



DETERMINANT OF EMPLOYEE TURNOVER INTENTION ON FAJAR SURYA

Lukmansyah Rifai Amirudin ¹⁾, R. Madhakomala ²⁾, Wibowo ³⁾

¹⁾ Bina Nusantara University, Jakarta, Indonesia.

²⁾ Universitas Negeri Jakarta, Jakarta, Indonesia.

³⁾ Prof. Dr. Moestopo (Beragama) University, Jakarta, Indonesia.

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ABSTRACT

This study aims to develop a strategic model of the influence of career development, employee involvement, and employee engagement on the turnover intention at Fajar Surya. Quantitative methods are used in this study. The sample consists of 150 employees at the managerial level. The sample criteria in this study were permanent employees who had worked for at least one year. Data collection techniques by distributing questionnaires directly to all samples. Analysis of the data used is SEM-PLS. Empirical results show that career development and employee engagement have a negative and significant effect on turnover intention, with the greatest influence on career development variables. However, employee involvement has no significant impact on turnover intention. At the same time, career development positively and significantly affects employee engagement. However, employee involvement has no significant effect on employee engagement. Other results show that career development mediated by employee engagement has a negative and significant impact on turnover intention; However, employee involvement mediated by employee engagement has no significant effect on turnover intention. These empirical results show that the mediating role of employee engagement in career development can reduce employee intention to change jobs. This research resulted in a novelty of the turnover intention strategy model at Fajar Surya.

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Corresponding Author:

Lukmansyah Rifai Amirudin

Email-address : lukmansyah.amirudin@binus.ac.id

INTRODUCTION

The existence of employees greatly affects the growth of the company. The rapid turnover of employees will cause financial losses, as well as moral problems in employees who are still working. Flippo (in Fahrizal, 2017) once said that the ideal employee turnover is below 2% in a year. However, the ideal percentage may vary from industry to another one; and from company to another. It is not adequate for the company to simply judge the level of employee turnover on these standards alone because employee turnover, which is still considered ideal based on these standards, significantly affects the company's bottom line.

Employee intention to leave is a severe problem for all companies, specifically for companies whose business is in the field of Hutan Tanaman Industri (HTI, Industrial Plantation Forest) whose physical nature of work still relies on the presence of employees; moreover, the remote factor of the work location deep in the forest areas makes dependence on employees even higher. Mathis et al. (2011) describe employee intention to leave as the tendency or intention of employees to stop working or move from their jobs voluntarily according to their own choices.

The data the researcher has observed in the last three years (2018-2020) shows that the employee turnover rate is high (Flippo, in Fahrizal, 2017). This can be seen in Table 1. below:

Table 1. Employee Turnover Rate, 2018 – 2020.

Indicator	2018 (YTD Des)	2019 (YTD Des)	2020 (YTD Des)
Turnover Rate (at good performer, %)	17.7	8.4	26.4
Turnover Rate (at managerial level, %)	n/a	10	12.6

Source: QPR Management Dashboard & SAP (2021).

Furthermore, the researcher recapitulated the exit interview conducted by Corporate HRD in 2020 and obtained data regarding why employees resigned. This can be seen in Table 2. below.

Table 2. Reasons for Employees to Resignation, 2020

Reason	Total	%
Availability career development at another place.	15	25%
Lack of participation & involvement in the company's business processes.	13	22%
Anxiety & Uncertainty of company's operation sustainability.	11	18%
Family reasons.	4	7%
Pension.	3	5%
Continue education.	2	3%
Benefit reasons.	2	3%
Heavy workload	1	2%
Other reason	9	15%
TOTAL	60	100%

Source: Exit Interview Recap 2020 (2021).

Based on the data in Table 2. it appears that the availability of career development in other companies, the lack of employee involvement in the

company's business processes, and the emergence of anxiety about the company's operational uncertainty are the three biggest reasons employees decide to leave the company.

