

Career Development, Transformational Leadership, and Compensation on Turnover Intention with Employee Engagement as Intervening Variable

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ABSTRACT

Purpose – This study aims to analyze the effect of career development, transformational leadership, and compensation benefits on turnover intention with employee engagement as an intervening variable in PT. DSRL. **Methodology/approach** – The research design used is quantitative descriptive research using the total population of 70 respondents. Data analysis using the Smart PLS 4.0 application which consists of testing the inner model and outer model. **Findings** – It The results found that career development, transformational leadership, and compensation have a positive and significant effect on employee engagement. The results found that career development, transformational leadership, compensation, and employee engagement have a negative and significant effect on turnover intention. The results found that career development, transformational leadership, and compensation have a negative effect on turnover intention through employee engagement as an intervening variable.

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INTRODUCTION

Human resources are an important asset for the success and development of a company. Human resource management is a combination of science and art in managing employee relationships and roles effectively and efficiently to achieve company goals (Hasibuan, 2019). Human resource management can be viewed from two perspectives. First, through an effective HR Information System, which plays a role in designing and establishing HR planning to support business activities, increasing efficiency in the recruitment process, and managing the wage system to create job satisfaction for employees. Second, from the perspective of human resources themselves, which includes the ability of individuals to utilize their thinking and physical powers, which ultimately affect their nature and behavior. Therefore, human resources are considered an invaluable asset for the company, so it is important to prevent and reduce the risk of employee turnover or transfer.

Turnover intention refers to an employee's desire to leave the company, usually due to various reasons, such as looking for a better job or position (Parwita et al., 2019). This

turnover can have serious impacts, because the company has the potential to lose experts and must bear the high costs of education and training for new employees. For this reason, the company needs quality human resources by managing and paying attention to them optimally (Meiliawati & Susanto, 2022).

In this study, we use data from PT. DSRL, a company engaged in the shipping sector that has many ships used as one of its business activities. PT. DSRL has a fairly high level of attention to the human resources they have. PT. DSRL considers that the resources they have are the main factor for the company to move the industrial business in the shipping world to be more advanced and developed. Without quality human resources, it will be difficult to make PT. DSRL more developed. In this case, PT DSRL has turnover data that tends to increase from 2021 to 2023 according to table 1 below:

Table 1. Turnover Data of PT.DSRL

TOTAL EMPLOYEES					
Year	Start of Year	Entry	Turnover	End of Year	Turnover Percentage
2021	80	10	8	82	10.0%
2022	82	9	12	79	14.63%
2023	80	5	15	70	18.75%

Source: Internal Data PT.DSRL

Based on Table 1 this phenomenon, the researcher collected data through a pre-survey based on the results of previous research on what factors can influence turnover intention. The researcher conducted a survey/distributed questionnaires to 20 employees at PT. DSRL. The questionnaire contained 9 reasons/things that caused employees to experience turnover intention/desire to move from the company. The following are the results of a survey conducted by the researcher on 20 employees at PT. DSRL regarding the factors that influence employee turnover intention

