

The Effect of Employee Engagement on Turnover Intentions with the Role of Leadership Support as a Moderation

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Abstract. *This study aims to explore the influence of employee engagement on turnover intentions, with leadership support as a moderating variable, among employees at the "Bunda Arif" Purwokerto Women's and Children's Hospital (RSIA) (Bunda Arif) in Purwokerto. The research method used was a qualitative approach with a case study design. Data were obtained through in-depth interviews, observations, and documentation of several employees and relevant leaders. The research results show that employee engagement plays a significant role in reducing employee intentions to leave the organization. However, high employee engagement does not necessarily guarantee low turnover intentions if it is not accompanied by adequate leadership support. Leadership support has been shown to strengthen the negative relationship between employee engagement and turnover intentions through effective communication, appreciation, and attention to employee needs. These findings provide practical implications for hospital management in designing employee retention strategies through strengthening employee engagement and supportive leadership.*

Keywords: *Engagement; Employee; Intentions; Leadership; Turnover.*

1. Introduction

A hospital is a health service institution that provides comprehensive individual health services that provide inpatient, outpatient and emergency care (Law Number 44 of 2009). A hospital is also referred to as an integrated form of organization and activities and has the function of providing comprehensive health services to the community with curative and preventive services that provide affordable service outputs to families, the environment and hospitals as centers for implementing training for health workers and biosocial research.

The development of healthcare services has resulted in increased competition among both public and private hospitals. This is in line with the emergence of increasingly complex healthcare issues that demand solutions that meet the need for excellent service. Therefore, human resources within organizations are required to possess expertise and competitiveness to ensure the sustainability and achievement of organizational goals (Bappenas, 2019).

Human resources (HR) are a vital asset for organizations, including those in the healthcare sector, such as hospitals. In the hospital context, employees, particularly medical and administrative staff, play a strategic role in ensuring smooth patient care. However, the challenges faced by employees in this sector are quite complex, such as heavy workloads, long

hours, and high emotional stress. One impact of these challenges is increased turnover intention, the desire of employees to leave their jobs (Mobley, 1982).

Turnover is the behavior of employees leaving their jobs (Spector, 2012). According to Mobley (in Rivai, 2001), turnover can be defined as the termination of membership in an organization by individuals who receive wages from the organization. Jewell and Siegall (in Rivai, 2001) also state that turnover is a function of an individual's strong attraction to various other job alternatives outside the organization or as a "withdrawal" from a current job that is not satisfying. Research related to turnover intention among employees in hospitals has actually been conducted a lot. This is because this behavior will have a major impact on Health Institutions as an organization (Loeb et al., 2005). Turnover can have a wide range of detrimental impacts, including the costs of the employee recruitment process, severance costs, disruption of the social environment, communication structures, loss of organizational productivity, loss of high-performing employees, reduced satisfaction among employees who remain in the organization, and negative public relations carried out by employees who leave (Mobley in Karomah, 2020). Meanwhile, Hayes et al. (2006) revealed that high turnover among healthcare employees can cause disruptions in continuity of care, reduce team morale, and negatively impact patient health outcomes. Furthermore, high turnover intentions can also create additional stress for remaining employees, who often have to work harder to cover workforce shortages. Meyer and Allen (1991) emphasized that "employees who feel dissatisfaction and intend to leave the organization can reduce their commitment, which in turn can worsen the situation and create a negative cycle in the workplace.

Turnover Employee turnover is a major challenge in human resource management, particularly in the healthcare sector. High turnover rates can disrupt services, increase the workload for remaining staff, and add to the costs of recruitment and training. Amidst demands for high-quality services and competition in the healthcare industry, maintaining a competent workforce is vital to the survival of institutions, including the Bunda Arif Women's and Children's Hospital (RSIA) in Purwokerto.

One important determinant of turnover intentions is employee engagement, a psychological state in which employees feel emotionally, cognitively, and physically involved in their work (Kahn, 1990). Employees with high engagement tend to demonstrate loyalty, productivity, and commitment to the organization. Conversely, low engagement can lead to a desire to leave the job.

Employee engagement cannot stand alone, as factors such as leadership support significantly influence the relationship between employee engagement and intention to leave. Supportive leaders who provide emotional support, open communication, and recognition for employee contributions can strengthen the positive impact of work engagement. Thus, leadership support plays a role in influencing the relationship between employee engagement and intention to leave.

