

THE INFLUENCE OF PERSON ORGANIZATION FIT ON TURNOVER INTENTION WITH EMPLOYEE ENGAGEMENT AS A MEDIATION VARIABLE AT EMPLOYEES PT. MANDALA MULTIFINANCE Tbk SAUMLAKI BRANCH

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ABSTRACT

Keywords:

Person Organization Fit,
Employee Engagement,
Turnover Intention

This study aims to examine and analyze the effect of person organization fit on employee engagement, analyze the effect of person organization fit on turnover intention, analyze the effect of employee engagement on turnover intention, analyze the effect of person organization fit on turnover intention through employee engagement. This research was conducted on employees of PT. Mandala Multifinance Tbk. Saumlaki Branch. The sample used amounted to 35 respondents. The research method used is a quantitative research method. The distribution of questionnaires was measured using a Likert scale. Methods of data analysis using tools analysis Partial Least Square processing through Smart PLS software version 4. The results showed that person organization fit had an effect on employee engagement, there was an effect of person organization fit on turnover intention, there was an effect of employee engagement on turnover intention, there was an effect of person organization fit on turnover intention through employee engagement.

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1. INTRODUCTION

Currently, the high rate of employee turnover has become a serious problem for many companies. Even some companies experience frustration when they find out that the recruitment process that has succeeded in capturing quality staff has ultimately turned out to be in vain because the recruited staff have chosen jobs in other companies (Handaru and Muna, 2012). Turnover intention must be addressed as a phenomenon and human behavior that is important in the life of a company, both from an individual and social perspective, bearing in mind that the desire to switch employees will have an endless impact on the company (Memon et al, 2014). This is the biggest challenge faced by the company in order to continue to retain and develop its employees.

This understanding is person-organization fit (PO fit) which is a match that occurs between employees and organizations that refers to compatibility between individuals and organizations in doing a job (Memon et al, 2017). Person organization fit (PO fit) is generally defined as the suitability between organizational values and individual values (Kristof, 1996). Employees and companies find compatibility in work if there is compatibility with each other. Individual and organizational fit is very important in getting employees who are able to improve company performance because employees who do not have fit will result in employees leaving the company as well as employees who have fit will stay in the company.

In addition to reducing the desire to leave employees from the company, one way is to make the company a source of pride for all employees. So this is where employer branding is needed because employer branding is a reflection of a company, how a company makes its company an identity and pride so that other people want to work for that company. Therefore, a company needs to implement the right strategy that can improve employee performance to be better and comfortable at work so as to reduce the

The Influence of Person Organization Fit on Turnover Intention with Employee Engagement as a Mediation Variable at Employees PT. Mandala Multifinance Tbk Saumlaki Branch, Gerrit M. Pentury

employee's intensity to leave the company voluntarily (turnover intention) because when employer branding goes well, dozens of employees in a company hundreds or even thousands will survive and feel at home working in the company.

PT. Mandala Multifinance Tbk. The Saumlaki branch is currently trying to make all employees a valuable asset for the company so that the challenge for the company does not stop when looking for ways to retain employees, but up to finding ways to make employees feel engaged. Engagement from employees is of course very necessary in order to provide progress for the company because when they feel they have an attachment to the company, they will improve their performance, for example an employee who does overtime at night or during his holidays to complete his work. Employees with high engagement will give their best effort in completing their tasks even more than the company expects.

Employee engagement is used as a mediating variable to assess the effect of employee branding on turnover intention. Related to the reason for choosing employee engagement as the Mediation variable is because there is a strong influence between employer branding on employee engagement. Kucherov and Zavyalova (2011), revealed that in companies that develop employee branding, employees engage more quickly in decision-making and management processes. Because employees who feel bound are more likely to work harder and have less likely to leave the company than employees who are not bound.

Based on the results of researchers' observations and interviews with several employees that this is because some employees have difficulty adapting to the work environment of PT. Mandala Multifinance Tbk Saumlaki Branch, because organizations demand to work quickly and thoroughly and employees are required to be able to work under pressure. In addition, the excessive work demands make employees often have to work overtime, so that employees who do not have the ability and find it difficult to work quickly and under pressure feel strange in their work environment. Employees with this condition feel different and do not fit into the company environment. The impact is that there is a feeling of pressure on employees which results in employees not working optimally and will have an impact on the desire to find another, better company.

