

The Moderating Role of Employee Status on Training Satisfaction and Job Engagement on Turnover Intention

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ABSTRACT

Purpose – This study aims to unveiling how training satisfaction and job involvement affect employee turnover intentions at PT MNC Asuransi Indonesia, with employee status as moderator

Methodology/approach - The approach used in this study was to collect data from 185 respondents through a questionnaire. Data were analyzed using a descriptive approach to describe the characteristics of the respondents and research variables. In addition, quantitative causal analysis was carried out using the SEM-PLS (Partial Least Square) method to test the research hypothesis.

Findings – The results of the analysis show that training satisfaction has a significant negative effect on transfer intentions in general. This finding also applies to both permanent and contract employees. Furthermore, this study also found that job involvement has a significant negative effect on overall turnover intentions. This negative influence also applies to permanent employees and contract employees.

Novelty/value – This research makes a new contribution by showing that training satisfaction and job involvement have an important role in reducing employee turnover intention at PT MNC Asuransi Indonesia. However, an interesting finding from this study is that employee status (permanent or contract) does not affect the relationship between training satisfaction and turnover intention, and between work involvement and turnover intention. This means that the influence of the two variables remains the same, regardless of employee status.

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INTRODUCTION

In facing this crisis situation, the company must implement the right transformation in order to survive properly, and this is influenced by competent Human Resources. To achieve optimal performance of human resources, management must pay special attention to developing the capabilities and commitment of employees to the organization, which is reflected in the implementation of their duties and work. Retaining qualified employees is very important for the company. Therefore, companies must invest proportionately in the development and advancement of talented employees, with various efforts to attract and retain them.

The Company's annual report data from 2018 to 2022 shows that the average percentage of employee turnover (turnover) reaches more than 2.0% annually, and the highest turnover rate occurs in 2020, reaching 3.5%.

The results of the pre-survey revealed that employees are interested in moving to other companies that offer better career opportunities and superior training programs. Some employees are also interested in personal development programs, while others are less interested. In addition, some respondents were dissatisfied with the amount of training received, and others felt that their work lacked meaning and purpose within the company, which led to low levels of work engagement.

Several previous studies have investigated the impact of training satisfaction and job involvement on job switching intentions with mixed results, creating an interesting opportunity to dig deeper. For example, the findings of Albtoosh et al. (2022) found that training satisfaction had a significant effect on the intention to change jobs, but research by Memon (2020) found a lack of significant impact between the two. In addition, research by Ivanovic et al. (2020) and Solihin (2020) found different results regarding the relationship between involvement in work and intention to change jobs. Interestingly, there is research by Johnson (2018) which shows a negative relationship between high levels of job involvement and job switching intentions, suggesting that high levels of engagement can help reduce overall turnover intentions, independent of employee status.

Looking at the research phenomenon and the differences in the previous findings that have been described, this study aims to investigate how training satisfaction and job involvement affect the intention to change jobs, by considering employee status as a moderating variable. In addition, this study aims to better understand the factors that overall influence the employee's intention to change jobs.

LITERATURE REVIEW

This section explains the theory related to the research variables, namely training satisfaction, job involvement, intention to change jobs, and employee status.

Training Satisfaction

Satisfaction with training can be conceptualized as the level of individual satisfaction or dissatisfaction with a series of structured activities aimed at increasing knowledge, skills, and attitudes relevant to the work performed (Buonomo et al., 2022). In addition, the subjective assessments made by the trainees also play an important role in determining their satisfaction with the training experience (Choi et al., 2021). There are three indicators used to measure training satisfaction, namely organizational support for training, employee feelings towards training and development in general, and employee satisfaction with training that has been attended (Schmidt in Huang et al., 2016).

Work Engagement

Work engagement refers to employees' mastery of their roles in work and a sense of attachment and physical, cognitive, and emotional expression while carrying out tasks (Prayitno et al., 2022). There are three dimensions of work engagement, namely the level of energy, enthusiasm for trying, and perseverance in facing challenges (vigor), deep feelings, enthusiasm, and pride in work (dedication), and full and deep concentration in work (absorption) (Decuyper & Schaufeli, 2020)

Turnover Intention

Turnover Intention refers to the attitude or behavior of someone who wants to leave an organization (Susilo & Satrya, 2019). Several factors influence the intention to change jobs including external factors such as labor market conditions, as well as internal factors such as attitude, past, gender, interests, age, and years of service (Elmi, 2018). The three main indicators of turn over intention are considering leaving a job, having a desire to find a new, better job, and actively intending to leave the organization (Mobley in Sarantie et al., 2022).