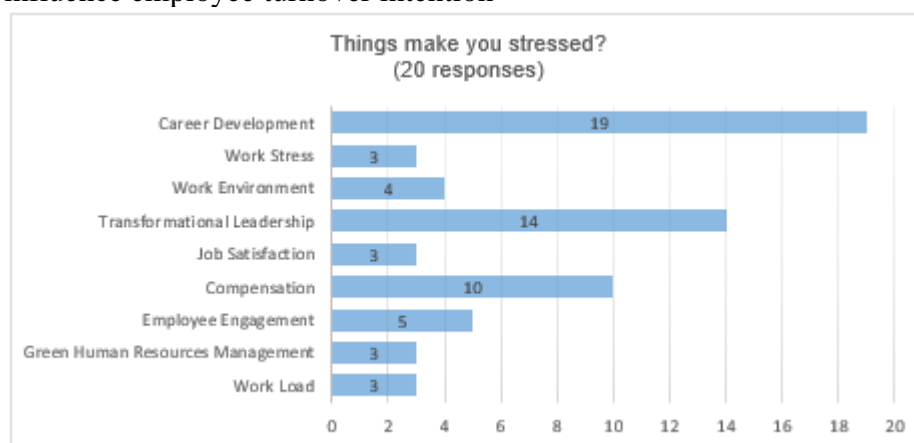


Figure 1. Pre-Survey Results Diagram

Based on Figure 1 the results of the pre-survey conducted by the researcher, it can be seen that the variables that have a strong influence on the high level of employee turnover at PT. DSRL are, career development with the most answers, namely 95%, transformational

leadership 70%, compensation 50% and employee involvement 25%. These four variables can affect the high level of employee turnover at PT. DSRL.

Therefore, this study aims to analyze the influence of career development, transformational leadership, and compensation benefits on turnover intention with employee engagement as an intervening variable at PT.DSRL, a company engaged in marine transportation services. This study is motivated by the high level of employee turnover which can have a negative impact on the company's performance and productivity. Based on the background and identification above, there are the following problem formulations:

1. Does career development affect employee engagement?
2. Does transformational leadership affect employee engagement?
3. Does compensation allowance affect employee engagement?
4. Does career development affect turnover intention?
5. Does transformational leadership affect turnover intention?
6. Does compensation allowance affect turnover intention?
7. Does employee engagement affect turnover intention?
8. Does career development affect turnover intention at PT. Danny Samudera Raya Line through employee engagement as an intervening variable?
9. Does transformational leadership affect turnover intention at PT. Danny Samudera Raya Line through employee engagement as an intervening variable?
10. Does compensation allowance affect turnover intention at PT. Danny Samudera Raya Line through employee engagement as an intervening variable?

LITERATURE REVIEW

1. Career Development

Research conducted by Olivia et al (2020) states that career development is a process that focuses on improving skills, knowledge, and work experience that allows employees to take on greater responsibilities in the future. According to Busro (2018) career development is an effort carried out by each employee or organization to motivate themselves to do their best in serving and improving their abilities/skills in carrying out the main tasks and functions of profit and non-profit organizations and all work.

2. Transformational Leadership

According to Bass and Avolio (1985) in Gerry Yukl (2017) transformational leadership is a sense of trust, admiration, loyalty, and respect for the leader, and they feel motivated to do more than was initially expected of them. Furthermore, Harsoyo (2022) stated that transformational leadership involves leaders who are able to provide an attractive and challenging vision, provide examples of appropriate behavior, and build trusting relationships with team members.

3. Compensation

According to Ivancevich (2012) Compensation is all forms of financial and non-financial rewards given by the company to employees as a form of reward for their contribution to achieving the company's goals. Compensation is not only in the form of basic salary, but can also be in the form of incentives, bonuses, allowances, and other benefits designed by the company to motivate employees and improve their welfare.

4. Employee Engagement

According to Schaufeli & Bakker in Setyaningsih (2021) Employee engagement is defined as a sense of enthusiasm, effort, passion, dedication, energy, and so on. Employee engagement can also be defined as the level at which employees feel emotionally connected and committed to their work and organization Handoyo & Setiawan (2018). Research conducted by Soenarto (2023) also states the same thing that employee engagement is a condition where employees feel motivated to give the best contribution they have for the success of the company.

5. Turnover Intention

Mobley in Masita (2020) Turnover intention is the tendency or intention of employees to voluntarily quit their jobs or move from one workplace to another according to their own choice. Ningsih & Putra (2019) also added that turnover intention can be seen as a reflection of how employees assess their current job conditions and their perceptions of the possibility of getting a better job elsewhere.

Research Framework

In this study, a conceptual framework that describes how career development, transformational leadership, and empowerment as independent variables can affect employee engagement, which then has an impact on turnover intention as a dependent variable. Employee engagement acts as an intervening variable that mediates the relationship between these variables.

