

The Effect Of Work Engagement And Work Stress On Job Satisfaction And Their Impact On Turnover Intention Of Gojek Partners In Jakarta

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Abstract —The purpose of this study was to analyze the effect of work engagement and job stress on job turnover intention with job satisfaction as an intervening variable. Turnover intentions are a conscious and deliberate willingness to leave the organization, where this phenomenon is interesting to study because the increasing number of turnovers in the company will be detrimental. The influencing factors include Work Engagement, Stress and job satisfaction. This study used 100 selected respondents, namely partners or Gojek drivers around DKI Jakarta. The analysis method uses the Structural Equation Model (SEM) with the SmartPLS 3.0 analysis tool. The results showed that Work Engagement had a positive and significant effect on Job Satisfaction, Work Stress did not significantly affect Job Satisfaction, and Job Satisfaction had a positive and significant effect on Turnover Intentions. Work Engagement has a positive and significant effect on Turnover Intentions, Work Stress does not significantly affect Turnover Intentions, Job satisfaction mediates with a significant variable work engagement on turnover intentions.

Keywords : Work Engagement, Work Stress, Job Satisfaction, Turnover Intention.

I. INTRODUCTION

Turnover intentions are the conscious and intentional willingness to leave the organization, the intention to leave the organization is the last step in a series of cognitive withdrawals that lead to actual turnover. The turnover phenomenon has significant costs and other negative consequences for any organization. (Laksono & Wardoyo, 2019). Turnover intention is the degree of attitude tendency that employees have to find a new job elsewhere or there is a plan to leave the company within a predetermined period (Low, et al in Rachman and Dewanto, 2016).

If a competent employee resigns, the organization operationally, both services and administration will experience disruption, and will eventually incur costs for recruitment, selection and training of new employees (Sulu et al., 2010). Robinson, Perryman & Hayday in Rachman & Dewanto, (2016) expressed the opinion that the loss of quality human resources due to high turnover will harm the organization, because the company incurs training costs, recruitment and retraining costs and the loss of work culture values in the company. Employee engagement is a solution to reduce employee turnover rates.

Management of human resources as a vital asset of the organization is the main focus in the era of global competition. Performance management aims so that all employees are able to exert all their abilities to contribute to the company, management who is aware of the importance of HR assets will make every talented employee survive and continue to contribute to the achievement of company goals, by working enthusiastically and cheerfully, enjoying the whole work process until retirement age arrives. Employees who are highly motivated at work, full of care and loyalty will feel light in carrying the workload. On the other hand, employees are satisfied with the working conditions. This condition, in the world of work, is known as work engagement (Saputra, 2021). Employee engagement is an interesting theme to be studied in more depth, because employee engagement has a major impact on the company's overall performance and is the key to organizational success (Affini & Surip, 2013).

When employees are engaged, they consciously exert their abilities at work and feel comfortable in their work environment, thereby reducing the desire to move. High engagement affects employees in completing work (tends to have satisfactory work quality) and will have an impact on low desire to leave work (Rachman & Dewanto, 2016). When employees are engaged (engaged) with a company, then employees have an awareness of the business. Awareness of this company's business that makes employees will give all their best to the company (Affini & Surip, 2013).

Job satisfaction can be a factor that influences the intention to leave the workplace, with the lower the level of employee job satisfaction, it will lead to thoughts of leaving the job. Job dissatisfaction has a negative impact,

such as increasing levels of employee absenteeism, employee indiscipline, and so on. The high number of absenteeism and undisciplined employees can mean that the level of employee engagement with the company is very worrying (Affini & Surip, 2013). Employees who are satisfied with the results or their work environment will not have the desire to leave work or carry out turnover intention (Fauziridwan et al., 2018). The difference between employee engagement and job satisfaction is that employee engagement is not a momentary feeling towards certain circumstances, while job satisfaction is a positive view of what the organization gives to individuals (Fauziridwan et al., 2018).