Employee Status

Employee status includes a person's position in an organization, including rank and class, as well as differences between permanent and contract employees (Putro & Ananda, 2021). There are two types of workers recognized by the Law of the Republic of Indonesia on Job Creation Number 11 of 2020, namely workers with work agreements for a certain time and not for a certain time.

Hypothesis Development

Based on theoretical studies and previous research, there are hypotheses related to the relationship between training satisfaction, job involvement, and intention to change jobs in two groups of employees, namely permanent and contract employees. In addition, employee status also moderates the relationship between training satisfaction and job involvement with intention to change jobs. The following are the hypotheses formed:

- Hypothesis 1: Training satisfaction has an effect on turn over intention.
- Hypothesis 1a: Training satisfaction affects on turn over intention for permanent employees.
- Hypothesis 1b: Training satisfaction affects on turn over intention in contract employees.
- Hypothesis 2: Work engagement influences on turn over intention.
- Hypothesis 2a: Work engagement influences on turn over intention for permanent employees.
- Hypothesis 2b: Work engagement has an effect on turn over intention in contract employees.
- Hypothesis 3: Training satisfaction has an effect on turn over intention, which is moderated by employee status.
- Hypothesis 4: Work engagement has an effect on turn over intention, which is moderated by employee status.

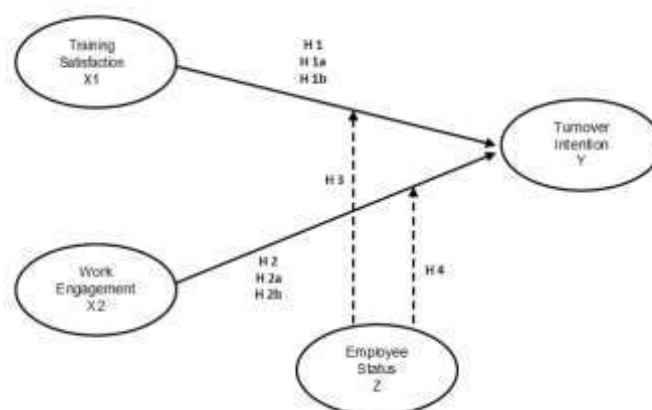


Fig. 1. Research Framework

METHOD

In this study, the main participants consisted of all 343 employees working at PT MNC Asuransi Indonesia. To determine the right sample, the authors applied the Slovin approach, which ultimately resulted in 185 representative samples. The data used for this research comes from two different sources, namely primary and secondary data. Primary data was obtained directly through the distribution of questionnaires to employees, while secondary data came from various references such as books, journals, articles and company materials relevant to the research topic. In analyzing the collected data, the authors used the Structural Equation Modeling (SEM) approach with instrument testing using the Partial Least Squares (PLS) method. This analysis process follows the steps described by Ghazali & Latan (2012), including the Outer Model and Inner Model stages.

RESULT AND DISCUSSION

Descriptive Analysis of Respondents

A total of 185 employees work at PT MNC Asuransi Indonesia as respondents in this survey. The majority of them are men with a total of 111 respondents (60%). As for the status of their employees, 111 respondents (60%) are permanent employees, and 74 respondents (40%) are contract employees. Based on the age range, the respondents aged between 30 to 40 years consisted of 84 people (45.41%). Meanwhile, the majority of employees worked for more than 4 years, namely 82 respondents (44.32%).

Measurement Model Testing (Outer Model)

This study conducted an analysis of the measurement model (Outer Model) by testing its validity through two approaches, namely convergent validity and discriminant validity tests. Meanwhile, the reliability test is carried out by calculating two indicators, namely the value of composite reliability and Cronbach's alpha.

Uniquely, in an effort to ensure the quality of the results, the concept of convergent validity is also emphasized by considering the AVE (Average Variance Extracted) value which follows the superior criteria with a score above 0.5, as described by Ghazali (2015). The following is the AVE value generated in this study.

Table 1 : Average Variance Extracted (AVE)

Variable	AVE
Employee Status (ES)	1,000
Training Satisfaction (TS)	0.723
Work Engagement (WE)	0.697
Turnover Intention (TI)	0.846
TS*ES	1,000
WE*ES	1,000

Source: SmartPLS Data Processing Results 3.2.9 (2023)

The results of **Table 1** the convergent validity test show that the Employee Status, Training Satisfaction, Work Engagement, and Turnover Intention variables have good to very good convergent validity. All variables have an AVE value above 0.5. So that the indicators used to measure each variable effectively reflect the construct being measured, so that the measurement instruments in this study are accurate and credible.