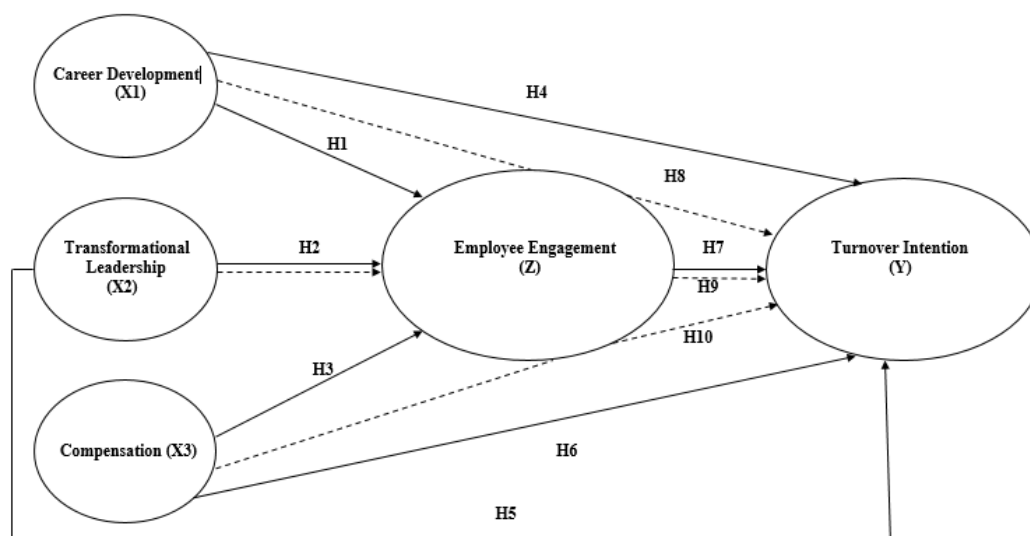


Figure 2. Conceptual Framework

H1: There is a positive and significant effect of career-development on employee engagement.

H2: There is a positive and significant effect of transformational leadership on employee engagement.

H3: There is a positive and significant effect of compensation on employee engagement.

H4: There is a negative and significant effect of career-development on turnover intention.

H5: There is a negative and significant effect of transformational leadership on turnover intention.

H6: There is a negative and significant effect of compensation on turnover intention.

H7: There is a negative and significant effect of employee engagement on turnover intention.

H8: There is a negative and significant effect of career-development on turnover intention through employee engagement as an intervening variable.

H9: There is a negative and significant effect of transformational leadership on turnover intention through employee engagement as an intervening variable.

H10: There is a negative and significant effect of compensation on turnover intention through employee engagement as an intervening variable

METHOD

Type, Sample, Population Research

The research in this study employs a quantitative method. This approach is chosen because there is no direct interaction or contact between the researchers and the respondents. Consequently, the research remains objective rather than subjective. The population in this study was all employee at PT. DSRL totaling 70 people and not including outsourcing employees. According to Sugiyono (2021) sample can be interpreted as part of the total number and characteristics in the population in selecting and determining samples from the population is very important, so that the sample can truly represent or present the population to be studied. In this study, the sampling technique is saturated sampling, where the entire population is used as a sample because the population is relatively small. The sample used in this study is the entire population, namely 70 people.

Time and Place of Research

This study uses a transportation service company, namely PT. DSRL by collecting data from the company directly. The study was conducted from April 2024 to November 2024.

Definition and Operational Variables

Research variables refer to elements determined by researchers to be studied in order to produce relevant information and meaningful conclusions (Sugiyono, 2021). In this study, the variables studied include independent, dependent, and intervening variables. According to Sugiyono (2021), the independent variable is a free variable that influences changes in the dependent variable. There are three independent variables in this study, namely career development (X1), transformational leadership (X2), and compensation (X3). The dependent variable is a variable that is influenced by the independent variable (Sugiyono, 2021), and in this study, turnover intention is the dependent variable. Meanwhile, the intervening variable, according to Sugiyono (2021), is a connecting variable that indirectly influences the relationship between the independent and dependent variables, in this study is Employee Engagement.

