
SOCIAL BEHAVIOUR
LEADERSHIP
SALES
COMMUNICATION
ORGANIZATION
BRANDING
FEASIBILITY ANALYSIS

FOR BUSINESS
MANAGEMENT

INQUIRIES WITH NEW
APPROACHES IN THE
POST-PANDEMIC ERA

Editors

Assoc. Prof. Dr. Muhammad Ali Tarar
Enock Siankwilimba, PhD. Cand.



Social Behaviour, Leadership, Sales, Communication, Organization, Branding, Feasibility Analysis for Business Management: Inquiries with New Approaches in the Post-Pandemic Era



Editors

**Assoc. Prof. Dr. Muhammad Ali Tarar
Enock Siankwilimba, PhD. Cand.**

Published by: NCM Publishing House

Publishing Date: 23.01.2023

ISBN: 978-605-73822-4-6

Copyright © The publishing rights of this book belong to **NCM Publishing**. The legal responsibility of the chapters belongs to the authors themselves. Except for the quotations to be made in accordance with the academic ethical rules and the short quotations to be made for promotional purposes, all or part of it cannot be printed, published, copied, reproduced or distributed electronically, mechanically or in part without the written permission. The authors are responsible for the content of the papers(chapters).

Social Behaviour, Leadership, Sales, Communication, Organization, Branding, Feasibility Analysis for Business Management: Inquiries with New Approaches in the Post-Pandemic Era

Publication No: 13

Editors | *Assoc. Prof. Dr. Muhammad Ali Tarar
Enock Siankwilimba, PhD. Cand.*

Cover Designer | *Mr. Kerim KARADAL*

ISBN | **978-605-73822-4-6**

Publisher Certificate No | **51898**

Publisher Type | International Publishing House

Release Date | 2023



CONTACT

Phone: +90 554 888 1471

e-mail: ceocongress.info@gmail.com

www.ceocongress.org

LIBRARY INFORMATION CARD

Tarar, Muhammad Ali and ; Siankwilimba, Enock; Editor, 1, 2023. **Social Behaviour, Leadership, Sales, Communication, Organization, Branding, Feasibility Analysis for Business Management: Inquiries with New Approaches in the Post-Pandemic Era**. NCM Publishing House, Bursa.

Language: English

Editors: Assoc. Prof. Dr. Muhammad Ali Tarar; Enock Siankwilimba, PhD. Cand.

ISBN: **978-605-73822-4-6**

PREFACE

The development of the Industrial Revolution 4.0 brought changes to the adjustment of work in humans, machines, technology and processes in various professional fields, including the accounting profession. The Industrial Revolution requires the accounting profession to adapt to the development of information technology and big data. Facing today's latest industrial era, the development of the digital economy has opened up new possibilities while simultaneously increasing risk. These changes have a significant impact on the development of accounting. In this era, technological developments and innovations seem to keep pace with time. New innovations encourage the creation of new markets and shift the existence of old markets. Smart machines and robots are now taking on many roles and seem to rule the world. In the Industrial Revolution 4.0 there was an extraordinary shift in various fields of science and profession, therefore the way accountants work and practice needs to be changed to improve service quality and global expansion through online communication and the use of cloud computing and artificial intelligence.

Thank you for the hard work of the Steering Committee who has assessed the articles to be published in [Social Behaviour, Leadership, Sales, Communication, Organization, Branding, Feasibility Analysis for Business Management: Inquiries with New Approaches in the Post-Pandemic Era](#).

This publication is dedicated to the world of science in the field of Accounting which is currently growing so rapidly. The development of Cloud Computing and Artificial Intelligence has played a role in changing the work order of Accountants.

Assoc. Prof. Dr. Muhammad Ali Tarar; Enock Siankwilimba, PhD. Cand.
Bursa – January 2023

CONTENTS

	<u>Page</u>
PREFACE	ii
Chapter 1 The Influence of Delegation Authority and Transformational Leadership on Individual Performance by The Existence of Individual Adaptability as Mediating Variable Teuku Yusuf, S.Si. Dr. Ir. Amelia Naim INDRAJAYA	5
Chapter 2 Intention To Buy Non-Prescription Medicine Via E-Health Platform Using TPB Theory With Product Knowledge As Moderator: A Case Study On Alodokter Fathur Bhakti NUGRAHA Dr. Ir. Amelia Naim INDRAJAYA	15
Chapter 3 Descriptive Analysis of Interpersonal Communication in Teaching and Learning Activities between Teachers and Students in the Process of Developing Children's Character "BKB Paud Tunas Muda" Nurul Haniza Bunga Aliyah Ananda	25
Chapter 4 The Effect Of Employee Engagement On Turnover Intention: The Moderating And Mediating Roles Of Person-Organization Fit At Banks In Jakarta Mely PRIMAYANTY, S.E. Prof. Ir. Roy SEMBEL, MBA., Ph.D., CSA., CIB., CIIM Dr. Ir. Harris Turino KURNIAWAN, M.M. Dr. Ir. Firdaus BASBETH, M.M. Dr. Melinda MALAU, SE., MM., CPA., CBV., CFRM., CFA	32
Chapter 5 Dominant Factor Analysis That Affects The Income Level Of Palm Oil Farmers In Koto Boyo Village, Batin Xxiv District, Batang Hari District Siti Marlina.AZ Wahya Iffa Lubis Fauziah	51
Chapter 6 The Impact of Perceived Usefulness and Perceived Ease of Use toward Intention to Buy Food Online by Menu Informativeness as Moderator of Pizza Hut Indonesia Native Application Dr. Ir. Amelia Naim INDRAJAYA Dwi Rendra Jay	58
Chapter 7 The Effect of Perceived Employer Branding in The Relationship Between Job Hopping Intention & Behavior: Jakarta Millennial Employees Muhammad Reza Sjafika	67

Dr. Ir. Firdaus Basbeth, MM.

Chapter 8	Mediating Role of Perceived Connectedness in The Relation between Intention to Use and Actual Usage in Fashion Online Shopping in Jakarta Fernanda Ciandra Firdaus Basbeth	90
Chapter 9	Feasibility Analysis of Dragon Fruit Agro-Tourism In Sungai Buluh Village, Muara Bulian District Batanghari District Ade Jermawinsyah Zebua, SE,MM Rusnani,S.Si,M.Si Uliya, S.Pt,M.Si	113
	<i>Editor's Biographies</i>	125
	<i>NCM Publishing House Certificate</i>	128

CHAPTER 4

The Effect Of Employee Engagement On Turnover Intention: The Moderating And Mediating Roles Of Person-Organization Fit At Banks In Jakarta

Mely PRIMAYANTY, S.E.

Sekolah Tinggi Manajemen IPMI
Mely.primayanty@ipmi.ac.id
Orcid: 0000-0001-8900-1138

Prof. Ir. Roy SEMBEL, MBA., Ph.D., CSA., CIB., CIIM

Sekolah Tinggi Manajemen IPMI
Roy.sembel@ipmi.ac.id
Orcid: 0000-0003-3582-5857

Dr. Ir. Harris Turino KURNIAWAN, M.M.

Sekolah Tinggi Manajemen IPMI
Harris.turino@ipmi.ac.id
Orcid: 0000-0001-8865-513X

Dr. Ir. Firdaus BASBETH, M.M.

