The Effect of Job Resources as the Intervening Variable towards Turnover Intention and Employee Engagement

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Background: Employees engagement with their work and their organisation is one of the most important factors in the organisation. Therefore, a company's effort to increasing employee engagement becomes crucial. Job resources and turnover intention are two variables related to employee engagement. Employee engagement can be increased if the job resources have been well implemented and mediated by the low turnover intention to be part of the organisation. **Aim:** This research aims to determine that job resources has an effect on turnover intention and employee engagement as the intervening variable. **Method:** This research uses a quantitative approach with samples from 92 employees who work in the management staff using Proportionate Stratified Random Sampling technique. Then, this research used the approach of Structural Equation Modeling (SEM) by applying a diagram path to analyse all of the observed variables corresponding with the proposed theory. **Results:** The results of this research prove that job resources have an effect on employee engagement, and employee engagement is proven to be the mediator of the relationship between job resources to turnover of management staff at Regional Office VIII PT. Bank XYZ Surabaya. **Conclusion:** Moreover it can be concluded that job resources have a significant effect towards the turnover intention.

Key words: *Job resources, employee engagement and turnover intention.*

Introduction

Human resource is regarded as the most important asset of the organisation. Even humans have an important role in providing good quality for the company (Nuriyati, 2019). Its cause a human is a dynamic resource and always needed in a production process both for

product or service (Amalia and Eliyana, 2019). However, there is a common problem faced in maintaining human resource which is turnover (Hsieh, 2012). Employee turnover, is a classic problem that has been faced by the businessman since the industrial revolution era (Eliyana and Istyarini, 2017, p.188). Factors such as a negative working environment situation, wages that set too low, working long and after hours, and the absence of social security are the main causes that give rise to the turnover (Mckinnon (1979) in Ridlo (2012, p.1). Furthermore, workers need enthusiasm and good time to complete their work (Nursalam et al, 2018). Its causes a variety of deprivations to the organisation, be it in defrayment aspect, human resource, and employee motivation. Turnover intention is an attitude and behaviour of someone who wishes to change their job or their organisation (Golparvar et al, 2015). Turnover can be minimised by the organisation with the conferment of training and reward, supervisor support, collegial support, and feedback which are the part of the job resources indicator (Rothmann and Jordan, 2006).

According to Bakker and Schaufeli (2004), job resources are referring to physical, psychological, social of the organisation from which job that able to pressure the wish to quit from the job or the organisation itself (turnover intention). Then its associated with the psychological cost or which is functioning into achieving the purpose or stimulating the self-development, learning, and job development (Eliyana et al, 2019). Employee engagement shows that most of the employees prefer to interest themselves to present their performance in a way to generate better work performances (Sulistiawan et al, 2017). Employee engagement is a continuity of work and expression from "self-preferences" of someone's work behaviour which encourages the relations towards the job and the others (Kahn, 1990).

Indonesian Job Street conducts online surveys related to the ideal job and the reason behind the correspondent's choice. The results are that the correspondent enacts the allowance and benefits as the main criteria for them to choose the ideal organisation. These are followed by the organisation's image, salary, promotion prospects and career development, training and development. Therefore, allowance, benefit, salary, promotion, career development, training and development of the employees are the supporting information because job resources which given by the organisation will be able pressure the employees turnover intention towards the organisation (Herachwati et al, 2018). The research was conducted at PT. Bank XYZ for a few reasons. Tirst, PT. Bank XYZ is an original Indonesian organisation where the main business is in the area of financial service. Second, PT. Bank XYZ is an organisation that is listed as one of the five top organisations from the job street survey result. Third, PT. Bank XYZ is not included in five hundred organisations of the Forbes version which is the world big cooperate appraisement based on the sales, profit, assets, and market capitalisation. The writer wants to know whether PT. Bank XYZ provides good job resources to the employees so that their employees are not doing the turnover from the organisation.

Method

The procedure of data collection is in three steps. *First,* preliminary survey with observation to gain a general view about organisation condition researched. *Second*, field surveys were conducted by distributing questionnaires in a way to collect primary data in a form of information related to job resources, employee engagement, and turnover intention from the respondents who meets the criteria to be the data source of the research. The questionnaire used in this research is a rating-scale questionnaire, which is a question followed by columns showing a certain level. *Third* is the literature study.