Identification of the factors that influence the intention to leave work is important for management to anticipate high turnover, because if the company lacks skilled workers, service and organizational performance can decline (Saputra, 2021). Lack of attention and the perception of employees as only assets can cause turnover intention (Rachman & Dewanto, 2016). Factors that cause turnover include individual characteristics, work environment, job satisfaction, and attachment to the organization (Fauziridwan et al., 2018).

The results of Laksono and Wardoyo's research (2019) have a significant negative effect on job satisfaction and work engagement, meaning that the independent variables have contributed to suppressing high turnover intentions. The research of Olawale & Olanrewaju (2016) concluded that there is a significant relationship between employee job satisfaction and turnover intentions.

Saputra (2021) writes that increasingly stringent work demands and target achievement can cause a stress effect for employees and result in a decrease in job satisfaction and an increase in turnover intention. Conditions of lower engagement and increasing working stress are basic concerns. Saputra's research (2021) shows that work engagement has a positive effect on job satisfaction, work stress has a negative effect on job satisfaction, work engagement has a negative effect on turnover intention, work stress has a positive effect on turnover intention and the influence of job satisfaction variables has a negative effect on turnover intention.

Stress is a dynamic condition in which the individual faces an opportunity, constraint, or demand related to what he or she desires most and whose outcome is perceived as uncertain but important. The impact of psychological stress can reduce employee job satisfaction. Stress can cause dissatisfaction. Work-related stress can lead to job-related dissatisfaction and indeed that is the simplest and most obvious psychological effect of that stress. Furthermore, the impact of stress associated with behavior includes changes in productivity, high employee turnover, high absenteeism and work accidents (Robbins in Mamewe, 2016).

Rismawan et al., (2014) suggest that to reduce the level of intention to leave employees, companies should give rewards to employees, provide opportunities for employees to become people who are needed in the company, and instill a sense of care for the sustainability of the company.

Gucella (2020) wrote about the phenomenon that Gojek partners or drivers complain a lot, related to bonuses from work and related to satisfaction. Furthermore, Arum & Wahyuningsih (2020) explained that Gojek drivers have flexible working hours, not bound by time limits, which is attractive for some people to join. However, there are also many factors that encourage the intention to look for a more promising job in terms of job security. The results of the research by Arum & Wahyuningsih (2020) concluded that job satisfaction had a negative and significant effect on Turnover Intention.

The conclusion of Lebang's research (2018) shows that gojek drivers have worked well until late at night and providing convenience to customers is a value that should be maintained in improving company performance. Drivers are quite satisfied in terms of the compensation they get, but on the other hand the company should provide additional bonuses and appreciation for the performance of drivers who continue to provide good service quality to customers.

II. LITERATURE REVIEW

A. Turnover Intention

Voluntarily wanting to leave the workplace or the intention to end membership in the organization can be defined as Turnover Intention (Hassan et al., 2012). Turnover Intention is the employee of the organization planning to leave their job or to fire the employee (Saeed et al., 2014). Turnover intention refers to a person's behavior to leave an organization. Turnover describes the actual act of separating oneself from an organization (Aydogdu & Asikgil, 2011). Turnover intention is the result (outcome) shown by individuals in the company in the form of behavior as a result of the dissatisfaction felt by employees for the work they do (Dewantoro & Purba, 2018).

B. Job satisfaction

Behavior or individual towards work is the basis of job satisfaction theory. Someone with a high level of job satisfaction shows a positive attitude towards work (Laksono & Wardoyo, 2019). Job satisfaction is a positive

feeling about an employee's job which is the result of an evaluation of its characteristics. Individuals with high levels of job satisfaction have positive feelings about the job, while dissatisfied employees have negative feelings about the job (Robbins, Stephen & Judge, 2014). Job satisfaction is defined as a person's general attitude towards his job or it can also be interpreted as the difference between the amount of rewards/awards received by employees and the amount they should get (Robbins in Mamewe, 2016). According to Herzberg in Mamewe (2016) every human being has a need for maintenance, which is driven by the desire to obtain external peace which includes remuneration, physical working conditions, job security and various other benefits, dissatisfaction and the level of employee absenteeism and turnover will increase if the maintenance factor is maintained. is lost.