Employees' intention to leave occurs when employees are dissatisfied with the company they work for (Matland, 1995; Rusbult, Farrell, Rogers, & Mainous III, 1988; Rusbult, Zembrodt, & Gunn, 1982). Price and Mueller (Dong-Hwan et al., 2012) state that the desire of employees to leave their jobs is influenced by several factors, including career development, promotion, general training opportunities, supervisor support, co-worker support, and fair benefit distribution. Pasewark and Strawser (in Iskandar et al., 2021) describe that the employee's desire to leave is influenced by a feeling of being threatened by the uncertainty of sustainability in working at the company as well as powerlessness in overcoming these problems, which can be seen in the four predictor variables, namely role conflict, role ambiguity, locus of control and organizational change. Meanwhile, Sumarto (2009); Faslah (2010); Simanjuntak & Rahardja (2013), and Arif (2018) describe that employee involvement in various company's business activities up to decision-making has been proven to be able to discourage employees from leaving. Mobley (Halimah et al., 2016) describes that employee engagement is one of the predictors of employees staying in their company. Those who have high loyalty, high commitment, and can interpret their work well are usually followed by high work engagement (Geldenhuy, 2014).

From previous studies, relatively few topics have developed a strategy model focusing on the influence of the variables that the researcher observed. The effect of job insecurity, employee engagement, and employee involvement on employee turnover intention has been carried out by previous researchers (Lee & Jeung, 2017). Likewise, career development and employee involvement affect turnover intention (Rahman & Nas, 2013; Alshammari et al., 2016). Meanwhile, several previous researchers have also carried out the effect of job insecurity, career development, and employee engagement on turnover intention (Scott, Bishop, Chen, 2003; Shuck et al., 2014).

In general, in both research in Indonesia and abroad, relatively few researchers create/build a strategy model with a focus that looks at the effect of job insecurity, career development, and employee involvement through employee engagement mediation on employee turnover intention. This is relatively new and has not been done much by previous researchers.

Moreover, this research is more interesting considering that the HTI industry still relies on the presence of a high number of employees; moreover, the remoteness of work locations in deep-in forest areas makes dependence on employees even higher.

Given the importance of the problem in this study, the researcher limits it to career development, employee involvement, and employee engagement which are suspected to affect turnover intention. This study aims to create a strategy model for the effect of the observed variables on turnover intention.

LITERATURE REVIEW

Turnover Intention

Employee turnover intention is the tendency or intention of employees to stop working or move from their jobs voluntarily according to their own choice (Mathis et al., 2011). According to Mobley (2011), the desire to move reflects the individual's desire to leave the organization and look for other alternative jobs but has not been realized in real action. This desire to move is one of the last options for employees if the working conditions are not to their wishes. The desire to move can be used as an early symptom of turnover in a company.

Harnoto (2012), Bluedorn (Halimah, et al., 2016), and Harninda (Wulandari, 2017) revealed that turnover intention is the attitude tendency of an employee who can leave the company or resign voluntarily from his job (voluntary turnover). Voluntary turnover is an employee's decision to leave the company voluntarily due to how attractive the current job is. On the other hand, involuntary turnover or dismissal describes the employer's decision to terminate the employment relationship and is uncontrollable for employees who experience it (Robbins & Judge, 2019).

Meanwhile, several researchers stated that employee turnover could also be classified into several types, including (a) functional and dysfunctional turnover (Stewart, 2012); and (b) uncontrollable and controllable turnover (Robbins & Coulter, 2010). Functional turnover is leaving employees without causing a loss to the company. This happens if employees who leave the company

are less reliable, less skilled, and have low performance. This can be said to be suitable for the company even though the turnover rate of employees is high. However, the benefits will be felt in the long term because only reliable, skilled, and high-performing employees will stay. On the other hand, dysfunctional turnover leaves employees who are detrimental to the company. This happens because the employees who leave are reliable, skilled, and well-performing, and their contribution to the company is needed. The departure of good and competent employees from the company is usually due to the absence of the potential development they expect (Stewart, 2012).

On the other hand, uncontrollable turnover is the entry and exit of employees that arise outside the company's control. Some reasons employees leave the company cannot control include the movement of employees from one geographical area to another, family reasons, reasons for studying, and others. Meanwhile, controllable turnover is the entry and exit of employees that arise due to factors that can be influenced by the employer. In controllable turnover, companies can better maintain employees by better handling employee issues that can lead to turnover (Robbins & Coulter, 2010).

From the descriptions of several experts above, it can be synthesized that employee turnover intention is an employee's intention in evaluating the continuation of his relationship with the company where he works, which is done to reduce anxiety caused by organizational, individual, internal, and external factors.

Career Development

Career development is a regulated, formalized system that is then planned to balance individual career needs and the needs of a company's employees (Leibowitz & Laser, 2019). Meanwhile, Robbins (2011) stated that in career development, cooperation from both parties is needed, both from the company and from the employee side.