The population is the Regional Office VIII PT. XYZ where Surabaya's employees are an amount of 119 people, with the employee characteristics who work on an employee line. This includes most of the employees at Regional Office VIII, except the superintendents and managers. Based on the calculations using Slovin formula, the samples taken are in an amount of 92 employees selected by the accidental sampling method. Then, respondent characteristics are identified based on the demographic factors including: gender, last education, and respondent's length of service.

This research used the approach of Structural Equation Modeling (SEM) by applying a diagram path to analyse all of the observed variables corresponding with the constructed theory. Structural Equation Model (SEM) is one of the statistical studies that can test a sequence of relations which are difficult to measure at the same time. SEM analysis used is partial least square with applying SmartPLS program for Windows operating system. The data analysis method used includes Descriptive Statistics, Partial Least Square, Validity Tests, Reliability Tests, *Path Analysis*, and Significance Tests.

Then, the analysis using PLS is one of the SEM method that tend to be non parametric, so it doesn't need assumptions and critical relatives to a little amount of sample. To test the effect of PLS analysis, it uses the criteria with a t-statistic. The relation between two variables concluded to have the significant effect if the value of t statistic is more than 1.96.

Results and Analysis

Respondent Answer Description

Respondent Answer Description is the result of respondents' answers to each research variable. Answers description will be explained based on the frequency or respondent amount who answers the question with a score from 1 to 5 and the results of average calculation to each variable, and the average value category which has been categorised. The rule used in the categorisation as below:

$$\text{Class interval} = \frac{\text{Highest score} - \text{Lowest score}}{\text{class amount}}$$

Description: The highest score is 5, the lowest score is 1, the amount of the class is 5. Based on the formulation above, the results of the class interval score is below:

$$\text{Class interval} = \frac{5-1}{5} = 0{,}8$$

0.8 is the class interval range to each category. So the rules of category that prevail with the result as below in table 1.

Table 1: Scoring Category.

Interval	Category
1.00 – 1.80	Very low
1.81 – 2.60	Low
2.61 – 3.40	Moderate
3.41 – 4.20	High
4.21 – 5.00	Very high

Table 2: The Answers of the Respondent on Job Resources variable (X).

	Item	Answers Frequency					Mean	Category
		1	2	3	4	5		
X.1	Does the company provide the opportunities for training?	0	0	12	55	25	4.14	High
X.2	Does the company provide personal development opportunities?	1	0	14	57	20	4.03	High
X.3	Does the company provide promotional opportunities?	0	3	23	51	15	3.85	High
X.4	Do you live a decent living with your current salary?	0	1	9	58	24	4.14	High
X.5	Does the company gives your salary according to your work?	0	1	9	49	33	4.24	Very High
X.6	Do you get benefits from the Company?	0	2	9	44	37	4.26	Very High
X.7	Do you know your job Description?	2	0	19	48	23	3.98	High
X.8	Do you know the responsibilities of your job?	0	1	12	54	25	4.12	High

X.9	Do you know the flow of your work process currently?	0	3	13	48	28	4.10	High
X.10	Does the company gives you opportunity to share your ideas related to your job currently?	0	3	16	48	25	4.03	High
X.11	Are you able to participate to make decisions directly in your department/ division/work unit?	0	0	10	69	13	4.03	High
X.12	Does your supervisor gives you appreciation on your performance?	0	1	7	56	28	4.21	High
X.13	Do you able to discuss with your supervisor when having problems?	0	3	16	46	27	4.05	High
X.14	Do you have a good relationship with your supervisor?	0	0	8	73	11	4.03	High

X.15	Do you have good relationship with your colleagues?	0	3	23	49	17	3.87	High
X.16	Are you able to discuss any problems with your colleagues?	2	0	18	51	21	3.97	High
X.17	Are you able to ask help to your colleagues if you have difficulties?	0	0	21	43	28	4.08	High
X.18	Are you able to use opportunities to use your personal initiative?	0	4	28	42	18	3.80	High
X.19	Do you use your opportunities to make your own decisions?	0	7	21	51	13	3.76	High
X.20	Does your job give you opportunities to make decisions about how to finish your work?	0	5	22	50	15	3.82	High
Mean Average Variable		**4.02**		**High**				