Based on the results of observations made by researchers, the decline in the realization of motorcycle sales was due to various reasons from several employees, namely, the lack of training provided by the company to employees, co-worker competition in achieving targets, and high target pressure where there are additional targets every year by company. With the addition of these targets, employees feel that their abilities are not in balance with the demands of the targets given by the company. Based on the explanation of the phenomena above, the researcher is interested in conducting research with the title "The Influence of Person Organization Fit on Turnover Intention with Employee Engagement as a Mediation Variable in Employees of PT. Mandala Multifinance Tbk. Saumlaki branch.

2. METHOD

2.1 Types of research

Based on the type of data and the method of processing, this research is included in the type of quantitative research. Quantitative research according to Sugiyono (2014) is a research method based on the philosophy of positivism, carried out on certain representative populations or samples, the data collection process uses research instruments and data analysis is quantitative or statistical in nature with the aim of testing hypotheses.

2.2 Population, Sample and Sampling Technique

In this study, what is meant by population is all employees of PT. Mandala Multifinance Tbk. Saumlaki Branch. The sample is part of the number and characteristics possessed by the population (Sugiyono, 2013). The sampling method is to use purposive sampling method, which is a sampling technique by determining certain criteria. The number of samples used in this study were 35 respondents.

2.3 Data Types and Data Sources

Quantitative data, namely data obtained in the form of numbers that can be counted and obtained from the questionnaires distributed. Qualitative data, namely data that is not in the form of numbers but information obtained from other parties related to the problem under study.

Primary data is data from questionnaires in the form of the results of respondents' answers to the questionnaires submitted to employees. Secondary data is obtained from other sources related to the problem to be studied. Data obtained directly from companies related to this research.

2.4 Method of collecting data

Questionnaires or questionnaires are data collection techniques that are carried out by giving a set of written statements or questions to respondents to answer (Sugiyono, 2008: 199). In the questionnaire there are questions about the respondent's personal data as well as questions from the indicators of each variable used in this study.

For the purposes of this analysis the writer will collect data from the questionnaire by using a Likert Scale. Sugiyono, 2014: 132. Likert scale is used to measure attitudes, opinions and perceptions of a person or group of people about social phenomena

2.5 Research variable

A research variable is an attribute or characteristic or value of a person, or object or activity that has certain variations determined by the researcher to be studied and then conclusions drawn (Sugiyono, 1016: 39). This research uses 2 independent variables, 1 dependent variable and 1 mediating variable.

2.6 Operational Definitions and Variable Measurements

Person Organization Fit (PO fit) is defined as conformity between organizational values and individual values (Kristof, 1996), with indicators 1) Value suitability, 2) Goal suitability, 3) Need fulfillment. Employee engagement is the extent to which a worker can commit, communicate, be dedicated and loyal to the organization, work and colleagues (Marciano, 2010), with indicators 1) Cognitive, 2) Emotional, 3) Physical. Turnover intention is an employee's intention to leave the company consciously and the employee's intentional desire to leave the company (Tet & Meyer, 1993), with indicators 1) Thinking of leaving, 2) Looking for alternative jobs, 3) Intention to leave.

