

DOI: <https://doi.org/10.31933/dijdbm.v5i2>Received: January 24th, 2024, Revised: February 11st, 2024, Publish: February 17th, 2024<https://creativecommons.org/licenses/by/4.0/>

The Influence of Leader Member Exchange Quality on Employee Performance through Intention to Quit Work

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Abstract: The focus of this research is on PT Permodalan Nasional Madani Pekanbaru Branch Office, using independent variables consisting of leader member exchange (LMX), the dependent variable is employee performance, and the intervening variable is the employee's intention to quit work. This research aims to analyze how big the influence of relationship quality is leader member exchange (LMX) on employee performance at PT Permodalan Nasional Madani Pekanbaru Branch Office with intention to quit work as an intervening variable. The sample consisted of 100 employees of AO PT Permodalan Nasional Madani Pekanbaru Branch Office and all employees were taken as samples using the census method. Research data was analyzed using the SmartPLS series 4 application. The data analyzed came from questionnaires distributed to all employees sampled in this research. Based on the research results, it can be concluded that the better the quality of LMX, the better the performance of employees at PT Permodalan Nasional Madani (PT PNM) Pekanbaru branch office. LMX quality does not significantly influence employee performance through intention to quit work as an intervening variable at PT Permodalan Nasional Madani (PT PNM) Pekanbaru branch office.

Keyword: Leader Member Exchange, Employee Performance, Intention to Quit Work

INTRODUCTION

Humans are the main factor in an organization or company to produce a product in the form of services or goods. An organization can be said to be successful when it is able to effectively and efficiently utilize existing human resources professionally and optimally. This means that the organization is able to use employees from planning, implementation, to monitoring and evaluation appropriately and fulfills the rules and regulations desired by the employees and the organization where the employees live. This situation makes workers *asasset* whose performance must be improved. According to Hasibuan (2018) performance is defined as the work results achieved by a person in carrying out the tasks assigned to him

based on skill, experience and seriousness as well as time.

Employee engagement is influenced by various personal factors related to work. The relationship between superiors and subordinates is the most related factor. According to Rousseau (1989) *Leader Member Exchange* (LMX) relates to *Employee Engagement*, where LMX is an important aspect of organizational life that influences behavioral outcomes as well as an engagement process.

The performance of a company is determined by the conditions and behavior of the company's employees. A phenomenon that often occurs is that a company's already excellent performance can be disrupted, either directly or indirectly, by various employee behaviors that are difficult to prevent. One form of employee behavior is the intention to leave work which refers to the employee's decision to leave his job. Every organization needs to understand the causes of attrition, because every job stop can result in costs for the organization including promotion costs, recruitment costs, and employee training costs.

According to Abdillah (2012) the intention to quit work is a situation where employees have a conscious intention and tendency to look for another job as an alternative in a different organization and quitting work is the movement of workers leaving their place of work. Employee turnover is now seen as an important problem in organizations, this importance means that high levels of job turnover have many negative consequences. According to Widjajaet *al.* (2006) the process of quitting work begins with the desire to leave the organization or the intention to stop working.

All companies, both BUMN and Sawasta, have this problem of intention to quit work, including the company where the researcher currently works, namely PT Permodalan Nasional Madani (PT PNM) Pekanbaru Branch. This company is a state-owned company that has a special task in empowering micro, small, medium and cooperative enterprises (UMKMK). This empowerment task is carried out through the provision of financing services and management services, as part of the implementation of the government's strategy to advance MSMEs, especially as a contribution to the real sector, in order to support the growth of new entrepreneurs who have business prospects and are able to create jobs. PT Permodalan Nasional Madani (PNM), was established based on Indonesian Government Regulation No.38/1999 dated 29 May 1999, with authorized capital of IDR 9.2 trillion and paid-up capital of IDR 3.8 trillion. Several months after its founding, through Minister of Finance Decree No. 487 KMK 017 dated 15 October 1999, initially as an implementation of Law No. 23 of 1999, PNM was appointed as one of the Coordinating BUMNs to distribute and manage 12 program credit schemes.

