

# The Effect of Employee Engagement, Employee Retention and Turnover Intention on Employee Performance in Dinas Pendidikan Kabupaten Labuhanbatu

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## Abstract

*This research was conducted at the Education Office of Labuhanbatu Regency, with the aim of analyzing the effect of employee engagement, employee retention, and turnover intention on employee performance. The results of the study indicate that all independent variables have a positive and significant effect on the dependent variable, either partially or simultaneously. This can be proven through the t test and F test. The results of the t test can be described as follows, the employee engagement variable has a tcount value of 4.95 > a ttable value of 1.66 which means Ha is accepted and Ho is rejected, with a significance value of 0.000 < probability value of 0.05, it can be concluded that the employee engagement variable (X1) has a positive and significant effect on employee performance (Y). Employee retention variable has a tcount value of 2.57 > ttable value 1.66 which means Ha is accepted and Ho is rejected, with a significance value of 0.012 < probability value of 0.05, it can be concluded that the employee retention variable (X2) has a positive and significant effect on employee performance (Y). The turnover intention variable has a tcount value of 12.86 > a ttable value of 1.66 which means Ha is accepted and Ho is rejected, with a significance value of 0.000 < probability value 0, 05, it can be concluded that the variable turnover intention (X3) has a positive and significant effect on employee performance (Y). While the F test in this study has an Fcount of 97.21 > Ftable 2.70 with a significance value of 0.000 < 0.05. Based on these results, it can be stated that employee engagement, employee retention and turnover intention are simultaneously able to have a positive and significant impact on employee performance.*

## Keywords

employee engagement; employee retention; turnover intention; employee performance



## I. Introduction

Every organization has a vision, mission, and goals to be achieved. Most organizations use these three things as a measure of their level of success. The success of an organization is largely determined by the performance produced by its employees, for that the organization is required to continuously improve the performance of its employees until it reaches an optimal

level. In the opinion of Mahmood, et al, quoted by Sendawula, et al (2018: 3) employee performance is defined as the ability of an employee to achieve the tasks assigned to him which is measured through standards of accuracy, completeness, cost and speed. previously determined. The performance of an employee can be influenced by his involvement in an organization. Employee engagement (employee involvement) is a positive attitude owned by an employee towards the organization and the values of the organization where he works (Sendawula, et al, 2018: 4). Employee engagement starts from the induction process of an employee towards the organization and is then supported through relevant learning and development to do the job and receive support from the leadership (Jena, et al, 2018: 228). The level of performance produced by employees depends on the level of involvement they have, an employee with a high level of involvement will better understand the organizational context and be able to work well with his co-workers to improve the resulting performance. Employees with high work involvement are marked by their passion and dedication when doing work which of course can minimize the possibility of making mistakes at work. A low level of employee involvement in an organization will result in an employee not having an interest in work, this can make employees less active at work and feel reluctant to contribute ideas and contribute better to the organization. Therefore, organizations should involve their employees more often in every job in order to foster motivation from within their employees to be able to produce better performance than before. After conducting a pre-survey at the Dinas Pendidikan Kabupaten Labuhanbatu, there were several problems related to employee engagement, this can be seen from employees who have low commitment to the organization. There are also some employees who are unable to cooperate while working, this is due to disputes that occur over personal issues. And there are some employees who have goals that are different from the goals of the organization where they work, this will then have a bad impact on the performance produced by the employees.