Universitas Binawan
Firdaus.basbeth@binawan.ac.id
Orcid: 0000-0001-5544-4846

Dr. Melinda MALAU, SE., MM., CPA., CBV., CFRM., CFA

Universitas Kristen Indonesia
melinda.malau@uki.ac.id
Orcid: 0000-0002-6576-3063

ABSTRACT

Person-organization fit (P-O Fit) have become one important factor for company until now, how a compatibility of values and expectations between employee and employer. These studies focusing on how person-organization fit in the relationship between employee engagement and reduce turnover intention and investigated of person-organization fit as a moderating and mediating effect based on the unique characteristic of the new generational cohort, Generation Z at banks in Jakarta, now entering the workforce. This study conducted in 2022, by using survey data of 200 respondents from Gen Z employees of seven Banks in Jakarta by BUKU IV, age between 21-25 and at least having a diploma degree or equivalent. Data will be analyzed using a structural equation model by employing SPSS and smartPLS. Our research a whole encourages HR to enhance employee engagement for Gen Z employees to increase productivity at the workplace through engagement management. The result showed that are several positive significant results such as Employee engagement on Turnover Intention, employee engagement on person-organization fit, person-organization fit on turnover intention, and person-organization fit in mediating relationship between employee engagement and turnover intention. While person-organization fit negatively affects in moderating relationship between employee engagement and turnover intention. For future research, there should be focus on other generations (e.g., Millennials, Gen X) and other industries.

Keywords: Person-Organization Fit, Generation Z, Employee Engagement, Turnover Intention, Human Resources

1. INTRODUCTION

Organizations today operate in a highly competitive global environment. Given that the cost of labor is the most significant expense for most organizations, any steps that can be taken to reduce these costs will be beneficial. While downsizing and automation can be effective, they come with their own set of costs. As a result, improving productivity and reducing employee turnover are better strategies; one of the factors that has a significant relationship is the degree of fit between a person and the organization (Silverthorne, 2004). The relationship between individual and organizational values has been extensively researched in order to comprehend the person-organization (P-O) fit (Santos and De Domenico, 2015). Some notable outcomes in favor of the P-O fit include increased productivity, improved loyalty, organizational commitment, rich productivity, and decreased turnover. Employees are expected to have positive relationships with their coworkers and to fit in at their workplace. As a result, P-O fit is commonly defined as the compatibility of employees and organizations (Kristof-Brown, 1996). Furthermore, P-O fit is defined as the compatibility of personal and organizational values, personalities, and goals. As a result, numerous studies have found that the similarity between the individual and the organization in certain attributes has a significant impact on individual attitudes and behavior. Drawing on social exchange theory (SET; Blau, 1964), which focuses on the concept of reciprocity between two different parties, proposes that people reciprocate when they are positively treated. Integrating SET with the person-organizational fit theory, the fit between employee values and organizational values (Cable & DeRue, 2002).

Now moving into the workforce is Generation Z. Gen Z grew up using modern technologies and facilities and has the ability to use various technologies and learn quickly. They are also maintain relationships with other people, whether it is family, friends, or self-fulfillment, including matters related to achievement, use of free time (hobby), and money, because it is a source of happiness for Gen Z. Total Population of Indonesia dominated by the Z generation by 27,94%. According to the *Central Bureau of Statistics* (BPS, 2020), the Z generation in DKI Jakarta recorded that the number reached 2.71 million people. Surprisingly, Indonesia is currently experiencing a demographic Bonus through 2045, which means that the majority of the population is of productive age. According to Deloitte Gen Z-Millennial Survey (2022), Gen Z individuals tend would like to leave their jobs within two years (40%), and 35% would leave even without another job lined up. In the year 2020, the U.S. Bureau of Labor Statistics (2020) identified that the average tenure of the employees who are young employees was three times lesser than those of the previous generations.

The banking industry is the primary preferred industry to start a career by Business student. Research conducted by Universum in 2021 suggests that young adults with a business background are drawn to a start career in the Banking Industry. According to a Compdata survey (2018), the Banking & Finance industry has an 18.6% turnover rate, which is one of the highest among all industries. While many factors play a significant role in the high turnover rate. Furthermore, according to Deloitte Indonesia (2019), the current turnover rate in the banking industry is approximately 10%.

Many of the challenges that organizations are currently facing such as attracting, retaining, and especially working with a younger workforce can be solved only with a better understanding of the younger generation's value priorities. P-O fit engages employees and cause them to be committed to their organization. Therefore, an organization needs to know the best way to foster P-O fit. This study to ensure that P-O Fit as moderating and mediating would be strengthened employee engagement and reduce turnover intention in Gen Z employees at Banks in Jakarta.

2. LITERATURE REVIEW

2.1. Social Exchange Theory (SET)

Individuals who are engaged exhibit voluntary behavior that has been postulated on the basis of "Social Exchange Theory" (SET) (Blou, 1964). This theory provides a comprehensive theoretical account of the relationship between P-O fit, employee engagement, and turnover intention. When employees are treated positively by their employers, they feel obligated to repay the organization in kind "One way for employees to respond to their employers is by their level of engagement" (Saks, 2006, p. 603). Notably, this belief aligns with Robinson et al. (2004)'s description of engagement as a two-way street between individuals and organizations. As a result, as previous research has shown, a high level of engagement fosters favorable attitudinal and behavioral outcomes, particularly low turnover (e.g., Juhdi et al., 2013; Saks, 2006; Schaufeli & Bakker, 2004). In other words, employees will choose to engage themselves to varying degrees in response to the resources they received from their organization.

2.2. Turnover Intention

Turnover, according to Dessler (2015), is a voluntary or involuntary withdrawal from an organization. While the term "intention" is derived from English, it means "intention or desire." When these two factors are combined, the Turnover Intention is an employee's desire to leave the company voluntarily. Turnover intention is a term for the psychological and behavioral tendencies of employees that lead to the desire to leave the organization that they currently work for (Chen et al., 2018). Tett and Meyer define turnover intention as employee awareness and a deliberate desire to leave the organization where he works (Akgunduz & Eryilmaz, 2018). The occurrence of high turnover intention indicates that the employees do not feel comfortable working for a company. In this research, the author examined voluntary turnover. When an employee leaves his work and the organization by his or her will the turnover is termed as voluntary turnover. Because of the turnover intention, the company issued quite high costs because the company became more frequent in conducting recruitment and debriefing in the form of training, which was quite pressing in terms of costs.

2.3 Employee Engagement

Employee engagement is found to correlate with organizational outcomes including job performance and employee retention (Sundaray, 2011). Khan (1990) defined the harnessing of organizational members selves to their roles at work roles. (Simons et al., 2013) also concurs that employees who are engaged tend to be more confident in executing their work tasks. The two most dominant role for most organizational members are their work role and their role as a member of an organization" (Saks, 2006). The recent definition from Ewing, Men, & O'Neil (2019), has defined employee engagement as employees who are connected to the values and mission of the company, feel empowered, bring energy, passion, and discretionary effort to their jobs, and serve as advocates.

Employees who are dedicated to their jobs are more engaged in their work, have better health, and perform better (Susana et al., 2007). Employees who are committed to their jobs are more engaged, healthier, and perform better (Susana et al., 2007). Dedicated employees are more satisfied with their jobs, are more committed to their organizations, and are less likely to leave (Yang, 2005). Devoted employees exhibit positive behavior (Wilmar & Arnold, 2006).

2.4 Person-Organization Fit

Kristof (1996) defines Person Organization Fit (P-O Fit) as a match between people and organizations. When a person or organization meets each other's needs, shares fundamental characteristics, or both, this occurs (Carless, 2005). P-O Fit's role is to reference the needs and

desires of existing employees in an organization, but it can also be used as a reference at the beginning of the recruitment and selection process for new employees. According to Carless (2005), an organization's recruitment and selection can be influenced by perceived similarities between prospective employees and their future work environment, particularly individuals who believe their personality, attitudes, and values match those of the organization. Person-organization (P-O) fit theory refers to how aligned a person's core values, beliefs, ethics, and purpose are to those of the organization they work for. For example, someone who is results-focused and values speed will fit best with an organization that shares, and enacts, these values (Kristan Bernor, 2021). And According Kristan also the advantages of assessing P-O fit during recruitment is: Improve Objectivity, Cut Through unconscious bias, improve employee engagement, support retention, and reduce recruitment cost.