RESULT AND DISCUSSION

From the study involving 70 employees of PT. DSRL, the characteristics of the respondents can be summarized as follows: all participants were male, with 53% aged between 21-35 years and the remaining 47% aged between 36-50 years. Furthermore, based on the education of the respondents, the most are Diploma (D3) graduates as much as 46%, SMA/SMK graduates as much as 44%, and the rest are Bachelor (S1) graduates as much as 10%. Respondents with a work period of more than 4 years are the most respondents with a total of 51%, a work period of 2-4 years as much as 38% and the last with a work period of 1-2 years as much as 10%.

As stated by Chin in Ghazali (2015), indicator reflection is assessed by examining the correlation between item scores/component scores and construct scores calculated using PLS. An indicator is considered to have good validity when the loading factor is above 0.70, while a loading factor between 0.50 and 0.60 is considered adequate. Therefore, according to this criterion, any loading factor below 0.50 will be excluded from the model.

Table 1. Loading Factor & Cross Loading

VARIABLE	INDICATOR	CODE	OUTER LOADING	CONDI TION	RESULT	X1	X2	X3	Y	Z
CAREER DEVELOPM ENT	Career Clarity	X1.1	0,826	>0.7	Valid	0,826	0,445	0,411	-0,495	0,501
		X1.2	0,905	>0.7	Valid	0,905	0,433	0,323	-0,457	0,464
		X1.3	0,772	>0.7	Valid	0,772	0,512	0,286	-0,549	0,526
		X1.4	0,866	>0.7	Valid	0,866	0,405	0,316	-0,441	0,449
	Career Development	X1.5	0,802	>0.7	Valid	0,802	0,241	0,282	-0,327	0,316
		X1.6	0,722	>0.7	Valid	0,722	0,174	0,116	-0,247	0,266
		X1.7	0,765	>0.7	Valid	0,765	0,354	0,317	-0,516	0,521
	Performance Quality	X1.8	0,844	>0.7	Valid	0,844	0,497	0,329	-0,530	0,539
		X1.9	0,713	>0.7	Valid	0,713	0,361	0,128	-0,435	0,433
TRANSFOR MATIONAL LEADERSHI P	Idealized Influenced (Attributed)	X2.1	0,779	>0.7	Valid	0,375	0,779	0,257	-0,636	0,567
		X2.2	0,905	>0.7	Valid	0,456	0,912	0,237	-0,572	0,611
		X2.3	0,80	>0.7	Valid	0,385	0,832	0,286	-0,618	0,559
	Idealized Influenced (Behavioral)	X2.4	0,809	>0.7	Valid	0,487	0,848	0,300	-0,557	0,601
		X2.5	0,848	>0.7	Valid	0,378	0,835	0,292	-0,662	0,599
		X2.6	0,706	>0.7	Valid	0,360	0,726	0,139	-0,438	0,465
	Inspirational Motivation	X2.7	0,849	>0.7	Valid	0,429	0,905	0,238	-0,498	0,536
		X2.8	0,869	>0.7	Valid	0,382	0,800	0,216	-0,640	0,579
		X2.9	0,816	>0.7	Valid	0,444	0,809	0,261	-0,498	0,553
	Intellectual Stimulation	X2.10	0,912	>0.7	Valid	0,354	0,848	0,167	-0,446	0,401
		X2.11	0,832	>0.7	Valid	0,339	0,706	0,196	-0,438	0,465
		X2.12	0,848	>0.7	Valid	0,445	0,849	0,256	-0,481	0,427
	Individual Consideration	X2.13	0,835	>0.7	Valid	0,491	0,869	0,278	-0,461	0,525
		X2.14	0,726	>0.7	Valid	0,407	0,816	0,149	-0,513	0,457
COMPENSA TION	Financial	X3.1	0,785	>0.7	Valid	0,246	0,236	0,785	-0,333	0,337
		X3.2	0,837	>0.7	Valid	0,359	0,265	0,837	-0,426	0,445
		X3.3	0,861	>0.7	Valid	0,339	0,153	0,861	-0,437	0,441
		X3.4	0,735	>0.7	Valid	0,374	0,329	0,735	-0,352	0,385
	Non Financial	X3.5	0,762	>0.7	Valid	0,171	0,184	0,762	-0,392	0,382
		X3.6	0,773	>0.7	Valid	0,214	0,217	0,773	-0,415	0,358
EMPLOYEE ENGAGEME NT	Vigor	Z1.1	0,802	>0.7	Valid	0,573	0,436	0,441	-0,753	0,802
		Z1.2	0,801	>0.7	Valid	0,521	0,526	0,455	-0,750	0,824
		Z1.3	0,896	>0.7	Valid	0,426	0,510	0,330	-0,708	0,764
		Z1.4	0,828	>0.7	Valid	0,524	0,546	0,338	-0,724	0,824
	Dedication	Z1.5	0,73	>0.7	Valid	0,509	0,486	0,471	-0,774	0,801
		Z1.6	0,849	>0.7	Valid	0,484	0,594	0,427	-0,839	0,896
		Z1.7	0,733	>0.7	Valid	0,456	0,650	0,474	-0,875	0,828
		Z1.8	0,886	>0.7	Valid	0,389	0,486	0,373	-0,738	0,730
	Absorption	Z1.9	0,75	>0.7	Valid	0,556	0,592	0,381	-0,893	0,849
		Z1.10	0,824	>0.7	Valid	0,291	0,345	0,311	-0,644	0,733
		Z1.11	0,764	>0.7	Valid	0,479	0,585	0,479	-0,824	0,886
		Z1.12	0,824	>0.7	Valid	0,336	0,432	0,296	-0,758	0,750
TURNOVER INTENTION	Thoughts of quitting	Y.1.1	0,798	>0.7	Valid	-0,567	-0,515	-0,458	0,822	-0,811
		Y.1.2	0,822	>0.7	Valid	-0,456	-0,650	-0,474	0,875	-0,828
		Y.1.3	0,893	>0.7	Valid	-0,556	-0,592	-0,381	0,893	-0,849