Handoko (Kusumaningrum, 2016) states that career development is an employee's effort to achieve a certain career position. In line with this opinion, William B. Castetter & Keith Davis (Supardi, 2018) suggest that career development is personal improvements sought by someone to achieve personal career plans. Here it can be seen that career development is a personal effort of an employee to improve his status to get a position and a higher income.

While Dessler (2017) states that career development is a process of in-depth consideration of an employee so that they become aware of the skills, interests, knowledge, motivation, and other characteristics that lead to understanding information about opportunities and choices within the company, then identifying goals. - career-related goals and establish a plan of action to achieve these career goals.

Mondy (Diawaty et al., 2015), Priansa (2014), Handoko (2012), Noe et al. (2012), and Magdalena et al. (2010) describe those career development includes a series of activities to prepare employees for the advancement of the planned career path, including the efforts made by the company to provide opportunities for its employees to improve work results. These efforts

include skill improvement, education, enrichment of experience, work modification techniques, and behavior improvement, which provide added value to enable a person to work better.

From the description above, it can be synthesized that employee career development is formal, planned, and organized efforts to balance individual career needs and the needs of reliable employees in the company for now and in the future. Career development is designed to increase one's career satisfaction and organizational effectiveness.

Employee Involvement

Robbins & Coulter (2011), Hiriappa (2009), and Tampulobon (2015) reveal that job involvement is an employee's commitment to the work done with employees who care about work, a feeling of psychological dependence on work, and a strong belief in their ability to complete work. Employees with high work involvement can be stimulated by their work, immersed, and immersed in it. In addition, a high level of work involvement can reduce the number of employee absenteeism itself (Luthans, 2010).

Indira and Ashari (Hairiah et al., 2017) state that one way that companies can use to trigger employee engagement is to involve them in decision-making. Individuals involved in work always think about work, work on work, and open up opportunities for self-expression at work. This active participation is related to physical matters and mental and emotional participation and involvement. With the participation and involvement of employees in discussing dams to solve problems that exist in the company, employees will feel more

valued in the company (Robbins & Judge in Hairiah et al., 2017). Employees more enthusiastic about being involved in their work are more productive and committed to the company (Indira and Ashari in Hadrian, 2017).

From the description above, it can be synthesized that employee involvement is a condition of how far employees identify themselves with their work by actively carrying out their work and participating in decision-making and will do anything according to their ability to complete their tasks. Actively participating in his work can be seen in his attention, concern, and mastery of his field of work.

Employee Engagement

Employee engagement is an idea in organizational behavior that is the main attraction of this study. This attraction arises because employee engagement affects the company's overall performance. Many experts and practitioners provide definitions and measurements in different ways. Most employee engagement is defined as an emotional and intellectual commitment to the organization (Baumruk, 2004; Richman et al., 2008; Shaw, 2005) or the amount of effort that exceeds the job requirements (discretionary effort) shown by employees in their work (Frank et al. in Saks (2006). Employees who engage with the company will be emotionally and intellectually committed to the company and give their best effort beyond what is targeted in a job. Work engagement provides positive benefits for employees and the company; for example, performance improves, preventing physical and mental fatigue (burnout) and reducing employee turnover.

According to Gibbons (Hughes & Rog, 2008), employee engagement is a high emotional and intellectual relationship that employees have with their work, organization, superiors, or co-workers, influencing increased discretionary effort. A good relationship with the work for which he is responsible, the organization where he works, other employees who become his superiors and provide support and advice, or co-workers who support each other make individuals able to give their best effort that exceeds the requirements of a job.

From the description above, it can be synthesized that employee work engagement is a positive attitude of employees accompanied by high motivation and enthusiasm, both cognitively and affectively, as well as a feeling of confidence in their work abilities followed by feelings of pleasure while working so that employees will direct their energy to work in harmony with company goals.

Relationship between Career Development and Turnover Intention

Good career development reduces employees' interest in getting out of their jobs. This shows that providing equal opportunities to employees in career development, training, and career development based on the level of education, can reduce the interest of employees in getting out of their jobs. Opening up additional opportunities for career growth in the company can strengthen the effect of work support and affect the increasing desire of employees to settle down (retention) within the company (Yang et al., 2015; Rahman et al., 2013; Oliveira et al., 2017).

H1: Career development negatively affects employee turnover intentions.