2.3. Research Framework

The framework of this study is seen in Figure 2.1.

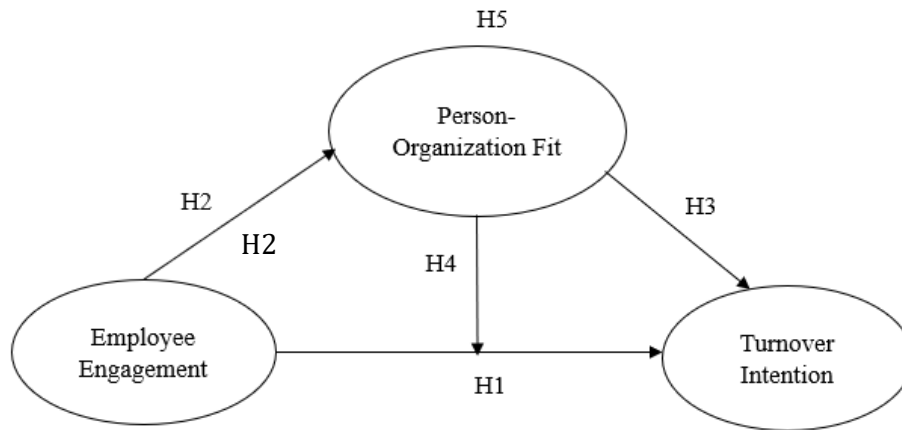


Figure 2.1 Research Framework

Based on the research framework, there are several hypotheses to examine:

H1: Employee engagement has a negative effect on Turnover Intention

H2: Employee Engagement has a positive effect on Person-Organization Fit

H3: Person-Organization Fit has a negative effect on Turnover Intention

H4: (Moderation): Person-Organization Fit moderate the relationship between employee engagement and turnover intention

H5: (Mediation): Person-Organization Fit mediate the relationship between employee engagement and turnover intention

3. RESEARCH METHODOLOGY

The research methodology flow chart is as shown at Figure 3.1.

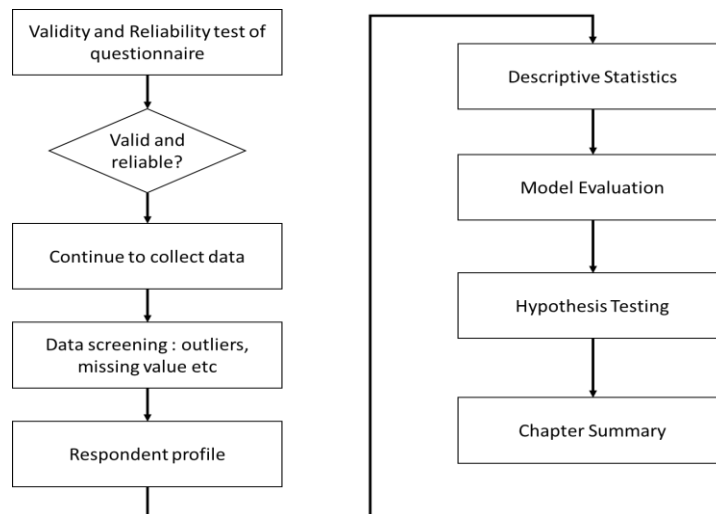


Figure 3.1 Flowchart of research methodology
 Source: Data processed by the author (2022)

This research using the research onion approach (Saunders, Lewis, & Thornhill, 2009). To accomplish the research and answer the research question, researcher will be using a quantitative method with using survey data as the research strategy that will be conducted to a sample of Gen Z employees in Banks in Jakarta to answer the research questions.

In this study, primary data will be obtained directly from the questionnaire filled out by the respondents. Meanwhile, secondary data which is the source of research data will be collected by searching for and collecting material from literature reviews, research, books, reports, and feedback from academic supervisors.

Google forms will be used to implement online questionnaires through WhatsApp. The questionnaire will be distributed to respondents from a limited sample population of Gen Z employees at Banks in Jakarta. The questions used in the questionnaire are a closed type using a Likert scale, a type of question so that the answer to the question is in the form of a scale of five, in this study the researchers used a scale of 1-5 with each scale as follows: "1" Strongly Disagree, "2" Disagree, "3" Neutral, "4" Agree, and "5" Strongly Agree (Hair et al., 2014).

This study will use a disproportionate sample. So a population of 17.000 people Gen Z working in Banks in Jakarta, a sample of 200 people will be taken. Based on Cohen's tables, two arrows point to a construct, with a significance level of 0.05, a minimum R² of 0.25, statistical Power of 80%, the minimum sample size was 52. Considering the f² value of at least 0.15 with a 5% probability of error and a statistical power of 0.8, the required sample size calculated by G Power is 87.

The causal relationship pattern which is the focus of the study is the independent variable consisting of employee engagement. The dependent variable is turnover intention. The mediating and moderating variable is the person-organization fit.

Table 3.1 Operationalization of Variables

Variable	Dimension	Dimension	Items	Source
Employee Engagement (EE)	Vigor	EE01	At my work, I feel bursting with energy	Schaufeli et al., (2002) & Schaufeli and Bakker (2004)
		EE02	At my job, I feel strong and vigorous	

Social Behaviour, Leadership, Sales, Communication, Organization, Branding, Feasibility Analysis for Business Management: Inquiries with New Approaches in the Post-Pandemic Era

		EE03	When I get up in the morning, I feel like going to work			
		EE04	I can continue working for very long periods at a time			
		EE05	At my job, I am very resilient, mentally.			
		EE06	At my work I always persevere, even when things do not go well			
		EE07	Everyone in the company Is treated fairly			
		Dedication	EE08		I find the work that I do full of meaning and purpose	
			EE09		I am enthusiastic about my job	
	EE10		I believe I can contribute in making a difference in the company			
	EE11		I feel proud of the work I do			
	EE12		To me, my job challenging			
	EE13		I would recommend the organization as a good place to work			
	EE14		My job inspires me			
	Absorption	EE15	Time flies when I'm working			
		EE16	When I am working, I forgot everything else around me			
		EE17	I feel happy when I am working intensely			
		EE18	I am immersed in my work			
		EE19	I feel personally attach to my company			
		EE20	It is difficult to detach myself from my job			
		EE21	I get carried away when I'm working			
	Turnover Intention (TI)	Thinking of Quitting	TI01		I often think about leaving my job	Mobley et al., (2000)
			TI02		I often dream about getting another job that will suit personal needs	
TI03			My current job is very toxic place			
TI04			Increment is too low in current job			
TI05			I am frequently emotionally agitated when arriving home after work			
TI06			Thoughts of quitting my job cross my mind			
TI07			I often feel bored with my current Job			

	Intention to search for another job	TI08	I will actively look for a new job within the next year.	
		TI09	I frequently scan the internet in search of alternative job opportunities	
		TI10	My current job has a negative effect on my personal well-being	
		TI11	I often look for other information regarding job vacancies	
		TI12	There is narrow scope of growth and development my position	
		TI13	I often ask about opportunities at my colleague's work	
		TI14	It becomes difficult for me to maintain strict working hours in the current job	
	Intention to quit	TI15	I intend to leave this company as soon as I can	
		TI16	I am likely to accept another job at the same salary	
		TI17	I often think about starting my own business	
		TI18	I often look forward to another day at work	
		TI19	I am likely to accept another job at the same benefit	
		TI20	I do not plan to be in this company much longer	
		TI21	I will voluntarily leave this company before I retire	
TI22	I would seriously consider leaving my job for even a slightly better position elsewhere			
Person-Organization Fit (POF)	Value Congruence	POF01	Things that I value in life are very similar to the things that my organization values	Kristof (2005)
		POF02	I agree with the values of my organization	
		POF03	My personal values match values of my organization	
		POF04	I find that sometimes I have to compromise personal principle to conform to my organization's expectation	
		POF05	I can work in this company without giving up my principles	