	Intention to quit	Y.1.4	0,875	>0.7	Valid	-0,495	-0,637	-0,493	0,886	-0,849
		Y.1.5	0,738	>0.7	Valid	-0,599	-0,462	-0,445	0,798	-0,742
		Y.1.6	0,893	>0.7	Valid	-0,495	-0,641	-0,429	0,893	-0,854
	Intention to search for another job	Y.1.7	0,733	>0.7	Valid	-0,389	-0,486	-0,373	0,738	-0,730
		Y.1.8	0,886	>0.7	Valid	-0,348	-0,410	-0,324	0,733	-0,698
		Y.1.9	0,758	>0.7	Valid	-0,336	-0,432	-0,296	0,758	-0,750

Source: Results Using SmartPLS (2024)

Table 2. Average Variance Extracted

Variable	Average Variance Extracted (AVE)	Result
Career Development	0,646	Valid
Transformational Leadership	0,682	Valid
Compensation	0,629	Valid
Turnover Intention	0,679	Valid
Employee Engagement	0,654	Valid

Source: Results Using SmartPLS (2024)

Table 1 illustrates that the cross-loading values for each indicator are higher for their respective constructs than for other constructs, confirming that the discriminant validity of the constructs is satisfied. Additionally, Table 2 reveals that the Average Variance Extracted (AVE) values for all test variables are above 0.5, indicating that the variables are valid.

