



## Engagement Factors and Influence on Employee Turnover Intention at PT. Bank Negara Indonesia (Persero) Tbk Mataram Branch Office

Wendy Prima J Putera<sup>1\*</sup>, Anik Hermaningsih<sup>2</sup>

<sup>1),2)</sup> Mercu Buana University, Jakarta, Indonesia, [wendy.putera@gmail.com](mailto:wendy.putera@gmail.com)

\*Corresponding Author: Wendy Prima J Putera<sup>1</sup>

**Abstract:** Turnover Intention is the tendency of employees to stop or intention to move to work elsewhere. Having employees coming in and out will be a burden for the company in recruiting more professional staff, so this is a serious problem and the company must know the factors that cause employee turnover. The purpose of this study was to determine the effect of Reward, Supervisor Support, and Organizational Justice on Engagement and to determine the effect of Engagement on BNI Mataram Branch Employee Turnover Intentions. The population used in this study is permanent employees BNI Mataram Branches many as 181 employees with the Total Sampling technique. To test the hypothesis in this study, researchers used the covariance-based Structural Equation Modeling (SEM) data analysis method with the help of the Smart-PLS program application. The results of the study show that Reward has no significant effect on Employee Engagement, Supervisor Support has a significant effect on Employee Engagement, Organizational Justice has a significant effect on Employee Engagement, and Engagement has a significant effect on Employee Turnover Intentions at BNI Mataram Branch.

**Keywords:** Reward, Supervisor Support, Organizational Justice, Engagement, Turnover Intention

### INTRODUCTION

The first commercial company to become a BUMN (State Owned Enterprise) was PT. Bank Negara Indonesia (Persero) Tbk. quoted on the page [http://annualreport.id/company/PT%20BANK%20NEGARA%20INDONESIA%20\(PERSERO\),%20Tbk](http://annualreport.id/company/PT%20BANK%20NEGARA%20INDONESIA%20(PERSERO),%20Tbk)), based on total third party funds, total loans, and total assets, BNI is able to become the top 4 as a banking company in Indonesia. PT. Bank Negara Indonesia (Persero) Tbk. has branches in various regions, one of which is the place of research, namely BNI Mataram Branch or commonly known as BNI 64 Mataram which is located at Jl. Langko No.64 Mataram, Mataram City, West Nusa Tenggara Province which is one of the BNI branches in Lombok, West Nusa Tenggara.

Banking companies in Indonesia are still found to have high levels of employee turnover intention (Palupi. 2018). The turnover intention in question is the tendency of someone in an attitude who wishes to resign from the company. According to Mathis and Jackson in Sa'diyah et al. (2017) explained that turnover is a process in which a person leaves a company where they work and must be replaced. Turnover intention is an employee's attitude to voluntarily resign from work (Lee et al. 2012). The results of a survey by Mercer Talent Consulting and Information Solutions in 2015 showed that the Turnover Intention rate of all companies occurred in banking companies, namely 16% (Prahadi. 2015 in Palupi. 2018).

Based on an initial survey conducted by researchers for BNI Human Resources management at the Mataram Branch, information was found that there were indications of increased employee turnover or turnover at BNI companies for various reasons from employee responses. Indications of an increase in the number of employees leaving the BNI Mataram Branch company can be seen based on the following data:

**Table. 1. Employee Turnover Data for PT. Bank Negara Indonesia (Persero) Tbk. Mataram Branch Office Period 2018-September 2021**

No	Details	Total Turnover (Year)			
		2018	2019	2020	Sept 2021
1.	Resign	1	2	3	5
2.	Case	1	1	2	2
3.	Sick (not working)	0	2	2	2
4.	Retired at 35	1	2	3	2
5.	Retired at 45	1	2	2	2
6.	Disability pension	0	0	0	1
<b>Total</b>		<b>4</b>	<b>9</b>	<b>12</b>	<b>14</b>

Source: BNI Mataram Branch in 2021

Table 1. above shows that from 2018 to 2021 the number of employees leaving has increased from year to year as seen in employees who have resigned. According to the data, it can be seen that employees who resigned from 2018 to 2021 have increased for several reasons, namely the existence of a job offer elsewhere that is more tempting, age, moving domicile, following a husband for those who are already married, and other reasons.

Several things affect the occurrence of employee turnover intention. Juliantara Research. (2020) shows that there is a negative significant effect between employee engagement and turnover intention. However, research conducted by Natalia and Rosiana. (2017) showed that employee engagement at Hotel D'Season did not prove to have a negative and significant effect on turnover intention. This is because the majority of employees at D'Season Hotel Surabaya are dominated by age of 21-30 years, namely 23 respondents or 57.5%, so this can encourage the emergence of a desire to leave (turnover intention).

According to Federman in Akbar. (2013) views employee involvement as a level where a person is committed to an organization so that it can determine how a person behaves and how long he or she will last in that position. Employee involvement is the emotional attitude of employees to the company and the actions they take to ensure the company is successful and employees who are already committed to the company prove their concern, dedication, motivation, accountability, and focus on achieving goals (Allen in Kresna, 2021).

Based on the phenomena found at BNI Mataram Branch Office and empirical evidence from findings in the field, this study focuses on engagement factors, namely rewards, supervisor support, and organizational justice, and their effect on employee turnover intentions. This is based on the views put forward by Saks (2017) stating that the factors that

influence employee engagement are Job Characteristics, Reward and Recognition, Perceived Organizational & Supervisor Support, and distributive & procedural justice.