Discriminant validity can be seen from Fornell Larcker's value, by ensuring that the constructs measured by the indicators are different from one another and do not overlap. The test examines the correlation between constructs and their indicators and between constructs and other constructs (Ghazali, 2015). Results that meet the Fornell-Larcker criteria indicate discriminant validity in the model, confirming that each construct makes a unique and separate contribution to the analysis.

Table 2: Fornell – Larcker

	Employee Status (ES)	Training Satisfaction (TS)	Work Engagement (WE)	Turnover Intention (TI)	TS*ES	WE*ES
Employee Status (ES)	1,000					
Training Satisfaction (TS)	-0.002	0.851				
Work Engagement (WE)	-0.011	0.641	0.835			
Turnover Intention (TI)	0.066	-0.384	-0.507	0.920		
TS*ES	0.004	0.034	0.021	0.080	1,000	
WE*ES	0.001	0.203	0.035	0.007	0.656	1,000

Source: SmartPLS Data Processing Results 3.2.9 (2023)

The results of **Table 2** the discriminant validity assessment using the Fornell-Larcker method reveal an interesting finding. In the correlation matrix between construct variables, namely Employee Status (ES), Training Satisfaction (TS), Work Engagement (WE), and Turnover Intention (TI), it can be seen that the square root of construct validity is at a higher level than the correlation between these constructs and other constructs in the model. This finding indicates that the measurement of the variables in this study shows a strong level of discriminant validity.

Next, we will continue the analysis by testing reliability. Ghazali (2015) has determined that the reliability of a construct can be measured using two parameters, namely composite reliability and

Cronbach's alpha. Usually, a construct is considered reliable when its composite reliability score is 0.7 or more, and Cronbach's alpha is 0.6 or more. The calculation is as follows.

Table 3 : Construct Reliability

Variable	Cronbach's Alpha	Composite Reliability
Employee Status (ES)	1,000	1,000
Training Satisfaction (TS)	0.810	0887
Work Engagement (WE)	0.782	0.872
Turnover Intention (TI)	0.909	0.943
TS*ES	1,000	1,000
WE*ES	1,000	1,000

Source: SmartPLS Data Processing Results 3.2.9 (2023)

The results of the reliability test confirmed that all research variables achieved a very high level of reliability, exceeding the standards with Cronbach's Alpha and Composite Reliability (CR). That is, the instruments used in this study proved to be reliable and consistent in measuring each variable. With this outstanding variable reliability, the research data can be considered highly reliable, ensuring the analytical results have an unparalleled level of validity and reliability.

Evaluation of the Structural Model (Inner Model)

In analyzing the relationship between constructs or latent variables, we use the structural model test, which provides further insight through the estimation of the parameter coefficients and their level of significance.

Furthermore, to measure the extent to which the endogenous variables in the PLS SEM model can be explained by the exogenous variables involved, we rely on the R-square test or the Determinant Coefficient. High R-square results will indicate that most of the variation in endogenous variables can be explained by exogenous variables included in the model (Ghazali, 2015).

Table 4 : R – Square

Variable	R-Square	R-Square Adj.
Turnover Intention	0.276	0.256

Source: SmartPLS Data Processing Results 3.2.9 (2023)

From Table 4 the data above it can be explained that the "Turnover Intention" variable has an R-Square of 0.276. This means that the statistical model used is able to explain about 27.6% of the variability in the "Turnover Intention" variable. The rest, which is about 72.4%, is still a variation that cannot be explained by the model.

Q-square is used to test the ability of the model to make predictions. Q-square measures the extent to which the model is able to predict endogenous variables that are not used in model building (out-of-sample prediction). A positive Q-square value indicates that the model is able to predict better than the random model (Ghazali, 2015).

Table 5 : Q – Square

Variable	SSO	SSE	Q ² (=1-SSE/SSO)
Employee Status (ES)	185,000	185,000	
Training Satisfaction (TS)	555,000	555,000	
Work Engagement (WE)	555,000	555,000	
Turnover Intention (TI)	555,000	421,497	0.241
TS*ES	185,000	185,000	
WE*ES	185,000	185,000	

Source: SmartPLS Data Processing Results 3.2.9 (2023)

From **Table5** the given Q-Square results, the model can effectively predict the relationship because it satisfies the rule of thumb that Q-Square must be greater than 0. Please note that Q-Square indicates the

extent to which the model is able to explain the variation in the dependent variable. The higher the Q-Square value, the better the model's ability to explain this variation.