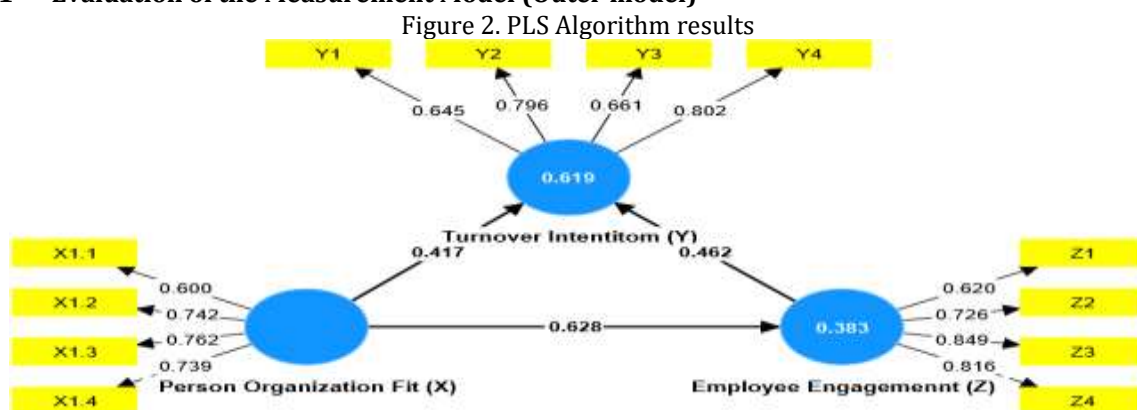
2.7 Data analysis method

Descriptive analysis is an analysis performed to assess the characteristics of a data. It is also intended to analyze the characteristics of the respondents. In this study the characteristics of the respondents were analyzed from the aspects of age, gender, last education, and length of work.

Inferential statistics (inductive statistics or probability statistics, is a statistical technique used to analyze sample data and the results are applied to the population, Sugiyono (2013). Then measured using PLS-SEM with the help of the Smart PLS version 4 application.

3. RELUST AND DISCUSSION

3.1 Evaluation of the Measurement Model (Outer model)



Source: Primary Data Processed Using PLS(2023)

Testing of the measurement model will be carried out to show the results of the validity and reliability tests. In this study, the validity test was carried out to determine whether the construct met the requirements to continue as research or not.

The Influence of Person Organization Fit on Turnover Intention with Employee Engagement as a Mediation Variable at Employees PT. Mandala Multifinance Tbk Saumlaki Branch, Gerrit M. Pentury

3.2 Convergent Validity

Measurement of convergent validity values can be seen from the correlation between the indicator scores and the variable scores. An indicator is considered valid if the loading factor value of each indicator is above 0.5 or shows all or the variable dimension loading has a loading value > 0.5.

Table 1. Outer Loading Value

Variable	Indicator	Load	Information
Person Organization Fit (X)	X1	0.600	Valid
	X2	0.742	Valid
	X3	0.762	Valid
	X4	0.733	Valid
Employee Engagement (Z)	Z1	0.620	Valid
	Z2	0.726	Valid
	Z3	0.849	Valid
	Z4	0.816	Valid
Turnover Intention (Y)	Y1	0.645	Valid
	Y2	0.796	Valid
	Y3	0.661	Valid
	Y4	0.802	Valid

Source: Primary Data Processed Using PLS (2023)

Based on table 1, the item values generated by the person organization fit, employee engagement, and turnover intention constructs meet the standard convergent validity values because all factors are worth more than 0.5. Thus it can be concluded that all constructs are valid and suitable for further analysis.

3.3 Composite Reliability

To measure the reliability of a construct can be used in two ways, namely by looking at the value of Cronbach's Alpha and Composite Reliability. However, using Cronbach's Alpha to test the reliability of the Construct will give a lower value (under estimate) so it is more advisable to use composite reliability. The reliability test can be seen from the composite reliability value. A construct is said to be reliable if the composite reliability value is greater than 0.70 (Chin, 1998 & Hair et.al., 2011).

Table 2. Cronbach's Alpha and Composite Reliability Values

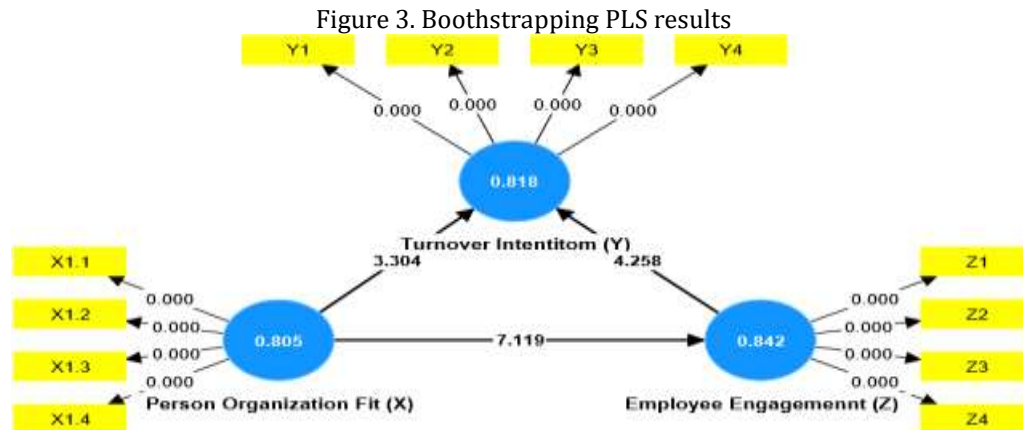
Construct	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Person Organization Fit (X)	0.692	0.805	0.509
Employee Engagement (Z)	0.714	0.818	0.532
Turnover Intention (Y)	0.753	0.842	0.575