The initial pre-survey conducted by the researcher was to find out which of these factors was dominant causing the low engagement of BNI Mataram Branch employees and the results of the pre-survey are shown in the following table:

**Table 2. Pre-Survey Results of Factors that cause low Employees Engagement to BNI Mataram Branch Employees**

No	Factors	Percentage	
		YES	NO
1.	Job Characteristics	35%	65%
2.	Rewards	53%	47%
3.	Recognition	38%	62%
4.	Perceived Organizational	28%	72%
5.	Supervisor Support	51%	49%
6.	Organizational Justice (distributive & procedural justice)	60%	40%

Source: primary data processed

Table 2. The distribution of questionnaires and the results of direct interviews with 35 respondents shows that three dominant factors can influence employee engagement, namely the Organizational Justice factor with a percentage of 60%, meaning that 60% of respondents feel that organizational justice is the main factor causing low employee engagement. This can also be seen in the reward and supervisor support factors which are the dominant factors causing low engagement among BNI Mataram Branch Office employees.

According to Baqir et al. (2020) Rewards are an important factor in employee engagement. Maslach and Leiter (2015) stated that the lack of reward and recognition can lead to disengagement. Pawar and Ranga, (2020) with tHer research objective examines the impact of rewards and recognition on the employee engagement of IT sector employees and also examine the relationship between employee engagement and rewards and recognition. The results of the study show that there is a significant positive relationship between employee engagement in rewards and recognition. The results of the research by Kimutai and Sakataka, (2015); Mesepy, (2016); Dwiyanti and Dudija, (2019); Baqir et al. (2020); Yenitasari et al. (2020); Kurniawan and Anindita. (2021) emphasized that reward is a factor that has a significant effect on employee engagement.

Apart from Rewards, Supervisor Support is also a factor that influences employee engagement. Supervisory support is a series of the extent to which leaders appreciate the hard work of employees and care about the welfare of employees (Bhate, 2013 in Adhitian. 2017). Nijman in Nurdiana. (2014) explained that supervisor support so far shows behavior in a way that optimizes the use of knowledge, skills, and attitudes of employees obtained in job training. So the supervisor's support role helps employees in increasing their abilities, develop themselves gradually, and improve employee performance (Putri, 2017). For this reason, the supervisor's role in developing human resources in the company is needed.

In some of the results of research conducted by Mohamed and Ali, (2016); Nasurdin et al. (2018); Ibrahim et al. (2018); Baqir et al. (2020); Tirastittam et al. (2020); Kurniawan and Anindita, (2021); and Hamzah et al. (2021) shows that with supervisory support, employees feel it makes a significant contribution to the level of employee engagement at work.

From the phenomenon of supervisor support, there are also several phenomena of organizational justice that can affect employee engagement. Organizational justice is a perception of all employees who according to them are fair to the company (Robbins and Judge, 2015). Lambert and Hogan. (2012) added that the fairness in question is a fair promotion opportunity when employees feel they are given a fair chance to be promoted at their jobs reflecting organizational justice. Recognition of hard work, organizational justice

can also be reflected in justice based on recognition for the hard work of its employees. The results of Ozer et al.'s research. (2017); Prativi and Yulianti, (2020); Noor et al. (2020), show that organizational justice has a significant effect on employee engagement. Meanwhile, several research results show that employee engagement affects turnover intention, such as research by Rachman and Dewanto, (2015); Lemma and Haile, (2018); Naufer and Kumar, (2020); Yenitasari et al. (2020).

Several theoretical gaps in several previous studies will become gaps or gaps to be re-examined in this study, in several previous research results have shown different research results as gaps and some suggestions from previous research to be considered in reviewing the factors engagement factors and several variables that influence or do not affect turnover intention. In this study, the focus was on examining engagement factors, namely Reward, Supervisor Support, and Organizational Justice, and their effect on employee turnover at Bank BNI Mataram Branch Office.

## **LITERATURE REVIEW**

### **Turnover Intention**

In the scientific study of human resource management, the turnover intention is a scientific study that has long been studied by several researchers. This section will explain the definition of turnover intention. Observations that have been made regarding employee intention to quit are carried out as an effort to identify the reasons employees quit the company (Sakul. 2018). Turnover intention is an attitude or behavior of employees that show to leave the organization and look for other job options (Arianto. 2013).

The turnover is intentionally the willingness or the level at which an employee has the attitude and action to leave the company either voluntarily or involuntarily due to the current job not being attractive enough and the availability of work options elsewhere. Robbins and Judge (2015 in Kresna. 2021).

Some of these opinions can be concluded that the definition of turnover intention is an attitude and action taken by employees voluntarily or involuntarily leaving the organization and trying to find several other job options from their previous job because the previous job was no longer attractive to them.

### **Engagement**

According to Mathuveloo et al. (2013 in Lorensia. 2015), employees who feel listened to, involved, supported, and recognized for their contributions will become more engaged with their company.

Robbins and Judge. (2013) Employee engagement is employee engagement, individual engagement, satisfaction, and passion for the work they do. Employee engagement is also an employee's emotional feelings for the company and the actions they take to ensure the company's success and employees who are already attached to the company prove their commitment in the form of caring, dedication, passion, accountability, and focus on achieving goals. Allen in Kresna (2021).