C. Work Engagement

Constant cognitive and affective states that are not focused on objects, events or individual behavior can be defined as Work Engagement (Laksono & Wardoyo, 2019). The components involved include a). Enthusiasm so that energy levels and mental resilience persist, showing persistence when faced with adversity. Employees who feel excited and motivated and persistent when facing difficulties, b) Dedication is shown by their pride, passion, and inspiration for the work they do. c). Absorption, characterized by a high focus at work, so that no work moment is missed, even work activities are difficult to be separated from their daily activities (Laksono & Wardoyo, 2019; Takawira et al., 2014).

D. Work stress

Stress is a dynamic condition that will be faced by a person related to opportunities, demands, or resources related to something that the individual wants, the results of which are felt to be uncertain and important (Robbins, Stephen & Judge, 2014). Job stress is a feeling of pressure when employees face a job in the organization (Mangkunegara, 2015). Gibson in Mamewe (2016) identifies 5 types of potential consequences of stress impacts. One of them has a clear impact on the organization is absenteeism, high quitting, low productivity, alienation from co-workers, job dissatisfaction, decreased engagement and loyalty to the organization.

III. METHOD

The research design is descriptive quantitative which aims to test hypotheses and determine the relationship between variables. The type of research used is descriptive, namely the type of conclusive research design with the aim of collecting data between variables to describe populations, events, or situations. The research method used is a cross-sectional study whose data are collected in one period (Sekaran & Bougie, 2014). Gojek partners in DKI Jakarta are respondents in this study, this is because DKI Jakarta is the location of the largest Gojek drivers and customers in Indonesia. Researchers used primary data by distributing questionnaires to 100 Gojek drivers. The questionnaire was prepared using a Likert Scale (Sugiyono, 2016).

The sampling method used in this study is non-probability sampling, with a convenience sampling technique, namely the collection of samples randomly obtained from members of the population that are easily accessible by researchers (Sekaran & Bougie, 2014). Researchers used the Structural Equation Model (SEM) for data analysis techniques with the SmartPLS version 3.0 analysis tool.

Table 1. Variable Operationalization

Variable	Definition	Indicator
Work Engagement	A construction consisting of cognitive, emotional, and behavioral related to the individual's role in work	• WE1. High energy and persistence accompanied by excitement. Willingness to put forth maximum effort / Perseverance in the face of difficulties
		• WE2. Meaningful feelings, challenged, high enthusiasm.
		• WE3. Concentration and pleasure and a deep interest in work
Work stress	Feeling depressed when employees face a job in the organization	• WS1. Psychological Symptoms
		• WS2. Behavioral Symptoms
		• WS3. Physical Symptoms
Job satisfaction	A person's general attitude towards his job or a positive feeling about an employee's job that is the result of an	• JP1. I feel enthusiastic as a Gojek driver
		• JP2. I am satisfied working as a

Variable	Definition	Indicator
	evaluation of its characteristics	Gojek driver
		<ul style="list-style-type: none"> • JP3. I find it fun to work as a Gojek driver • JP4. I feel happy, working as a Gojek driver
Turnover Intention	Turnover intention refers to a person's behavior to leave an organization. Turnover describes the actual act of breaking away from an organization	<ul style="list-style-type: none"> • TI1. Thinking of quitting work • TI2. Desire to find another job • T3. Thinking of leaving work

IV. RESULT AND DISCUSSION

A. Data Description

1. Gender of Respondent

Table 2. Respondent's Gender

Gender	Amount Respondent	Prosentase (%)
Man	92	92%
Woman	8	8%
Amount	100	100%

Source: processed data (2021)

Based on the tabulation of data in Table 2, the majority of respondents in this study were male by 92 percent.