Relationship between Employee Involvement and Turnover Intention

Managerial employment relations such as decision-making are carried out; employees are also encouraged to implement and support the decision, suppressing the intention of employee turnover. Employees who can identify themselves with their work by actively participating in carrying out their work and participating in decision-making and will do anything following their ability to be able to complete their tasks have the intention to remain in the company (Oruh et al., 2020; Kim et al., 2017).

H2: Employee Involvement negatively affects employee turnover intentions.

Relationship between Employee Engagement and Turnover Intention

Employees who are not tied to the company will experience more fatigue and burnout and are likely to leave the organization shortly, so employee engagement is negatively correlated with the desire to move (Park et al., 2019; Santhanam et al., 2019).

H3: Employee Engagement negatively affects employee turnover intentions.

Relationship between Career Development and Employee Engagement

Employees seek more meaningfulness in their day-to-day work than what they do in their personal lives. This implies that companies should strive to add more meaning to working life by identifying

what is essential for employees. Employee engagement is related to emotional, experiential, and well-being. Emotional factors correlate with the personal satisfaction of individuals they get from their workplace and by being part of their organization. Employees who engage with their work are most likely to have a greater emotional attachment to the company. Companies that have a clear and flexible career path, balanced by monetary rewards and rewards based on performance policies, indeed distinguish themselves from other companies and have an impact on higher levels of employee engagement (Antony, 2018; Chaudhry et al., 2017; Semwal et al., 2017).

H4: Career development positively affects employee engagement.

Relationship between Employee Involvement and Employee Engagement

Successful leaders are considered the key to increasing employee involvement. Employee involvement is a behavior that involves innovation and demonstrating initiative through proactively looking for opportunities that contribute to the company and exceed expected performance standards. To increase employee involvement, it is necessary to look for opportunities to contribute more to the company and involve themselves in activities of creativity and innovation. This situation has a significant effect on the desire of employees to be part of the company, find the meaning of work and contribute to the interests of both parties (Stoyanova et al., 2017; Aktar et al., 2018; Barik et al., 2017).

H5: Employee Involvement positively affects employee engagement.

Relationship between Career Development and Turnover Intention mediated by Employee Engagement

Employee satisfaction with the training and development programs that the company provides and its performance appraisal programs are the main driving factors of employee engagement in the workplace. Employee engagement negatively affects the intention of going in and out of employees (Swe & Lu, 2019; Memon et al., 2020).

H6: Career Development negatively affects turnover intention mediated by employee engagement

Relationship between Employee Involvement and Turnover Intention

Intention mediated by Employee Engagement

Employee involvement in innovation initiatives and work process improvement is directly related to a higher level of employee engagement with the organization, higher employee performance, and lower intention to quit. There is a significant positive influence of employee involvement on employee engagement. The engagement of this employee, in turn, can influence the intention to leave the organization (Steven et al., 2013; Sandhya et al., 2020).

H7: Employee involvement negatively affects turnover intention mediated by employee engagement.

Research Hypothesis

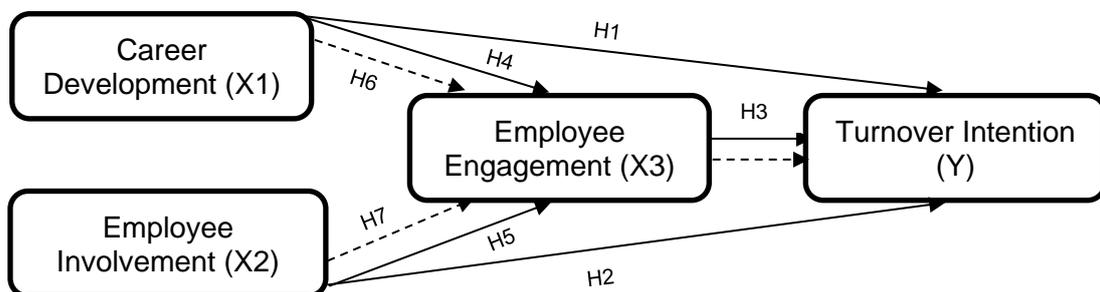


Figure 1. Hypothesized Framework
Source : Data Processed by Author (2021)

RESEARCH METHODS

Quantitative methods are used in this study. The population is 165 employees with the superintendent and department head levels, hereinafter referred to as managers. The sample criteria in this study are manager-level employees who are permanent employees and have worked for at least 1 year in the company. The population that meets these criteria amounted to 150

people. The sampling technique used is a saturated sample or census because the entire affordable population is used as a research sample.