In the opinion of some of these experts, the definition of employee engagement is focusing on employees who are full of care, dedication, enthusiasm and accountability by having a desire from employees in the company to be able to take actions that exceed company expectations.

### **Reward**

Saputra et al. (2017), states that reward is a form of appreciation to employees in the company in doing their work. The implementation of a good reward system in the company is a system that is able to guarantee satisfaction to employees which in turn allows the company

to acquire, maintain and employ a number of people with a variety of positive attitudes and behaviors with high productive levels for the benefit of the company. According to Wirawan and Afani (2018) Reward is an important dimension to motivate employees who contribute to expressing the best creative ideas for better business functions and increasing company achievement both financially and non-financially.

### **Supervisor Support**

Psychologically, employees feel more comfortable when there is social support from the company's internal environment. The social support in question is in the form of awards by leaders based on contributions to the work they do. Bhate 2013 in Adhithian. (2017) explained that strong superior support improves work quality which is related to increased job satisfaction, better perceptions between employees and the organization and reduces turnover in the company. Supervisors play an important role in determining employee engagement. Lack of support from superiors (supervisors) can increase the desire to no longer be in the organization. According to Saks (2017) states that one of the keys to achieving employee involvement in the company is the existence of organizational support and an organization that has optimal support with its employees will have a better level of engagement or engagement. Employees who have high involvement can work with sincerity and bring out their maximum abilities for the company.

### **Organizational Justice**

According to Robbins and Judge. (2015), organizational justice is the overall response to what is fair in the workplace or the extent to which a person believes in the results received and the way employees are treated in the company fairly, equally, and in accordance with expected and applied moral and ethical standards. to investigate various behaviors relevant to the organization.

Saks (2017) states that the factors that affect employee engagement in employees are organizational justice, especially distributive justice and procedural justice. Individuals want justice given to them by the organization. According to Eberlin and Tatum (2015) Organizational Justice is a concept used to describe the important role of justice because it is directly related to the work environment. To be precise, Organizational Justice relates to employees' perceptions of how they are treated.

## **METHODS**

### **Population and Research Sample**

The population used in this study were 181 permanent employees of the Mataram branch of BNI using the total sampling technique, namely by taking the total number of samples which was considered to be the same as the population. From the description above, the reason for taking the total population or total is that sample size is one of the important things in conducting research, both in conducting hypothesis testing and in conducting item analysis. In principle, the more samples the better the research results.

### **Data analysis method**

The data analysis used was covariance-based Structural Equation Modeling (SEM) and SMART-PLS application assistance. The reason the researchers chose to use the SMART-PLS program was because the method was compatible with the specified sample size, namely 181 employees in this study.



## RESULTS AND DISCUSSION

### General Description of the Research Object

BNI is the first BUMN (State Owned Enterprise) bank to become a public company (<https://www.bni.co.id>). In Indonesia, BNI has various branches, one of which is BNI Mataram Branch.

BNI Mataram Branch or commonly known as BNI 64 Mataram which is located at Jl. Langko No.64 Mataram, Mataram City, West Nusa Tenggara is a BNI branch in Lombok, West Nusa Tenggara.

Currently, BNI Mataram Branch has developed the DigiNation concept, BNI will transform BNI's service behavior towards customers towards a banking digitization transaction model that can spoil customers in transactions. Various digital products that have been developed include BNI YAP, BNI UnikQu, BNI Tapcash, BNI Mobile Banking, BNI SMS Banking, BNI Internet Banking, Bansos Dashboard, Agen46 BNI, and the latest that has just been launched is BNI Otobranch in collaboration with Pelindo. III, and many other digital products, all of which are intended to provide the best service for the community.

Results of Partial Least Square Analysis with Structural Equation Modeling (PLS-SEM)