Social Behaviour, Leadership, Sales, Communication, Organization, Branding, Feasibility Analysis for Business Management: Inquiries with New Approaches in the Post-Pandemic Era

		POF06	I enjoy discussing my organization with people outside it
		POF07	My current organization meets the needs I expect an organization to meet.
Goal Congruence		POF08	Organization goals support me in achieving my career goals
		POF09	My education and personal skill about job are compatible with the needs of company
		POF10	I am motivated to work in the current organization
		POF11	I feel like a part of the organization, at the organization I work in
		POF12	The employees trust each other at the organization I work in
		POF13	There is an inspiring work vision, mission and philosophy.
		POF14	I would be very happy to spend the rest of my career with this organization
	Employee need fulfillment		POF15
		POF16	Bonuses are provided in accordance with performance
		POF17	The environment for career improvement is provided
		POF18	At the organization I work in encourages open knowledge and information sharing.
		POF19	The ability to achieve higher position is provided.
		POF20	The traditions are cherished (for example, festivities are celebrated, employee birthdays are commemorated, there are important dates for the organization)
		POF21	This organization provide attractive opportunities for training and development
Culture-personality congruence		POF22	Easily adjust to the norm and rules applied in the organization
		POF23	There are understandable written rules of work policies

		POF24	I feel I have too few options to consider leaving this organization.
		POF25	I really feel as if this organization's problem are my own
		POF26	I feel emotionally attached to this organization
		POF27	I feel a strong sense of belonging to this organization
		POF28	One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.

Source : Data processed by the author (2022)

Researchers will describe the demographic profile of the respondents using SPSS (Statistical Package for Social Sciences). Descriptive statistical analysis represents the general view of the survey responses by showing the main measures of variables such as mean, standard deviation, variance, kurtosis and skewness. PLS-SEM (Partial Least Square - Structural Equation Modeling) is a method for building a predictive model when the factors are many and highly collide. This gives a value of R² and indicates the significance of the relationship between constructs. PLS-SEM is also suitable for describing research with not too many theories and uncertain form of models (Gefen, Straub & Boudreau, 2000).

The measurement model represents the relationship between the construct and the corresponding indicator variable (called the outer model in PLS-SEM). There are two broad types of measurement models, namely reflective and formative measurement models. Reflective indicators can be seen as representative samples of all possible items in the conceptual domain of constructs (Nunnally & Bernstein, 1994).

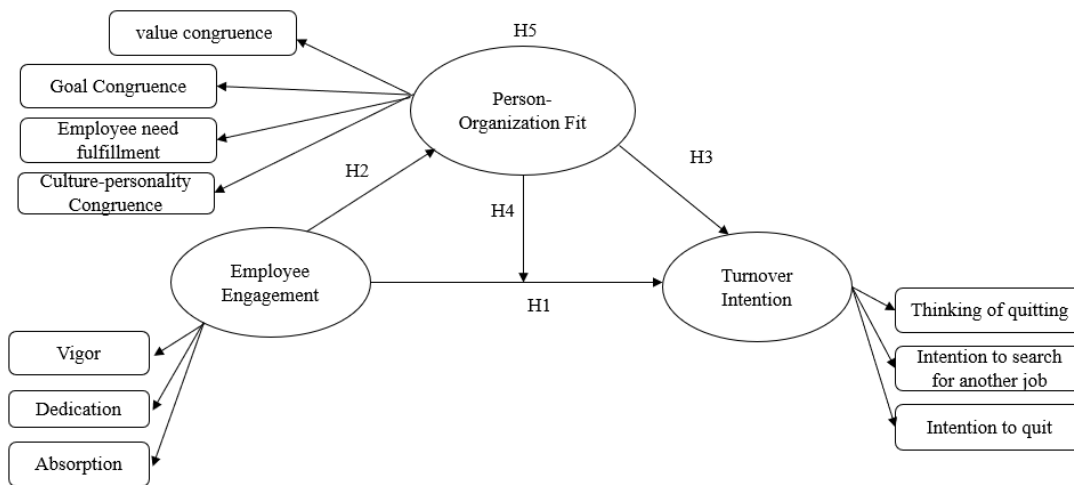


Figure 3.2 Conceptual model
 Source: Data processed by the author (2022)

The path coefficients' significances will be assessed by bootstrapping computations of PLS-SEM. The bootstrapping samples are decided to be 5000. The one- tail t-test will be used with a significance level of t-value 1.65 and p-value 0.05.

4. DATA ANALYSIS AND DISCUSSION

4.1 Instrument Validity and Reliability

Internal reliability values (Cronbach's alpha) for the variables: EE, POF, and TI are acceptable with all values are more significant than 0.7. The Pearson correlation also confirmed that the questionnaires were valid, with a resulting coefficient of correlation of 0.30 as a minimum point of validity (Sekaran & Bougie, 2019).

4.2 Data Preparation

Data screening and editing were done before examining the basic descriptive statistics and frequency distributions of the data. No missing data were found, and all respondents answer the google form entirely. There are no outliers was detected in the respondent's answers, and therefore data analysis will be continued to the respondent profile.

4.3 Demographic Profile of the Respondent

Respondent was selected with three criteria: 1) Gen Z e employees who work in the largest Banks in Jakarta based on BUKU IV; 2) Age 21-25; and 3) Having a diploma degree or equivalent. The demographic profile of respondents is shown in Table 4.1

Table 4.1 Respondent Profile

Demographic Variable	Category	Count	Percentage
Gender	Female	81	40%
	Male	119	60%
Age	21	6	3%
	22	11	6%
	23	63	32%
	24	72	36%
	25	48	24%
Education	Diploma	18	9%
	Bachelor	153	77%
	Master	29	15%
Bank	BRI	34	17%
	Mandiri	52	26%
	BCA	31	16%
	BNI	45	23%
	CIMB Niaga	19	10%
	Panin	8	4%
	Danamon	11	6%
Area	West Jakarta	28	14%
	East Jakarta	54	27%
	Central Jakarta	44	22%
	North Jakarta	18	9%
	South Jakarta	56	28%
Working Tenure	<1	13	7%
	1	37	19%

	2	73	37%
	3	41	21%
	>3	36	18%
Positions	Staff	84	42%
	Supervisor	74	37%
	Assistant Manager	42	21%
Status	Contract	122	61%
	Permanent	78	39%

Source: SPSS Report, 2022

4.4 Descriptive Statistics

Descriptive analysis of the sample and variables is provided in Table 4.2 to describe and summarize the data set's main characteristics and variables from the respondents' perspective.

Table 4.2 Mean Value and Data distribution of the variables

Variables	Mean	Std. Deviation	Skewness	Kurtosis	Kolmogorov-Smirnov ^a	
					Statistic	Sig.
EE	3.7329	0.547	-0.190	-0.594	0.077	0.006
TI	3.2482	0.836	-0.222	-0.818	0.094	0.000
POF	3.6818	0.701	-0.526	-1.03	0.143	0.000

Source: SPSS Report, 2022

4.5 Measurement Model Evaluation

Figure 4.2 shows the whole research model, which may be evaluated in two ways: The first is a measurement model, and the second is an evaluation of a structural model.