The research was conducted in the district (operational) offices of PT. Fajar Surya is located in Pesaguan, West Kalimantan, and several places in East Kalimantan, namely Muara Toyu, Kembang Jawaq, Kembang Janggut, and the regional office in Balikpapan; and the head office in Jakarta, which researchers consider to be able to represent the

state/condition of PT. Fajar Surya as a whole.

Data collection technique by distributing questionnaires directly to all samples located in operational locations, regional offices, and head office. The research was conducted from June 2021 to December 2021, starting from research permits, testing instruments, and perfecting research instruments to the stages of data collection, analysis, and writing of research results. SEM-PLS (Structural Equation Modeling - Partial Least Square) analyzes the data. All questions in the questionnaire used preference question types with a Likert scale of 1-5.

Preliminary Survey : Trials of Instruments

To test the research instruments, researchers conducted preliminary validity tests on 30 respondents who were samples from affordable populations (Singarimbun & Effendi, 1995). This is done to find out the accuracy of each item or item. Of the instrument used. The calculation of the validity test is based on convergent validity, with the value of the loading factor or outer loading said to be good if > 0.6 (Ghozali, 2014).

The results of the validity test in the preliminary survey showed that most (23 of the 31 grains, 74.2%) of the instrument items/grains had an outer loading value or loading factor > 0.6, which means that they were declared valid; and will then be used as instrument items in subsequent surveys.

Table 3. Results of Outer and Inner Models of Turnover Intention

Variables	AVE	Composite Reliable	R ² Adjusted
Turnover Intention	0.846	0.943	0.966
Career Development	0.844	0.942	
Employee Involvement	0.629	0.765	
Employee Engagement	0.557	0.683	0.698

Source: primary data, processed SmartPLS (2021).

RESULTS AND DISCUSSION

Respondent's Profiles. Based on gender, there are 92.6% of male managers. Ninety-nine managers are 40 years of age or older. Most of the managers, 96, had more than six years of service. All managers have a bachelor's degree. Based on this data, they are highly educated and have sufficient knowledge to become managers. In addition, their work experience supports their performance. Before working as managers, most of them worked in similar businesses, so they understood the state of the industry's business. Most manager-level employees (74%) work on

operational sites, while the rest (26%) are located in regional and central offices.

The Results of Outer and Inner Model. Based on the results of the loading factor, not all indicators meet the value > 0.6, so the model is recalculated to produce a new outer loading value that meets the requirements to be designated as a loading factor (Ghozali, 2014). The minimum AVE (Average Variance Extracted) value is 0.5. The AVE value in this study is above 0.5. Therefore, this value is valid. The value of composite reliability is above 0.6. Consequently, it can be concluded that this value is reliable.

The value of R2 Adjusted, which is a result of overall or combined data, is above 0.67. According to Ghozali's view (2014), this R2 Adjusted value indicates that the research model is strong. In other words, the influence

of exogenous latent variables (career development, employee involvement, employee engagement) has a substantial influence on endogenous latent variables.

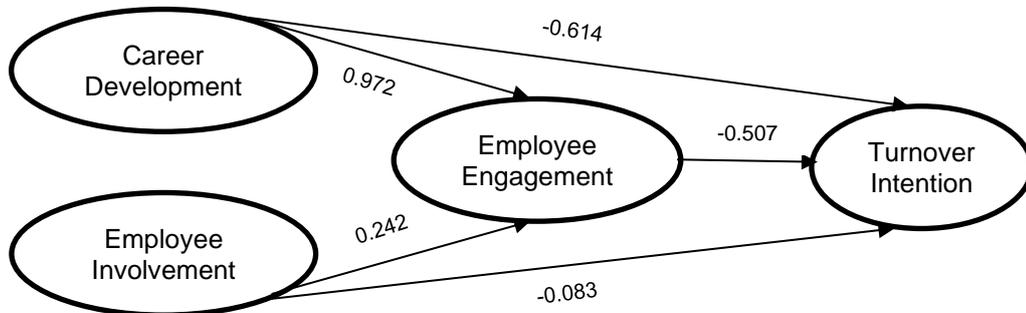


Figure 2. Path Coefficient Result for Direct Effect
Source: primary data, processed SmartPLS (2021).