Hypothesis testing is a statistical technique used to evaluate the correlation between variables in a structural model. In this process, statistical analysis is carried out using the t test and also calculating the probability value (p) to assess the significance of the results of the hypothesis testing. If the probability value is smaller than the predetermined significance level (ie 0.05 in this study), then the hypothesis can be accepted. However, on the contrary, if the probability value is greater than the significance level, then the hypothesis is rejected, indicating that there is no significant correlation between the variables in the model.

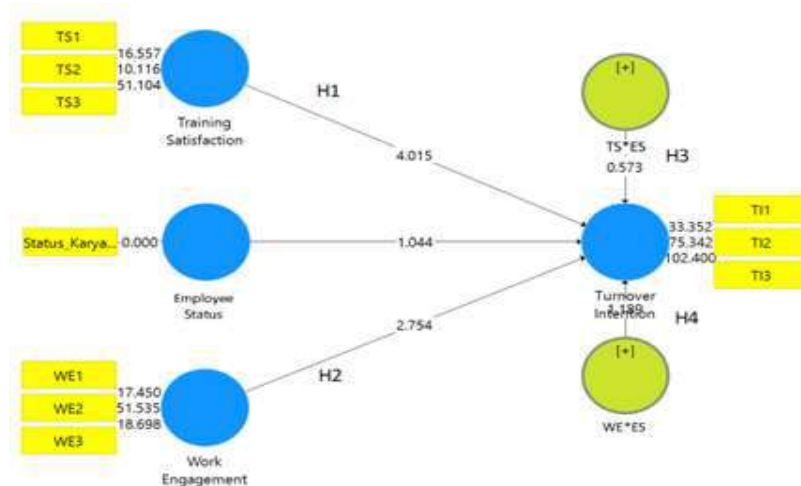


Fig. 2. Path Model & Bootstrapping Result

Based on the results of the bootstrap analysis, the hypothesis testing result can be summarized as follows

Table 6: Hypothesis Testing Results

Hypothesis	Path	Original Sample	T-Statistics	P Values	Results
Hypothesis 1	Training Satisfaction -> Turnover Intention	-0.305	4.015	0.000	Accepted
Hypothesis 1a	Training Satisfaction -> Turnover Intention	-0.315	3,097	0.002	Accepted
Hypothesis 1b	Training Satisfaction -> Turnover Intention	-0.326	2,656	0.008	Accepted
Hypothesis 2	Work Engagement -> Turnover Intention	-0.288	2,754	0.006	Accepted
Hypothesis 2a	Work Engagement -> Turnover Intention	-0.229	1977	0.049	Accepted
Hypothesis 2b	Work Engagement -> Turnover Intention	-0.375	2,668	0.008	Accepted
Hypothesis 3	TS * ES -> Turnover Intention	-0.049	0.573	0.567	Rejected
Hypothesis 4	WE * ES -> Turnover Intention	0.146	1,189	0.234	Rejected

Source: SmartPLS Data Processing Results 3.2.9 (2023)

The results of **Table 6** the research on the data above reveal some interesting relevant findings:

Hypothesis 1: Regarding the relationship between training satisfaction and turn over intention, the analysis shows that there is a significant relationship with a negative effect (Original Sample -0.305, T statistic 4.015, P-value 0.000). The more satisfied employees are with the training, the less likely they

are to think about leaving their job. This finding confirms the importance of providing a satisfying training experience to increase retention in organizations.

Hypothesis 1a: The results of the analysis confirmed a significant relationship between training satisfaction and turn over intention permanent employees with a negative effect (Original Sample -0.315, T statistic 3.097, P-value 0.002). This finding supports the previous hypothesis and indicates that the more satisfied the employees are with the training, the less willing they are to leave the job. Therefore, organizations need to ensure that training programs meet employee expectations in order to minimize employee turnover rates.

Hypothesis 1b: This finding confirms a significant relationship between training satisfaction and turn over intention contract employees with a negative effect (Original Sample -0.326, T statistic 2.656, P-value 0.008). That is, the more satisfied the contract employees are with the training, the less likely they are to want to quit. Therefore, organizations should pay special attention to training satisfaction to build the trust and loyalty of contract employees.

Hypothesis 2: The study found a significant relationship between work engagement and turn over intention with a negative influence (Original Sample -0.288, T statistic 2.754, P-value 0.006). The higher the level of employee engagement, the less likely they are to think about quitting. Therefore, it is important for organizations to create a work environment that motivates and empowers employees to reduce the level of intention to quit.