2. Age of Respondent

Table 3. Age of Respondents

Age	Amount Respondent	Prosentase (%)
26 Yrs - 30 Yrs	17	14%
31 Yrs - 35 Yrs	16	16%
36 Yrs - 40 Yrs	42	42%
> 40 Yrs	28	28%
Amount	100	100%

Source: processed data (2021)

Based on the tabulation of data in Table 3, the majority of respondents in this study were aged 36-40 years, namely 42 percent.

B. Model Validity Test

In using the PLS method, an indicator is declared valid if it has a loading factor above 0.70 for the construct in question (Ghozali, 2014). Based on the results of data processing, the following are the results of the validity test in this study.

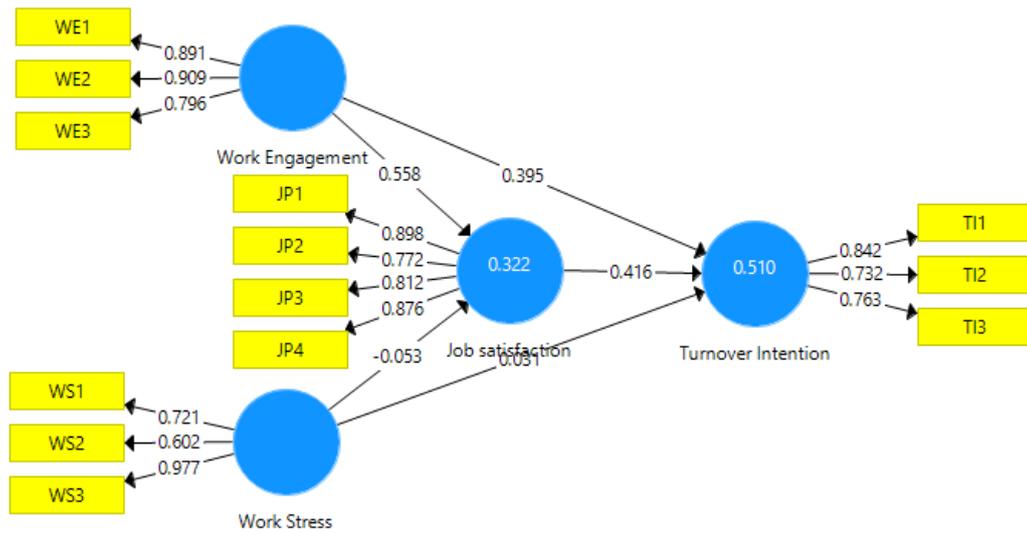


Figure 1. Validity Test 1

Based on the test results in Figure 3, not all statements are declared valid because there are indicators that have a loading factor below 0.70, namely WS2 with a value of 0.602, so that the indicator is excluded from the model.