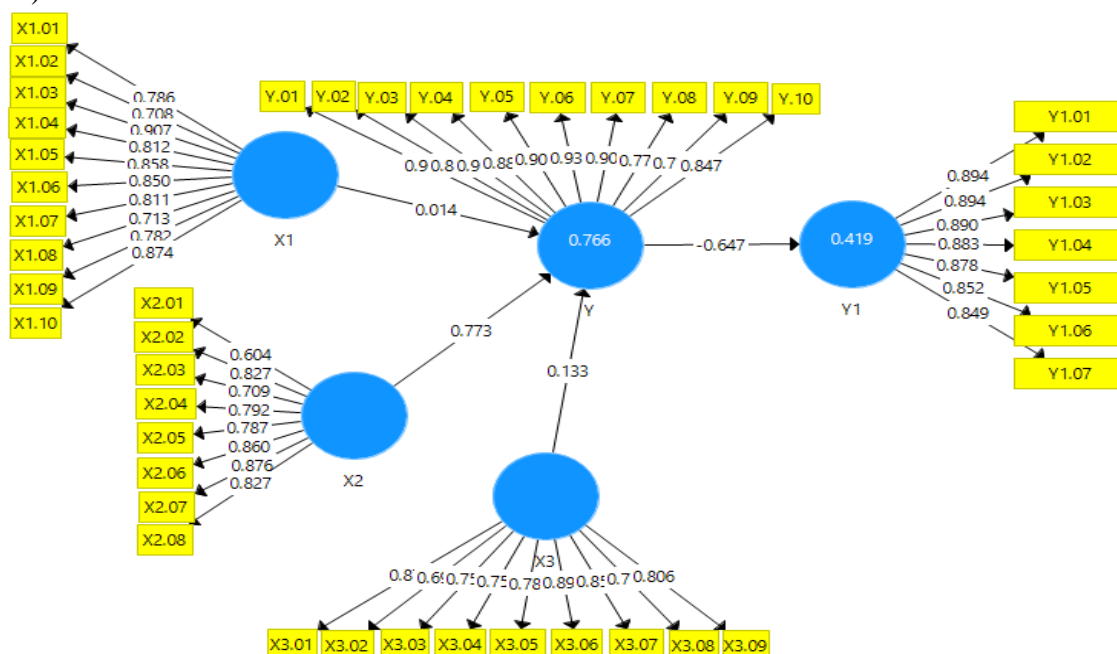


Figure 1. Measurement Model Test Results (Outer Model)

### Discriminant Validity

Table 3. Average Variance Extracted (AVE)

No	Variabel	AVE	√AVE	Ket.
1.	(X1)	0,660	0,812	Valid
2.	(X2)	0,624	0,790	Valid
3.	(X3)	0,636	0,797	Valid
4.	(Y)	0,753	0,868	Valid
5.	(Y1)	0,770	0,877	Valid

Source: primary data processed

Based on the discriminant validity test in table 3 above, it can be seen that the AVE value of the entire construct is > 0.5 for all constructs in the model, where these results can then be analyzed to the next stage because the variables used are valid.

Another way to determine discriminant validity is by means of the Fornell Larcker Criteria test. This test looks at the difference in the value of the square root of Average Variance Extracted (AVE) with the latent variable correlations. Dkatakan has good discriminant validity, if the square root of average variance extracted (AVE) construct is greater than the correlation with all other constructs because discriminant validity is a comparison of the square root of average variance extracted (AVE) values for each construct with correlations between other constructs in the model .

Table 4. Cross Loading

Validitas Diskriminan

	X1	X2	X3	Y	Y1
X1	0.812				
X2	-0.359	0.790			
X3	-0.235	0.769	0.798		
Y	-0.295	0.725	0.725	0.868	
Y1	0.055	-0.702	-0.574	-0.647	0.877

Source: primary data processed

In table 4, it can be seen that the cross loading value of each construct with a correlation between other constructs is greater than the correlation with all other constructs, therefore it is said that this model has good discriminant validity. The table also does not show any discriminant validity problems because the AVE square root value is greater than the correlation with other constructs.

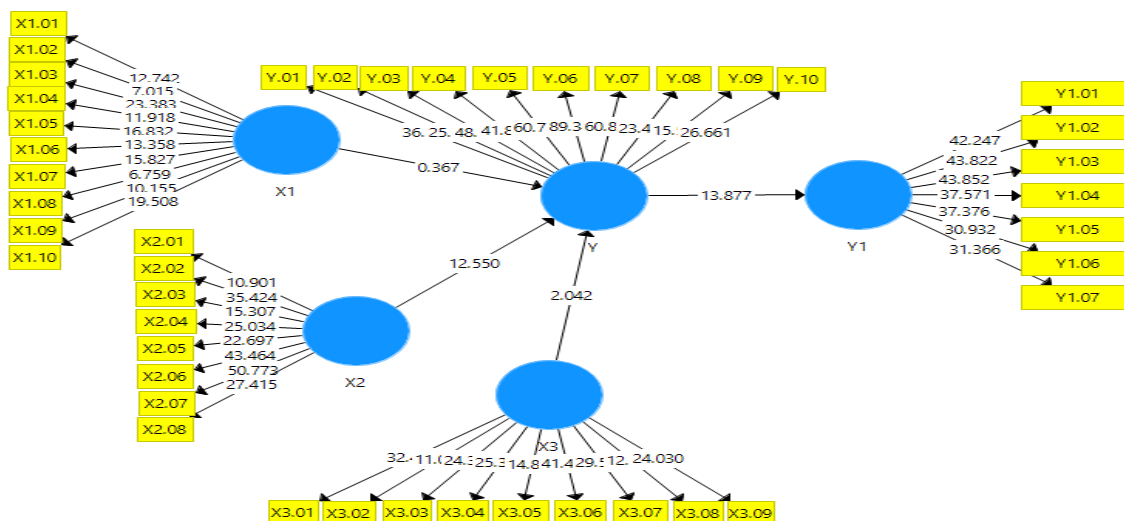


Figure 2. Inner Model

Table 6. Path Coefficients

Pengaruh Antar Variabel	Sampel Asli/Original sampel	t Statistik	weight significance	P Values	Sig 5%	Ket
(X1 -> Y)	0,014	0,367	<1,96	0,714	>0,05	Tidak Sig
(X2 -> Y)	0,773	12,550	>1,96	0,000	<0,05	Sig
(X3 -> Y)	0,133	2,042	>1,96	0,042	<0,05	Sig
(Y -> Y1)	-0,647	13,877	>1,96	0,000	<0,05	Sig

Source: primary data processed

Based on table 6 it can be seen that:

1. Reward path coefficient to *Engagement* of 0.367 with a weight significance value of <1.96 meaning that it has no effect because the t statistic value is more than the weight significance value. Pvalue 0.714 > 0.05 means not significant. So it is concluded that Reward has no significant effect on *Engagement* BNI Mataram Branch Office employees.
2. Supervisor Support path coefficient to *Engagement* equal to 12,550 with a significant weight value > 1.96, meaning that it has an effect because the t statistic value is more than the weight significance value. Pvalue 0.000 <0.05 means significant. It can be concluded that Supervisor Support has a significant influence on engagement BNI Mataram Branch Office employees.
3. Organizational Justice path coefficient to *Engagement* equal to 2.042 with a significant weight value > 1.96, meaning that it has an effect because the t statistic value is more than the weight significance value. Pvalue 0.042 <0.05 means significant. It was concluded that the Organizational Justice variable had an effect on Engagement BNI Mataram Branch Office employees.
4. Path coefficient *Engagement* to turnover intention of 13.877 with a significant weight value > 1.96, meaning that it has an effect because the t statistic value is more than the weight significance value. Pvalue 0.000 <0.05 means significant. It is concluded that engagement has a significant effect on turnover intention BNI Mataram Branch Office employees.

**Goodness of Fit**

**1. Coefficient of determination (R<sup>2</sup>)**

**Table 7. R Square**

No.	Variabel	R Square
1.	<i>Engagement</i> (Y)	0,766
2.	<i>Itensi Turnover</i> (Y1)	0,411

Source: primary data processed

The purpose of knowing the R Square value is to find out how much the influence of variable (X) contributes to variable (Y), in this study it is known that variable (Y), namely Engagement which is influenced by variable X (Supervisor Support and Organizational Justice) can contribute to variable Engagement is 76.6% and the remaining 23.4% is influenced by other variables not examined in this study such as work environment, career development, training, team relations and colleagues. Whereas in the Y1 variable, Turnover Intention has an R square of 41.9% meaning that 41.9% is the influence contribution given by the Engagement variable on Turnover Intentions and the remaining 58.1% is influenced by other variables not examined such as job satisfaction and organizational culture .

**2. Test Q<sup>2</sup>**

In this test, the total diversity of data will be measured, namely:

$$Q^2 = 1 - (1 - R_1^2) \cdot (1 - R_2^2)$$

$$Q^2 = 1 - (1 - 0,766) \cdot (1 - 0,411)$$

$$Q^2 = 1 - (0,234) \cdot (0,589)$$

$$Q^2 = 1 - 0,137826$$

$$Q^2 = 0,862$$

The total Q2 results show a value of 0.862, meaning that the total determination coefficient is 0.862 and the data diversity that can be explained is 86.2%. While the rest is explained by other variables outside the model that are not examined in this research model.



### **Effect of Reward on Employee Engagement of PT. Bank Negara Indonesia (Persero) Tbk Mataram Branch Office**

The results of the research on the first hypothesis show that Reward has no significant effect on Engagement, meaning that the Reward System in the BNI Mataram Branch Company is not significant for employee involvement because employees have high vigor, dedication and absorption to the company so that Reward does not affect employee involvement. at PT. Bank Negara Indonesia (Persero) Tbk Mataram Branch Office. Based on the description of the Reward variable, most of the respondents stated that it was as expected, meaning Wages, Salaries, special incentives provided by the company other than the main salary and Interpersonal Rewards.

According to Saputra et al. (2017), states that reward is a motivation for employees to do their job. A good reward system is a system capable of guaranteeing the satisfaction of employees in an organization which in turn enables the company to obtain, treat and employ a number of people who with a variety of positive attitudes and behaviors work productively for the benefit of the organization.

### **The Effect of Supervisor Support on Employee Engagement of PT. Bank Negara Indonesia (Persero) Tbk Mataram Branch Office**

The results of the research on the second hypothesis indicate that Supervisor Support has a significant effect on Employee Engagement of PT. Bank Negara Indonesia (Persero) Tbk Mataram Branch Office, meaning that the Supervisor Support indicators such as willingness to provide assistance, willingness to listen and feelings of care have effectively influenced the high involvement of BNI Mataram Branch Office employees such as high vigor values, high dedication and high absorption tall.

In a descriptive way, the results of this study indicate that supervisor support has been effective in influencing the involvement of BNI employees Mataram Branch. As for the dimensions of supervisor support that give the meaning of influence on employee involvement, namely the willingness of superiors to provide assistance, willingness to listen and feelings of caring for subordinates. In this case the managers or supervisors provide full support so that BNI Mataram Branch employees have high involvement with the company. This is done by BNI Mataram Branch managers or supervisors by being willing to help show concern for the welfare and health of employees when employees are hampered by difficulties completing tasks at work.

The results of this study are in accordance with the research of Mohamed and Ali (2016) that supervisor support has a significant relationship with employee involvement at the lower and middle managerial levels. This is also supported by the research of Ibrahim et al. (2018); Baqir et al. (2020); Tirastittam et al. (2020); Sari et al. (2021); that supervisor support has a significant effect on employee involvement in the company. Research by Hamzah et al. (2021); strengthens this research, namely that supervisory support felt by employees makes a significant contribution to the level of work involvement.

Nijman's statement in Nurdiana, (2014) defines supervisor support as the extent to which supervisors behave in a way that optimizes the use of knowledge, skills and attitudes of employees obtained in on-the-job training. Bhate (2013 in Adhitian. 2017) explains that strong superior support increases the quality of work related to increased job satisfaction, better perceptions between employees and the organization and reduces turnover in the company.