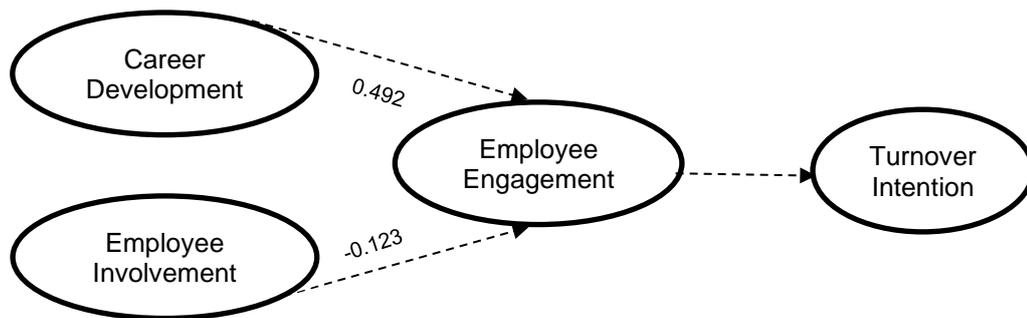


Figure 3. Path Coefficient Result for Indirect Effect
Source: primary data, processed SmartPLS (2021).

Multicollinearity Testing. To ensure the absence of the possibility of inter-variable latent endogenous correlation that is quite meaningful (significant), a multicollinearity test was carried out with the Variance Inflation Factor (VIF) approach. Multicollinearity testing can be carried out as follows: (a) tolerance value < 0.10 or VIF > 10 then multicollinearity occurs; (b) tolerance value > 0.10 or VIF < 10, then there is no multicollinearity.

Table 4. Multicollinearity Testing Result

Variables	Multicollinearity Testing	
	Tolerance Test	VIF Test
Career Development → Employee Involvement	0.408	2.450
Career Development → Employee Engagement	0.770	1.299
Employee Involvement → Employee Engagement	0.470	2.128

Source: primary data, processed SmartPLS (2021).

The results of the analysis show that the VIF is in the range of 1,299 to 2,450, where the figure < 10, which means there is no indication of multicollinearity. Likewise, the use of the tolerance value, where there is no evidence of multicollinearity because the tolerance value is in the range of 0.408 to 0.770, where the figure is > 0.10.

The results of the multicollinearity test showed no correlation between endogenous latent variables (career development, employee involvement, employee engagement) in the regression model used. Alternatively, in other words, the regression model is free from the problem of multicollinearity.

The Goodness of Fit. To calculate how good the observation value of the model and the estimate of each indicator is, it can be seen from the Q2 value. Q2 value of 0.989 means

that the magnitude of the diversity of research data that the structural model can explain is 98.9%. So it can be said that the model has a predictive relevance value, which shows the magnitude of the variance from the research data that the model can explain is 98.9%. At the same time, the remaining 1.1% is explained by other factors outside this study's model. Thus, from these results, this research model can be stated to have a goodness of fit.

Hypothesis. It is necessary to test the hypothesis to find out the direct relationship between independent and dependent latent variables. The test criteria with a significance level (α) of 5% are determined using (i) if the t-count > t of the table is more than 1.96, then the hypothesis is accepted; (ii) if t counts < t of the table, which is less than 1.96, then the hypothesis is rejected.

Table 5. Path Coefficient Results for Direct & Indirect Influence

Variables	Original Sample (O)	T Statistics (O/STDEV)	P Values
Career Development (X1) → Turnover Intention (Y)	-0.614	5.924	0.000
Employee Involvement (X2) → Turnover Intention (Y)	-0.083	0.917	0.360
Employee Engagement (X3) → Turnover Intention (Y)	-0.507	11.453	0.000
Career Development (X1) → Employee Engagement (X3)	0.972	4.045	0.000
Employee Involvement (X2) → Employee Engagement (X3)	0.242	0.876	0.382
Career Development (X1) → Employee Engagement (X3) → Turnover Intention (Y)	-0.492	3.590	0.000
Employee Involvement (X2) → Employee Engagement (X3) → Turnover Intention (Y)	-0.123	0.875	0.382

Source: primary data, processed SmartPLS (2021)

Variance Accounted For Analysis (VAF). The mediation effect shows the relationship between exogenous and endogenous constructs through connecting variables. The influence of exogenous variables on endogenous variables can be direct, but it can also be through connecting variables or mediators. VAF is used to analyze models with a mediation effect.