Over the past year there have been work stoppages at PT Permodalan Nasional Madani (PNM) Mekaar Pekanbaru branch, which has had an impact on the branch's performance by not achieving the company's Corporate Work Plan and Budget (RKAP) targets. Initial observations show that the number of employees leaving is high in a year, so it can be said that there is a problem that causes the high rate of job quits at PT Permodalan Nasional Madani (PNM) Mekaar Pekanbaru branch.

Based on the results of observations made by researchers by conducting interviews and initial surveys of 49 employees at PT Permodalan Nasional Madani Pekanbaru branch office. This phenomenon is a big problem faced by companies. The reason is that the company considers employees to be assets, but if the number of employees leaving continues to increase every year or even employees within the company have the desire (intention) to leave the company, then basically it will be detrimental to the company. In this way, companies are required to be able to retain their employees, such as being able to provide high compensation and understanding things that can make these employees feel at home in continuing to work without reducing the company's overall performance.

Leader Member Exchange (LMX)

One definition of high-quality interaction between superiors and subordinates is LMX, as proposed by Lussier (2010). At the same time, LMX was defined by Morrow et al. (2005) as the extent to which superiors and employees have high-quality relationships that improve the performance of both parties. LMX refers to a special type of interaction that exists between leaders and their subordinates, where there is a two-way flow of information and ideas; This kind of relationship has an influence on the efficiency and development of the company. According to LMX theory, there are two main categories of subordinates:

1. Inner group (*in group*).

The advisors, personnel, and echelon leaders who make up this group are known as the inner circle. Respect, trust, and the ability to influence each other characterize dyadic relationships between superiors and subordinates.

2. Outgroup (*out group*).

Here, superiors take an old-fashioned, surface-level view, and subordinates are judged for nothing more than their job description. The primary goal of LMX theory is to identify the nature of each dyadic relationship between leaders and subordinates and how it impacts organizational outcomes in the present. The dyadic relationship of each subordinate in a group can be positive or negative.

The dynamics of superior-subordinate interactions are described in LMX by Liden and Maslyn (1998). LMX is multidimensional and has four dimensions:

1. Affection

The desire for mutually beneficial relationships, such as those between friends, can inspire such tenderness.

2. Loyalty

Having complete devotion to others in all situations is the meaning of loyalty.

3. Contribution

Participation in task-oriented activities at a predetermined level by all team members to achieve common goals.

4. Professional Respect

The extent to which each connection has gone above and beyond what is required of them on the job and earned a reputation for themselves both inside and outside the company.

The way each subordinate is handled determines the quality of LMX. Mutual love, devotion, professional appreciation, and contribution are the hallmarks of high-quality exchange partnerships, which contrast sharply with low-quality partnerships. Dyadic leadership relationships, according to LMX theory and research, are better predictors of organizational outcomes than leadership attributes and actions. This provides another perspective to view leadership in organizations. Cognitive, emotional, behavioral, role and destiny aspects related to employees' work are greatly influenced by the quality of their LMX.

Employee performance

According to Rivai (2016), performance is the final result of an employee's efforts over a certain period of time in relation to the tasks that have been given. There are many components

that moves the needle when it comes to performance, and they all contribute to the final product. Employee performance, according to Arya et al. (2018), defined as the ability to meet work requirements in a timely manner while maintaining product quality and adhering to the company's vision and goals.

Mangkunegara (2017) quotes Miner who states that performance is the final result of

workers completing their tasks in accordance with the responsibilities given, taking into account the quantity and quality of their work. According to Sutrisno (2019), the way to view performance is as the final result of a person's efforts in completing work or tasks. He goes on to state that an employee's performance is defined as the extent to which they achieve desired results in relation to set goals within a specified time period. Therefore, it can be concluded that an employee's performance in the workplace is defined as the end result of carrying out tasks within the scope of his or her authority in a manner that contributes to the achievement of organizational goals by complying with all applicable industry regulations and standards.

There are two approaches to evaluating employee performance: backward-looking and forward-looking. One way to give constructive criticism to an employee is to look at their previous performance and see how well they did. Together, managers and employees can identify areas that need improvement through performance appraisals.

