover intention. The study explains that the higher the employee's performance, the lower the turnover intention felt by them.

### **Work Engagement To Turnover Intention**

The results of this study also show that work engagement has an influence on turnover intention. The resulting influence has a negative direction. This means that the higher the work engagement, the lower the turnover intention. This is because work engagement has a vigor dimension which is a state where employees give their energy to be able to complete their work with a sense of joy. The next dimension is dedication where they can be challenged by their work and can complete it with pride. And another dimension is absorption when employees feel strongly involved in a company. If employees feel when these dimensions, then they feel more at home to do their work so that their desire to change jobs is reduced. Therefore, work engagement in an organization is needed to improve performance and productivity and can reduce turnover intention (Kartono & Hilmiana, 2018).

The results of this study also contradict the results of research conducted by Purba & Ananta, (2018) which showed insignificant results between work attachment and turnover intention. This means that turnover intention cannot be influenced by work engagement. Engaged employees are characterized by having motivation, feelings of satisfaction, feelings of commitment, feelings of meaning, feelings of pride and relationships with the organization. Based on this, this may be due to the low level of feelings of satisfaction that affect employee engagement. Therefore, this shows that work engagement will be lost if the company is not able to manage its employees satisfactorily (Purba & Ananta, 2018).

## **CONCLUSION**

Based on the results of research conducted on millennial generation employees, the results show that: (1) employee performance has no effect on turnover intention, (2) work engagement has a negative effect on turnover intention, (3) employee performance and work

engagement simultaneously have a positive effect on turnover intention. Employee performance and work engagement can simultaneously affect turnover intention in retail employees. The resulting effect is 6.7%, and the remaining 93.3% can be influenced by other factors. To reduce the existing turnover intention rate, retail organizations need good performance and also the engaged of employees to their work.

In addition, employee performance in retail companies has no effect on turnover intention. However, there are several other factors that influence employee performance on turnover intention, namely not understanding the responsibilities and roles in their work position. While work engagement has an influence on turnover intention that leads negatively, this can be caused because the higher the work engagement, the lower the level of turnover intention in retail companies. This is also reinforced by several other factors, namely enthusiasm, dedication and appreciation, therefore it is important for retail companies to complement the needs of retail employees in fulfilling and creating a high sense of work engagement in order to reduce the level of turnover intention in employees.

This study provides new findings that show that employee performance and work engagement have an influence on turnover intention in the retail company organization. Therefore, companies must build a high sense of work engagement in employees so that this can reduce turnover intention in the company. Therefore, companies must build a high sense of job attachment in employees so that this can reduce turnover intention in the company. It is important for companies to strive for a sense of comfort for employees and efforts to provide satisfactory compensation and benefits for employees, so that this is very effective for improving employee performance and a sense of work engagement to reduce turnover intention in retail employees.

## SUGGESTION

Suggestions for future research can conduct research by adding other variables as predictors such as compensation, job satisfaction, work motivation and organizational commitment focused on retail companies. In addition, the subjects in this study were only carried out for the operational division, so the subjects in the next study can be carried out for all divisions in a retail organization.

## REFERENCES

- APRINDO. (2022). Bisnis Ritel Diyakini Tumbuh hingga 3 Persen Tahun Ini. Retrieved from <https://www.aprindo.org/bisnis-ritel-diyakini-tumbuh-hingga-3-persen-tahun-ini/>
- Ariyanto, Eny, & Prasmana, Virdha Jodi. (2020). Analyze the Effect of Work Satisfaction and Work Environment on Employee Turnover Intention at Ecommerce Industry. *IOSR Journal of Business and Management*, 25(8), 58–65. <https://doi.org/10.9790/0837-2508105865>
- Atan, T. A. P., & Purba, D. E. (2019). The role of job embeddedness as a mediator in the relationship between job demand resources and turnover intentions. *Diversity in Unity: Perspectives from Psychology and Behavioral Sciences*, (December), 381–387. <https://doi.org/10.1201/9781315225302-48>
- Bakker, Arnold B., Tims, Maria, & Derks, Daantje. (2012). Proactive personality and job performance: The role of job crafting and work engagement. *Human Relations*, 65(10), 1359–1378. <https://doi.org/10.1177/0018726712453471>
- CEIC Data. (2023). Indonesia Pertumbuhan Penjualan Ritel. Retrieved from <https://www.ceicdata.com/id/indicator/indonesia/retail-sales-growth>
- Danti, Prinabella Mutiara, & Elmi, Farida. (2023). The Influence of Organizational Culture, Career Development, and Job Satisfaction on Turn Over Intention at PT. CMK West Jakarta. *European Journal of Business and Management Research*, 8(2), 197–202.