Employee retention (employee retention) also has an influence on the performance produced by employees. This is because employee retention is considered the center of organizational success. Employee retention is considered as one of the biggest challenges affecting organizations. Employee retention is defined as a process where employees are given encouragement to remain members of the organization for a maximum period of time or until the end of their tenure (Khalid, et al, 2018: 1). Organizations implement employee retention in the hope of fostering employee commitment and trust in the organization which will then have a positive influence on employee performance. Employee retention also aims to reduce employee turnover and reduce costs associated with the recruitment process, training and orientation of new employees (Khalid, et al, 2018: 1). Employee retention can be applied through the provision of periodic motivation that can foster a desire from within the employee to be able to survive as a member of the organization where he works. The application of employee retention means that employees who work in an organization are of course old employees who already understand the values that exist in the organization where they work and have good work experience, thus employees of course are easier to carry out their work and can have an impact on the level of optimization the resulting performance. After observations were made at the Dinas Pendidikan Kabupaten Labuhanbatu, there were several phenomena related to employee retention. This problem occurs because the leadership of the organization does not involve its role in the sustainability of the work system in the organization, thus the performance results of employees are not properly considered, these problems refer to employees who are rarely rewarded and the opportunities or career paths of employees are not well structured. If this continues, it will cause a decrease in employee performance results.

The employee's intention to move to another organization or turnover intention also has an influence on the performance produced by the employee. Turnover intention is defined as an employee's thinking to quit and find another job outside the organization where he works (Jaharuddin, et al, 2019: 108). Christopher, et al (2020: 4) stated that turnover intention is the willingness of employees to leave the organization where they work, consciously and intentionally. An employee with high turnover intention is characterized by lower work productivity than before. One of the causes of the emergence of turnover intention is organizational leaders who do not understand what their subordinates need. In this case, It is an obligation for organizational leaders to better understand what their subordinates want by discussing or even observing. Turnover intention can be undone if the leader gives more attention, considers what the employees need, and motivates the subordinates. At the Dinas Pendidikan Kabupaten Labuhanbatu, there are several phenomena related to turnover intention, problems also arise because leaders do not understand what the needs of their subordinates are, so that their subordinates think about releasing their membership status. These problems can be seen clearly from employees who are less focused at work, because on the other hand the employee is looking for information about a new, better job, not infrequently they even seek additional income from other workplaces. This will slowly affect the resulting performance.

## II. Review of Literature

Employee engagement is the involvement of an employee which refers to the commitment shown by the employee to the job and the organization where he works (Rasool, et al, 2021: 2). Employee involvement is also defined as a positive state of employee psychology that leads to the activity of an employee related to the work for which he is responsible (Lee, et al, 2020: 27). Lemon, et al, (2018: 143) define job involvement as a dynamic and changing psychological state that connects employees and the organization where they work, this psychological state is expressed physically, cognitively and emotionally and is influenced by internal organizational communication. Employee engagement can be measured through several indicators such as employee commitment to the organization, employee loyalty.

Employee retention (employee retention) is the determination that the organization has to retain the required employees (Aransami, et al, 2019: 175). Singh (2019: 425) defines employee retention as the steps taken and implemented by an organization to encourage employees to maintain their membership status according to or longer than the specified time duration. Employee retention can also be defined as the ability of the organization to retain employees who are able to work professionally in working for the organization in order to achieve organizational goals (Steil, 2019: 149). Ratnawati, et al (2018: 6310) Employee retention can be measured through several indicators such as: 1) rewards received by employees for the work they produce; 2) employees receive career opportunities provided by the organization; 3) the leader has a good relationship with the members of the organization; 4) between co-workers have a good working relationship; 5) work assignments are given to members of the organization according to their knowledge and abilities.

Turnover intention is the possibility of employees voluntarily changing jobs during a certain period of time (Yukongdi, et al, 2020: 90). This opinion is in line with the opinion stated by Jabeen, et al (2018: 5) turnover intention refers to the behavioral approach of an employee to leave their workplace. Turnover intention can be measured through several dimensions, such as: 1) intention to quit (intention to leave) the indicator is that employees often violate the regulations set by the organization and employee absences (absence) continue to increase; 2) job search, the indicators are that employees are more active in

seeking job information and employees tend to seek additional income from other workplaces;

Employee performance is an achievement obtained for the contribution given by employees to work in practical and measurable terms (Pahos, et al, 2018: 3). Qudah, et al (2014: 129) define employee performance as an activity that involves the knowledge, skills, experience and abilities of employees to do the work assigned to them effectively and efficiently. Silva, et al (2020: 234) stated that performance is the level of achievement of an organization in carrying out its activities according to a predetermined time. The success of employee performance can be measured through several dimensions such as: 1) task performance, the indicators are the ability of employees to implement technical development within the organization, employees are able to carry out activities related to public services properly, employees are able to implement technical procedures within the organization; 2) contextual performance, the indicators are employees have good interpersonal skills, employees have good knowledge related to the social environment in the organization where they work (Kalsoom, 2018: 25).