Source: Primary Data Processed Using PLS (2023)

Based on table 2, the results of data processing can be seen that all values of the variable person organization fit, employee engagement and turnover intention, in the reliability test using Cronbach's Alpha still have a value lower than 0.7. When using composite reliability it has a value above 0.7. Also in testing the validity of using AVE with a value of more than 0.5. therefore, it can be concluded that the construct has a good level of reliability.

3.4 Evaluation of the Structural Model (Inner Model)

The structural model in PLS is evaluated using R² for the dependent variable and the coefficient value *path* for independent variables which are then assessed for their significance based on the t-statistic value of each path. The structural model of this study can be seen in the following figure:



Source: Primary Data Processed Using PLS (2023)

3.5 Path Coefficient

To assess the significance of the prediction model in structural model testing, it can be seen from the T-Statistic value between the independent variables to the dependent variable in the Path Coefficient table in the table below:

Table 3. Path Coefficients (Mean, STDEV, t-Value)

Construct	Original Sample (O)	Sample Mean (M)	T-Statistics (O/STDEV)	P(Values)
Person Organizational Fit(X) => Employee Engagement (Z)	0.628	0.665	7.119	0.000
Person Organization Fit (X) => Turnover Intention (Y)	0.417	0.415	3,304	0.001
Employee Engagement (Z) => Turnover Intention (Y)	0.462	0.470	4,258	0.000

Source: Primary Data Processed Using PLS (2023)

Based on table 3, it can be seen that the value *original sample* from person organization fit to employee engagement of 0.628 with P (Value) $0.000 < 0.05$ and the T-Statistic value of person organization fit on employee engagement is $7.119 > 1.69$. Thus it can be concluded that H1 is accepted so that it can be said person organization fit positive effect on employee engagement.

Based on the test results in table 3, it can be seen that the value *original sample* from person organization fit to turnover intention of 0.417 with P (Value) $0.001 < 0.05$ and the T-Statistic value of person organization fit for turnover intention is $3.304 > 1.69$. Thus it can be concluded that H2 is accepted so that it can be said that person organization fit has a positive effect on turnover intention.

Meanwhile, based on the table, it can be seen that the values *original sample* from employee engagement to turnover intention of 0.462 with P (Value) $0.000 < 0.05$ and the T-Statistic value of employee engagement on turnover intention is $4.258 > 1.69$. Thus it can be concluded that H3 is accepted so that it can be said that employee engagement has a positive effect on employee engagement.

3.6 Coefficient of Determination (R-Square) R2

The coefficient of determination R Square explains the effect of certain independent latent variables on the dependent variable whether it has a substantive effect. Meanwhile, the adjusted R Square is the R Square value that has been corrected based on the standard error value. Below is a table of the results of the estimation of the coefficient of determination (R-Square) using SmartPLS:

Table 4. R Square

Construct	R Square	R Square Adjusted
Employee Engagement Z	0.383	0.367
Turnover Intention Y	0.619	0.598

Source: Primary Data Processed Using PLS (2023)

Based on the results of table 4, it can be concluded that the first R Square value that partially influences X on Z is 0.383 with an adjusted R Square value of 0.367. It can be explained that the person organization construct partially influences employee engagement by 0.383 or 38%, and 62% can be

The Influence of Person Organization Fit on Turnover Intention with Employee Engagement as a Mediation Variable at Employees PT. Mandala Multifinance Tbk Saumlaki Branch, Gerrit M. Pentury

explained by other constructs or variables that are not in this study. Meanwhile, for the second r Square value, the effect simultaneously or simultaneously X and Z on Y is 0.619 with an adjusted r Square value of 0.598. So it can be explained that all constructs of person organization fit, employee branding, and employee engagement simultaneously affect turnover intention by 0.619 or 62%, and 38% can be explained by constructs or other variables not present in this study.