As a healthcare institution focused on maternal and child health services, RSIA "Bunda Arif" Purwokerto faces challenges in employee retention. With the increasing turnover rate in the healthcare sector, it is crucial for RSIA "Bunda Arif" to implement an effective employee

engagement program to reduce turnover intentions among employees. This aligns with the findings of Harter et al. (2002), which show that engaged employees tend to perform better and have fewer plans to leave the organization.

Employee Turnover Table for "Bunda Arif" Maternity Hospital 2022-2024

Employees of the "Bunda Arif" Purwokerto Maternity Hospital				
Year	Number of employees	of Employee Sign In	Employee Outgoing	Percentage of Total Employees
2022	149	31	32	22.1
2023	146	34	28	19.8
2024	147	38	39	26.6
Total	442	103	99	22.4

Source: "Bunda Arif" Mother and Child Hospital, 2025

Based on the table, it shows that the employee turnover rate at the hospital from 2022 to 2024 tends to fluctuate, with an average of 22.4%, where in 2023 there was a decrease in employees leaving the total number of employees to reach 19.8%, although in 2024 there was an increase in employee turnover to reach 26.4%. However, when viewed from the number of employees entering compared to the number of employees leaving, it shows a significantly high level of employee turnover. The high employee turnover rate indicates that employee desire to change jobs at the "Bunda Arif" Purwokerto Hospital is relatively high. This is in accordance with the statement of Babakus, et.al (2016) that the high desire of employees to change jobs is an early signal of turnover within the organization. Many factors cause turnover intention, some of which can be explained from several previous studies whose results are still inconsistent.

Research conducted by previous researchers, such as Schaufeli et al. (2002), has made fundamental contributions to measuring employee engagement by developing a comprehensive framework. Their research shows that employee engagement can be measured through three main components: commitment, dedication, and vitality, all of which are significantly correlated with reduced turnover intention. These findings form the basis for further research in the field of employee engagement.

Saks' (2006) research revealed the important finding that employee engagement has a direct influence on job satisfaction and reduced turnover intention. This research, conducted in the corporate sector using a quantitative approach, provides strong empirical evidence of a positive relationship between employee engagement and retention.

Wong & Yip (2019) bring a new perspective with a specific focus on generations Y and Z. Their research reveals that employee engagement can effectively reduce turnover intention in these generations, especially when supported by factors such as career development and well-being. This finding is highly relevant considering the unique characteristics of generations Y and Z in the workplace.

Recent research by Saputra & Heryjanto (2021) presents a more nuanced perspective by introducing the concepts of employee empowerment and psychological contracts. They found that these two factors influence turnover intention through the mediation of employee engagement. Psychological contracts, in particular, were shown to play a significant role in influencing both engagement and turnover intention. While employee job engagement negatively affected turnover intention, leadership support moderated this relationship. Higher engagement led to stronger exchanges between leaders and employees, which in turn reduced turnover intention, highlighting the importance of supportive leadership in improving employee retention.(Tao, 2023).

Based on various previous studies, the relationship between employee engagement and turnover intention has shown inconsistent results. Some studies found that high levels of employee engagement significantly reduced intentions to leave the organization (Schaufeli & Bakker, 2004), while others revealed that the relationship is not always strong or can be influenced by certain contextual factors (Halbesleben & Wheeler, 2008). These contradictory results open up room for further exploration, particularly in the context of healthcare organizations, which face unique challenges and dynamics.

2. Research Methods

This research uses a Mixed Methods approach with a Sequential Explanatory Design model, namely a combination of quantitative and qualitative methods in one study. According to Creswell & Plano Clark (2018), mixed methods research is a research approach that "combines or connects quantitative and qualitative forms in a research design to produce a more comprehensive understanding of the research problem. The model used in this study is Sequential Explanatory Design, namely a mixed research design carried out sequentially, starting with the collection and analysis of quantitative data, then continued with the collection and analysis of qualitative data. The results of qualitative data serve to explain or deepen the findings from quantitative data.

