

The Factors Which Affecting Turnover Intention through Employee Engagement as a Mediation Variable (Case Study on XYZ Private Bank in Indonesia)

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Abstract:- This research aims to investigate the influence which occurred from employee experience, work life balance and job insecurity to turnover intention with employee engagement as a mediating variable at XYZ Private Bank. The primary data were obtained through questionnaires which spread to 116 respondents and were analyzed descriptively and quantitatively. Data analysis was performed by SmartPLS which consists of t outer model and inner model tests. The results which processed by path coefficients show that employee experience has a significantly positive effect to employee engagement, work life balance has a significantly positive effect to employee engagement, job insecurity has no effect on employee engagement, employee engagement has a significantly negative effect on turnover intention, employee experience has no effect on turnover intention, work life balance has no effect on turnover intention, job insecurity has a significantly positive effect on turnover intention. Employee engagement has fully mediates the correlation between employee experience and turnover intention, while employee engagement did not mediate the correlation between work life balance and job insecurity towards turnover intention.

Keywords:- Employee Experience, Work Life Balance, Job Insecurity, Turnover Intention, Employee Engagement.

I. INTRODUCTION

A. Background of the Problem

Companies are required to understand every aspect which affecting their business processes. This need to be done continuously so that the company or organization will survive and capable to face the changes and competition that is constantly happening. This condition makes organizations need to respond with various changes to create a balance of correlation between internal elements and external elements. Besides that, companies need to recognize every source in the company, including human resources.

Human resources are an important aspect in the journey of a company or organization, because it will lead the company to move to the right direction if its employees contribute maximally. XYZ Private Bank as one of the banking companies that has been founded a long time ago

and still survive until now because of its services and products which focused on the needs of consumers and the market from various aspects. To provide the best service to consumers, XYZ Private Bank pays great attention to its employees both personal and professional matters.

In the 2018 Annual Report, XYZ Private Bank stated that the company was able to maintain the level of employee engagement from year to year and reached 86% in 2018. However, the various efforts that have been made and the achievements that have been received by XYZ Private Bank have not made this company smooth in HR management. This is shown by the increase in the turnover rate every year and reach 20.19% in 2018.

Turnover rate which occurs at XYZ Private Bank is an unusual phenomenon. The turnover rate at XYZ Private Bank were also relatively high compared to the standard banking turnover rate in Indonesia which is only around 15% (Bisnis.com, 2014). Therefore, XYZ Private Bank needs to figure out the increase in turnover as one of the priorities that should be addressed as soon as possible. To understand further about the conditions that occurred, the authors conducted a survey relates the turnover to 34 employees of XYZ Private Bank. The results of this pre-survey showed that 64.7% of respondents expressed their desire to leave the company. Total 64% respondents plan to leave in 0-1 and 1-2 years.

Turnover Intention Time	Percentage
0-1 year ahead	32%
1-2 year ahead	32%
2-3 year ahead	23%
3-5 year ahead	13%

Table 1:- Pre-Survey relates to Turnover Intention Time

To determine which are thought to have an influence towards the employee intention to leave, the author then conducted a follow-up survey which showed that the employee experience was 47.10%, personal life was not balanced with work (work life balance) of 50%, and feelings of insecurity about work (job insecurity) of 41.20% are the 3 biggest factors suspected of influencing turnover intention.

While engagement with the company (employee engagement) obtained the smallest percentage, namely 5.90%.

Derived from the background, phenomena which occurred above and those completed pre-survey which has been employee experience, work life balance, and job insecurity will affect the employee's turnover intention at XYZ Private Bank through employee engagement as a mediating variable.

B. Research Objectives

Based on the background, phenomenon that occurred, and pre-survey that has been carried out, this research aims to reveal and investigate further about the affect from employee experience, work life balance, and job insecurity on turnover intention through employee engagement as a mediating variable at XYZ Private Bank.

II. THEORETICAL RESEARCH

A. Turnover Intention, Employee Engagement, Employee Experience, Work Life Balance, and Job Insecurity

Turnover is an employee action to quit or leave the workplace. Mathis & Jackson (2011) explained that turnover is the process of employees leaving a job position and organization, which need to be replaced by someone else. Meanwhile, turnover intention is the gap result between the policies which implemented by the organization and employee expectations (Prasetyo et al., 2021). Furthermore, Mobley (2011) explained that there are three indicators to measure the employee turnover intention, namely thoughts of quitting, intention to quit, and intention to search for another job.