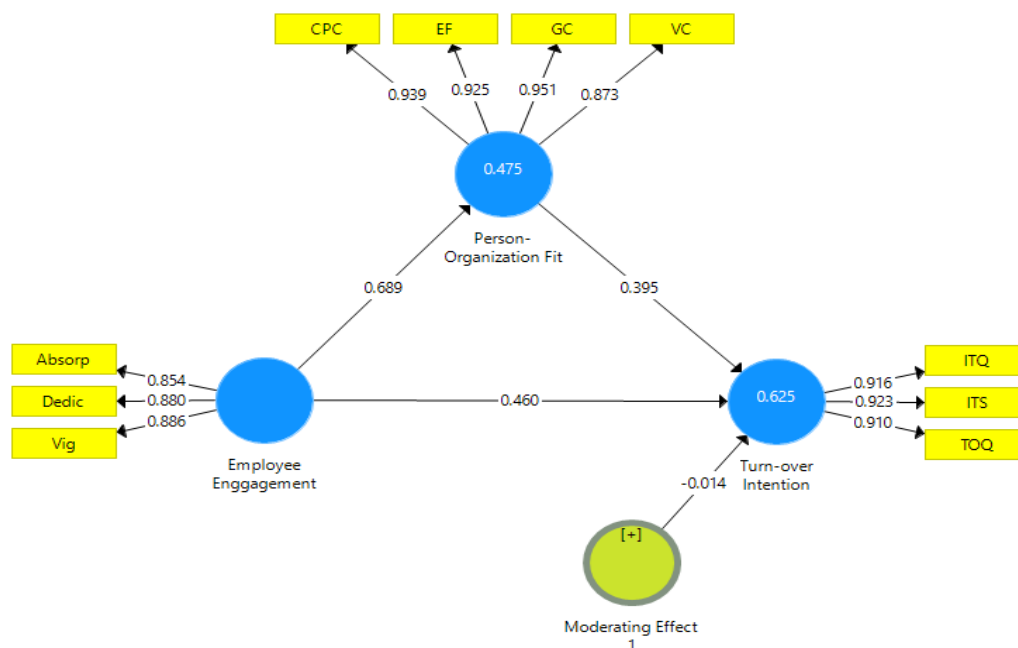


Figure 4.2 Research Model
Source: PSL-SEM Report, 2022

The Cronbach’s alpha value of all five variables namely, EE, POF and TI exceeded 0.70, indicating that the model has internal consistency. All outer loading value are above 0.7. The Composite reliability (CR), are all above 0.7 for all three constructs, EE, POF, and TI. This meant that the measurement model provided excellent reliability. AVE values for all constructs are above 0.50, so convergent validity was established.. All HTMT value are below 0.9, providing evidence for the HTMT criterion was established, and therefore constructs’ discriminant validity criterion has been fulfilled.

4.6 Structural Model Evaluation

Evaluating the structural model consists of assessing for collinearity issues (VIF), path coefficient (β), coefficient of determination (R^2), the effect sizes (f^2) (Hair et al., 2017). The coefficient of determination - R Squared (R^2) measures the dependent variable’s variance in relation to the independent variable’s change.

Table 4.3 Coefficient of Determination (R^2)

	R Square
Person Organization Fit	0.475
Turnover Intention	0.625

Source: PLS-SEM Report 2022

As can be seen in Table 4.3, it is known that the R-Square the R^2 of Turnover Intention has moderate level of predicting accuracy (0.625) and for Person Organization Fit has weak level of predicting accuracy (0.475).

The second criteria on structural model evaluation is path coefficient, which shows the correlation between two variables, ranging from -1.00 to 1.00. A correlation of 0 shows no relationship at all, a correlation of 1.0 indicates a perfect positive correlation, and a value of -1 shows a perfect negative correlation. the effect of Employee Engagement (EE) on Person Organization Fit (POF), demonstrated by path coefficient (β) (0.689) shows strong relationship. A moderate relationship is shown on the effect of employee engagement (EE) on turnover intention (TI) by path coefficient (β) (0.460), and the effect of person-organization fit (POF) on turnover intention (TI) by path coefficient (β) (0.395).

The third criterion in structural model evaluation is multicollinearity. The result indicates no collinearity issues because all of the VIF value below 5 (Joe F Hair Jr et al., 2014). The fourth criterion in structural model evaluation is the f^2 values, which assesses a predictor variable’s comparative influence on an independent variable (Hair et al., 2014). which range from .02, .15, and .35, correspondingly, indicate small, medium, and large effect sizes (Cohen, 1988). Almost all of the variables have a medium effect and can be predicted, with the exception of the other large results on the effect of employee engagement (EE) on person-organization fit (POF) (0.905).

4.7 Hypothesis Testing

The final stage in data analysis was to use SmartPLS4 to validate the hypothesized associations by calculating the significance of the path coefficients using bootstrapping computations. The bootstrapping method determines the significance of path coefficients by producing empirical t values that are significant at a given probability of error if they are greater than the critical value (t distribution values). The following crucial values were used in this study for one-tailed tests: 1.65 (significance level= 5%), (Hair et al., 2017). As a result, the following direct hypotheses were examined:

- H1: Employee Engagement has a positive effect on Turnover Intention
 H2: Employee Engagement has a positive effect on Person-Organization Fit
 H3: Person-Organization Fit has a positive effect on Turnover Intention.
 H4: Moderating of Person-Organization Fit has a negative effect on Employee Engagement and Turnover Intention
 H5: Mediating of Person-Organization Fit has a positive effect on Employee Engagement and Turnover Intention,

The hypothesis was evaluated using the bootstrapping procedure, which determines the importance of path coefficients by producing empirical t values that exceed the critical value (t distribution values). At a given margin of error (0.05), the coefficient is considered significant. Hair et al. (2014) suggest a bootstrap sample size of 5000. To determine the significance and t values of path coefficients, the bootstrapping technique in SmartPLS4 was used. Using only one tail, the t-value is 1.65 and the p-value is 0.05 (at = 5%). (Hair et al., 2014). The outcome is summarized in Table 4.4.

Table 4.4 Hypothesis testing result

Ha	Effect	Path Coefficient	T Statistics	p Values	Result
H1	EE -> TI	0.460	19.918	0.000	H1 not Supported
H2	EE -> POF	0.689	7.934	0.000	H2 Supported
H3	POF -> TI	0.395	6.278	0.000	H3 not Supported
H4	EE-POF-TI -> TI	-0.014	0.365	0.358	H4 not Supported
H5	EE -> POF -> TI	0.272	6.119	0.000	H5 Supported

Source: PLS-SEM Report 2022

As shown in Table 4.4, The effect of Employee Engagement (EE) on Turnover Intention (TI) is high, as showed by the path coefficient (β) (0.460), and t-value and p-value (19.918) that is greater than 1.65 and (0.000). Using a one-tail test as a result; H1 is not supported.

The second highest path coefficient (β) (0.689) was shown on the effect of employee engagement (EE) on person-organization fit (POF) with a t-value of 7.934 (greater than 1.65) and p-value 0.000 less than 0.05, as a result, employee engagement (EE) a good and considerable impact on person-organization fit (POF); the effect is significant and considered H2 is supported.

The third highest path coefficient (β) (0.395) was shown on the effect of person-organization fit (POF) on turnover intention (TI) with a t-value of 6.278 (greater than 1.65) and p-value 0.000 less than 0.05. Using a one-tail test as a result; H3 is not supported.

The last hypothesis was not supported, as shown in Table 4.9. the lowest and negative path coefficient (β) (-0.014) was shown on moderating effect of Person Organization Fit (POF) to the relation of Employee Engagement (EE) and Turnover Intention (TI) indicate that the effect is not significant with the t-value of (0.365), less than 1.65 and a p-value of (0.358), greater than 0.05. As a result, the moderating effect of Person Organization Fit (POF) to the relation of Employee Engagement (EE) and Turnover Intention (TI); the effect is insignificant and considered H4 is not supported.

The other hypothesis supported with path coefficient (β) (0.272) was shown on mediating effect of Person Organization Fit (POF) to the relation of Employee Engagement (EE) and Turnover Intention (TI) with a t-value of 6.119 (greater than 1.65) and p-value 0.000 (less than 0.05; as a result, a good and considerable impact on employee engagement (EE) on turnover intention (TI); the effect is significant and H5 is supported.