According to Rivai (2020), evaluation tools such as checklists, rating scales, achievement records, critical incident procedures, forced choice tests, and behavior-related rating scales are viable options for measuring performance. Many processes can be improved if managers receive training on how to evaluate staff performance. Education and training in performance management should focus on minimizing assessment errors and providing a framework for reference for assessors when they need to remember important details or make observations.

Intention to Quit Work

When an employee states they want to leave their job but has not taken concrete steps to do so, they are expressing a desire to resign (Pasewark & Strawser, 1996). Responding to this, Widjaja et al. (2006) note that when employees leave with the intention of not returning, companies must find ways to replace them. As the workforce leaves the company, the desire to resign can be seen from two points of view. When workers leave their jobs, it shows how many people leave during a certain time period. On the other hand, when workers express a desire to move on, it is because they have thought about how they can continue their relationship with the company, but they have not taken concrete steps to leave. Resignation, moving out of an organizational unit, dismissal, or death of an employee are many ways to leave a job. The term "intention" refers to the drive or purpose behind an action. A person leaves a job when they voluntarily step down from their position. According to Zeffane (1994), the tendency or intention of employees to resign from their jobs is referred to as intention to leave.

A person's move from an organization, known as turnover, can be voluntary or involuntary, as explained by Robbins (2006). This research especially related to voluntary turnover, where an employee leaves the organization of his own free will. The reason is that this type of turnover is considered detrimental to business and needs to be controlled. One indicator of organizational health is the turnover rate, which also serves as a proxy for job security. The costs associated with recruiting new employees, conducting interviews, and providing training to them are all affected by the organization's turnover rate (Woods and Macaulay, 1989).

Many studies have shown a correlation between an employee's level of job satisfaction and their desire to leave their current position or company. If you are considering leaving your job, looking for work elsewhere, or simply want to leave your current position, then you should definitely consider quitting. Lum et al. (1998) also stated that employees' dissatisfaction with their current job, as measured by their desire to leave the company, can encourage them to look for work elsewhere (Zeffane, 1994).

Employees begin to consider leaving their current company when they feel

dissatisfaction with their job. If someone starts considering leaving their job frequently, they will likely look for better opportunities elsewhere. Furthermore, employees plan to quit once they find a better job. This process culminates with the employee's choice to stay or leave.

Research Hypothesis

The Influence of LMX on Intention to Quit

According to Raharja and Suwandana (2018) LMX has a positive effect on intention to quit work. Meanwhile Valensia et al. (2014) and Elanain (2014) there is a significant negative influence between LMX and intention to leave work. After considering the problem formulation, literature study, and previous research, the hypothesis of this research is:

H1: The better the LMX quality, the greater the employee's intention to quit work at PT Permodalan Nasional Madani Pekanbaru branch office.

The Effect of LMX on Employee Performance

According to Herlambang (2017) LMX has a positive and significant effect on employee performance. Meanwhile, Zulfa (2021) states that LMX has a negative effect on employee performance. After considering the problem formulation, literature study, and previous research, the hypothesis of this research is:

H2: The better the LMX quality, the better the employee performance at PT Permodalan Nasional Madani Pekanbaru branch office.

The Effect of Intention to Quit Work on Employee Performance

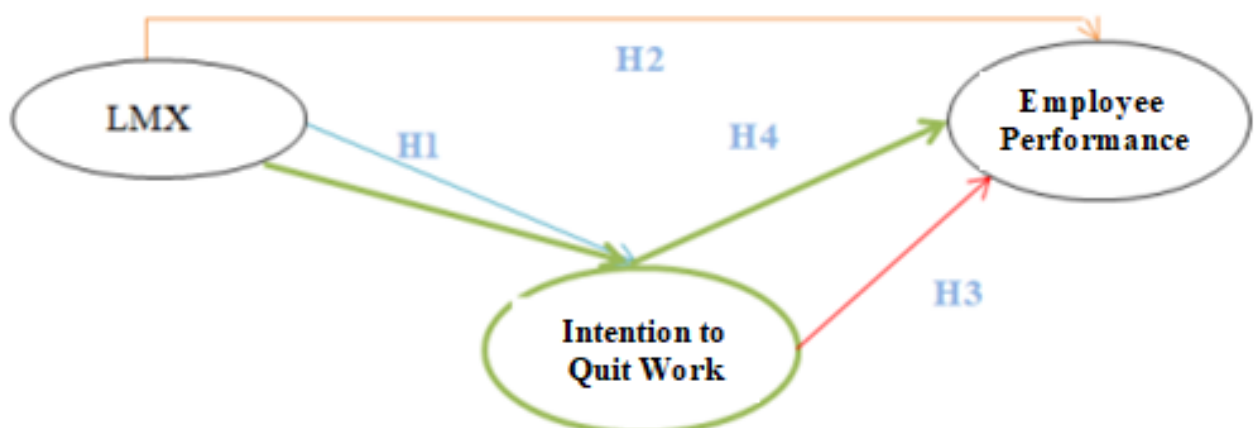
According to Paripurna et al. (2017) intention to leave work negatively influences employee performance. After considering the problem formulation, literature study, and previous research, the hypothesis of this research is:

H3: The higher the employee's intention to quit work, the lower the employee performance at PT Permodalan Nasional Madani Pekanbaru branch office.

The Effect of LMX on Employee Performance through Intention to Quit Work as an Intervening Variable

H4: The better the LMX quality, the better the employee's performance will be through intention to quit work as an intervening variable at PT Permodalan Nasional Madani Pekanbaru branch office.

Thinking Framework



METHOD

The focus of this research is on PT Permodalan Nasional Madani Pekanbaru Branch Office, using independent variables consisting of *leader member exchange* (LMX), the dependent variable is employee performance, and the intervening variable is the employee's intention to quit work. This research aims to analyze how big the influence of relationship quality is *leader member exchange* (LMX) on employee performance at PT Permodalan Nasional Madani Pekanbaru Branch Office with intention to quit work as an intervening variable. The sample consisted of 100 employees of AO PT Permodalan Nasional Madani Pekanbaru Branch Office and all employees were taken as samples using the census method. Research data was analyzed using the SmartPLS series 4 application. The data analyzed came from questionnaires distributed to all employees sampled in this research.

RESULTS AND DISCUSSION

Based on the analysis carried out on the regression coefficients and panel, it shows that the first, second, third and fourth hypotheses are acceptable. A more detailed explanation is outlined as follows:

1. After carrying out the analysis it was found that the path coefficient value (*path coefficient*) The LMX variable on intention to quit work is -0.061 and the P value is 0.687. This shows that the P value is >0.05 , so the hypothesis is rejected and it can be concluded that LMX has a negative effect on employees' intention to quit work.
2. After carrying out the analysis it was found that the path coefficient value (*path coefficient*) of the LMX variable on employee performance is 0.378 and the P value is 0.000. This shows that the P value is <0.05 , so the hypothesis is accepted and it can be concluded that LMX has a significant positive effect on employee performance.
3. After carrying out the analysis it was found that the path coefficient value (*path coefficient*) The variable intention to quit work on employee performance is 0.166 and the P value is 0.061. This shows that the P value is >0.05 , so the hypothesis is rejected and it can be concluded that the intention to quit work has a positive and insignificant effect on employee performance.
4. After carrying out the analysis it was found that the path coefficient value (*path coefficient*) The LMX variable on employee performance through intention to quit work as an intervening variable is -0.010 and the P value is 0.690. This shows that the P value is >0.05 , so the hypothesis is rejected and it can be concluded that LMX has a negative effect on employee performance through intention to quit work as an intervening variable.

Validity and Reliability Test

Validity and reliability tests use two criteria, namely *value cronbach's alpha* and *composite reliability*, the results are outlined in Table 2. Although *cronbach's alpha* is still frequently used, its use tends to produce lower reliability values than *composite reliability*. According to Haryono (2017) it is recommended to use *composite reliability* as a measurement of reliability. Ghazali (2011) added that a construct can be considered reliable if it has a *value cronbach's alpha* >0.60 and a variable can be considered reliable if the *value composite reliability* >0.70 .

Table 1 shows that all variables have *value composite reliability* >0.70 and *cronbach's alpha* >0.60 . This shows that the indicators used can be considered reliable. To test validity, *value average variance extracted* (AVE) is used with a limit value of >0.50 . Based on the data in Table 1, it shows that all variables in the research have an AVE value of >0.50 . By considering this rule of thumb, it can be concluded that all variables have been tested validly and reliably.