Kreitner & Kinicki (2010) stated that employee engagement is a person's relations, satisfaction and enthusiasm towards his/her work. Meanwhile, Dessler (2016) describes employee engagement as a form of psychological involvement, correlation, and employee commitment to complete the work. Furthermore, Schaufeli et al. (2006) presented three dimensions which can be used to assess the employee engagement is vigor, dedication, and absorption.

IBM & Globoforce (2017) explain that employee experience is the perception which employees have about their experience at work in interacting with the organization. Employee experience can be seen from what happens within the organization as an experience that is integrated with everyday life, both inside and outside the workplace (Green, 2017). Furthermore, Morgan (2017) defines that there are three dimensions which formed employee experience, such as physical environment, culture, and technology.

Work life balance is an individual's ability to equalize work and family commitments, as well as responsibilities to other activities outside the work (Parkes & Langford, 2008). A good work life balance will give employees the opportunity to develop themselves outside of work which includes

studies, sports, volunteerism, hobbies, or taking care of parents (McDonald & Bradley, 2005). Furthermore, Hayman (2005) said that work life balance has three dimensions, such as work interference with personal life, personal life interference with work, and work/personal life enhancement.

Smithson & Lewis (2000) in Kurniasari (2004) describes job insecurity as a psychological condition of a person who shows feelings of confusion or insecurity due to changing environmental conditions. While Sverke et al. (2006) explain job insecurity is a feeling of insecurity of employees related to the continuation in the future of their work. Employees who experience job insecurity feel powerless to continue working in situations that threaten their continuity of work (De Witte, 2005). Furthermore, Elst et al. (2014) stated that there are four indicators to measure job insecurity, namely the likelihood of losing their job soon, being confident and able to keep their job, feeling insecure about the future of work, and thinking that they will lose their job in the near future.

Kulikowski (2017) found that employees who have engagement and involvement will reduce the turnover rate in the organization. Meanwhile, organizations that have good employee experience have the advantage of retaining and keeping employees engaged, so that employees will feel enthusiastic and behave positively to help the organization achieve its goals (Jalaja & Padashetty, 2018). Naufalia (2020) explains that work life balance has a close relationship with employee engagement. Good management of work life balance will make employees more engaged. Employees who have employee engagement will be able to increase work commitment which in turn will minimize the occurrence of turnover (Federman, 2009).

The employees who are not forced to carry out their work will give more effort than what is expected (Gea, 2018), so they will be able to motivate the employees to actively involved in working and overcome those existing threats (Sverke & Hellgren, 2003). Meanwhile, Morgan (2017) in his research found that organizations that implement employee experience have 40% lower turnover rate than other organizations. Employees with positive employee experiences leads to better performance, great effort at work, and lower turnover rates (IBM & Globoforce, 2016).

The decline in turnover intention is also inseparable from a balanced of employee life, so that employees can survive and provide a good quality of their personal life (Naufalia, 2020). With this balance, it will lead the employee attachment and a secure feeling while working and will reduce turnover intention in the company (Septiari & Ardana, 2016).

B. Theoretical Framework

Elicited from theoretical research and previous research, the framework from this research could be seen as follows:

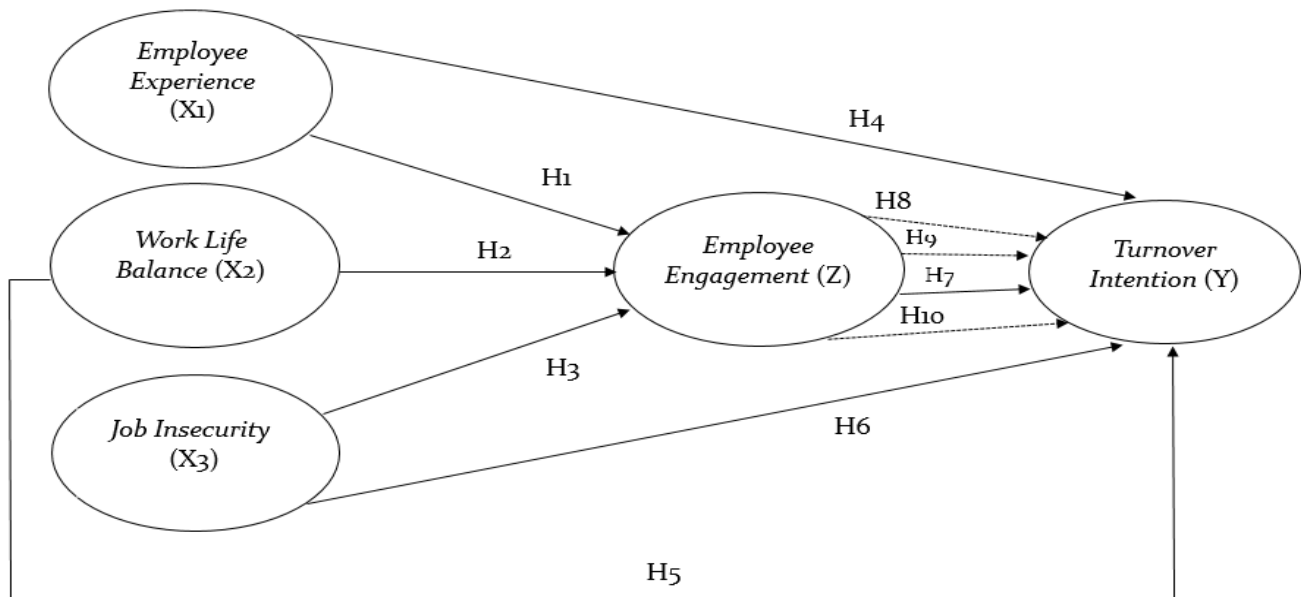


Fig. 1:- Theoretical Framework

C. Hypothesis

According to the literature review and theoretical framework above, the following hypothesis can be formulated as follows:

H1: Employee experience is reckon to have a significant effect to employee engagement

H2: Work life balance is reckon to have a significant effect to employee engagement

H3: Job insecurity is reckon to have a significant effect to employee engagement

H4: Employee experience is expect to have a significant effect to turnover intention

H5: Work life balance is expect to have a significant effect to turnover intention

H6: Job insecurity is presume to have a significant effect to turnover intention

H7: Employee engagement is presume to have a significant effect to turnover intention

H8: Employee engagement is thought to mediate the effect from employee experience on turnover intention

H9: Employee engagement is thought to mediate the effect from work life balance on turnover intention

H10: Employee engagement is thought to mediate the effect from job insecurity on turnover intention

III. METHODS

This research type which conducted were included in explanatory quantitative research. The research variables were classified into three variable, dependent variable (turnover intention), mediating variable (employee engagement), and the independent variable (employee experience, work life balance, and job insecurity). This research was conducted from November 2020 to December 2020 at the Headquarter of XYZ Private Bank which located in South Jakarta, Indonesia. Data collection method used in this research is a questionnaire research instrument with a Likert scale. The population of this research were all employees at XYZ Private Bank who worked at the head

office, while the sample set was 116 respondents. The data analysis method used was PLS-SEM modeling with assist of SmartPLS to examine the outer and inner models of the research.

IV. RESULTS AND DISCUSSION

A. Research Results

The characteristics of the respondents in this research were female (55.17%) and male (44.83%), aged between 20-30 years (50.86%) and 31-40 years (34.48%), also had a bachelor's degree (90.51%). Respondent with working period 1-2 years and 3-years (25.86%) and mostly more than 7 years (31.04%), with permanent employee (59.48%) and temporary employee (40.52%). This illustrates that the characteristics of employees at XYZ Private Bank are the millennial generation who have mobility and higher education, so they have a tendency to change jobs if the benefits that they received are not in line with their expectation. Therefore, XYZ Private Bank needs to recognize to the factors which can affect to their turnover intention, such as Employee Engagement, Employee Experience, Work Life Balance, and Job Insecurity.

In the outer model test, the three stages were carried out used to test the validity and reliability of the model. In examine the validity by convergent validity, it shows that from the 48 indicators tested, 13 indicators have a loading factor value of less than 0.6 and need to remove from the model and a second test is needed. In the second test, 35 indicators have met the requirements with loading factor value greater than 0.6. Then, the discriminant validity test shows the cross loading value of each indicator on the construct is higher than the other constructs. From these two tests, it can be interpreted that from all 35 research indicators were declared valid and can be used to assess the construct. Furthermore, in reliability test, the results of composite reliability and Cronbach's alpha values of all research variables have values above 0.7, Thus all constructs in this

research have good reliability or the instruments used were consistent.