The table shows the VAF value for the Employee Engagement variable as a mediation variable between Career Development and Turnover Intention of 0.444 or 44.4%. From these results, it can be concluded that Employee Engagement has a partial mediation effect. From these results, it can be interpreted that Employee Engagement partially mediates Career Development. However, other mediation variables can be mediation variables for other models not studied in this study.

Interesting findings in this study reveal that career development and employee engagement have a negative and significant effect on turnover intention, with the greatest

influence of the career development variable of 61.4%. An employee who gets the opportunity to develop a career at the company will try to increase work productivity as well as high performance so that it can reduce his desire to move. The results of this study support the results of previous research conducted by Tong Wen et al. (2017), Lucia et al. (2017), and Adnan et al. (2019). On the other hand, employees who are attached to the company will be emotionally and intellectually committed to the company and give their best effort beyond what is targeted at the job. Job engagement provides positive benefits not only for employees but also for the company. These positive benefits will be seen in better performance, preventing of physical and mental fatigue (burnout), and reducing employee turnover. The results of this study support the results of previous research conducted by Nivethitha Santhanam et al. (2020), Santhanam N., et al. (2019) and Park, Kathleen A., et al. (2019).

Table 5. Indirect Influence Mediation Testing of the VAF Method

Indirect Influence	
<i>Career Development → Employee Engagement → Turnover Intention</i>	0.492
Direct Influence	
<i>Career Development → Turnover Intention</i>	0.614
<i>Employee Engagement → Turnover Intention</i>	0.507
<i>Career Development → Employee Engagement</i>	0.972
Total Influence	
<i>Career Development, Employee Engagement, Turnover Intention (0.492 + 0.614)</i>	1.106
Variance Accounted For (VAR)	
<i>VAF Career Development (0.492 / 1.106)</i>	0.444

Source: primary data, processed SmartPLS (2021).

Meanwhile, career development has a positive and significant effect on employee engagement. However, employee involvement has an

insignificant effect on employee engagement. An employee who gets the opportunity to develop a career in the company will try to increase work

productivity and high performance, contribute more and have greater loyalty, emotional commitment, and intellectual commitment so that it appears in his higher loyalty to the company. The results of this study support the results of previous research conducted by Manisha Semwal et al. (2021), Kasimu Sendawula et al. (2019) dan Naveed Iqbal Chaudhry et al. (2018), Anggraini Delina Putri et al. (2018).

Other results show that career development mediated by employee engagement negatively and significantly affects turnover intention. An employee who gets the opportunity to develop a career in the company will seek to increase work productivity, excel, contribute more, and have an emotional and a more significant intellectual commitment so that it appears in his loyalty to the company. The results of this study support the results of previous research conducted by Khin Thet Htar Swe et al. (2019) and Manish Kumar et al. (2018).

These empirical results show that the role of employee engagement mediation in career development can reduce the intention of employees to change jobs. The role of employee engagement mediation in career development can reduce the intention to switch jobs from 61.4% to 49.2%.

What is interesting is that the job involvement factors are not relevant here. It can be interpreted that the practices of involving employees in various programs, such as continuous improvement programs and business problem-solving initiatives, application of work management systems, sharing information, and involvement in decision-making, do not have a significant effect on mediating work engagement and ultimately on employees' turnover intention. There is no guarantee that employee involvement will result in employee loyalty to the company. The results of

this study did not support the results of previous research conducted by Mi Yu et al. (2018), Soojin Kim et al. (2017), and Emeka Smart Oruh et al. (2020). But it supports the results of previous research conducted by Sumant (2001), which states that the management by objective (MBO) program and participative decision-making process does not provide guarantees to employee turnover rates.

The results of this study revealed that 36% of respondents had a maximum job tenure of 6 years. Alternatively, in other words, 64% of respondents are senior employees. The shorter a person's work period within the company, the more involved they are in various work processes, including decision-making. Hinzmann et al. (2019) found that seniority influences employee involvement, where employees who have recently worked have 27% higher participation/involvement compared to employees who have more years worked. Employees with a relatively short length of work tend to look at the company well due to the novelty effect (Chaudhary & Rangnekar, 2017).