Table 1. Validity and reliability test results

Contract	Item	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
LMX	A4	0,610	0,607	0,742	0,540
	A7	0,882			
	A8	0,685			
Performance Employee	C2	0,790	0,849	0,847	0,626
	C4	0,868			
	C6	0,751			
	C7	0,683			
	C8	0,850			
Intention Stop Work	D1	0,644	0,862	0,930	0,643
	D2	0,909			
	D3	0,861			
	D4	0,830			
	D6	0,735			

Source: SmartPLS4 Data Processing Results

To determine whether the proposed hypothesis is acceptable or not, hypothesis testing using functions is required *Bootstrapping* on SmartPLS4. The hypothesis will be accepted if the significance level is <0.05 or if the t-value *value* exceeds the critical value (Hair *et al.*, 2014). For a significance level of 5% the t-statistic value is 1.96. Detailed hypothesis testing results can be found in the following table:

Table 2. Validity and reliability test results

H	Path	O	STDEV	T Statistics	Bias	2.5%	97.5%	P Value
1	LMX→Intention to Quit Work	-0,061	0,151	0,403	-0,003	-0,328	0,243	0,687
2	LMX→Employee Performance	0,378	0,101	3,736	0,012	0,141	0,549	0,000
3	Intention to Quit Work → Employee Performance	0,166	0,088	1,875	-0,010	-0,020	0,332	0,061
4	LMX→Intention to Quit Work→Employee Performance	-0,010	0,025	0,399	0,003	-0,073	0,033	0,690

Source: SmartPLS4 Data Processing Results

When the path coefficient has a positive value (+), this indicates that there is a unidirectional influence between variables, which means that if the exogenous variable increases, the endogenous variable will also increase. On the other hand, if the path coefficient has a negative value (-), it indicates that there is an influence in the opposite direction between variables, which means that if the exogenous variable increases, the endogenous variable will decrease. To test significance, a t table can be used; if the P value is less than 0.05, then the results are considered significant, whereas if the P value is more than 0.05, then the results are considered not significant.

Based on Table 2 it can be concluded as follows:

H	Variabel	Path coefficient	Significance	Conclusions
1	LMX→Intention to quit	-0,061 (Negative)	0,687>0,05 (Not Significant)	Rejected
2	LMX→Employee Performance	0,378 (Positive)	0,000<0,05 (Significant)	Not Rejected
3	Intention to quit → Employee Performance	0,166 (Positive)	0,061>0,05 (Not Significant)	Rejected
4	LMX→ Intention to quit → Employee Performance	-0,010 (Negative)	0,690>0,05 (Not Significant)	Rejected

Referring to the results of hypothesis testing discussed in the previous chapter, this section will present the research findings scientifically. To provide a deeper understanding of the research findings, this chapter will discuss the results of hypothesis testing in detail and relate them to relevant theories as follows:

1. The influence of LMX on employees' intention to quit work at PT Permodalan Nasional Madani Pekanbaru branch office.

This study aims to examine the influence of LMX on employees' intention to quit work at PT PNM Pekanbaru branch. The research results show that LMX has a path coefficient value of -0.061 on intention to quit, with a P value of 0.687, according to the test findings. These data suggest that LMX has a small but unfavorable influence on an employee's desire to leave their current position. In other words, the desire to quit will decrease by -0.061, or 6.1%, for every 0.01 or 1% increase in LMX.

This study confirms Manurung's (2018) findings that LMX can reduce employees' desire to quit. If LMX is low, the desire to quit may be higher; if it is high, the desire to quit will be lower. It can be concluded that there is an inverse relationship between LMX and intention to quit, as shown by Collins (2007).

2. The influence of LMX on employee performance at PT Permodalan Nasional Madani Pekanbaru branch office.

Research at the PT PNM Pekanbaru branch focused on how LMX influences productivity there. With a p value of 0.000, the test results show that the LMX variable has a path coefficient value of 0.378 on employee performance. It can be seen that LMX significantly improves employee performance. In other words, when LMX increases by 1% (or 0.01), employee performance changes by 0.378 (or 37.8%). Efforts need to be made to improve the quality of LMX between superiors and subordinates, because this will ultimately result in increased employee performance.