Before the hypothesis test, in the inner model test, the three test steps were carried out to predict the correlation of latent variables, namely R² test, effect size test and predictive relevance (Q²). In the R² test, it was found that R² value for employee engagement was 0.444 and the R² value for turnover intention was 0.262, so it can be interpreted that the construct of employee engagement can be explained by exogenous variables of 44.4% and turnover intention can be explained by exogenous variables of 26,2%.

Variable	R Square	R Square Adjusted
Employee Engagement	0.444	0.429
Turnover Intention	0.262	0.235

Table 2:- The R² Test Results

In the effect size test, it was found that employee experience has a significant effect size with a value of 0.618

or above 0.15 (which is required), so it is said that employee experience has a substantial impact to employee engagement and it is important to observe more in order to decreasing the turnover intention at the XYZ Private Bank. In the Q² test, obtained the value of 0.590 (which is greater than 0 and less than 1), so it can be interpreted that the structural model has good predictive relevance.

	Employee Engagement	Turnover Intention
Employee Experience	0.618	0.002
Work Life Balance	0.056	0.021
Job Insecurity	0.018	0.037
Employee Engagement		0.084

Table 3:- The Effect Size Outcomes

The hypothesis test results which carried out through the bootstrapping procedure like it can be seen in the Figure and Table below.

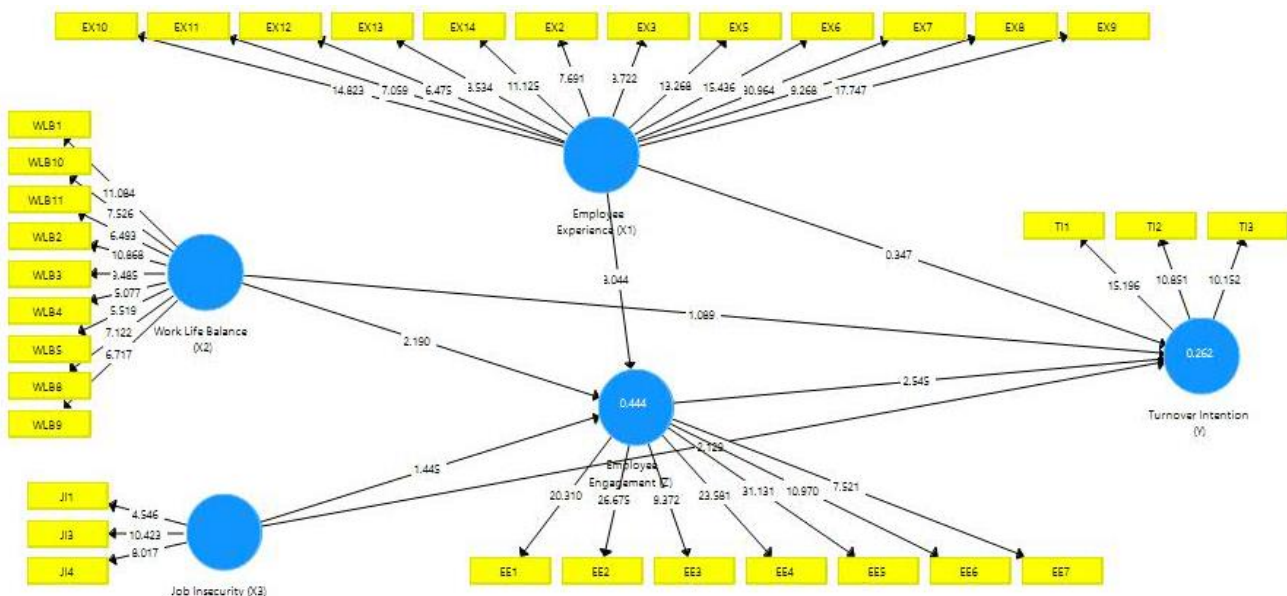


Fig. 2:- The Bootstrapping Results

Hypothesis	Path	Original Sample (O)	T-Statistic	P Values	Result
H1	EX -> EE	0.648	8.044	0.000	Positive, Significant
H2	WLB -> EE	0.183	2.190	0.029	Positive, Significant
H3	JI -> EE	0.111	1.445	0.149	Positive, Not Significant
H4	EX -> TI	-0.050	0.347	0.729	Negative, Not Significant
H5	WLB -> TI	-0.133	1.089	0.276	Negative, Not Significant
H6	JI -> TI	0.187	2.129	0.033	Positive, Significant
H7	EE -> TI	-0.333	2.545	0.011	Negative, Significant
H8	EX->EE -> TI	-0.216	2.427	0.015	Negative, Significant
H9	WLB->EE-> TI	-0.061	1.638	0.102	Negative, Not Significant
H10	JI->EE-> TI	-0.037	1.275	0.202	Negative, Not Significant