- <https://doi.org/10.24018/ejbmr.2023.8.2.1884>
- Databoks 2023. (n.d.). 10 Toko Retail Terlaris di Indonesia 2022, Alfamart Juara. Retrieved from <https://databoks.katadata.co.id/datapublish/2023/07/11/10-toko-retail-terlaris-di-indonesia-2022-alfamart-juara>
- Empowerment, Employee, & Turnover, Employee. (2019). Analisis Persepsi Employee Empowerment Terhadap Employee Turnover Intention Di Dewi Sinta Hotel. *Journey: Journal of Tourismpreneurship, Culinary, Hospitality, Convention and Event Management*, 1(1 Special Edition), 182–206. <https://doi.org/10.46837/journey.v1i1.23>
- Hermawan, I. Putu Dedik, Hartika, Listiyani Dewi, & Simarmata, Nicholas. (2017). Hubungan Work Engagement dengan Turnover Intention : Studi Pada Karyawan PT . X. *Jurnal Psikologi "Mandala,"* 1(2), 16–22.
- Hermawati, Adya, Hendarto, Totok, Bahri, Syamsul, & Soetomo Surabaya, Universitas. (2022). Analisis Peran Komitmen Organisasional dan Kinerja Karyawan atas Efek Work-Family Conflict terhadap Turnover Intention Universitas Widyagama Malang 1,4 Sekolah Tinggi Ilmu Ekonomi Indonesia (STIESIA) Surabaya 2). *Jurnal Ilmu Ekonomi & Sosial*, 13(2), 77–89. Retrieved from <http://ejournal.unmus.ac.id/index.php/ekosos>
- Ihwanudin, Nandang, & Beladiena, Arky Nafisa. (2020). Filosofi Bisnis Ritel Modern Dalam Perekonomian Islam Di Indonesia. *MISYKAT: Jurnal Ilmu-Ilmu Al-Quran, Hadist, Syari'ah Dan Tarbiyah*, 5(2), 35. <https://doi.org/10.33511/misykat.v5n2.35-52>
- Kamarulzaman, Noraishah, Zulkeflee, Nur Zafieara, Hamid, Hairiani Abdul, Sahari, Norshahniza, & Halim, Fazlin Natasya Abdul. (2015). Exploring the Factors of High Turnover in Retail Industry in Negeri Sembilan. *Procedia Economics and Finance*, 31(15), 896–902. [https://doi.org/10.1016/s2212-5671\(15\)01187-9](https://doi.org/10.1016/s2212-5671(15)01187-9)
- Kartono, Kartono, & Hilmiana, Hilmiana. (2018). Job Burnout: A Mediation between Emotional Intelligence and Turnover Intention. *Jurnal Bisnis Dan Manajemen*, 19(2), 109–121. <https://doi.org/10.24198/jbm.v19i2.189>
- Koopmans, Linda, Bernaards, Claire, Hildebrandt, Vincent, Van Buuren, Stef, Van Der Beek, Allard J., & de Vet, Henrica C. w. (2012). Development of an individual work performance questionnaire. *International Journal of Productivity and Performance Management*, 62(1), 6–28. <https://doi.org/10.1108/17410401311285273>
- Koopmans, Linda, Bernaards, Claire M., Hildebrandt, Vincent H., Schaufeli, Wilmar B., De Vet Henrica, C. W., & Van Der Beek, Allard J. (2011). Conceptual frameworks of individual work performance: A systematic review. *Journal of Occupational and Environmental Medicine*, 53(8), 856–866. <https://doi.org/10.1097/JOM.0b013e318226a763>
- Kristiana, Ika Febrian, Fajrianti, Fajrianti, & Purwono, Urip. (2019). Analisis Rasch Dalam Utrecht Work Engagement Scale-9 (Uwes-9) Versi Bahasa Indonesia. *Jurnal Psikologi*, 17(2), 204. <https://doi.org/10.14710/jp.17.2.204-217>
- Lamidi. (2010). EFEK MODERASI KEPEMIMPINAN PADA PENGARUH EMPLOYEE ENGAGEMENT TERHADAP KEPUASAN KERJA Lamidi Fakultas Ekonomi Universitas Slamet Riyadi Surakarta. 10(2), 190–200.
- Langelaan, Saar, Bakker, Arnold B., van Doornen, Lorenz J. P., & Schaufeli, Wilmar B. (2006). Burnout and work engagement: Do individual differences make a difference? *Personality and Individual Differences*, 40(3), 521–532. <https://doi.org/10.1016/j.paid.2005.07.009>
- Martyn, R. E. V., Garnsey, P., Fattore, L., Petrone, P., Sperduti, A., Bondioli, L., & Craig, O. E. (2018). Capturing Roman dietary variability in the catastrophic death assemblage at Herculaneum. *Journal of Archaeological Science: Reports*, 19(August), 1023–1029. <https://doi.org/10.1016/j.jasrep.2017.08.008>
- Mobley, William H., Horner, Stanley O., & Hollingsworth, A. T. (1978). An evaluation of precursors of hospital employee turnover. *Journal of Applied Psychology*, 63(4), 408–414. <https://doi.org/10.1037/0021-9010.63.4.408>
- Parthasarathy, Karthikeyan. (2014). Role of Quality Management Practices in Employee Engage-