3. Results and Discussion

3.1. Description of Research Preparation

Preparation for this study was conducted before collecting data on the influence of employee engagement on turnover intentions, with leadership support as a moderating variable. This was done by distributing a questionnaire to obtain valid answers, making it suitable for use in the study. The 20-item questionnaire was administered to 100 employees working at the "Bunda Arif" Purwokerto Women's and Children's Hospital (RSIA). The results of the instrument are explained below:

a. Convergent Validity

This questionnaire was compiled to measure the instruments that had been obtained, totaling 20 items.

b. Discriminant Validity

Validity Table Fornell-Larcker Criterion Discriminant

	X	Y	Z
X	0.733		
Y	0.769	0.752	
Z	0.774	0.769	0.738

Source: processed by researchers, 2025

From the results of the discriminant validity test, it can be seen that the results of the Fornell-Larcker Criterion in this study show that the AVE results are greater than the values of other constructs, which explains that the results are valid.

c. Reliability

Reliability Test Table

	Cronbach's alpha	Composite reliability (rho_c)
Employee Engagement	0.878	0.903
Turnover Intentions	0.846	0.886
Leadership Support	0.833	0.877

Source: processed by researchers, 2025

Based on the results of the reliability test above, the processing results show that Cronbach's alpha on the employee engagement variable is 0.878 with rho_c of 0.903, while the results of Cronbach's alpha on the turnover intentions variable are 0.846 with rho_c of 0.886, and the results of Cronbach's alpha on the leadership support variable are 0.833 with rho_c of 0.877, which shows that all the results of Cronbach's alpha and rho+c on the variables studied are classified as very good.

d. Respondent Description Based on Gender

Respondent Description Table by Gender

Gender		
	Frequency	Percent
Man	22	22.0
Woman	78	78.0
Total	100	100.0

Source: processed by researchers, 2025

Based on the results of data processing regarding respondent descriptions, it is known that out of 100 respondents in this study, 22 respondents (22%) were male and 78 respondents (78%) were female, so it can be concluded that the respondents in this study were dominated by female respondents.

e. Respondent Description Based on Age

Respondent Description Table by Age

Age		
	Frequency	Percent
23-25 years old	34	34.0
26-28 years old	14	14.0
29-31 years old	25	25.0

Based on the results of respondent processing, it is known that out of 100 respondents in this study there were 34 respondents aged 23-25 years (34%), 14 respondents aged 26-28 years (14%), 25 respondents aged 29-31 years (25%), 23 respondents aged 32-34 years (23%), and 3 respondents aged >35 years (3%). So it can be concluded that the dominant respondents are respondents aged 23-25 years.

f. Respondent Description Based on Last Education

Respondent Description Table on Last Education

Last education		
	Frequency	Percent
SENIOR HIGH SCHOOL	17	17.0
D3	44	44.0
S1	38	38.0
S2	1	1.0
Total	100	100.0

Source: processed by researchers, 2025

Based on the results of respondent processing, it is known that out of 100 respondents, 17 respondents (17%) have a high school education, 44 respondents (44%) have a D3 education, 38 respondents (38%) have a S1 education, and 1 respondent (1%) has a S2 education, so it can be concluded that the dominant respondents are respondents who have a D3 education.

Moderation Results Table

				Original sample (O)	T statistics (O/STDEV)	P values
Leadership	Support	x	Employee	-0.022	0.600	0.275
Engagement -> Turnover Intentions						

Source: processed by researchers, 2025

Based on the results of the moderation test above, it can be seen that the statistical results are 0.600 with a significance level of 0.275 which states that the results of the second hypothesis are rejected, which means that leadership support did not succeed in moderating the relationship between employee engagement and turnover intentions at the "Bunda Arif" Purwokerto Women's and Children's Hospital.

The test results above are reinforced by interviews with five sources who held differing perspectives. Most believed that leadership support does help create a positive work environment, but its influence on employee retention is relatively limited, as noted by the first source.

"I feel that leadership support is important, but when it comes to intentions to leave, there are still dominant factors. So, even if the superiors at the hospital are nice, if there are other factors like inadequate pay, employees will still have intentions to leave." (Source 1, August 4, 2025).

Meanwhile, the second source also emphasized that if there is a good relationship with the superior, employees can still choose to resign if they have other opportunities outside the workplace.

"In my opinion, leadership support should always be there, but it shouldn't be enough to influence an employee to leave. For example, a friend who had a good relationship with her boss resigned because she received a more attractive offer from another hospital. So, support from her boss isn't the primary factor in that relationship." (Source 2, August 15, 2025).

On the other hand, the third source stated that leadership support only provided additional comfort but was unable to suppress employees' intentions to leave.