Table 4:- Significance Test Results

Derived from the Figures and Tables above, it can be seen the following things as in belows:

- 1) Employee experience has a positive significantly affect to employee engagement. The path coefficient value which obtained was 0.648 with a t-statistic of 8044 (> 1.96) and a p value of 0.00 (< 0.05).
- 2) Work life balance has a significantly positive affect to employee engagement. The path coefficient value which obtained was 0.183 with a t-statistic of 2.190 (> 1.96) and a p value of 0.029 (< 0.05).
- 3) Job insecurity has a insignificantly positive affect to employee engagement. The path coefficient value which obtained was 0.111 with a t-statistic of 1.445 (<1.96) and a p-value of 0.149 (> 0.05).
- 4) Employee experience has a insignificantly negative affect to turnover intention. The path coefficient value which obtained was -0.050 with a t-statistic of 0.347 (<1.96) and a p-value of 0.729 (> 0.05).
- 5) Work life balance has a insignificantly negative affect to turnover intention. The path coefficient value which obtained was -0.133 with a t-statistic of 1.089 (<1.96) and a p-value of 0.276 (> 0.05).
- 6) Job insecurity has a significantly positive affect to turnover intention. The path coefficient value which obtained is 0.187 with a t-statistic of 2.129 (> 1.96) and a p value of 0.033 (< 0.05).
- 7) Employee engagement has a significantly negative affect to turnover intention. The path coefficient value which obtained was -0.333 with a t-statistic of 2.545 (> 1.96) and a p value of 0.011 (< 0.05).
- 8) Employee engagement is able to mediate the affect from employee experience on turnover intention with a negative and significant correlation. The path coefficient value which obtained is -0.216 with a t-statistic of 2.427 (> 1.96) and a p-value of 0.015 (< 0.05).
- 9) Employee engagement did not mediate the affect from work life balance on turnover intention. Its direction was negative and insignificant. The path coefficient value which obtained was -0.061 with a t-statistic of 1.638 (<1.96) and a p-value of 0.102 (> 0.05).
- 10) Employee engagement did not mediate the affect which occurred from job insecurity to turnover intention. Its direction was negative and insignificant. The path coefficient value obtained was -0.037 with a t-statistic of 1.275 (<1.96) and a p-value of 0.202 (> 0.05).

Correlation analysis between dimensions was conducted to assess the level of strong or weak correlation between independent variable's dimensions to the dependent variable.

Variable	Dimension	Employee Engagement (Z)			Turnover Intention (Y)
		Vigor	Dedication	Absorption	
Employee Experience (X1)	Physical Environment	0.172	0.341	0.069	-0.180
	Culture	0.499	0.633	0.227	-0.359
	Technology	0.196	0.298	0.176	-0.078
Work Life Balance (X2)	WIPL	0.205	0.218	-0.127	-0.245
	PLIW	0.265	0.243	-0.023	-0.191
	WPLE	0.430	0.395	0.155	-0.073
Job Insecurity (X3)	Job Insecurity	-0.042	-0.185	-0.097	0.279
	Vigor	-	-	-	-0.361
Employee Engagement (Z)	Dedication	-	-	-	-0.398
	Absorption	-	-	-	-0.266

Table 5:- Correlation Analysis Between Dimension

The correlation test outcomes between dimensions which performed previously, can be concluded:

- 1) Employee experience variable through Cultural dimension has the strongest linkage to dedication dimension of the employee engagement variable with a correlation value of 0.633 which is quite strong. The lowest correlation value is obtained from the correlation between the dimensions of physical environment and absorption of 0.069 and classified as very low.
- 2) Employee experience variable through cultural dimension which has the strongest but negative direction to the turnover intention dimension with a correlation of -0.359 which is relatively low. The lowest correlation was obtained from the correlation between the dimensions of technology and turnover intention of -0.078 and classified as very low.
- 3) Work life balance variable through the dimensions of increasing work and personal life (WPLE) has the strongest correlation to the vigor dimension of the employee engagement variable with correlation value of 0.430 and classified as moderate. The lowest correlation value was obtained from the linkage between the dimensions of personal life disorder on work (PLIW) and absorption with -0.023 and classified as very low.
- 4) Work life balance variable through work-life balance dimension (WIPL) has the strongest correlation and has a negative value on the turnover intention dimension with a correlation of -0.245 which is relatively low. The lowest correlation value which earned from the correlation between the dimensions of increasing work and personal life (WPLE) on turnover intention was -0.073 and classified as very low.
- 5) The dimension from the job insecurity variable has the strongest correlation with the dedication dimension from employee engagement variable with a negative correlation value of -0.185 and was classified as very low. The lowest

correlation value was obtained from the correlation between job insecurity dimensions and vigor of -0.042 which is classified as very low.

- 6) The dimensions from job insecurity variable have a positive correlation with the dimensions from the turnover intention variable with a correlation value of 0.279 which is relatively low.
- 7) Employee engagement variable through dedication dimension has the strongest and negative correlation with the turnover intention dimension was -0.398 which is relatively low. The lowest correlation value was obtained from the correlation between the absorption dimension and turnover intention of -0.266 and was classified as low.

B. Discussion

This results shows that employee experience has a positive and significant affect to employee engagement. This indicates that an employee experience which perceived as good category by employees will increase their engagement with the company. The company need to continues to strive as to create a good experience for employees such as the policy of providing flexible working hours, flexible benefits, the concept of open office space, using the latest technology and various other activities. The result tells that employee respond it well and it can be seen through the average answers from respondents who agree on employee experience indicators. The dimension with the highest correlation is culture with the dedication dimension. Organizations need to have a good culture in order to create a pleasant atmosphere so that employees will feel enthusiastic and proud while working. The positive experiences and perceptions which formed need to be able to make employees and company more bondage to each other. This research findings were confirmed the research by Morgan (2017), and Jalaja & Padashetty (2018) who found that employee engagement was affected by the experience provided from the company through attention to the needs and intention of employees.

Elicited from the path coefficient and t-statistics, it is known that work life balance has a positive and significant affect to employee engagement. This indicates that the more balanced the lives on the employees both at work and outside, the more bound they are to the company. Work life balance is an important part for employees and company. The employees of XYZ Private Bank who feel the balance of life can avoid stress, boredom, and loss of energy at work. XYZ Private Bank employees are able to balance their personal life with work. The company can still increase the level of work life balance by evaluating the policies of each division to regulate employees to work in the office or at home alternately. The COVID-19 pandemic situation has forced some employees to work from home in order to maintain the health of themselves and their families. XYZ Private Bank's well-structured work pattern is able to provide space for employees to separate themselves from work and life outside of work. A clear company management system will improve the work-life balance and support the creation of engagement. The achievement of these two things led to changes in employee behavior which is Employees will have a positive attitude and strong ties with organization. These results were

confirmed research from Naufalia (2020) who found that work life balance has an effect to employee engagement.

This test result shows that job insecurity has a positive and insignificant affect to employee engagement. Meaning that employees' feelings of insecurity will not make employees closed to the company. Insecurity feelings about work is an affected by several factors such as demographic characteristics, type of work and environment conditions that cannot be controlled by employees. Different responses from XYZ Private Bank employees to these feelings will affect to the level of bondage to the company. This research results were found that the indicator of the possibility of losing a job had the lowest loading factor compared to other indicators. Respondents answered disagree as many as 63% and strongly disagree 21.5% which means that employees feel safe in their current job. In the other hand, the indicator of future job insecurity has the highest mean value, which is indicated by 28% of respondents were agreeing and 8.6% strongly agreeing. This shows that employees feel safe at this time but are worried about their work in the future so that it has not been able to significantly affect the level of engagement. The ongoing Covid-19 pandemic situation and company policies such as restructuring, reduction of employees, and changes in work procedures have motivated employees to work optimally in order to survive with different levels of engagement.