Table 3: The answers of the respondent to Employee Engagement Variable (Z)

	Item	Answers Frequency					Mean	Category
		1	2	3	4	5		
Z.1	I experience fulfilment with the energy of my current workplace	0	1	16	63	12	3.93	High
Z.2	I feel strong and energised towards my job	0	1	17	61	13	3.93	High
Z.3	In my work place I feel tough facing the difficulties	0	5	20	57	10	3.78	High
Z.4	When I wake up in the morning I feel like working	0	5	22	51	14	3.80	High
Z.5	Work can inspire me	0	4	18	63	7	3.79	High
Z.6	For me, my job provides me challenge	0	3	18	55	16	3.91	High
Z.7	My current job is meaningful and purposeful	0	1	12	58	21	4.08	High
Z.8	I'm enthusiastic towards my job	0	5	20	56	11	3.79	High
Z.9	I feel time is passing while I work	0	2	13	63	14	3.97	High
Z.10	I often drown in my job	0	3	11	59	19	4.02	High
Z.11	I find it difficult to break myself away from my job	0	2	19	57	14	3.90	High
Z.12	I feel very happy while I work	0	5	21	52	14	3.82	High
Mean Average Variable							**3.90**	**High**

Table 4: The answers of the Respondent to Turnover Intention Variable (Y)

	Item	Answers Frequency					Mean	Category
		1	2	3	4	5		
Y.1	If I get better job, I will leave my current job	2	0	18	51	21	3.97	Low
Y.2	I often consider quitting my current job	0	0	21	43	28	4.08	Low
Y.3	I will leave my current organisation, firstly by observing my current organisation's prospect in a year	0	7	21	51	13	3.76	Low
Y.4	If I have many choices, then I will choose to leave my current organisation	0	3	17	59	13	3.89	Low
Y.5	It's not important for me to spend my career at this Job organisation	0	5	22	50	15	3.82	Low
Mean Average Variable							**3.90**	**Low**

Outer Model Evaluation
Convergent Validity

Table 5: Outer loading score.

Indicator	Outer Score Loading	Resolution
x.1	0.610	0.500
x.2	0.639	0.500
x.3	0.615	0.500
x.4	0.601	0.500
x.5	0.648	0.500
x.6	0.632	0.500
x.7	0.588	0.500
x.8	0.581	0.500
x.9	0.657	0.500
x.10	0.631	0.500
x.11	0.602	0.500
x.12	0.575	0.500
x.13	0.642	0.500
x.14	0.526	0.500

x.15	0.621	0.500
x.16	0.617	0.500
x.17	0.616	0.500
x.18	0.542	0.500
x.19	0.645	0.500
x.20	0.641	0.500
z.1	0.588	0.500
z.2	0.652	0.500
z.3	0.642	0.500
z.4	0.734	0.500
z.5	0.576	0.500
z.6	0.717	0.500
z.7	0.825	0.500
z.8	0.652	0.500
z.9	0.859	0.500
z.10	0.826	0.500
z.11	0.779	0.500
z.12	0.779	0.500
y.1	0.655	0.500
y.2	0.689	0.500
y.3	0.742	0.500
y.4	0.769	0.500
y.5	0.770	0.500

Based on the Table 5, it can be concluded that the outer loading score for each indicator to the job resources variable, employee engagement, and turnover intention are all in an amount of >0.5. Therefore, it can be concluded that the indicators used in this research have fulfilled the convergent validity.