- ment and its impact on Organizational Performance. *Journal of Business Management & Social Sciences Research (JBM&SSR)*, 3(10). Retrieved from <https://www.researchgate.net/publication/364308690>
- Prawitasari, Andriyani. (2016). Ekombis Review-Andriyani Prawitasari. *Ekombis Review*, 177–186.
- Purba, Sylvia Diana, & Ananta, Andhie Novien Dwi. (2018). the Effects of Work Passion, Work Engagement and Job Satisfaction on Turn Over Intention of the Millennial Generation. *Jurnal Manajemen Dan Pemasaran Jasa*, 11(2), 263–274. <https://doi.org/10.25105/jmpj.v11i2.2954>
- Sarantie, Ade, Indrawati, Ratna, & Mulyani, Erry Yudhya. (2022). A Mobley Theory to Predict Organizational Commitment as a Media Factor on Turnover Intention: A Structure Equation Model. *International Journal of Nursing and Health Services (IJNHS)*, 5(2), 210–218. <https://doi.org/10.35654/ijnhs.v5i2.595>
- Schaufeli, Wilmar B., Martínez, Isabel M., Pinto, Alexandra Marques, Salanova, Marisa, & Barker, Arnold B. (2002). Burnout and engagement in university students a cross-national study. *Journal of Cross-Cultural Psychology*, 33(5), 464–481. <https://doi.org/10.1177/0022022102033005003>
- Situmorang, Netty, Ramli, Abdul Haeba, & Reza, Heru Kreshna. (2023). Pengaruh Pengembangan Karir Terhadap Turnover Intention Melalui Kinerja Karyawan Yang Dimoderasi Oleh Budaya Organisasi. *Jurnal Lentera Bisnis*, 12(3), 633. <https://doi.org/10.34127/jrlab.v12i3.890>
- Soliha, Euis. (2008). Analisis Industri Ritel Di Indonesia. *Jurnal Bisnis Dan Ekonomi (JBE)*, 15(2), 128–142.
- Supriono, Supriono. (2018). Pengaruh Store Atmosphere Terhadap Impulse Buying. *Journal of Applied Business Administration*, 2(1), 109–115. <https://doi.org/10.30871/jaba.v2i1.746>
- Suswati, Endang. (2020). the Influence of Work Stress on Turnover Intention: Employee Performance As Mediator in Casual-Dining Restaurant. *Jurnal Aplikasi Manajemen*, 18(2), 391–399. <https://doi.org/10.21776/ub.jam.2020.018.02.20>
- Tjendra, Imanuel William, Bisnis, Program Manajemen, Manajemen, Program Studi, Petra, Universitas Kristen, & Siwalankerto, Jl. (2019). *Terhadap Turnover Intention Pada Karyawan Ufo Elektronika Surabaya*. 7.
- Vui-Yee, Koon, & Paggy, Khoo. (2020). The Effect of Work Fulfilment on Job Characteristics and Employee Retention: Gen Y Employees. *Global Business Review*, 21(2), 313–327. <https://doi.org/10.1177/0972150918778912>
- Widyastuti, Tria, & Hidayat, Rahmat. (2018). Adaptation of Individual Work Performance Questionnaire (IWPQ) into Bahasa Indonesia. *International Journal of Research Studies in Psychology*, 7(2). <https://doi.org/10.5861/ijrsp.2018.3020>