The results from this research were indicate that employee experience did not affect to turnover intention, so it means that employee experience did not impact to the employees' turnover at XYZ Private Bank. The value of loading factor on investment indicator to physical and mental health is the lowest from this result. Respondents' answers to the statements obtained answers as many as 19% stated that they did not agree with these indicators. Employees feel that the company's attention to health has little affect to their turnover intention. The data shows that age as a demographic factor has contributed to these results. Ages 20-40 years who are classified as productive ages was found to be the majority of respondents who have an intention to leave, which is 45% answered agree and 20% stated strongly agree with this statement of the turnover intention indicator. This ages range is known as millennial generation which is ambitious, competitive, likes challenges, needs recognition, independent, and doesn't like being in the same position for a long time.

Referring to the results of path coefficients and t-statistics, these results was indicated that achieving work life balance will not affecting the turnover intention on the company. This results were in line with the result from Javed et al. (2014) who said that work life balance has no impact to turnover intention. The ability to carry out personal activities is an important factor in creating a balance between work activities and personal life. Employees at XYZ Private Bank felt that they have lost time for their personal lives due to work. This can be seen from the indicators of delay and loss of personal activities which get the lowest loading factor value. As many as 28% of respondents agree that they experience loss of time for personal activities because they are using it for work. Those lost time can lead to feelings of

looking for another job elsewhere which gives employees the opportunity to have time for themselves or their families. Another factor that can be found is 27% from respondents who agree lose time for personal activities aged 20-40 years or generation Y. The Covid-19 pandemic situation and XYZ Private Bank policy providing the option of working from home makes working time uncertain. Generation Y uses work life balance as a reference for social and personal self-actualization which will lead to an increase in the quality of work.

The results showed that job insecurity had a positive and significant effect on turnover intention. This indicates that a high level of job insecurity can lead to an increase the level of turnover intention. XYZ Private Bank employees feel insecure to their work so they have great tendency to leave. One of the factors which affecting the turnover intention is the future of work. Data shows that 37% of employees have shared anxiety about their future at the company. Contract employees are the majority who are anxious because they have the opportunity not to be extended when their work duration has been completed. This research was similar with the results by Septiari & Ardana (2016) who declared that job insecurity has a significantly positive affect to turnover intention.

According to the path coefficient and t-statistics, it is concluded that employee engagement has a negative and significant affect to the turnover intention. This indicates that every employee who is engaged with the company has a smaller impact to the turnover intention. The company's great attention to the dimensions of employee engagement, namely vigor, dedication and absorption has a positive impact to employee turnover rates. In the 2018 Annual Report of XYZ Private Bank, its written that the company was able to maintain the value of employee engagement from year to year and reached 86% in 2018. Besides, the most of research respondents answered agree on each dimension of employee engagement. Chrisdiana & Raharjo (2017) found that employees engagement have strong emotional and cognitive ties to the organization. By retaining employees to maintain a high level of resilience, a sense of meaning to the company, and seriousness in work, companies can reduce the turnover rates. This research results were support by the Kulikowski research (2017) who declared that employee engagement is closely related to turnover intention. The higher the level of employee engagement with the company, the lower the turnover intention at the company.

The results showed that employee engagement can mediate the affect from employee experience to the turnover intention significantly with negative direction. This indicates that employee engagement is able to act as a mediating variable because the direct path coefficient value of employee experience to turnover intention is smaller than the indirect affect one. The direct affect result which occurred from employee experience to employee engagement is positive direction with significant value. The efforts made by XYZ Private Bank to create a positive experience for employees and will capable to expand the level of engagement with the company. Employee engagement is able to linkage the

employee experience with turnover intention, whereas the employees who have good experience will feel more ties and have a lower turnover intention.

The results from the significance test showed that employee engagement did not mediate the effect of work life balance to turnover intention. The proposed hypothesis was rejected because thought the value of the indirect affect was greater, but it was not significant. This results were in line with Jaharuddin & Zainol (2019) research who declared that there was no mediating affect from employee engagement to the correlation between work life balance and turnover intention. Delayed personal life due to work makes employees less enthusiastic and less focused on work. Having time for yourself and family will create happiness for employees so they could forget a while about work. The responses from 25% of respondents who agreed on the indicator of delaying personal life for work have an influence on the engagement indicator, namely the loss of enthusiasm for work on the next day. The high level of engagement and work life balance at XYZ Private Bank employees is not followed by the decreasing on turnover intention. The ages factor is the cause of the difference in results where respondents who aged 20-40 years by 45% were agreed and 21% strongly agreed that they have turnover intention in the future. Those aged 20-40 years who are still classified as productive age tends to like challenges and have the desire to change places of work if there is an opportunity.