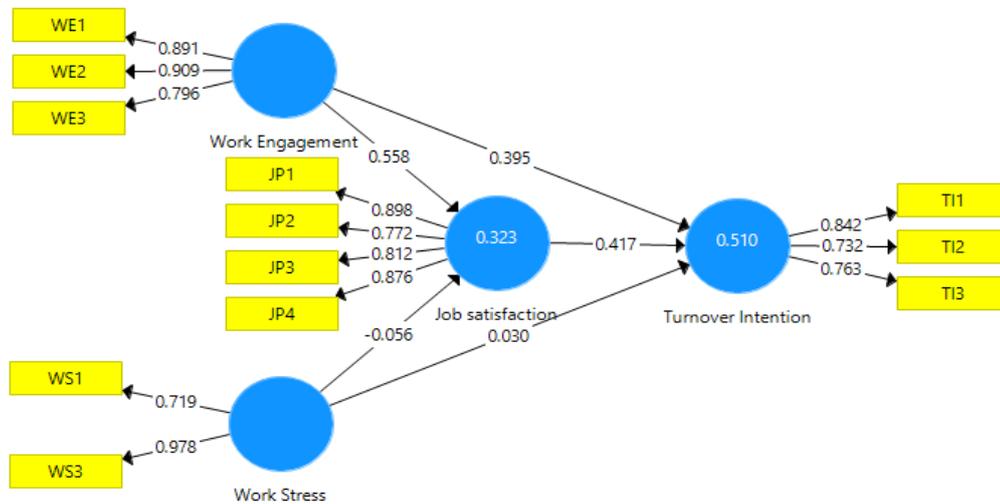


Figure 3. Validity Test After Selection

Based on the results of the invalid model selection test in Figure 4, all statements are declared valid because they already have a loading factor above 0.70

C. Evaluation of the Measurement Model (Outer Model)

To see the results of the evaluation of the measurement model (outer model) can use the discriminant validity and composite validity methods. Discriminant validity of the reflexive indicator measurement model is assessed based on the value of cross loading measurements with variables. If the correlation of the variable with the measurement item is greater than the size of the other variables, it indicates that the latent variable predicts the size of their block better than the other block sizes.

Table 4. Discriminant validity

Outer Loadings

	Job satisfaction	Turnover Intention	Work Engagement	Work Stress
JP1	0,898			
JP2	0,772			
JP3	0,812			
JP4	0,876			
TI1		0,842		
TI2		0,732		
TI3		0,763		
WE1			0,891	
WE2			0,909	
WE3			0,796	
WS1				0,719
WS3				0,978

Source: processed data (2021)

Based on table 4, it can be concluded that each latent variable is able to predict the size of each block better than other block sizes, so the Evaluation of the Measurement Model (outer model) with Discriminant validity is valid.

Furthermore, composite validity can be measured from the Average Variance Extract (AVE) value that must be above 0.5 and Composite Reliability must be above 0.7 (Ghozali, 2014).

Table 5. Reliability Test

	Composite Reliability	Average Variance Extracted (AVE)
Job satisfaction	0,906	0,708
Turnover Intention	0,823	0,609
Work Engagement	0,900	0,751
Work Stress	0,845	0,737

Source: processed data (2021)

Based on table 5, it is known that the AVE value is above 0.5 and the Composite Reliability value is above 0.7, so that all variables meet the reliability requirements (Ghozali, 2014).

D. Evaluation of the Structural Model (Inner Model)

The structural model was evaluated using the R-Square (coefficient of determination) for the independent variables and the t-test as well as the significance of the coefficients of the structural path parameters.

Table 6. Evaluation of the Structural Model (Inner Model)

R Square

	R Square	R Square Adjusted
Job satisfaction	0,323	0,309
Turnover Intention	0,510	0,494

f Square

	Job satisfaction	Turnover Intention	Work Engagement	Work Stress
Job satisfaction		0,240		
Turnover Intention				
Work Engagement	0,452	0,215		
Work Stress	0,005	0,002		

Source: processed data (2021)

Based on table 6, it can be concluded that 32.3% of Gojek partners' job satisfaction can be explained in this model, the remaining 67.7% is explained by other factors. Turnover intentions can be explained by the research model by 51%, the remaining 49% is explained by other factors. Furthermore, based on the f square value, job satisfaction explains 24% turnover intention, work engagement explains 45.2% job satisfaction and 21.5% turnover intention, while work stress does not explain job satisfaction and turnover intention variables well.

E. Hypothesis testing

In this study, an equation was made based on the model structure image, and the following are the results of data processing using the PLS Bootstrapping method.