4.8 Discussion on Findings

1) The effect of Employee Engagement (EE) on Turnover Intention (TI)

The primary purpose of this study determine how Employee Engagement (EE) has an effect on turnover intention (TI). The path coefficient of EE on TI positive effect (0.460). The t-value (19.918) and p-value (0.000) indicate a statically. This show that employee engagement has a positive and significant effect on turnover intention. Using a one-tailed test as the result; H1 is not supported. because the hypothesis of this study is that employee engagement has a negative effect on turnover intention but the results of the hypothesis are positive. These results do not confirm with Jennifer C. Bonilla (2018) research which found that engaged employees are less inclined towards turnover intention. and Juliantara et al., (2020) Employee Engagement was proven to have a negative and significant effect on the turnover intention. This can happen in organizations in Indonesia that Gen Z employees who work at banks in Jakarta who are not involved in the organization will choose to remain in the organization, and result in low turnover intention, because it is difficult for people to find work after Covid and Gen Z employees prefer to stay in the organization. or conversely Gen Z employees with high levels of engagement will still leave the company. The main reason might be when they compare their salary with friends/former co-workers who work in other companies, follow friends, and tend to compare other things like workload and useful things like free meals, free insurance, free transportation and things other. This conclusion is supported by a 2019 Deloitte survey on Gen Z in Indonesia which resulted in 30% of respondents wanting to gain work experience, and 27% of them wanting to earn a good income

2) The effect of Employee Engagement (EE) on Person-Organization Fit (POF)

Employee Engagement (EE) has a significant positive effect on Person-Organization Fit (POF). The path coefficient employee engagement (EE) on person-organization fit (POF) is high (0.689) and positively significant, the t-value (7.934) and p-value (0.000) indicate a statistically significant effect. Our research findings also confirm the findings gained previous research by Brihan fateen yehia (2018) found that person-organization fit has a positive relationship on employee engagement. Also, Memon et al., (2014) implied that employees who perceive their organization as consistent with their personal values and will be more engaged in their workplace. That Gen Z employees who work at banks in Jakarta, when engaged organizationally will find it easy to provide positive feedback to the company, and support organizational values and goals

3) The effect of Person-Organization Fit (POF) on Turnover Intention (TI)

Person organization fit (POF) has significant positive effect on turnover intention (TI). The path coefficient of person-organization fit (POF) on person-organization fit on turnover intention (TI) is high (0.395) and positively significant, the t-value (6.278) and p-value (0.000) indicate a statistically significant effect. This show that person-organization fit has a positive and significant effect on turnover intention. Using a one-tailed test as the result; H3 is not supported. because the hypothesis of this study is that person organization fit has a negative effect on turnover intention but the results of the hypothesis are positive. These results do not confirm Naman Sharma (2019) research which found that employee fit with the organization, then he/she is better engaged with organizational activities, when employee engagement increases, his/her intention to quit the job decreases. And Apriyanti et al., (2022) Person-organization fit has a direct and significant positive impact on retention intentions. This can happen to Gen Z employees who work in banks in Jakarta who do not fit into the organization do not always predict the employee's intention to leave, Gen Z employees who are unfit and dissatisfied will choose to stay in the organization with various factors such as not having other

opportunities, many dependents in the family. and vice versa, Gen Z employees who fit into the organization will leave the organization due to dissatisfaction at work, or are offered higher salaries and benefits, this is in accordance with the characteristics of Gen Z who maintain relationships with other people.

4) The moderating effect of Person-Organization Fit (POF) on the relationship between Employee Engagement (EE) and Turnover Intention (TI)

Moderating effect of Person Organization Fit (POF) to the relation of Employee Engagement (EE) and Turnover Intention (TI) has not significant effect. The path coefficient is significantly negative (-0.014) with the t-value of (0.365) and a p-value of (0.358). As a result, the moderating effect of Person organization fit (POF) has no impact on employee engagement (EE) and turnover intention (TI). H4 is not supported. These results confirm with Eko Nur Pratama et al., (2022) research which found P-O has no significant effect as a moderator on the relationship between the variable job satisfaction and employee turnover. For Gen Z employees who work at banks in Jakarta, person-organization fit does not have a moderating effect on the relationship between employee engagement and turnover intention.

5) The mediating effect of Person-Organization Fit (POF) on the relationship between Employee Engagement (EE) and Turnover Intention (TI)

Mediating effect of Person Organization Fit (POF) to the relation of Employee Engagement (EE) and Turnover Intention (TI) has significant positive effect. The path coefficient (0.272) with t-value (6.119) and p-value (0.000). Person-organization fit as mediating has a direct and significant positive impact on employee engagement and turnover intention. Our research finding is in accordance with the social exchange theory showing that the more employees feel compatible with their workplace, the greater the likelihood that they will have a better sense of identity and, and that the improved sense of identification indirectly impacts workforce retention. And also confirm the findings gained previous research Shumaila Naz et al., (2020) Person organization fit partially mediates the association between supportive work behavior and employee retention. The compatibility between people and organizations in Gen Z employees who work in banks in Jakarta has an effect as a mediation of the relationship between employee engagement and turnover intention.

5. CONCLUSION AND RECOMMENDATION

5.1. Conclusion

1. The first objective of this research was to explore the effect of employee engagement (EE) on turnover intention (TI). The result indicating that H1 was not supported. This means that there is a positive and significant influence of employee engagement on the turnover intention by Gen Z employees at banks in Jakarta.
2. The second objective of this study is to assess the effect of employee engagement (EE) on person-organization fit (POF) by Gen Z employees at banks in Jakarta. The bootstrapping report from SmartPLS4 indicates that H2 is supported, it means that EE has a positive effect on person-organization fit.
3. The third research goal was to examine the relationship between person-organization fit (POF) and turnover intention (TI). As a H3 was not one supported, the findings reveal that POF has a positive and significant effect on TI by Gen Z employees at banks in Jakarta.
4. The fourth research objective is to determine the moderating effect of Person Organization Fit (POF) on the relationship between Employee Engagement (EE) and Turnover Intention (TI).

The result reveals that H4, Person organization Fit (POF) as moderating has no relationship on employee engagement (EE) and turnover intention (TI).

5. The fifth research objective is to determine the mediating effect Person Organization Fit (POF) on the relationship between Employee Engagement (EE) and Turnover Intention (TI). The result reveals that H5 was supported.

5.2. Theoretical Contribution

This empirical study contributes to the existing theory by explaining how a great person-organization fit stimulates employee engagement in the workplace. The results indicate that such relationships are well explained through an effect direction and mediating process. Such findings support the social exchange theory (Blau, 1964) by showing that the more employees feel compatible with their workplace, the greater the likelihood that they will have a better sense of identity.

This study examined the potential moderating and mediating role of P-O fit, which may affect the direction and strength of the effects of employee engagement on turnover intention. However, the results do not provide sufficient evidence to show the moderating effect of P-O fit on the relationship between employee engagement and turnover intention.

5.3 Managerial Implication

Managers are consistently in search of strategies which enhance the performance of the employees. A set of integrated strategies like how to engage employees in the organization, management must have a clear program in deliberately incorporate worker engagement activities with their work culture and also provide motivation for employees to work. Higher engagement leads to increased productivity and a variety of other work-related outcomes. The results of the current study state the role of employee engagement in increasing the alignment of values between the workforce and the organization. This gives rise to many managerial implications such as a workforce that is involved from top to bottom will be positively inclined to learn about challenges in the organization. Furthermore, it will also assist in developing an affirmative employer-employee relationship with a positive psychological contract thereby increasing employee engagement and retention. With employee engagement as a strategy, organizations can treat employees as assets in the organization with clear career goals as well as use their business acumen for the organization to achieve newer heights.

5.4 Recommendation for Future Study

The most of studies had some limitations. However, these limitations are deemed useful as they provide guidance for future research. This research only focused on 3 variables which are employee engagement, person-organization fit, and turnover intention and identifying that person-organization fit can be affected by employee engagement and POF also employs as moderating and mediating. The respondents involved were only Gen Z employees at the largest banks in Jakarta.