The results showed that employee engagement did not have a mediating affect to the correlation between job insecurity and turnover intention. Employee engagement is able to weaken the effect from job insecurity to turnover intention, but it is not significant, while the direct effect of job insecurity to turnover intention is significant positive. The high level of engagement and low job insecurity at XYZ Private Bank employees did not affect to the decreasing of turnover intention at company. This can be seen from as many as 28 respondents agreed and 11 respondents stated strongly agree to the statement of indicators interested in looking for other jobs from the turnover variable. Feelings of insecurity are not felt by permanent employees because there is no time limit on the work agreement compared to contract ones. The majority of respondents were also having a working period of more than 2 years so they thought by leaving the company will provide opportunities for career development, continuing studies, appreciation and a better work environment. This research results were in line with Camgoz et al. (2016) who found that employee engagement did not mediate the effect from job insecurity to the turnover intention.

C. Managerial Implications

The employee experience variable has a strong affect to the employee engagement through cultural indicators. Things that need to be taken into consideration by management are the company's goals which recognize by the employees, treating all employees fairly, appreciating performance, and caring about the physical and mental health of employees. The company were expected to be able to maintain and improve a good experience so the employees would feel

enthusiastic and proud at work. Some ways that can be done are by making awards for employees on a regular basis, updating company condition information, providing vitamins and masks or health application services.

Work life balance contributes to increasing employee engagement through indicators of improving work and personal life. Achieving a balanced life will create energy and enthusiasm for employees. Companies can help achieve a balanced life, for example with a policy of working from 8 am to 4 pm on Fridays, training for employee personal development, and holding events for employees' families.

Job insecurity variable has a significant positive correlation on turnover intention. Feelings of insecurity about work will always be followed by an employee's turnover intention. What management can do is identify employee turnover motives through internal surveys, evaluation of existing policies and policy modifications. Besides, the companies can change and improve the way they communicate with employees and retain the motivation on employee through promotions and awards.

Employee engagement has a significant negative affect on turnover intention through dedication indicator. The company were expected to maintain the level of engagement or increase it by paying attention to employees through career development, opportunities for opinion, performance appreciation and events which attract employees' interest.

V. CONCLUSION AND SUGGESTION

A. Conclusion

Research results which have been carried out at XYZ Private Bank has end resulted with these following conclusions:

- 1) Employee experience has been proven to have a significant positive affect to employee engagement.
- 2) Work life balance has been proven to have a significant positive affect to employee engagement.
- 3) Job insecurity is proven not to have an affect towards employee engagement.
- 4) Employee experience is proven not to have an effect to turnover intention.
- 5) Work life balance is proven not to have an effect on turnover intention.
- 6) Job insecurity is proven to have an effect to turnover intention.
- 7) Employee engagement has been proven to have a negative and significant effect on turnover intention.
- 8) Employee engagement is proven to have an ability to mediate the effect from employee experience to turnover intention.
- 9) Employee engagement is proven cannot mediate the effect which occurred in work life balance to turnover intention.
- 10) Employee engagement is proven cannot mediate the effect from job insecurity to turnover intention.

B. Suggestion

Drew on the conclusions above, the authors can provide some of suggestions as follows:

- 1) The company were expected to be able to maintain the level of employee engagement so that turnover intention can be suppressed. Companies need to think about on how employees can continue to have a high level of energy and enthusiasm, as well as concentration and seriousness in work. Some of the actions which need to be taken such as open wide the opportunities for employees to change parts, providing career paths, gain the training related to work and individual development, opportunities for put up their opinion, rewards for performance and interesting events.
- 2) Companies in the future need to continuously evaluate on the efforts which have been made and identify the causes of turnover intention through internal surveys, maintain good communication, create a comfortable work environment, and update the management system.
- 3) The limitation from this research is that the variability value which is still quite low for the employee engagement construct was 44.4% and turnover intention construct was 26.2%, so it is hoped that future researchers will get a higher value for better results.
- 4) Further researchers need to explore to other variables which have an impact to employee engagement and turnover intention so as to provide wider and diverse knowledge.

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