### **The Effect of Organizational Justice on Employee Engagement at PT. Bank Negara Indonesia (Persero) Tbk Mataram Branch Office**

The results of the research on the third hypothesis show that Organizational Justice has a significant effect on employee engagement at PT. Bank Negara Indonesia (Persero) Tbk Mataram Branch Office.

Organizational justice in this study consists of three dimensions, namely distributive justice, procedural justice, and interactional justice. Seen in the description of the variables, it shows that the average score of indicators is high, namely indicators one, five and seven, namely the company values employees based on their contributions, employee promotion policies in the company are good and fair, proper treatment by superiors when making work decisions. In the dimension of organizational justice, it is able to influence employee engagement.

The results of this study are supported by Prativi and Yulianti's research, (2020) showing that organizational justice has a significant effect on employee engagement in 78 people at PT. PNM Investment Management. The results of Ozer et al.'s research. (2017) proved that increasing the perception of organizational justice can significantly increase the involvement of work personnel. In terms of job involvement, the most significant effect is created by procedural justice followed by distributive and interactional justice. The results of this study also show the same thing as the study of Noor et al. (2020) showed that organizational justice consists of three dimensions (distributive justice, procedural justice and interactional justice) which have a significant positive effect on employee engagement.

The results of this study are in accordance with the theory of Gibson et al. (2012 in Prativi and Yulianti, 2020) explains that organizational justice is considered an important factor in the organization, because the theory of justice states that employees tend to compare the ratio between the effort or contribution they make must be balanced with the results they receive. These conditions will affect the involvement of employees who make a very important contribution to the achievement of a company (Ayers in Pillai and Asalatha, 2013). Employees who are attached to the organization will not only contribute more, but will also provide loyalty, so there is little possibility of leaving the organization voluntarily (Macey & Schneider, 2008 in Prativi & Yulianti, 2020).

### **The Influence of Engagement on Employee Turnover Intentions of PT. Bank Negara Indonesia (Persero) Tbk Mataram Branch Office**

The results of the research on the fourth hypothesis indicate that Engagement has a significant effect on Employee Turnover Intentions at PT. Bank Negara Indonesia (Persero) Tbk Mataram Branch Office.

In this study, BNI Mataram Branch employee engagement was very high and turnover was very low, meaning that there was a significant influencesignificant relationship between engagement and turnover intention, where the higher the involvement of employees in the company, the lower the intention to leave the company. The intention of BNI Mataram Branch employees to leave the company is very low which is evidenced by the low intention to think of wanting to leave work, because employees have high involvement in the company, namelyhave high enthusiasm for workhave a high will and are willing to put in a serious effort at work, mentally I amstay persistent, don't give up easily, be passionate and persevere in the face of difficulties, in doing work, I feel very optimally energized and have the courage to do business according to my abilities, be inspired and persevere to the end in this company without feeling threatened by the challenges faced.

The results of this study are also in accordance with the theoretical opinion of Khan in Fauziridwan, et al. (2018) stated that employees who have high engagement will feel comfortable in their work environment thereby reducing the desire to move. This theory is in line with the opinion of Baumruk and Gorman in Fauziridwan et al. (2018) which explains that if employees have a high sense of engagement with the company, it will increase general

behavior, one of which is to stay, in other words, employees will continue to work in the organization even though there are opportunities to work elsewhere. According to Federman in Akbar.

*Employee engagement* is the emotional feelings of employees towards the company and the actions they take to ensure the company is successful and employees who are already attached to the company prove their concern, dedication, passion, accountability, and focus on achieving goals (Allen in Kresna, 2021). Blau in Slack et al. (2014) explained the theory of social exchange where employees will show certain attitudes and behaviors if the company shows a caring attitude and provides opportunities for its employees. In addition, employees who receive favorable treatment for them employees tend to reciprocate, this can be an advantage between companies and employees (Eisenberger et al. 2020).

The results of this study are supported by research by Yenitasari, et al. (2020) shows that employee engagement has a significant and negative effect on turnover intention. These findings imply that the higher the employee engagement, the lower the employee turnover intention of the Ijen View Bondowoso hotel. The results of Fauzia and Marwansyah's research, (2020) also provide the same evidence, namely employee engagement affects turnover intention by 7.8% of the 144 employees of PT XYZ Bandung. Naufer and Kumar's research, (2020) shows that the turnover rate of non-executive staff in companies is quite high. Furthermore, this study proves that employee engagement has a significant effect on turnover intention. Lemma and Haile Research Results, (2018) research findings reveal that there is a moderate level of employee engagement. These findings also show that the level of employee turnover intention at the Ethiopian Management Institute is in the moderate category. A significant negative relationship was found between employee engagement and turnover intention.

## CONCLUSIONS AND SUGGESTION

### Conclusion

The results of this study can be described as follows:

- a) *Rewards* no take effect significant on BNI Mataram Branch Employee Engagement
- b) *Supervisor Support* has a significant effect on Employee Engagement at BNI Mataram Branch
- c) *Organizational Justice* has a significant effect on the engagement of BNI Mataram Branch employees
- d) *Engagement* has a significant effect on Employee Turnover Intentions at BNI Mataram Branch.