3.7 Mediation Test

At this stage the PLS analysis with mediating effects will be discussed, namely where if the effect of the independent variable on the dependent variable is not significant while the effect of the mediating variable on the dependent variable is significant at T-Statistics > 1.69 then the mediating variable is proven to mediate the effect of the independent variable on the dependent variable. Testing the model in the presence of a mediating variable is carried out in two stages, including testing the relationship of the independent variable directly to the dependent variable without a mediating role and testing the relationship of the independent variable dependent variable to the mediating role.

Testing the relationship of the independent variable directly to the dependent variable without a mediating role, which must be significant based on the significance level (0.05) or <0.05 and the T-statistic value > 1.69, which can be seen in the table below

Table 5. Total Indirect Effect (Indirect Effect)

Construct	Original Sample (O)	Sample Mean (M)	T-Statistics (O/STDEV)	P(Values)
Person Organizational Fit(X) => Turnover Intention (Y)	0.290	0.312	3,464	0.001

Source: Primary Data Processed Using PLS (2023)

Based on table 5, it can be seen that person organization fit has an indirect effect on turnover intention through employee engagement with a T-Statistic of 3.464 and P (Value) 0.001 <0.05. So it can be concluded that testing the relationship of the independent variables directly to the dependent variable without a mediating role, has a positive and significant effect, which means it is fulfilled.

To find out how far the employee engagement variable mediates the relationship between person organization fit and turnover intention, see the specific indirect effect table below:

Table 6. Specific Indirect Effects

Construct	Original Sample (O)	Sample Mean (M)	T-Statistics (O/STDEV)	P(Values)
Person Organizational Fit(X) => Employee Engagement (Z) => Turnover Intention (Y)	0.290	0.312	3,464	0.001

Source: Primary Data Processed Using PLS (2023)

Based on table 6, it can be seen that the relationship between person organization fit and turnover intention which is mediated by employee engagement is significant with a T-Statistics value of 3.464 and P (Value) 0.001 <0.05, this means that employee engagement plays a role as partial mediation. It is said to be partial mediation because it is assessed based on the standard VAF (Variance Accounted For) value, where if the VAF value ranges from 20-80% then the role of mediation is called partial mediation.

3.8 Discussion

a. The Effect of Person Organization Fit on Employee Engagement

Based on the research above, it can be concluded that person organization fit has an effect on employee engagement. Where the person organization fit indicator that has the strongest influence is fulfillment of needs, with an outer loading and cross loading value of 0.762. Meanwhile, Cronbach's alpha is 0.692 and composite reliability is 0.805. Then the original sample value of person organization fit was 0.628 with P (Value) 0.000 <0.05 and the T-Statistic value of person organization fit for employee engagement was 7.119 > 1.69. This means that H1 is accepted so that it can be said that person organization fit has a positive effect on employee engagement.

These results show that when the person organization fit is applied to PT. Mandala Multifinance Tbk. The Saumlaki branch is high, so employee engagement will also increase. Person-Organization Fit as the suitability between organizational values and individual values (Kristof, 1996). Impact of employee engagement namely employees feel involved and will remain in the company, employees will show good

The Influence of Person Organization Fit on Turnover Intention with Employee Engagement as a Mediation Variable at Employees PT. Mandala Multifinance Tbk Saumlaki Branch, Gerrit M. Pentury

performance and be more motivated in carrying out company tasks and employees will form an emotional relationship with the company which can influence employee attitudes towards clients (Vazirani, 2007).

b. The Effect of Person Organization Fit on Turnover Intention

Based on the research above, it can be concluded that person organization fit has an effect on turnover intention. Where the indicator that has the strongest influence is fulfilling needs, with an outer loading and cross loading value of 0.762. Meanwhile, Cronbach's alpha is 0.692 and composite reliability is 0.805. Then the original sample value of person organization fit was 0.417 with P (Value) 0.001 < 0.05 and the T-Statistic value of person organization fit to turnover intention was 3.304 > 1.69. This means that H2 is accepted so that it can be said that person organization fit has a positive effect on turnover intention.