Hypothesis 2a: This finding confirms a significant negative relationship between work engagement and turn over intention a permanent employee (Original Sample -0.229, T statistic 1.977, P-value 0.049). That is, the higher the engagement level of regular employees, the less willing they are to quit. For this reason, organizations need to develop effective strategies to increase employee engagement and minimize turnover rates.

Hypothesis 2b: This finding also confirms a significant negative relationship between work engagement and turn over intention contract employees (Original Sample -0.375, T statistic 0.668, P-value 0.008). The higher the level of engagement of contract employees, the lower the likelihood that they will want to quit. Therefore, organizations must pay more attention to the factors that affect engagement to create a productive work environment and retain employees.

Hypothesis 3: This study did not find sufficient evidence to support employee status (permanent or contract) as a moderator between training satisfaction and turn over intention (Original Sample -0.049, T statistic 0.573, P-value 0.567). That is, the effect of training satisfaction on intention to stop is not influenced by employee status. These results suggest that training satisfaction has a similar impact on intention to leave for both permanent and contract employees in the organization.

Hypothesis 4: The findings of this study also do not support employee status as a moderator between work engagement and turn over intention (Original Sample 0.146, T statistic 1.189, P-value 0.234). That is, the effect of involvement in work on intention to stop is not influenced by employee status. Therefore, it is important for organizations to create working conditions that promote employee engagement regardless of their employment status, in order to increase overall employee retention.

Discussion

The impact of satisfaction with training on intention to quit has been studied through three different ideas. The first hypothesis, also called hypothesis 1, 1a, and 1b, reveals how the relationship between training satisfaction and intention to quit applies to employees, both permanent and contract status. An interesting analysis shows that the higher the level of training satisfaction felt by employees, the less likely they are to plan to leave the job. This finding is in line with the results of previous studies, such as the study of Memon et al. (2021) who found that the level of satisfaction with training was significantly related to the desire to stop. Therefore, PT MNC Asuransi Indonesia or other companies must try to increase satisfaction in training in order to reduce employee turnover.

Not only that, there are also studies that examine the impact of work involvement on quitting intentions through three ideas. The second hypothesis, called hypothesis 2, states that job involvement has a significant correlation with intention to quit, both for permanent and contract employees. This research

found that the higher the level of job involvement, the less the employee's desire to quit. This finding is reinforced by hypothesis 2a which emphasizes an effective strategy in increasing the job involvement of permanent employees to reduce employee turnover and ensure organizational continuity. Hypothesis 2b also shows similar results for employees with contract status. Therefore, companies must create a work environment that motivates and empowers employees, regardless of their employment status, to increase engagement and reduce intention to leave. Meyer et al. (2020) present a meta-analysis of employee commitment to the organization, including work involvement and its impact on intention to leave work.

In the link between training satisfaction and intention to quit, it is not affected by employee status, whether as permanent or contract employees in the organization. Research has shown that the impact of training satisfaction on intention to quit is similar for the two types of employees. This finding is in line with the results of Johnson et al. (2019) who also support this hypothesis, showing that satisfaction with training has a significant positive effect on employee retention, regardless of employee status. Similarly, when considering work involvement and intention to leave, employee status also does not play a significant role. There is no significant difference in the effect of work involvement on intention to quit among employees with different job statuses. Job involvement and job satisfaction have a more dominant role in influencing intention to quit, while employee status is a less influential factor. Therefore, organizations should focus on increasing job involvement and job satisfaction as an effort to reduce employee intention to leave, regardless of their employment status. Brown & Wilson (2020) emphasized that factors such as job involvement and job satisfaction are much more powerful in influencing intention to quit than employee status.

CONCLUSION

The research findings explain that there is a significant negative correlation between training satisfaction and turn over intention, both for permanent and contract employees. The higher the level of satisfaction with the training, the lower the turn over intention the employees. In addition, it was also revealed that the level of work engagement has a significant negative effect on turn over intention overall, and increased involvement in work can help reduce the level of intention to leave, both for permanent and contract employees. The results also show that employee status (permanent or contract) does not affect the relationship between satisfaction training and work engagement and turn over intention.

Recommendations for building on the findings of this study include several important points. First, companies need to provide training opportunities that match employee competencies and encourage employees to actively take advantage of the training. Employees also need to be fully engaged in their work and seek meaning and enthusiasm in the tasks they perform. It is important for companies to create an environment that supports employee engagement through reward and recognition programs. In addition, further research could explore other factors that influence satisfaction with training and intention to stop, and consider contextual variables and the influence of performance management on these relationships. As such, a more comprehensive understanding of these relationships can help companies develop effective strategies to increase employee retention and overall job satisfaction.

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