### III. Research Methods

This research was conducted at the DINas Pendidikan Kabupaten Labuhanbatu, which is located at Jl.Menara, No. 07 Rantauprapat, Labuhanbatu Regency, with the aim of analyzing the effect of employee engagement, employee retention, and turnover intention on employee performance. The population in this study were all employees, totaling 95 employees, which were then used as a whole as a research sample with a sampling technique in the form of saturated sampling. This study uses quantitative methods with several analytical techniques such as classical assumption test, multiple linear regression test, hypothesis testing and multiple linear regression test. The data in this study were obtained through observation and distributing questionnaires which were conducted directly to the related employees.

### IV. Discussion

#### 4.1 Results

Before distributing the questionnaire, the question items contained in the questionnaire were first analyzed using validity and reliability tests. A question item is said to be valid if it has a correlation value  $>$  a significance value (0.5) (Ghazali, 2018: 51) and can be said to be reliable if it has *acroanbach alpha*  $>$  0.6 (Sugiyono, 2016: 130). Validity and reliability tests were carried out on employees outside the research sample, namely 30 employees from the National Narcotics Agency of Labuhanbatu Regency. The results of the validity and reliability tests are shown in the following table:

**Table 1.** Validity Test Results

Variable	Total Correlation	Sig Criteria	Information
X1.P1	,843	0.5	Valid
X1.P2	,593	0.5	Valid
X1.P3	,780	0.5	Valid
X1.P4	,753	0.5	Valid
X1.P5	,593	0.5	Valid
X2.P1	,641	0.5	Valid

Variable	Total Correlation	Sig Criteria	Information
X2.P2	,758	0.5	Valid
X2.P3	,903	0.5	Valid
X2.P4	,779	0.5	Valid
X2.P5	,696	0.5	Valid
X3.P1	,759	0.5	Valid
X3.P2	,776	0.5	Valid
X3.P3	,792	0.5	Valid
X3.P4	,648	0.5	Valid
X3.P5	,776	0.5	Valid
Y.P1	,684	0.5	Valid
Y.P2	,765	0.5	Valid
Y.P3	,633	0.5	Valid
Y.P4	,587	0.5	Valid
Y.P5	,538	0.5	Valid

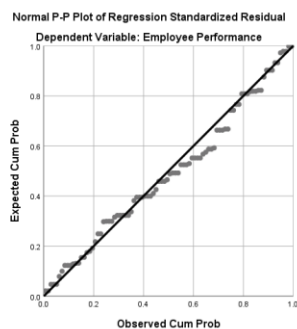
Information: \*Sig Criteria < 0.5  
Source: Research Results, 2022

**Table 2.** Reliability Test Results

Variable	Croanbach Alpha (CA)	Information
Employee Engagement	,796	Reliable
Employee Retention	,795	Reliable
Turnover Intention	,806	Reliable
Employee Performance	,752	Reliable

Information: \*Criteria CA > 0.6  
Source: Research Results, 2022

Based on table 1 and table 2, it can be concluded that all question items are valid and reliable, thus it can be stated that the questionnaire is feasible to be distributed. The data obtained through the distribution of questionnaires will then be analyzed using several analytical techniques, the first is the classical assumption test. Classical assumption test consists of normality test, multicollinearity test and heteroscedasticity test. The normality test in this study uses a *graphp-plot* with the following results:



**Figure 1.** Graphics P-Plot Normality Test  
Source: Research Results, 2022



Based on Figure 1, it can be seen that the graph of *fp-plot* has residual points of the regression model that spread out as a whole following a diagonal line. This shows that the data in this study has a regression model that is normally distributed. Furthermore, a multicollinearity test is carried out on the basis of decision making: if the value of *VIF* < 10 and the value of *tolerance* > 0.1, it can be stated that the data in this study did not experience symptoms of multicollinearity. If the value of *VIF* > 10 and the value of *tolerance* < 0.1, it can be stated that the data in this study experienced symptoms of multicollinearity. The results of the multicollinearity test are loaded in Table 3 below:

**Table 3. Multicollinearity Test Results**

Mode	Coefficients <sup>a</sup>		Collinearity Statistics	
		Sig.	Tolerance	VIF
1	(Constant)	.000		
	Employee Engagement	.000	.828	1,208
	Employee Retention	.012	.990	1.010
	Turnover Intention	.000	.835	1.197

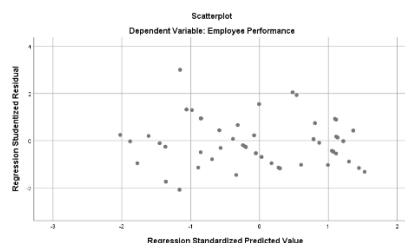
a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Turnover Intention, Employee Retention, Employee Engagement

Information: \**p* < 0.05.

Source: Research Results, 2022.

Table 3 contains the results of the multicollinearity test which can then be described as follows, variable *employee engagement* have value *tolerance* 0.828 > 0.1 and *VIF* value 1.208 < 10, variable *employee retention* have value *tolerance* 0.012 > 0.1 and *VIF* value 1.010 < 10, variable *turnover intention* have value *tolerance* 0.000 > 0.1 and the *VIF* value is 1.197. Based on this description, it can be concluded that all variables meet the criteria for the multicollinearity test, and the data in this study did not experience symptoms of multicollinearity. Then the heteroscedasticity test was carried out using the *graphscatterplot* with the following results:



**Figure 2. Scatterplot Graph**

Source: Research Results, 2022

The results of the heteroscedasticity test contained in Figure 2 show that the *graphscatterplot* has points that spread as a whole above and below the number 0 on the Y axis and these points do not form a clear pattern, thus it can be stated that the data in this study do not experience symptoms of heteroscedasticity. The next analysis is multiple linear regression test, with the following results:

**Table 4. Multiple Linear Regression Test Results**

		Coefficients <sup>a</sup>				
Model		B	Std Error	Beta	T	Sig.
1	(Constant)	9,620	2,629		3.659	.000
	Employee Engagement	.372	.075	.280	4.959	.000
	Employee Retention	.214	.083	.133	2,573	.012
	Turnover Intention	.791	.062	.724	12.86	.000

Information: \*p&lt; 0.05

Source: Research Results, 2022

Table 4 contains the results of the multiple linear regression test with several values that can be described as follows, the value of B on the variable *employee engagement* (B1) has a value of 0.372. Variable *employee retention* (B2) has a value of 0.214. Variable *turnover intention* (B3) has a value of 0.791. The constant value (s) is 9.620. Based on these values, it can then be used as a regression equation as follows:  $Y=9,620+0.372X_1+0.214X_2 +0.791X_3$ . The equation shows that the variables of employee engagement, employee retention and turnover intention have a positive direction coefficient on the employee performance variable.