Person-Organization Fit with turnover intention can be seen from the studies that have been conducted. Research by Chandra and Indriyani (2018) regarding the effect of person organization fit on turnover intention through job satisfaction at PT. Paragon Special Metal Surabaya. Based on this research, it is known that person-organization fit has a significant negative effect on turnover intention variable. This research is similar to research by Muh Husni Makmur (2019) The effect of person-organization fit and job embeddedness on turnover intention at PT. Maruki International Indonesia. The result is that Person-Organization fit has a negative and insignificant effect on turnover intention. This shows that the higher the person organization fit, the lower the turnover intention.

c. The Effect of Employee Engagement on Turnover Intention

Based on the research above, it can be concluded that employee engagement has an effect on turnover intention. Where the employee engagement indicator that has the strongest effect is physical, with outer loading and cross loading values of 0.849. Meanwhile, Cronbach's alpha is 0.714 and composite reliability is 0.818. Then the original sample value of employee engagement on turnover intention is 0.462 with P (Value) 0.000 < 0.05 and the T-statistic value of employer branding on turnover intention is 4.258 > 1.69. This means that H3 is accepted so that it can be said that employee engagement has a positive effect on turnover intention.

This shows that there is a good sense of attachment among employees to the company and their work which can increase the level of turnover intention among employees of PT. Mandala Multifinance Tbk. Saumlaki Branch. Because according to researchers, even if an employee feels attached to the company or their job, it is possible for them to still have the intention to leave. Because based on the reality, not only because there is a high attachment, there is no intention to leave the company. Based on research by employees of PT. Mandala Multifinance Tbk. Saumlaki branch some of them are more interested in company branding. They will continue to work in the company even though they have a good attachment to the company, because their employees are more concerned with what the company gives them than their attachment to them. Therefore, a company that has a good reputation is one of the reasons employees continue to work and do not want to have the intention to leave the company.

d. The Effect of Person Organization Fit on Turnover Intention Through Employee Engagement

Based on the results of the study, it can be seen that the employee engagement variable which acts as a mediating variable fulfills the final stage submission where if the influence of the independent variable on the dependent variable is significant with a T-Statistic value > 1.69, and the mediating variable on the dependent variable is significant at t statistic > 1.69 then the mediating variable is proven to mediate the effect of the independent variables on the dependent variable. This can be seen in the specific indirect effect table where the value of the relationship between person organization fit and turnover intention mediated by employee engagement is significant with a T-Statistic value of 3.464 > 1.69 with a P (Value) value of 0.001 < 0.05, it can be concluded that there is a partial mediating effect of 59% (VAF = 20-80%) on person organization fit on turnover intention. It can be concluded that the H4 hypothesis which states that person organization fit has a significant effect on turnover intention through employee engagement can be supported by facts and empirical data.

The fourth hypothesis testing shows that employee engagement mediate the effect of person organization fit on turnover intention. This is not in accordance with previous research (Amara, 2012) whose results show that the standard regression coefficient in the case of Person Organization Fit has decreased in magnitude but is still significant, namely ($\beta = -0.421$) to ($\beta = -0.309$). Research by Mauliza Rizki, (2019) in his research found that person-organizational fit has a negative and not significant relationship to turnover intention

The Influence of Person Organization Fit on Turnover Intention with Employee Engagement as a Mediation Variable at Employees PT. Mandala Multifinance Tbk Saumlaki Branch, Gerrit M. Pentury

4. CONCLUSION

Based on the results of the study, it shows that person organization fit has a positive and significant effect on employee engagement. It can be interpreted that if the application of person organization fit at PT. Mandala Multifinance Tbk. If the Saumlaki branch is high, it will result in higher employee engagement among employees. Based on the results of the study, it shows that person organization fit and employee engagement have a positive and significant effect on turnover intention. It can be interpreted that the existence of a high sense of employee engagement with PT ffigroup employees of the company can increase the level of turnover intention among employees of PT. Mandala Multifinance Tbk. Saumlaki branch. Based on the research results, employee engagement can mediate the relationship between person organization fit and turnover intention. Based on the standard VAF score, employee engagement acts as a partial mediation. It can be interpreted that when employees of PT. Mandala Multifinance Tbk. The Saumlaki branch feels that the implementation of person organization fit at the company is very good, so this will be able to build high engagement in themselves which will then lead to reduced or no intention to leave PT. Mandala Multifinance Tbk. Saumlaki branch to leave the company.

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