Discriminant Validity

Table 6: Cross loading score

Indicator	*Job Resources*	*Employee Engagement*	*Turnover Intention*
x.1	**0.610**	0.266	0.550
x.2	**0.639**	0.410	0.475
x.3	**0.615**	0.392	0.412
x.4	**0.601**	0.701	0.362
x.5	**0.648**	0.437	0.525
x.6	**0.632**	0.508	0.616
x.7	**0.588**	0.430	0.600
x.8	**0.581**	0.337	0.447
x.9	**0.657**	0.382	0.498
x.10	**0.631**	0.414	0.500
x.11	**0.602**	0.667	0.334
x.12	**0.575**	0.479	0.423
x.13	**0.642**	0.401	0.519
x.14	**0.608**	0.608	0.270
x.15	**0.621**	0.374	0.429
x.16	**0.617**	0.435	0.655
x.17	**0.616**	0.341	0.689
x.18	**0.542**	0.330	0.598
x.19	**0.645**	0.346	0.742
x.20	**0.641**	0.338	0.770
z.1	**0.633**	0.558	0.559
z.2	**0.545**	0.652	0.436
z.3	**0.349**	0.642	0.287
z.4	**0.392**	0.734	0.268
z.5	**0.512**	0.576	0.381
z.6	**0.464**	0.717	0.268
z.7	**0.611**	0.825	0.323
z.8	**0.353**	0.652	0.296
z.9	**0.524**	0.859	0.365
z.10	**0.555**	0.826	0.411
z.11	**0.520**	0.779	0.399
z.12	**0.402**	0.779	0.282
y.1	**0.617**	0.435	0.655
y.2	**0.616**	0.341	0.689
y.3	**0.645**	0.346	0.742
y.4	**0.630**	0.419	0.769
y.5	**0.641**	0.338	0.770

Based on the Table 6, it can be concluded that each of the indicators of job resources, employee engagement and turnover intention variable has the biggest loading factor score on the variables it compiles compared to other variables. Therefore, it can be concluded that the indicators used in this research have owned ideal discriminant validity to compiling each variable (Broeck et al, 2012).

Composite Reliability

Table 7: Composite Reliability score.

Variable	Composite Reliability
Job resources	0.923
Employee engagement	0.929
Turnoverintention	0.848

Table 7 shows that the composite reliability score for job resources, employee engagement, and turnover intention variable are all more exceed 0.7. Therefore, in the research model, each research variable has fulfilled the composite reliability.

Partial Least Square
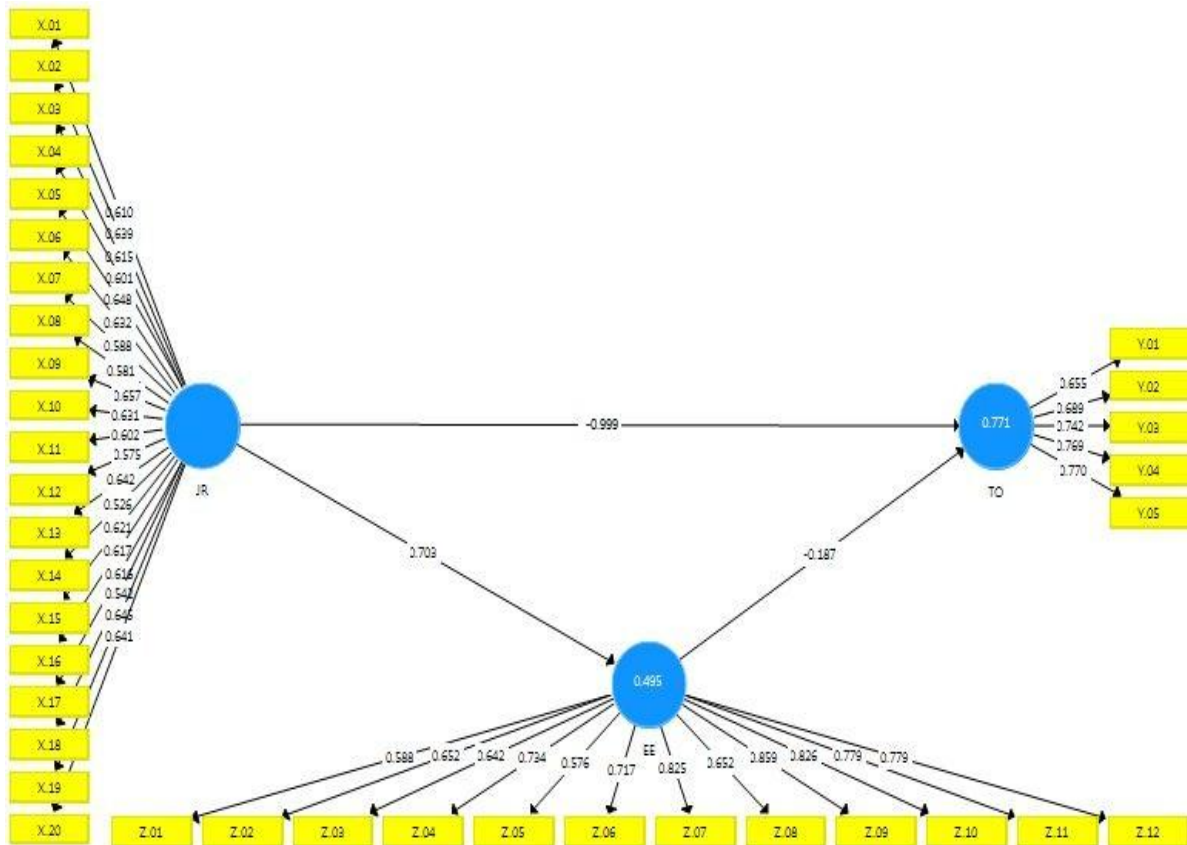
Inner Model Evaluation
R Square score