The next analysis is hypothesis testing consisting of t test and F test. The t test in this study was conducted to analyze the effect of the independent variables employee engagement (X1), employee retention (X2), turnover intention (X3) partially on the dependent variable, namely employee performance. (Y). The basis for making decisions on the t-test is through the following conditions: If  $t_{count} > t_{table}$ , then  $H_a$  is accepted and  $H_o$  is rejected, meaning that employee engagement, employee retention and turnover intention have a positive and significant effect on employee performance. If  $t_{count} < t_{table}$ , then  $H_a$  is rejected and  $H_o$  is accepted, meaning that employee engagement, employee retention and turnover intention have a positive and significant effect on employee performance. The determination of the value of  $t_{table}$  can use the following equation:  $df = nk-1 = 95-3-1 = 91$ . Through this equation, it can be determined that the value of  $t_{table}$  is 1.66. The results of the t test can be shown in the following table:

**Table 5. t test results**

		Coefficients <sup>a</sup>				
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	9,620	2,629		3.659	.000
	Employee Engagement	.372	.075	.280	4.959	.000
	Employee Retention	.214	.083	.133	2,573	.012
	Turnover Intention	.791	.062	.724	12.86	.000

a. Dependent Variable: Employee Performance

Information: \* $p < 0.05$   
 Source: Research Results, 2022

The results of the t test can be described as follows, the employee engagement variable has a tcount value of 4.95 > a ttable value of 1.66 which means  $H_a$  is accepted and  $H_o$  is rejected, with a significance value of 0.000 < probability value of 0.05, it can be concluded that the employee engagement variable ( X1) has a positive and significant effect on employee performance (Y). Employee retention variable has a tcount value of 2.57 > ttable value 1.66 which means  $H_a$  is accepted and  $H_o$  is rejected, with a significance value of 0.012 < probability value of 0.05, it can be concluded that the employee retention variable (X2) has a positive and significant effect on employee performance. (Y). The turnover intention variable has a tcount value of 12.86 > a ttable value of 1.66 which means  $H_a$  is accepted and  $H_o$  is rejected, with a significance value of 0.000 < probability value 0,

After the t test, then the hypothesis analysis is carried out with the F test. The F test is carried out to analyze the independent variables, namely employee engagement (X1) employee retention (X2) and turnover intention (X3) simultaneously have a positive and significant relationship or not to the dependent variable, namely employee performance (Y). The basis for decision making on the F test is as follows: If Fcount > Ftable, then  $H_a$  is accepted and  $H_o$  is rejected, meaning that employee engagement, employee retention and turnover intention have a positive and significant influence on employee performance. If Fcount < Ftable, then  $H_a$  is rejected and  $H_o$  is accepted, meaning that employee engagement, employee retention and turnover intention do not have a positive and significant effect on employee performance. The value of Ftable can be determined through the following equation:  $df = k ; n - k = 3 ; 95 - 3 = 3 ; 92 = 2.70$ . The results of the F test can be displayed in the following table:

**Table 6.** F. Test Results

ANOVAa					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	592,246	3	197,415	97.214	.000b
Residual	174.643	91	2,031		
Total	766,889	94			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Turnover Intention, Employee Retention, Employee Engagement

Information: \* $p < 0.05$

Source: Research Results, 2022.

The F test in this study has an Fcount of 97.21 > Ftable 2.70 with a significance value of 0.000 < 0.05. Based on these results, it can be stated that employee engagement, employee retention and turnover intention are simultaneously able to have a positive and significant impact on employee performance.

The next analysis is the coefficient of determination test. The coefficient of determination test was conducted to analyze how much the contribution of the independent variables, namely employee engagement, employee retention and turnover intention, to the dependent variable, namely employee performance. The basis for decision making on the coefficient of determination test is: if the value of the coefficient of determination is getting closer to the value 1, it shows the stronger the relationship between the independent variables



and the dependent variable, and vice versa. The results of the coefficient of determination test can be shown in table 7 below:

**Table 7. Coefficient of Determination Test Results**  
**Model Summary<sup>b</sup>**

R	R Square	Adjusted R Square	Std. Error of the Estimate
.879a	.772	.764	1.42504

a. Predictors: (Constant), Turnover Intention, Employee Retention, Employee Engagement

b. Dependent Variable: Employee Performance

Information: \*p < 0.05

Source :Research Results, 2022.