Table 3. Composite Reliability & Cronbach's Alpha

	<i>Cronbach's Alpha</i>	<i>Condition</i>	<i>Composite Reliability</i>	<i>Condition</i>	<i>Result</i>
Career Development	0,931	>70	0,942	>70	Valid
Transformational Leadership	0,964	>70	0,968	>70	Valid
Compensation	0,881	>70	0,910	>70	Valid
Turnover Intention	0,940	>70	0,950	>70	Valid
Employee Engagement	0,952	>70	0,958	>70	Valid

Source: Results Using SmartPLS (2024)

Table 3 showe The testing of Composite Reliability and Cronbach's Alpha yielded satisfactory outcomes, as all latent variables achieved values of ≥ 0.70 for both measures. Consequently, these results indicate that the model fulfills the reliability criteria for Composite Reliability and Cronbach's Alpha, confirming that the instruments utilized in this study are reliable.

Table 4. R-square

Variable	R-Square
Turnover Intention (Y)	0,926

Employee Engagement (Z)	0,563
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Table 4. show The R-square value for turnover intention is 92.6%, while employee engagement has an R-square value of 56.3%. Both are influenced by variables such as career development, transformational leadership, and compensation. The remaining percentage is attributed to other factors not examined in this study.

Tabel 5. Q-square Predictive Relevance

	SSO	SSE	Q ² (=1-SSE/SSO)
X1.	2.169.000	2.169.000	0.000
X2.	3.374.000	3.374.000	0.000
X3.	1.446.000	1.446.000	0.000
Y.	2.169.000	834.515	0.615
Z.	2.892.000	1.861.955	0.356

Source: Results Using SmartPLS (2024)

Tabel 5. Show The predictive relevance values calculated for turnover intention and employee engagement are 0.615 and 0.356, respectively, both of which are greater than 0. This indicates that the model possesses a relevant predictive capability.

Table 6. Hypothesis Testing Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Result
Career Development (X1) -> Employee Engagement (Z)	0,260	0,258	0,109	2,379	0,017	Positive and Significant
Transformational Leadership (X2) -> Employee Engagement (Z).	0,436	0,447	0,126	3,465	0,001	Positive and Significant
Compensation (X3). -> Employee Engagement (Z).	0,277	0,286	0,097	2,851	0,004	Positive and Significant
Career Development (X1). -> Turnover Intention (Y).	-0,250	-0,245	0,116	2,161	0,031	Negative and Significant
Transformational Leadership (X2) -> Turnover Intention (Y).	-0,452	-0,459	0,130	3,492	0,000	Negative and Significant
Compensation	-0,278	-0,287	0,104	2,671	0,008	Negative

(X3). -> Turnover Intention (Y).						and Significant
Employee Engagement (Z). -> Turnover Intention (Y).	-0,898	-0,910	0,083	10,871	0,000	Negative and Significant

Source: Results Using SmartPLS (2024)

Referring to Table 6, career development's influence on employee engagement shows a T-Statistic of 2.379 and a P-Value of 0.017, indicating that the first hypothesis (H1) is accepted. Transformational leadership's effect on employee engagement yields a T-Statistic of 3.465 and a P-Value of 0.001, confirming the acceptance of the second hypothesis (H2). Similarly, compensation's impact on employee engagement shows a T-Statistic of 2.851 and a P-Value of 0.004, leading to the acceptance of the third hypothesis (H3). Lastly, career development's influence on turnover intention results in a T-Statistic of 2.161 and a P-Value of 0.031, supporting the acceptance of the fourth hypothesis (H4). The influence of transformational leadership on turnover intention shows a T-Statistic of 3.492 and a P-Value of 0.000, supporting the acceptance of the fifth hypothesis (H5). Compensation's effect on turnover intention yields a T-Statistic of 2.671 and a P-Value of 0.008, confirming the sixth hypothesis (H6). Additionally, employee engagement's impact on turnover intention produces a T-Statistic of 10.871 and a P-Value of 0.000, validating the seventh hypothesis (H7).