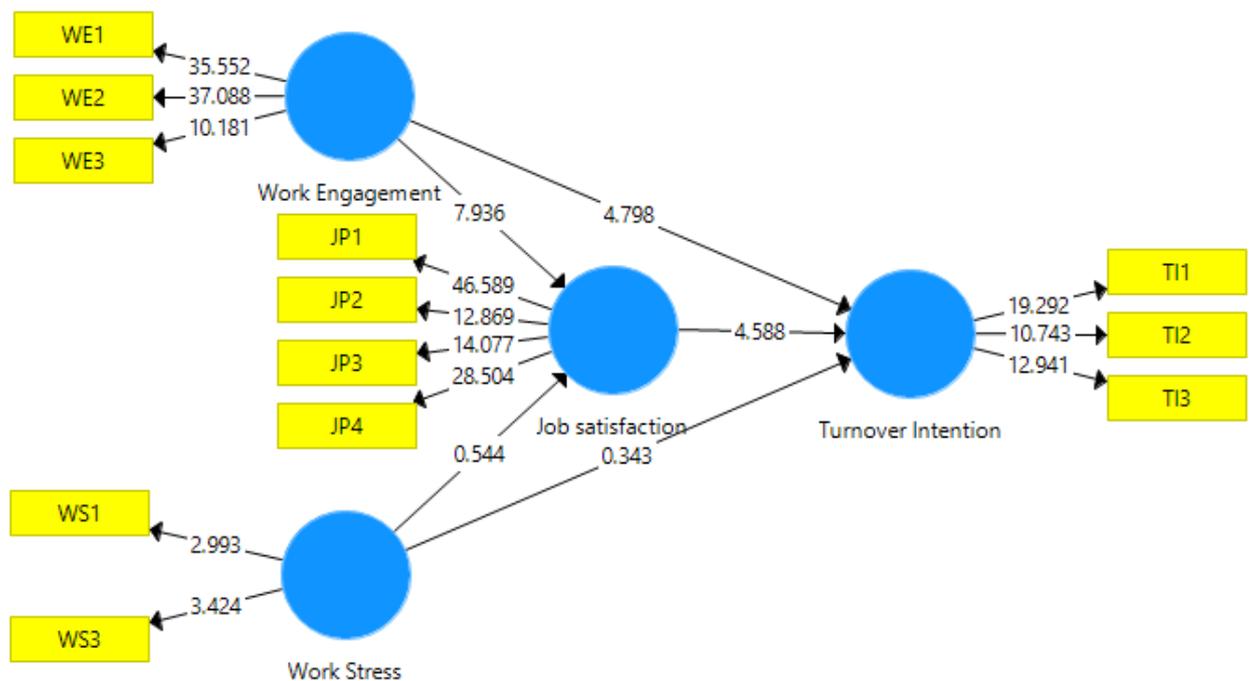


Figure 4. PLS Bootstrapping

Next, to clarify the coefficients of the structural equation, consider the following table:

Table 7. Hypothesis Test

Mean, STDEV, T-Values,
P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job satisfaction -> Turnover Intention	0,417	0,426	0,091	4,588	0,000
Work Engagement -> Job satisfaction	0,558	0,564	0,070	7,936	0,000
Work Engagement -> Turnover Intention	0,395	0,392	0,082	4,798	0,000
Work Stress -> Job satisfaction	-0,056	-0,064	0,104	0,544	0,587
Work Stress -> Turnover Intention	0,030	0,029	0,088	0,343	0,732

Source: processed data (2021)

Based on Table 7, the regression equation formed is as follows:

Equation 1:

Job Satisfaction = 0,558_ Work Engagement -0,056_ Work Stress + error

Equation 2:

Turnover Intentions = 0.417_Job Satisfaction + 0.395_Work Engagement + 0.030_Work Stress + error

To test the direct effect hypothesis using the output path coefficients (Mean, STDEV, T-Values), then if the t statistic value obtained from the table is greater than 1.96 then the hypothesis is accepted. On the other hand, if the value of t statistic is less than 1.96 then the hypothesis is rejected. Based on the results of statistical testing, the explanation of each influence variable is explained as follows:

1. Work Engagement has a positive and significant effect on Job Satisfaction because the p-value of 0.000 is smaller than 0.05 ($0.000 < 0.05$)
2. Work Stress does not significantly affect Job Satisfaction because the p-value of 0.587 is greater than 0.05 ($0.587 > 0.05$)
3. Job Satisfaction has a positive and significant effect on Turnover Intentions because the p-value of 0.000 is smaller than 0.05 ($0.000 < 0.05$)
4. Work Engagement has a positive and significant effect on Turnover Intentions because the p-value of 0.000 is smaller than 0.05 ($0.000 < 0.05$)
5. Work Stress does not significantly affect Turnover Intentions because the p-value of 0.732 is greater than 0.05 ($0.732 > 0.05$)

Furthermore, to test the hypothesis of the effect of the intervening variable job satisfaction which mediates the effect of work engagement and work stress on turnover intention, based on the data in Table 5:

Sa1 = 0.395 Standard Error = 0.082

Sa2 = 0.030 Standard Error = 0.088

Sb = 0.417 Standard Error = 0.091

The results of the intervening effect test using the Sobel test, the results of which can be seen in the following table:

Table 8. Sobel Test Results

Variabel	Test Statistics	P-Value
Work Engagement => Job Satisfaction => Turnover Intentions	3.320	0.0004
Work Stress=> Job Satisfaction => Turnover Intentions	0.3399	0.733

Source: processed data (2021)

Based on calculations using the Sobel test, job satisfaction only significantly mediates the work engagement variable, because the p-value of 0.0004 is smaller than 0.05 ($0.0004 < 0.05$) while the Work Stress variable has a p-value of 0.733, greater than 0.05 ($0.733 > 0.05$).

V. CONCLUSION

Based on the results of the study, the conclusions in this study are as follows:

1. Work Engagement has a positive and significant effect on Job Satisfaction, based on research results Gojek drivers already feel there is an attachment to their work, especially during a difficult pandemic, most of them feel lucky to be Gojek drivers, because they still get income to meet their daily needs. In difficult times like this, Gojek drivers must maintain a rating in order to continue to get orders from the Gojek application system, so that they are more persistent, serious, and more diligent in serving customers. The more engaged Gojek drivers have a significant impact on job satisfaction, which is one of the psychological aspects that reflects employees' feelings towards their work, employees will feel satisfied with the suitability between their abilities, skills and expectations with the work at hand, employees who are satisfied with their work will have the motivation to work. work and enjoy doing their jobs.
2. Work Stress does not significantly affect Job Satisfaction, based on the research results, some respondents stated that they are not stressed in undergoing the profession as a Gojek driver, because work as a driver is not bound by time and there is no direct command. Drivers can set time freely to gather with family and rest to relieve fatigue at will, so that no one feels disturbed sleeping hours.
3. Job Satisfaction has a positive and significant effect on Turnover Intentions, based on research results, Gojek drivers are indeed satisfied with the profession they are currently living, but if there is a better offer, they want to move to another profession that guarantees life in old age or start a business independently. independent, because most of the respondents stated that the lack of welfare and health insurance made drivers want to change professions.
4. Work Engagement has a positive and significant effect on Turnover Intentions, based on research results, although most drivers feel engaged, this is due to the current difficult conditions, while they are grateful that they can still work and earn. However, the intention to move to a better profession still exists, with the excuse of wanting to achieve a better future.
5. Work Stress does not significantly affect Turnover Intentions, based on research results, work as a Gojek driver does not face significant work pressure, so most respondents state that they are not stressed when carrying out their job duties, so this condition does not affect turnover intentions.
6. Job satisfaction significantly mediates the work engagement variable on turnover intentions. Based on the results of this study, it can be concluded that, although the Gojek driver engagement is very strong and satisfied with their work, turnover intention is also very strong.

VI. SUGESSTION

Suggestions that can be given from the results of this study are:

1. Gojek management should improve the welfare of its partners, namely drivers, by providing health insurance and old age insurance, so that the turnover intention of drivers decreases.
2. Gojek management should make partners calmer in their work by making the rating rules looser.
3. Future research is expected to be more in-depth by using other variables that predict satisfaction and turnover intentions of Gojek partners

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