As indicated in the study's restriction, there are some recommendations for further research based on the current study's findings and methodologies. Person organization fit was not found to moderate the relationship between employee engagement and turnover intention. An interesting future study could examine the employee engagement levels and person-organization fit among different generational groups from generation X and millennials and other industries. That is because these age groups have been known to display different values, work ethics, and technological inclinations due to varying societal exposure amid a pandemic Covid 19 Hair et al. (2007) suggested that longitudinal studies are a better way to seek cause-and-effect relationships

among variables at different periods. Future research can also examine other variables such as employee branding, job satisfaction, and person job fit.

REFERENCES

- Afsar, B., Badir, Y., & Kiani, U. S. (2016). Linking Spiritual Leadership And Employee Pro-Environmental Behavior: The Influence Of Workplace Spirituality, Intrinsic Motivation, And Environmental Passion. *Journal of Environmental Psychology*, *45*, 79–88. <https://doi.org/10.1002/csr.1806>
- Andrews, M. C., Baker, T., & Hunt, T. G. (2011). Values And Person Organization Fit: Does Moral Intensity Strengthen Outcomes? *Leadership & Organization Development Journal*, *32*(1), 5–19.
- Apriyanti, S., & Pusparini, E. S. (2021). The Effect Of Person-Organization Fit And Workplace Fun On Intention To Stay With Work Engagement As A Mediating Variable. In *Contemporary Research on Business and Management* (pp. 220–223). Jakarta: CRC Press. <https://doi.org/10.1201/9781003196013-54>
- Arthur Jr, W., Bell, S. T., Villado, A. J., & Doverspike, D. (2006). The Use Of Person-Organization Fit In Employment Decision Making: An Assessment Of Its Criterion-Related Validity. *Journal of Applied Psychology*, *91*(4), 786.
- Astakhova, M. N. (2016). Explaining The Effects Of Perceived Person-Supervisor Fit And Person-Organization Fit On Organizational Commitment In The US And Japan. *Journal of Business Research*, *69*(2), 956–963.
- Basha, I., Zayed, T., & Salman, A. (2011). The Impact On Environment Of Underground Infrastructure Utility Work. *Structure and Infrastructure Engineering*, *7*(3), 199–210.
- Bernor, K. (2021). Understanding Person-Organization Fit. Retrieved December 31, 2022, from laptrinhx.com website: <https://laptrinhx.com/news/understanding-person-organization-fit-4zO3PLq/>
- Biswas, S., & Bhatnagar, J. (2013). Mediator Analysis Of Employee Engagement: Role Of Perceived Organizational Support, PO Fit, Organizational Commitment And Job Satisfaction. *Vikalpa*, *38*(1), 27–40.
- Blau, P. M. (1964). Justice In Social Exchange. *Sociological Inquiry*, *34*(2), 193–206.
- Bonilla, H., Reynoso, R., Cortés, R., Trujillo, S., & Guevara, M. (2018). Reasons And Factors Involved In The Organizational Commitment. *RIDE. Revista Iberoamericana Para La Investigaci'n y El Desarrollo Educativo*, *8*(16), 820–846.
- Bono, J. E., & Judge, T. A. (2003). Self-Concordance At Work: Toward Understanding The Motivational Effects Of Transformational Leaders. *Academy of Management Journal*, *46*(5), 554–571.
- BPS. (2020). *Statistik Indonesia 2020*. Jakarta: Badan Pusat Statistik Indonesia. Retrieved from https://www.bps.go.id/publication/2020/04/29/e9011b3155d45d7_0823c141f/statistik-indonesia-2020.html
- Cable, D. M., & DeRue, D. S. (2002). The Convergent And Discriminant Validity Of Subjective Fit Perceptions. *Journal of Applied Psychology*, *87*(5), 875.
- Caesens, G., Marique, G., Hanin, D., & Stinglhamber, F. (2016). The Relationship Between Perceived Organizational Support And Proactive Behaviour Directed Towards The Organization. *European Journal of Work and Organizational Psychology*, *25*(3), 398–411.
- Carless, S. A. (2005). Person–Job Fit Versus Person–Organization Fit As Predictors Of Organizational Attraction And Job Acceptance Intentions: A Longitudinal Study. *Journal of Occupational and Organizational Psychology*, *78*(3), 411–429.
- Chen, Y., & Fulmer, I. S. (2018). Fine Tuning What We Know About Employees' Experience With Flexible Work Arrangements And Their Job Attitudes. *Human Resource Management*, *57*(1), 381–395.
- Chin, W. W., & Newsted, P. R. (1999). Structural Equation Modeling Analysis With Small Samples Using Partial Least Squares. *Statistical Strategies for Small Sample Research*, *1*(1), 307–341.
- Cohen, J. (1992). Statistical Power Analysis. *Current Directions in Psychological Science*, *1*(3), 98–101.
- Cohen, M. (2016). *Rights, Persons, And Organizations: A Legal Theory For Bureaucratic Society* (Vol. 26). Singapore: Quid Pro Books.
- Cole, M. S., Walter, F., Bedeian, A. G., & O-Boyle, E. H. (2012). Job Burnout And Employee Engagement: A Meta-Analytic Examination Of Construct Proliferation. *Journal of Management*, *38*(5), 1550–1581.
- Compdata Survey. (2018). 2018 Turnover Report. Retrieved January 1, 2022, from <https://www2.salary.com/turnover>
- Deloitte. (2019). 2019 Banking Industry Outlook. Retrieved January 1, 2023, from [www2.deloitte.com › gx-banking-industry-outlook](http://www2.deloitte.com/gx-banking-industry-outlook)
- Deloitte. (2022). The Deloitte Global 2022 Gen Z and Millennial Survey. Retrieved January 1, 2023, from <https://www.deloitte.com/global/en/issues/work/genzmillennialsurvey.html>
- Demerouti, E., Bakker, A. B., De Jonge, J., Janssen, P. P. M., & Schaufeli, W. B. (2001). Burnout And Engagement At Work As A Function Of Demands And Control. *Scandinavian Journal of Work, Environment & Health*, *1*(2), 279–286.
- Dessler, G., Cole, N. D., & Chhinzer, N. (2015). *Management Of Human Resources: The Essentials*. London: Pearson London.

Social Behaviour, Leadership, Sales, Communication, Organization, Branding, Feasibility Analysis for Business Management: Inquiries with New Approaches in the Post-Pandemic Era