### Suggestion

#### Theoretical Implications

The findings of this study provide insight for other researchers so that they can increase their knowledge about the importance of employee engagement in companies. This study also provides novelty to the topic of employee engagement where previous studies have not examined the variable employee engagement on turnover intention. This research has a different and complementary result in the realm of human resources which was developed from the point of view of employee engagement. The results of this study indicate that reward has no significant effect on employee engagement. It was explained in the results of this study that the rewards received by BNI Mataram Branch Office employees were very adequate, where the company imposed rewards on all employees,

## Practical Implications

The results of this study can be an option or choice that will be used as input to the BNI Mataram Branch Office to be able to develop the influence of existing employee involvement so that the level of employee involvement in the company is high, namely by paying attention to the needs of employee facilities so that employees who have high engagement can work with comfortable in the company environment and give the best contribution from the company's expectations. In addition, this research can also be used as material for consideration in reducing the level of turnover intention, namely by paying attention to the effect of employee engagement on turnover intention.

**For the next researcher**, seeing the results of the researchers' limitations in describing gaps and theories, this research includes increasing or adding to the independent variables examined on turnover intention as expressed by experts in theoretical studies stating that job satisfaction, work motivation, leadership style and career development are factors that can affect turnover intention, so it is advisable to add these variables to the next research model.

## REFERENCES

- Adhithian, T. (2017). The Effect of Perceptions Supervisor Support and Organizational Commitment on Turnover Intention (Study on Production Department Employees of PT. Mitra Adi Jaya Yogyakarta). Thesis. Management Study Program, Department of Management, Faculty of Economics, Yogyakarta State University.
- Akbar, M.R. (2013). The Influence of Organizational Culture on Employee Engagement (Study on Employees of PT. Primatexco Indonesia in Batang). *Journal Of Social And Industrial Psychology*, 1(1), 10-18
- Arianto, D.A.N. (2013). The Effect of Discipline, Work Environment and Work Culture on Teacher Performance. *Economia Journal*, 9(2), 191-200
- Baqir, M., Hussain, S., Islam, K.M. Anwarul, & Waseem, R. (2020). Impact of Reward and Recognition, Supervisor Support on Employee Engagement. *American International Journal of Business and Management Studies*, 2(3), 8-21.
- Bhate, R. (2013). *Supervisor Supportiveness: Global Perspectives*. Quick insights 3. Sloan Center on Aging & Work at Boston College.
- Dwiyanti, N., & Dudija, N. (2019, December). The effect of rewards on employee performance with employee engagement as an intervening variable in Indonesian pharmaceutical companies. In *Journal of International Conference Proceedings (JICP)*, 2(3), 191-199.
- Eberlin, R., & Tatum, B. C. (2015). Organizational Justice and Decision Making: When Good Intentions Are Not Enough. *Management Decision*, 43(7), 1040-1048
- Eisenberger, R., Rhoades Shanock, L., & Wen, X. (2020). Perceived organizational support: Why caring about employees counts. *Annual Review of Organizational Psychology and Organizational Behavior*, 7, 101-124.
- Fauzia, N.K., & Marwansyah. (2020). The Effect of Employee Engagement on Turnover Intention Case Study of PT XYZ Bandung. *Jurnal Riset Bisnis dan Investasi*. 6(1), 33-42
- Gibson, J.L., Donnelly, J.H., Ivancevich, J.M. & Konopaske, R. (2012). *Organizational Behavior, Structure, Processes: Fourteenth Edition*. New York: Mc-Graw Hill Education.
- Hamzah, H., Nordin, N. S., Dwiyanti, R., Na'imah, T., & Mawi, N. (2021). The role of well-being, supervisor support and positive feedback on lecturers' work engagement. *The Journal of Behavioral Science*, 16(1), 73-84.