Table 7 shows the results of the coefficient of determination test, where the value of the adjusted r square is 0.764 or 76.4%, meaning that employee performance can be explained by the variable employee engagement, employee retention and turnover intention of 76.4% while the remaining 23.6% can be explained by other variables that were not examined in this study. According to Yani in Syardiansyah (2020) performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity as well as time. This means that in work contains elements of the standard that achievement must be met, so, for those who reach the standards set means good performance (Wahjudewanti, 2021). Performance can be influenced by various factors, both internal factors and environmental factors directly or indirectly. According to Ivancevich, Konopaske and Matteson (Busro in Edward, 2020) that performance shows the ability and skills of workers. Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities (Wulandari, 2021).

#### 4.2 Discussion

The results of the t test can be described as follows, the employee engagement variable has a tcount value of 4.95 > a ttable value of 1.66 which means Ha is accepted and Ho is rejected, with a significance value of 0.000 < probability value of 0.05, it can be concluded that the employee engagement variable ( X1) has a positive and significant effect on employee performance (Y)at the DIInas Pendidikan Kabupaten Labuhanbatu. This is in line with the research conducted by Lahindo, et al (2021) with the title "Effect Of Workload, Organization Citizenship Behavior And Employee Involvement On The Performance Of Employees Of Kesyahbandaran Office And Bitung Port Authority". The results showed that the employee's work involvement partially had a positive and significant effect on the performance of the Bitung Harbor Authority and Port Authority employees.

Employee retention variable has a tcount value of 2.57 > ttable value 1.66 which means Ha is accepted and Ho is rejected, with a significance value of 0.012 < probability value of 0.05, it can be concluded that the employee retention variable (X2) has a positive and significant effect on employee performance. (Y)at the DIInas Pendidikan Kabupaten Labuhanbatu. This is in line with research conducted bySuhendar (2021) with the title " Effect of Compensation, Job Satisfaction and Employee Retention.

Against Employee Performance (Study at PT. Bank bjb Tbk. Tasikmalaya Branch)". The results of the study explain that, using a 95% confidence level ( $\alpha = 0.05$ ) obtained ttable of 1.984 while the results of t-test obtained t-count employee retention of 3.247. So, tcount

employee retention  $>$   $t_{table}$ , so that it can be interpreted that the variable employee retention partially has a positive influence on the performance of employees of PT. Bank bjb Tbk. Tasikmalaya Branch.

The turnover intention variable has a  $t_{count}$  value of 12.86  $>$   $t_{table}$  value 1.66 which means  $H_a$  is accepted and  $H_o$  is rejected, with a significance value of 0.000  $<$  probability value of 0.05, it can be concluded that the variable turnover intention (X3) has a positive and significant effect on employee performance. (Y) at the Dinas Pendidikan Kabupaten Labuhanbatu. This is in line with research conducted by Asmara (2017) with the title "The Influence of Turnover Intention towards Work Performance at Surabaya Surgical Hospital". Based on the results of the study, it is known that 41.70% of employees with low turnover intention have high performance. Meanwhile, employees who have moderate turnover intention with high performance are 13.00%. The results of the cross tabulation between turnover intention and employee performance show a relationship pattern that the higher the turnover intention, the lower the employee's performance. The results of the cross tabulation are reinforced by the results of statistical tests between turnover intention and employee performance. = 5% (0.05). It can be concluded that there is an influence between turnover intention on employee performance. It can be seen that the Exp (B) value is 4.76, which means that employees who have moderate turnover intention will be at 4.76 times risk of experiencing a decrease in performance.

## V. Conclusion

1. Employee engagement has a positive and significant effect on employee performance at the Labuhanbatu Regency Education Office
2. Employee retention has a positive and significant effect on employee performance at the Labuhanbatu Regency Education Office
3. Turnover Intention positive and significant effect on employee performance at the Dinas Pendidikan Kabupaten Labuhanbatu
4. Employee Engagement, employee retention and turnover positive and significant effect on employee performance at the Dinas Pendidikan Kabupaten Labuhanbatu.

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