- Edwards, J. R. (2008). 4 Person–Environment Fit In Organizations: An Assessment Of Theoretical Progress. *Academy of Management Annals*, 2(1), 167–230.
- Elfenbein, H. A., & O'Reilly III, C. A. (2007). Fitting In: The Effects Of Relational Demography And Person-Culture Fit On Group Process And Performance. *Group & Organization Management*, 32(1), 109–142.
- F. Hair Jr, J., Sarstedt, M., Hopkins, L., & G. Kuppelwieser, V. (2014). Partial Least Squares Structural Equation Modeling (PLS-SEM). *European Business Review*, 26(2), 106–121. <https://doi.org/10.1108/EBR-10-2013-0128>
- Faul, F., Erdfelder, E., Buchner, A., & Lang, A.-G. (2009). Statistical Power Analyses Using G* Power 3.1: Tests For Correlation And Regression Analyses. *Behavior Research Methods*, 41(4), 1149–1160.
- Finegan, J. E. (2000). The Impact Of Person And Organizational Values On Organizational Commitment. *Journal of Occupational and Organizational Psychology*, 73(2), 149–169.
- Fox, S. R., & Fallon, B. J. (2003). Modelling The Effect Of Work/Life Balance On Job Satisfaction And Turnover Intentions. *Australian Journal of Psychology*, 55, 123–124. Australian Psychological Soc 1 Grattan Street, Carlton, Victoria 3053, Australia.
- Friedman, Z. (2019). 49% Of Millennials Would Quit Their Job Within 2 Years.
- Gefen, D., Straub, D., & Boudreau, M.-C. (2000). Structural Equation Modeling And Regression: Guidelines For Research Practice. *Communications of the Association for Information Systems*, 4(1), 1–78.
- Geisser, S. (1974). A Predictive Approach To The Random Effect Model. *Biometrika*, 61(1), 101–107.
- Graczyk-Kucharska, M., & Erickson, G. S. (2020). A Person-Organization Fit Model Of Generation Z: Preliminary Studies. *Journal of Entrepreneurship, Management and Innovation*, 16(4), 149–176.
- Hair Jr, J. F., Sarstedt, M., Ringle, C. M., & Gudergan, S. P. (2017). *Advanced issues in partial least squares structural equation modeling*. saGe publications.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A New Criterion For Assessing Discriminant Validity In Variance-Based Structural Equation Modeling. *Journal of the Academy of Marketing Science*, 43(1), 115–135.
- Hewitt, A. (2015). Trends in Global Employee Engagement.
- Hoffman, B. J., & Woehr, D. J. (2006). A Quantitative Review Of The Relationship Between Person-Organization Fit And Behavioral Outcomes. *Journal of Vocational Behavior*, 68(3), 389–399.
- IDN Research Institute. (2020). Demographic Bonus Boosts Indonesia toward Development in 2045. Retrieved January 1, 2023, from <https://www.idntimes.com/news/indonesia/vanny-rahman/bonus-demografi-di-indonesia-peluang-atau-tantangan-ims2020>
- Jehanzeb, K. (2020). Does Perceived Organizational Support And Employee Development Influence Organizational Citizenship Behavior? Person-Organization Fit As Moderator. *European Journal of Training and Development*, 44(6/7), 637–657.
- Juhdi, N., Pa'wan, F., & Hansaram, R. M. K. (2013). HR Practices And Turnover Intention: The Mediating Roles Of Organizational Commitment And Organizational Engagement In A Selected Region In Malaysia. *The International Journal of Human Resource Management*, 24(15), 3002–3019.
- Juliantara, I. K., Sihombing, I. H. H., & Sulistyawati, N. L. K. S. (2020). The Effect Of Employee Engagement On Turnover Intention. *The International Conference on Business and Management Research (ICBMR 2020)*, 300–305. Atlantis Press.
- Kahn, W. A. (1990). Psychological Conditions Of Personal Engagement And Disengagement At Work. *Academy of Management Journal*, 33(4), 692–724.
- Kataria, A., Rastogi, R., & Garg, P. (2013). Organizational Effectiveness As A Function Of Employee Engagement. *South Asian Journal of Management*, 20(4), 56–70.
- Khanolkar, R. S. (2013). Influence Of Employer Branding On Satisfaction And Commitment Of Generation Y Employees. *IOSR Journal of Business and Management*, 22(4), 13–18.
- Kristof-Brown, A., Audia, G., Brown, K. G., & Locke, E. A. (1996). Relationship Of Goals And Microlevel Work Processes To Performance On A Multipath Manual Task. *Journal of Applied Psychology*, 81(5), 483–497. <https://doi.org/10.1037/0021-9010.81.5.483>
- Madanchian, M., Hussein, N., Noordin, F., & Taherdoost, H. (2017). Leadership Effectiveness Measurement And Its Effect On Organization Outcomes. *Procedia Engineering*, 181, 1043–1048.
- Memon, M. A., Salleh, R., Baharom, M. N. R., & Harun, H. (2014). Person-Organization Fit And Turnover Intention: The Mediating Role Of Employee Engagement. *Global Business and Management Research*, 6(3), 205–212.
- Memon, M. A., Salleh, R., Nordin, S. M., Cheah, J.-H., Ting, H., & Chuah, F. (2018). Person-Organisation Fit And Turnover Intention: The Mediating Role Of Work Engagement. *Journal of Management Development*, 37(3), 285–298. <https://doi.org/10.1108/JMD-07-2017-0232>
- Naz, S., Li, C., Nisar, Q. A., Khan, M. A. S., Ahmad, N., & Anwar, F. (2020). A Study In The Relationship Between Supportive Work Environment And Employee Retention: Role Of Organizational Commitment And Person-Organization Fit As Mediators. *Sage Open*, 10(2), 215–230.

- Pratama, E. N., Suwarni, E., & Handayani, M. A. (2022). The Effect Of Job Satisfaction And Organizational Commitment On Turnover Intention With Person Organization Fit As Moderator Variable. *APTISI Transactions on Management (ATM)*, 6(1), 74–82.
- Robinson, D., Perryman, S., & Hayday, S. (2004). *The Drivers Of Employee Engagement*. Institute for Employment Studies.
- Rurkkhum, S., & Bartlett, K. R. (2012). The Relationship Between Employee Engagement And Organizational Citizenship Behaviour In Thailand. *Human Resource Development International*, 15(2), 157–174.
- Sakaran, S. S., Noor, H. M., & Eboy, O. V. (2018). Socioeconomic Factors That Affect Usage Of Grabcar Services In Kota Kinabalu City, Sabah. *Malaysian Journal of Business and Economics (MJBE)*, 1(2), 65.
- Saks, A. M. (2006). Antecedents And Consequences Of Employee Engagement. *Journal of Managerial Psychology*, 21(7), 600–619. <https://doi.org/10.1108/02683940610690169>
- Santos, L. B., & Domenico, S. M. R. (2015). Person-Organization Fit: Bibliometric Study And Research Agenda. *European Business Review*, 27(6), 573–592. <https://doi.org/10.1108/EBR-04-2015-0038>
- Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research Methods For Business Students*. New Jersey: Pearson Education.
- Schaufeli, W. B., & Bakker, A. B. (2004). Job Demands, Job Resources, And Their Relationship With Burnout And Engagement: A Multi Sample Study. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 25(3), 293–315.
- Sharma, N. (2019). PO Fit and Employee's Turnover Intentions: Examining the Mediation of Employee Engagement in Indian IT Sector. *International Journal of Human Capital and Information Technology Professionals (IJHCITP)*, 10(2), 51–60.
- Sundaray, B. K. (2011). Employee Engagement: A Driver Of Organizational Effectiveness. *European Journal of Business and Management*, 3(8), 53–59.
- Susana, P. O. (2007). *Interventions To Support Young Workers In Latin America And The Caribbean: Regional Report For The Youth Employment Inventory*. Washington D.C.: World Bank Publications.
- The U.S. Bureau of Labor Statistics. (2020). *2020 Results of the Business Response Survey*. Washington D.C.: 1 Januari 2022. Retrieved from <https://www.bls.gov/brs/2020-results.htm>
- Thirapatsakun, T., Kuntonbutr, C., & Mechinda, P. (2014). The Relationships Among Job Demands, Work Engagement, And Turnover Intentions In The Multiple Groups Of Different Levels Of Perceived Organizational Supports. *Universal Journal of Management*, 2(7), 272–285.
- Turnley, W. H., Bolino, M. C., Lester, S. W., & Bloodgood, J. M. (2003). The Impact Of Psychological Contract Fulfillment On The Performance Of In-Role And Organizational Citizenship Behaviors. *Journal of Management*, 29(2), 187–206.
- Vogel, R. M., & Feldman, D. C. (2009). Integrating The Levels Of Person-Environment Fit: The Roles Of Vocational Fit And Group Fit. *Journal of Vocational Behavior*, 75(1), 68–81.
- Westerman, J. W., & Cyr, L. A. (2004). An Integrative Analysis Of Person–Organization Fit Theories. *International Journal of Selection and Assessment*, 12(3), 252–261.
- Wong, K. K.-K. (2013). Partial Least Squares Structural Equation Modeling (PLS-SEM) Techniques Using Smartpls. *Marketing Bulletin*, 24(1), 1–32.