The older a person is, the more loyal they are to the company. Alternatively, in other words, they lower their desire to move to another place of work. Chen & Kao (2012) found that employees with higher job tenure showed interest in achievement and relationships between colleagues rather than getting the opportunity to participate in decision-making, information sharing, and business problem-solving initiatives, which would provide a sense of recognition and respect as a highly skilled professional. While in this study, 64% of respondents had a high job tenure (more than seven years), so it has a lower level of involvement. It is also supported by the fact that 66% of respondents are 41 years and over

and are more loyal to the company where they work.

Furthermore, the results of this study state that employee involvement through employee engagement has an insignificant effect on turnover intention.

The practices of involving employees in various programs in the company, such as continuous improvement programs and business problem-solving initiatives, the implementation of performance management systems, sharing information, and involvement in decision-making, do not have a significant influence on the desire of employees to be part of the company, find meaning in working and contribute to the interests of both parties. This low meaningfulness of work in employees is negatively associated with moving. The results of this study do not support the results of previous studies conducted by Suzanne Benn et.al. (2015), H. Appelbaum Steven et.al. (2013), and Sandhya S, et al. (2020).

It appears that turnover intention will get lower as the job tenure of employees increases. The results of this study revealed that 64% of respondents had a working period of between 7 to 12 years. An employee who has had a long career is categorized as being at the stage of strengthening and maintaining work (Kurniawati, 2014), where employees already have experience, skills, and good knowledge, ready to hold a particular position. The longer a person's work period, makes he feels at home in the company because he has adapted to his work environment and tends to have high engagement (Bakker, A. B., 2011). Some of these experts opinions are that there is an influence of working period on turnover intention and employee engagement because the longer their work period in the company, the higher their engagement, thus lowering the desire to move to another company; and vice

versa. Thus, this study revealed that employee involvement has an insignificant effect on turnover intention through employee engagement mediation.

CONCLUSION

The research obtained three hypotheses that are not significant to turnover intention: employee involvement does have a substantial impact on turnover intention and employee involvement to employee engagement. We found that employee engagement did not mediate employee involvement to turnover intention. On the other side, career development and employee engagement significantly affect turnover intention. These empirical results also show that the role of employee engagement mediation in career development can reduce the intention of employees to change jobs. This research resulted in a turnover intention strategy model for the influence of career development and employee engagement in PT. Fajar Surya.

This study found a research gap in the employee involvement variable with turnover intention, either directly or through employee engagement mediation: (a) Employee involvement has an insignificant effect on turnover intention and employee engagement. The results of this study contradict the research conducted by Piersa, Versluysa, Deveghe, Vyt, and Noortgatea (2019) and Benn, Teo, Martin (2015) and Tindige, Sepang & Roring (2018); (b) Employee involvement through employee engagement mediation has an insignificant effect on turnover intention. The results of this study contradict the research conducted by Steven, Damien, Demitry, Jasleena, Olga, and Sevag (2013) and Sandhya & Selphey (2020).

This study produces practical contributions to the company to be more open and sensitive to employee management. Now the turnover of employees is a common phenomenon that creates much tension within the company, which ultimately affects the performance and competitiveness of the company. One of the efforts that companies can make today is to understand the causes and reasons used by employees leave their jobs. This study shows that the practice of employee turnover is divided into two categories. First is the group that feels dissatisfied because its capacity is not optimally utilized by the company. This group wants more challenging jobs, demands creativity and innovation, and provides opportunities for career development. This group opens up, interacts with various skills and abilities, and deepens new knowledge, comprehension, and skills. This kind of spirit makes employees highly committed to the company and willing to give more effort than job requirements (discretionary effort). Second is the group of people who feel uncomfortable working in the company because their expertise and skills constrain them. His expertise and skills are not by the type of work he/she is engaged in. Discomfort also arises due to changes in certain practices in the workplace as well as uncertainty about their role in the workplace.

The role of a manager in a company is significant. They become essential to inform matters related to the company's interests and ensuring that work processes run effectively and efficiently. Based on the results of an in-depth analysis conducted in this study, three essential factors need to get the company's attention so that employee loyalty is maintained, namely guaranteeing employee career development and engagement. Companies need to create tactics and

strategies in the face of changing work environments full of targets and competition, which are prone to creating employee dissatisfaction. Companies need to consider organizational, individual, internal, and external factors because these are predictors of employees' stay in their company. Those who have high trust in the company, high achievement spirit, high loyalty and commitment, and can interpret work well are usually followed by loyalty to large companies as well.

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