"Leadership support can make employees feel comfortable, but it doesn't necessarily reduce their desire to leave. If engagement is high, people will usually stay, with or without leadership support. However, if engagement is low, leadership support isn't enough to keep them." (Source 3, August 14, 2025).

The fourth source assessed that leadership support had more of an impact on the work atmosphere but not on employees' decisions to stay in the workplace.

"I admit that the leadership here is very helpful, but it's true that the impact on turnover intention isn't that noticeable. Engagement plays a big role, so leadership support is great for creating a more comfortable work environment, but it's not the deciding factor in whether someone stays." (Source 4, August 13, 2025).

The fifth source responded that leadership support was sometimes just a formality but was not strong enough to keep employees in the hospital.

Employee engagement is the commitment and attachment of workers to the organization or company where they work, characterized by a high level of concern for their work and the company. According to Luthans, F. (2002), employees who are engaged are those who perform their jobs well and can express their feelings effectively during their work. Furthermore, employees with high employee engagement will work well to achieve company/organizational goals (Sucahyowati and Hendrawan, 2020).

In the Journal of Management and Organization (Wicaksono and Rahmawati, 2020), Kahn (1990) defines employee engagement as a condition in which a worker performs and expresses their work physically, cognitively, and emotionally. Physically, it encompasses the energy or effort exerted by the worker in their work, cognitively, it encompasses the worker's desire/willingness in carrying out their work, and emotionally, it encompasses the worker's feelings at work. Kahn also argues that an employee can be said to be engaged if they possess three elements: meaningfulness, willingness, and security.

Truss et al. (2009) argue that employee engagement is an opportunity for workers to build broader relationships with their company or organization (Puspita, 2020). Employee engagement with the company or organization they work for can increase their motivation to perform at their best. Workers with high employee engagement perform well out of a sense of caring for the organization and their work, rather than simply seeking compensation or promotions.

According to Branham & Hirschfeld (2010) in Purnami (2019), employee engagement has two meanings. First, employee engagement is a relationship between employees and their work, organization, and coworkers, both emotionally and intellectually, that influences employee performance. Second, employee engagement is an increase in employee commitment to the organization or company where they work, characterized by sincerity in carrying out their work and increased employee retention.

Several other experts, such as Robbins & Judge (2015) in Puspadewi and Suharnomo (2016), define employee engagement as employee involvement accompanied by satisfaction and enthusiasm in carrying out their work. This definition is reinforced by Noe et al. (2010), who state that employee engagement is concrete evidence of employee commitment to the company, expressed through their involvement in the company.

Schaufeli and Bakker (2006) assess employee engagement as a positive outlook on work characterized by several aspects, namely vigor, dedication, and absorption (Sukoco et al., 2020). Quoted from Hastuti (2022), (Goodman, 2016) defines employee engagement as a complete bond between an employee and their job, where the employee truly feels connected to the company/organization.

From several definitions of employee engagement, it can be concluded that employee engagement is a strong attachment between an employee and their work, involving physical, intellectual, and emotional aspects. This attachment can motivate employees to perform well and achieve organizational goals.

Employee engagement is a concept that refers to an employee's level of involvement, commitment, and enthusiasm for their work and the organization they work for. Employees with high levels of engagement tend to demonstrate greater loyalty, productivity, and dedication to the organization. Conversely, turnover intention, or the intention to leave a job, is an early indication of the likelihood of an employee leaving the organization. Turnover intention is often influenced by various factors, including employee engagement levels.

Research by Schaufeli and Bakker (2004) shows that engaged employees are less likely to have intention to leave the organization because they feel emotionally and cognitively connected to their work. Engaged employees feel that their work is meaningful, they feel a sense of accomplishment, and they receive support from the organization, which ultimately reduces their desire to seek employment opportunities elsewhere.

"In my opinion, leadership support feels like a mere formality. Despite support from management, employees still leave due to economic factors and the perceived unequal workload and perceived wages."(Source 5, August 16, 2025).

Intention is an individual's desire to do something. Turnover, on the other hand, is the voluntary resignation of an employee from their current job or the transfer from one workplace to another. Therefore, turnover (intention to leave) is the tendency or intention of an employee to leave their job (Marhamah, 2022).