- Ibrahim, S. N. H., Suan, C. L., & Karatepe, O. M. (2019). The effects of supervisor support and self-efficacy on call center employees' work engagement and quitting intentions. *International Journal of Manpower*.
- Juliantara, I.K., Sihombing, I.H.H., & Sulistyawati, N.L.K.S. (2020). The Effect of Employee Engagement on Turnover Intention: The Case of Golden Tulip Jineng Resort Bali Hotel. *Intenational Journal Business and Management*. 160, 300-305.
- Kresna. (2021). Employee Engagement (Skripsi dan Tesis). Dikutip di <https://konsultaskripsi.com/2021/09/20/employee-engagement-skripsi-dan-tesis-5/>
- Kimutai, K.A., & Sakataka, W. (2015). Effect of Reward on Employee Engagement and Commitment at Rift Valley Bottlers Company. *International Academic Journal of Human Resource and Business Administration*, 1(5), 36-54
- Kurniawan, R., & Anindita, R. (2021). Impact of Perceived Supervisor Support and Rewards and Recognition Toward Performance Through Work Satisfaction and Employee Engagement in Employee Marketing Banks. *Business and Entrepreneurial Review*, 21(1), 171-192.
- Lambert & Hogan. (2012). *Organizational Behavior*. Bandung: Pustaka Setia
- Lemma, M., & Adhana, H. (2018). 11.3 Effects of Employee Engagement on Employee Turnover at the Ethiopian Management Institute.6(2), 1-22
- Lee, C. C., Huang, S. H., & Zhao, C. Y. (2012). A study on factors affecting turnover intention of hotel employees. *Asian Economic and Financial Review*, 2(7), 866-875.
- Mesepy, S. S. (2016). The impact of reward and recognition on employee engagement at pt. Bank Sulutgo, Manado. *Jurnal Berkala Ilmiah Efisiensi*, 16(1), 289-301
- Mohammad, A., & Ali, M. (2016). *Psikologi Remaja Perkembangan Peserta Didik*. Jakarta: Bumi Aksara.
- Naufer, F. Z., & Kumar, P. D. A. S. (2020). Impact of Employee Engagement on Turnover Intention: Study of Third Space Global (Pvt) Limited. *Kelaniya Journal of Human Resource Management*, 15(1), 71-88
- Nasurdin, A. M., Ling, T. C., & Khan, S. N. (2018). Linking social support, work engagement and job performance in nursing. *International Journal of Business & Society*, 19(2), 363-386.
- Nurdiana, L. (2014). The Influence of Supervisor Support and Coworker Support on the Transfer of Mechanical Employee Training, *Journal of Management Sciences*, 2(2), 675-686
- Noor, A. F., Robiansyah, R., & Syaharuddin, Y. (2020). The effect of Organizational Justice on the level of Employee Engagement. *Management Journal*, 12(2), 199-208.
- Nijman, Derk-Jan J.M. (2004). Supporting Transfer of Training Effects of The Supervisor. University of Twente, Enschede
- Ozer, O., Ugurluoglu, O., & Saygili, M. (2017). Effect of Organizational Justice on Work Engagement in Healthcare Sector of Turkey. *Journal of Health Management*, 19(1), 73-83.
- Palupi, Q.B.F. (2018). The Effect of Career Development and Compensation on Turnover Intention with Job Satisfaction Intervening Variables at PT. Bank Mandiri (Persero) Tbk Solo. Thesis of Master of Management Study Program, Postgraduate School, Muhammadiyah University, Surakarta.
- Prativi, A. Y., & Yulianti, P. (2020). Pengaruh Organizational Justice terhadap Employee Engagement melalui Organizational Identification. *Jurnal Maksipreneur: Manajemen, Koperasi, dan Entrepreneurship*, 10(1), 128-145.
- Putri, S.C. (2017). Peran Supervisor Dalam Mengembangkan Sumber Daya Manusia Direstaurant Section Hotel Ishine Pekanbaru. *JOM FISIP*, 4(2), 1-11.



- Pillai, N. V., & Asalatha, B. P. (2013). Objectivizing the Subjective: Measuring Subjective Wellbeing. Munich Personal RePEc Archive, *MPRA Paper*, 45(5), 1–40.
- Rachman, L., & Dewanto, A. (2016). Pengaruh employee engagement terhadap kepuasan kerja dan turnover intention perawat (studi pada Rumah Sakit Wawa Husada Kepanjen Malang). *Jurnal Aplikasi Manajemen*, 14(2), 322-333.
- Robbins, S.P., & Judge, T.A. (2015). *Perilaku Organisasi*. Jakarta: Salemba Empat.
- Sari, S. R. S., Pratiwi, A. A. E., Kumara, I. D., Asda, S. R., & Gunawan, A. W. (2021). Pengaruh Training Satisfaction, Supervisor Support Terhadap Turnover Intention Yang Di Mediasi Oleh Work Engagement di Dirjen Bina PEMDES KEMENDAGRI. *Sains Manajemen*, 7(2), 109-128.
- Sakul, A. (2018). Pengaruh Kepuasan Kerja, Beban Kerja Dan Komitmen Organisasi Terhadap *Turnover Intention* Perawat RS. Bhayangkara TK. III Manado. *Jurnal Riset Bisnis dan Manajemen*, 6(2), 175-184
- Saks, A.M. (2017). Translating employee engagement research into practice. *Organizational Dynamics*, 2(46), 76-86.
- Sa'diyah, H., Irawati, S.A., & Faidal. (2017). Pengaruh Employee Retention Dan Turnover Intention Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Pada Kospin Jasa Cabang Jawa Timur. *Jurnal Kompetensi*, 11(1), 34-65
- Saputra, D., Nurlina., & Hasan, L. (2017). Pengaruh Reward (Penghargaan) Dan Punishment (Sanksi) Terhadap Produktivitas Kerja Karyawan PT. Kereta Api Indonesia (PERSERO) Divisi Regional II Sumatera Barat. *Jurnal Manajemen dan Kewirausahaan*, 8(1), 1-14.
- Slack, R., Corlett, S., & Morris, R. (2014). Exploring Employee Engagement with (Corporate) Social Responsibility: A Social Exchange Perspective on Organisational Participation. Springer, 127, 537-548.
- Tirastittam, P., Sirikamonsin, P., Li, H., & Aun-a-nan, A. (2020). The Influence of Work-Related Supports on Employee Engagement in the Pharmaceutical Industry in Thailand. *Systematic Reviews in Pharmacy*, 11(2), 576-585.
- Wirawan, A., & Afani, I.N. (2018). The Effect of Reward and Punishment on Employee Performance and Motivation at CV Media Kreasi Bangsa. *Journal of Applied Business Administration*. 2(2), 76-91
- Yenitasari, P., Sampeadi, S., & Utami, W. (2020). The Effect of Employee Engagement, Rewards, and Leadership Style on Turnover Intention at Ijen View Bondowoso Hotel. *e-Journal Ekonomi Bisnis dan Akuntansi*, 7(1), 66-71.