Table 8: R Square score.

Variable	*R Square*
Job resources	0.000
Employee engagement	0.495
Turnover intention	0.771

Based on the result of the R square tabulation to Table 8 above shows that employee engagement variable has R2 score in the amount of 0.771. The score shows that 49.5% data variety from turnover intention variable than can be seen or effected by job resources and employee engagement variable. The compatibility structural model measurement in a whole can be seen from the Q2 score, which has the formulation as below:

$$Q^2 = 1- \{(1-R^2{}_1)x((1-R^2{}_2)\}$$

$$Q^2 = 1- \{(1-0{,}495) \times ((1-0{,}771))\}\ Q^2$$

$$= 1- 0.116$$

$$Q^2 = 0.88$$

The results of Q^2 are in the amount of 0.88 which means that the variability of the whole data in each variable can be explained by the structural model which formed in amount of 88%.

Inner Weight

The estimation results of the direct and indirect effect by using the partial least square method is based on the t-statistic score that must exceed 1.96. The result on the table 9.

Table 10: Direct Effect.

Direct Effect	Coefficient Path	Standard Error	*T Statistic*	Description
Employee Engagement – Turnover Intention	-0.187	0.065	2.888	Significant
Job Resources - Employee Engagement	0.703	0.054	12.937	Significant
Job resources – Turnover Intention	-0.999	0.049	20.307	Significant

Hypothesis I

The estimation result effects between job resources towards the turnover intention can be known that the amount is -0.999 with 20.307 t-statistics score. Based on this result, 20.307 t-statistic score has exceeded 1.96, so it can be concluded that job resources have a significant effect towards the turnover intention of the employees at Regional Office VIII PT. Bank XYZ Surabaya. Therefore, the first hypothesis accuracy has been proved in table 10.

Table 10: The Direct and Indirect Effect.

Route	Direct Effect	Indirect Effect
Job resources → Turnover intention	-0.999	-
Job resources → Employee engagement	-	0.703
Employee engagement → Turnover intention	-	-0.187

Hypothesis II

The effect estimation result of job resources towards the employee engagement can be known as 0.703 with 12.937 t-statistic score. Based on this result, 12.937 t-statistic score has exceeded 1.96, it can be concluded that job resources have a significant effect towards the employee engagement. Therefore, with the effect estimation result of employee engagement towards the turnover intention, that can be known as -0.187 with 2.888 t-statistic score. Based on this result, 2.888 t-statistic score has exceeded 1.96, it can be concluded that employee engagement has a significant effect on turnover. From the estimation result explained above, then the employee engagement variable requirement as the intervening variable has been fulfilled (Lianto et al, 2018). Therefore, the second hypothesis has proven its accuracy.

The Effect of Job Resources on Turnover Intention

The analysis results in the first hypothesis shows that there is a significant effect between job resources towards the turnover intention (t-statistic 20.307>1.96) on the employees of Regional Office VIII PT. Bank XYZ Surabaya. According to the respondent answers description, the average of respondents' answers towards the job resources variable is in the amount of 4.02. In the class interval, that score included in the high category. The respondent answers distribution result for job resources variable known that the highest mean score is in the item X.6 with the respondents' answers mean is in the amount of 4.26 which is included in the very high category, this means that the employee at Regional Office VIII PT. Bank XYZ Surabaya considered that during this time the organisation has provided

good benefits to each employee.