In addition to the definition of turnover intention above, several other expert opinions on turnover intention are provided in the Human Resource Management Book (Ardan and Jaelani, 2021). Tett & Meyer (1993) state that turnover intention is the conscious, planned desire of an employee to leave the company where they work. Turnover intention is characterized by the employee's desire to withdraw from their current job, their actions to seek other employment, and their thoughts of leaving the company (Andini, 2010). According to McElroy et al. (2001), turnover intention is merely an employee's desire to leave their job that has not yet been realized, meaning that the employee has not actually left.

From the several definitions of turnover intention above, it can be concluded that turnover intention is a desire or willingness of workers to leave their jobs and look for other jobs caused by several certain factors both from within and outside the worker.

Turnover intention is the desire felt by workers to leave their jobs, influenced by several factors, both internal and external. Research conducted by Muharni and Wardhani (2020) at Santa Elisabeth Hospital, Lubuk Baja, Batam in 2019 showed that turnover intention among nurses there was caused by internal factors, namely work stress. Work stress has a significant positive effect on employee turnover intention. This means that high work stress will lead to an increase in employee turnover intention (Dewi and Sriathi, 2019).

Muharni and Wardhani (2020) stated that the factors influencing employee turnover intention are:

a. Employee Satisfaction

Luthans (2005) in Fitriantini et al. (2019) stated a negative relationship between employee satisfaction and turnover intention. If employee satisfaction is high, employee turnover intention will decrease. Conversely, if employee satisfaction is low or many employees are dissatisfied with their jobs, turnover intention can increase.

b. Workload

Research conducted by Putri et al. (2021) at Harapan Bunda Hospital in Batam City in 2020 indicated that a heavy workload can prevent employees from performing optimally and experience work stress, which can lead to a desire to leave their jobs.

c. Career Development

Career development is an activity aimed at developing the careers of employees within a company. Through career development activities, employees/workers are given the opportunity to receive training, develop knowledge, get a promotion, and also increase their knowledge related to their field or position in the company (Manik Aditya Budi Suta and Ardana, 2018). Employees who do not get the opportunity or chance to develop their career

in their workplace will try to find another job or company to further their career. Therefore, it can be said that if the employee's career development is high, the turnover intention rate will decrease. And vice versa.

In addition to the factors mentioned above, employee engagement is another significant factor influencing employee turnover intention. Rachman and Dewanto (2016) found that employee engagement significantly impacts employee turnover intention, particularly among nurses at Wava Husada Hospital, Kepanjen, Malang. Employee engagement significantly negatively impacts turnover intention. This means that higher employee engagement leads to lower turnover intention. Conversely, lower employee engagement leads to higher turnover intention.

Thus, both quantitative and qualitative results indicate that leadership support moderates the relationship between employee engagement and turnover intention. Leadership support only plays a complementary role in creating a comfortable work environment, but is not the primary factor in employee retention at the "Bunda Arif" Purwokerto Women's and Children's Hospital (RSIA) in Purwokerto.

The research results show that employee engagement at the "Bunda Arif" Women's and Children's Hospital (RSIA) is quite good, as reflected in indicators of basic needs, management support, teamwork, and growth. The majority of employees feel their work meets their basic needs, receive support from their colleagues, and perceive there is room for growth.

Qualitative interviews with key informants corroborated these findings. The informants emphasized that engagement is reflected in strong teamwork and opportunities for development, albeit limited. Several informants also mentioned that management's role in providing both technical and emotional support contributed to their engagement at RSIA.

This finding is in line with the theory put forward by Kahn (1990) which explains that employee engagement arises when employees feel that the work they do is supported and has the opportunity to develop. (Dohan et al., 2025). Findings on Rahman et al. (2023) stated that employees who feel engaged in their roles within the company are more loyal, less likely to consider leaving, and have a strong long-term commitment. Conversely, when engagement is low, employees are more likely to experience dissatisfaction and tend to consider alternative jobs that better suit their needs and aspirations.

In the results of the study on the influence of employee engagement on turnover intention among employees at the "Bunda Arif" Purwokerto Maternity Hospital, quantitative and qualitative results were found that employee engagement has a positive and significant influence on turnover intention. This means that the higher the level of employee engagement at the "Bunda Arif" Maternity Hospital, the lower their intention to leave the Maternity Hospital. Conversely, the lower the level of employee engagement at the "Bunda Arif" Maternity Hospital, the higher their intention to leave the Maternity Hospital.