Employee performance is positively influenced by LMX, according to Walumbwa et al. (2011). In contrast, Kambu et al. (2012) found that SEKDA personnel in Papua Province did not see an increase in performance despite an increase in LMX. This is because the leadership at SEKDA does not coordinate work, including changes in processes, plans and changes in the work itself. A contractual relationship, less involvement with leadership, and abusive leader behavior (indifference and deviant behavior towards team members) are characteristics of low-quality LMX, according to Othman (2009).

This study found that LMX significantly and positively influences worker productivity, which is in line with the findings of Law and Wang (2001). If LMX is high quality,

subordinates will be more invested in their work, have more energy, and are overall more enthusiastic, which will make time seem to fly by (Schaufeli et al., 2002). Apart from that, Kartika and Suharnomo (2016) stated that LMX significantly and positively influences employee performance. This is due to more personal contact between managers and their subordinates which increases the motivation of both groups.

3. The influence of employees' intention to quit work on employee performance at PT Permodalan Nasional Madani Pekanbaru branch office.

Analyzing how the intention to resign affects employee productivity at PT PNM Pekanbaru branch is the main objective of this research. After conducting the analysis, we found that the intention to quit variable had a path coefficient value of 0.166 and a P value of 0.061 in relation to employee performance. Therefore, it appears that resignation goals positively influence performance, although not significantly. That is, employee performance changed by 0.166 percentage points, or 16.6%, for every 0.01 percentage point increase in intent to quit. Employee performance will improve if efforts are taken to reduce the likelihood of employees quitting. The results of this study contradict previous research by Paripurna et al. (2017) who found that the intention to resign was negatively related to worker productivity.

4. The influence of good LMX quality on employee performance through intention to quit work as an intervening variable at PT Permodalan Nasional Madani Pekanbaru branch office.

PT Permodalan Nasional Madani Pekanbaru branch office, this research aims to see how excellent LMX (Leader-Member Exchange) quality influences employee performance through the intervening variable intention to resign. Analysis of test findings shows that the LMX variable has a path coefficient value of -0.010 with a P value of 0.690 on employee performance through intention to resign as an intervening variable. Because intention to resign is an intervening variable, this shows that LMX has an insignificant negative influence on employee performance. This means that staff performance will decrease by 0.010 percentage points for every one percentage point change in LMX. Therefore, it is important to work on LMX qualities in order to reduce employees' intention to leave the job and improve their performance.

CONCLUSION

Based on the results of research and data analysis carried out by researchers using existing theories and previous discussions, several conclusions can be drawn as follows:

1. The better the quality of LMX, the lower the employee's intention to quit work at PT Permodalan Nasional Madani (PT PNM) Pekanbaru branch office.
2. The better the LMX quality, the better the employee performance at PT Permodalan Nasional Madani (PT PNM) Pekanbaru branch office.
3. The greater the intention to quit work, the less significant it will affect employee performance at PT Permodalan Nasional Madani (PT PNM) Pekanbaru branch office.
4. The higher the quality of LMX, the less significant it is to influence employee performance through intention to quit work as an intervening variable at PT Permodalan Nasional Madani (PT PNM) Pekanbaru branch office.

Limitations

The limitation of this research is that it only uses three independent variables (LMX, work motivation, and intention to quit work). Apart from that, there are also limitations to the

research object, namely that it is only the PT PNM Pekanbaru branch office which cannot fully represent the condition of branch offices spread throughout Indonesia.

Recommendation

As recommendations for further research, the following suggestions can be given:

1. Conduct comparative studies between employee performance in various industrial sectors, because the factors that influence employee performance can vary depending on the industrial sector that is the object of research.
2. Investigate the influence of employee involvement in decision making, because employee involvement in decision making can improve company performance.
3. Conduct a study on important factors that can influence work productivity as an important aspect of employee performance.
4. Conduct a study on LMX, employee performance, and intention to leave work with a wider research area coverage and more diverse respondents to get more appropriate results.

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