Career development has a positive and significant effect on employee engagement, the results of this study are in line with previous research conducted by Meiliawati et al (2022), namely that the career development variable shows a positive and significant effect on employee engagement, which means that the better the implementation of career development carried out by the company kepada karyawan maka will increase employee engagement. Effective career development can increase employee commitment, loyalty, and productivity levels.

Transformational leadership has a positive and significant influence on employee engagement. Transformational leaders who are able to convey an inspiring vision, provide individual support, and encourage creativity often increase employee engagement, create a positive work environment, and motivate them. The relationship between transformational leadership and employee engagement is proven through research by Yulianti (2018), which shows that transformational leadership has a positive impact on employee engagement. This finding is consistent with research by Alsa et al. (2022), which concluded that partially, transformational leadership has a positive and significant effect on employee engagement.

Compensation has a positive and significant influence on employee engagement, Compensation is one of the main factors that influence employee engagement, namely the level of employee involvement, commitment, and enthusiasm for their work and organization. The study's findings indicate that compensation has a positive effect on employee engagement. These findings align with the study by Ardiansyah & Budiono (2022), which concludes that compensation has a partially positive and significant impact on employee engagement.

Additionally, career development has a negative and significant influence on turnover intention, highlighting its crucial role in minimizing employees' intentions to leave the organization. When organizations provide clear career paths, skills development

opportunities, and relevant training programs, employees tend to feel valued and have a bright future in the organization. This is in line with research conducted by Dewi & Nurhayati (2017) which states that career development has a negative effect on turnover intention.

Transformational leadership has a negative and significant effect on turnover intention. This transformational leadership style can have a significant impact on turnover intention, or the employee's intention to leave the organization. These findings are consistent with the research by Tamengkel & Rumawas (2021), which demonstrates that transformational leadership has a negative and significant impact on turnover intention.

Compensation has a negative and significant effect on turnover intention, because fair and competitive compensation can increase employee job satisfaction and reduce their desire to look for work elsewhere. This aligns with research conducted by Saputra et al. (2022), which shows that compensation negatively impacts turnover intention. This means that the higher the compensation given to employees, the lower their desire to leave the company.

Employee engagement has a negative and significant effect on turnover intention. This is in line with research conducted by Zamzamy et al (2021) which states that there is a negative and significant effect between employee engagement and turnover intention. Negative results indicate that the effect between employee engagement and turnover intention is opposite, meaning that if employees feel committed to their work, the level of turnover intention is low, and vice versa. If the company can make efforts to increase employee engagement in order to reduce the level of employee turnover intention.

CONCLUSION

Career development, transformational leadership, and compensation have a positive and significant effect on employee engagement. These factors increase employee motivation, involvement, and loyalty by creating a supportive work environment and rewarding their contributions. Employee engagement has a negative and significant effect on turnover intention. Employees who are emotionally and professionally engaged tend to be more loyal, have high commitment, and are not interested in seeking opportunities outside the company. Career development, transformational leadership, and kompensasi juga memiliki pengaruh negatif dan signifikan on turnover intention. These three factors increase employee satisfaction and loyalty, thus reducing their desire to leave the company. Employee engagement mediates the relationship between career development, transformational leadership, and compensation on turnover intention. This means that these factors not only directly reduce turnover intention, but also through increasing employee engagement that strengthens the positive effect. Overall, to reduce turnover intention and increase employee engagement, companies are advised to focus on continuous career development, inspirational leadership, and competitive compensation.

Limitations and future research directions

This study has several limitations that future research can address, such as increasing the sample size, exploring other service sectors, and incorporating additional variables like competence, work environment, job satisfaction, or other factors not examined in this study. In addition, further researchers are also advised to choose companies from other fields that

are willing to provide further information to facilitate the collection of data needed in the study.

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