Interviews also supported these findings. Several respondents mentioned that a sense of belonging, team support, and opportunities for growth made them prefer to stay despite facing various challenges. Conversely, employees with low engagement were more likely to

consider leaving and looking for another job. Theoretically, these results align with the concept put forward by Schaufeli and Bakker (2004), who asserted that high engagement can reduce turnover intentions because employees feel satisfied and motivated. (Sukoco et al., 2020). Findings on Fauzia and Marwansyah (2020) which states that employee engagement has an effect on turnover intention at PT XYZ Bandung, employee engagement will have several factors that make them decide to stay or leave the company. There could be factors such as age and workload that are not commensurate with their energy which causes employees to decide to leave the job.

The quantitative analysis found that leadership support did not moderate the relationship between employee engagement and turnover intention. In other words, leadership support did not strengthen or weaken the influence of employee engagement on employee turnover intention. The interview results also confirmed these findings, with the majority of respondents believing that although leadership provided support, it was not the primary factor in retaining employees to remain at RSIA "Bunda Arif". Several employees stated that their decision to leave RSIA "Bunda Arif" was due to personal factors, external career opportunities, or overall job satisfaction, not solely due to leadership support. Others considered leadership support to be merely a formality that was not influential enough to make a decision.

Theoretically, these results differ from the assumptions of Houe (1971) in path-goal theory which states that leadership support can strengthen motivational factors towards employee work attitudes. (Rahmawati et al. (2023). The findings in this study show something significant with the results of this study, namely research from Baskoroputro and Pangestuti (2025) which states that support from leaders does not succeed in moderating the relationship between employee engagement and turnover intention because in the study there were dominant factors that influenced employees to leave their jobs, such as the existence of greater job opportunities and the compensation offered was much more satisfying for them.

Thus, the research results collected and analyzed in this study indicate that at the "Bunda Arif" Hospital in Purwokerto, employee engagement does indeed influence turnover intention, but leadership support is not strong enough to strengthen this relationship. This can be used as an evaluation for the "Bunda Arif" Hospital, so that it does not only focus on leadership support but also considers other factors such as career paths, compensation provided to employees, and the company climate.

In Fauziridwan et al. (2018), Mobley (1978) stated that there are three indicators that can be used to measure employee turnover intention, namely:

a. Thoughts of Quitting

Thoughts of leaving or quitting a job usually begin with dissatisfaction with their current job. Employees begin to compare their job with jobs at other companies/organizations.

b. Intentions to Search for Alternatives

Employees have a desire to seek alternative employment that they perceive as better than their current one. This is usually indicated by employees seeking information about job openings elsewhere through social media or by asking people around them.

c. Intention to Quit

Employees begin to exhibit actions or behaviors that reflect their intention to quit or leave their job.

Hartono and Sahro (2016) proposed several indicators for measuring turnover intention, including (Waskito and Ayu Rachmawati Putri, 2021):

a. Increasing absenteeism

Workers are increasingly absent from work. This indicates a diminishing sense of responsibility for their work.

b. Laziness at work

Workers become lazy about carrying out their duties and tasks because they are focused on work elsewhere.

c. Increasing violations of rules

Violations committed by workers with turnover intentions vary. For example, workers often leave work prematurely and commit other violations of work rules.

d. Increasing protests to superiors

Workers who intend to turn over protest more frequently than those who do not intend to turn over. Workers typically protest against company policies related to compensation.

e. Differences in employee behavior

Workers who previously had high performance may decline when they develop a desire to turn over.

Lum et al. (1998) stated that indicators of turnover intention include employee intentions to leave, job search, job comparison with other jobs, and thoughts of leaving. Furthermore, psychological, economic, and demographic factors can also be indicators of turnover intention (HN Jabbar, 2019).

4. Conclusion

The form of employee engagement at RSIA "Bunda Arif" Purwokerto shows a fairly good involvement, both in terms of basic needs, management and support, teamwork and growth. Employees who feel sufficiently engaged both emotionally and physically will carry out their roles well which will later impact their thoughts of leaving RSIA "Bunda Arif". Employee engagement has a positive and significant effect on turnover intention. Employees who feel engaged in their roles tend to have low turnover intentions, this shows that employee

engagement can be a determining factor in suppressing turnover intention. Leadership support is proven not to moderate the relationship between employee engagement and turnover intention, which means that the presence of leadership support does not strengthen or weaken the influence of employee engagement on turnover intention. This indicates that leadership factors are not the main aspect that determines employees' intention to leave RSIA "Bunda Arif" Purwokerto.

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