Meanwhile, the smallest answers mean to the job resources variable is in the item X.19 with answers mean is in the amount of 3.76 which is also included in the high category, this means that the employees at Regional Office VIII PT. Bank XYZ Surabaya considered that during this time the organisation has not provided opportunities to the employees for making their own decisions, because according to the employees each work process conducted is corresponding to the standard operational procedure (SOP).

The first hypothesis that the job resources has the effect towards the turnover intention of employees at Regional Office VIII PT. Bank XYZ Surabaya has been proven, this hypothesis supported by the research ever done by Golparvar et al (2015) who stated that high job resources effects negatively towards the turnover intention. This means that if the organisation provides high job resources to the employees, then it will pressure employees' desires to quit and move (turnover) to another organisation. So the employees will survive and develop a career in the organisation (Zito et al, 2019).

In other words, job resources applied by the Regional Office VIII PT. Bank XYZ Surabaya such as providing salary that's suitable to the work, benefits provided by the organisation, the responsibilities of the employee's work, and the flow of work process conducted by the employees, and the allocation of training are being the factors that encourage employees to stay and survive in an organisation (Herachwati et al, 2018). The effect of job resources towards turnover intention shows that the employees at Regional Office VIII PT. Bank XYZ Surabaya considered job resources to be the factor that affects the employee to choose whether to stay or leave the organisation (turnover).

It can be also interpreted that if the employee feels that the organisation provides job resources related to their job such as training, personal development, and the relationship between employees. This is also proven by the respondent questionnaire answers about job resources at Regional Office VIII PT. Bank XYZ Surabaya, which the employee gain the appreciation of their work result by the supervisors with mean score is in the amount of 4.21 which is included in the high category. The employees know the work-flow process conducted with the score of 4.10 which is included in the high category and the employee feels that they could live decently with their current salary, which has a mean score of 4.14 that is included in the high category.

The Effect of Job Resources towards the Turnover Intention through the Employee Engagement

The analysis results of the second hypothesis shows that there is a significant effect between

job resources towards the turnover intention through the employee engagement to the employees at Regional Office VIII PT. Bank XYZ Surabaya. That is presented through the effect estimation result between job resources towards the turnover intention through the employee engagement which is known as the amount of 0.703, that is bigger compared to the effect of job resources towards the turnover intention (-0.999).

This research is conducted for the employees of Regional Office VIII PT. Bank XYZ Surabaya, which has diploma and bachelor as the last education. Most of the employee characteristic at Regional Office VIII PT. Bank XYZ Surabaya dominated by the bachelor employees which is in the amount of 65.2% and the employees with the length of service of 2 to 5 years, which is in the amount of 46.7%. Job resources also able to give positive influence to the employees work result that is conducted, and the employee individual development of intrinsic motivation (Bakker and Schaufeli, 2004).

With the length of service between 2 to 5 years to exceed 5 years, the employees at Regional Office VIII PT. Bank XYZ Surabaya feels engaged with the organisation so it is highly worthwhile for the employees to stay and develop their career in this organisation. With the length of service that is long enough, it makes them to reluctant to turnover intention to another organisation because they feel that their current organisation provides them enough job resources they demand. According to Bakker and Schaufeli (2004), job resources refers to the physical, psychological, and social aspect of the organisation which can pressure its turnover and could be associated with the psychological cost or functioning in achieving purpose or stimulate self-development, learning, and job development. The research about job resources that had influence towards the turnover intention with employee engagement as the intervening variable using partial mediation means that job resources variables could have a direct effect on turnover intention or job resources could effect turnover intention through employee engagement (Freeney and Fellenz, 2013).

Conclusion

The results of this research show that job resources have a significant effect on turnover intention. Therefore, the first hypothesis proposed in this research which stated that job resources significantly effects employee turnover intention at the Regional Office VIII PT. Bank XYZ Surabaya has been proven accurate.

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