

THE ROLE OF EMPLOYEE ENGAGEMENT IN MEDIATING THE INFLUENCE OF QUALITY OF WORK LIFE AND REWARDS ON TURNOVER INTENTION (STUDY AT ASTRA MOTOR TEUKU UMAR SALES OFFICE DENPASAR BALI)

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Abstract: The performance of an organization is determined by the conditions and behavior of the company's employees. The reality that often occurs is that a company's performance can be disrupted, either directly or indirectly, by various employee behaviors that are difficult to prevent. One form of employee behavior is low employee engagement, which gives rise to turnover intention. This research aims to analyze the role of employee engagement in mediating the influence of Quality of Work Life and Rewards on turnover intention at the Astra Motor Teuku Umar Sales Office Denpasar. This research uses a quantitative design with the results of respondents' answers to questionnaires as the main data. The population in this study were all Astra Motor Teuku Umar Sales Office Denpasar employees, totaling 65 people, namely 28 permanent employees and 37 contract employees. The sampling method used was total sampling. The main data analysis tool used in this research is structural equation modeling (SEM) with a partial least squares (PLS) modeling approach. The research results show that (1) Quality of Work Life has a positive and significant effect on employee engagement, (2) Reward has a positive but not significant effect on employee engagement, (3) Quality of Work Life has a positive but not significant effect on turnover intention, (4) Rewards have a positive but not significant effect on turnover intention and (5) employee engagement has a significant negative effect on turnover intention. It was also found that the employee engagement variable did not mediate the relationship between Quality of Work Life and Reward on turnover intention. For further research, it is recommended to use other methods in research using other variables that can explain employee engagement such as job attitude, job characteristics, demographics, stress levels, job satisfaction, leadership and others.

Keywords: employee engagement, turnover intention, quality of work life, reward

I. INTRODUCTION

The performance of a company is determined by the conditions and behavior of the company's employees. The reality that often occurs is that a company's performance can be disrupted, either directly or indirectly, by various employee behaviors that are difficult to prevent. One form of employee behavior is low employee engagement, which gives rise to a desire to move (turnover intention). Employee engagement is a situation where employees feel an attachment to the company, are willing to volunteer to defend the company so that employees voluntarily do their work with the best performance, and promote their company for the company's benefit. Employees with a high level of engagement with their company or organization also tend not to make turnover or even have no intention of turnover (turnover intention).

Turnover Intention is the employee's tendency or intention to stop working from his job voluntarily according to his own choice (Kasmir, 2016:63). In a broad sense, turnover intention is the level or intensity of the desire to leave the company. There are many factors that can cause employees to leave their place of work, including: job attitude, personality, demographics, economic factors, personal factors, job characteristics, rewards system, supervisory, and group relations. (Triyati 2003). According to Asmara (2017), factors that influence employee departure from the company are job satisfaction, quality of work life, organizational commitment, individual characteristics and organizational culture. Factors that can further influence an employee's intention to leave an organization according to Sari (2019) are limited growth in the company, feeling underpaid, no longer being challenged, feeling undervalued, and a company culture that is no longer suitable. Movanita (2018) also said that pay competitiveness, career opportunities for development, unsuitable company activities, disharmonious communication with superiors, long distance from home to office, job demands, and unhealthy company culture can also trigger turnover intentions. intention in employees.

Employees who intend to make turnover due to disengagement behavior become an obstacle to the employee's performance and subsequently have an impact on the company's performance. Uncontrolled turnover

also often causes financial and non-financial losses for the company, because the process of recruiting, coaching and training employees requires funds, energy and time for the company.

One of the companies in question is Astra Motor Teuku Umar Sales Office Denpasar Bali which is located on Jalan Teuku Umar Denpasar which was inaugurated on October 12 2018, which previously had been operating since 2005, is an after sales service company that serves Astra Motor customers to buy automatic Honda motorbikes, Duck and Honda Sport with a total of 65 employees in 2023. Astra Motor Teuku Umar Sales Office Denpasar Bali is one of the sales offices (dealers) under the auspices of PT. Astra Motor Bali is developing in Bali, so to maintain the quality of performance the company must pay attention to employee engagement and turnover limits and prevent turnover intentions among its employees. The termination of an individual as a member of a company can be divided into two, namely voluntary release initiated by the employee himself and forced release initiated by the company, including due to death and resignation at pressure.

The large number of similar automotive companies currently developing, such as Yamaha, Suzuki, Kawasaki dealers and other electric motorbike show rooms, has resulted in competition, where customers have the choice to determine which automotive choice provides better after-sales service. To deal with this, Astra Teuku Umar Sales Office Denpasar Bali is trying to improve the company's performance, one of which is by increasing employee engagement with the company to avoid turnover which is detrimental to the company both in terms of costs and time.

The phenomenon known through the results of the initial survey, data obtained from the Astra Teuku Umar Sales Office, Denpasar Bali, shows the exit and entry of employees as shown in Table 1 as follows.

Table 1
Employee Entry and Exit Data
at Astra Motor Teuku Umar Denpasar Bali Sales Office
2019 – 2023

Year	Amount Employee Beginning	Amount Employee Enter	Percentage	Amount Employee Go out	Percentage	Amount Employee End
	(Person)	(Person)	(%)	(Person)	(%)	(Person)
2019	75	6	8.00	8	10.67	73
2020	73	0	0	10	13.70	63
2021	63	0	0	10	15.87	53
2022	53	15	28.30	9	16.98	59
2023	65	14	23.73	8	13.59	65

Source: Astra Motor Teuku Umar, 2023

Table 1 shows that the number of employees leaving is very high every year, greater than the threshold level of 10%. Ridlo (2012: 5) states that the percentage of employee departures should not be more than 10% per year because it can cause losses to the company, both in terms of costs and in terms of lost time and opportunities and can affect the work productivity of employees in a company. The personnel department of Astra Motor Teuku Umar Sales Office Denpasar Bali stated that the reason for the employee's departure was because many employees wanted to get a new atmosphere and experience in another workplace. Other things that influence employee turnover rates include the COVID-19 pandemic, failure to achieve work targets, the quality of work life regarding the environment where employees work and the rewards provided by the company regarding the absence of career paths and salaries, thus affecting employee engagement with the company and the level of employee desire. to get out of.

There are many factors behind turnover intention in a company, so this research focuses on the quality of work life, rewards and employee engagement factors. The employee engagement factor is a concept developed from positive psychology and positive organizational behavior. Albrecht (2010:314) describes a theory regarding the close relationship and involvement that occurs physically, cognitively and emotionally between a person and their role in a job, which is then referred to as employee engagement.

According to Marciano (2010: 265), an engaged worker will be committed to the goal, use all his abilities to complete the task, maintain his behavior while working, ensure that he has completed the task well

according to the goal and is willing to take corrective or evaluation steps if necessary. Marciano (2010:277) further added that employee engagement has several benefits, namely increasing productivity, increasing profits, increasing efficiency, reducing absenteeism, reducing fraud, increasing customer satisfaction, reducing work accidents, minimizing employee complaints and most importantly reducing employee turnover rates. . Companies that demand good performance will not be able to run without being supported by human resources who are reliable and in line with the company's vision and mission. Astra Motor Teuku Umar Sales Office Denpasar Bali implements BEST (Bisnisawernes Excellent Service Synergytic Work TrusWortines) such as holding morning information twice a month, sharing information between departments and employees as well as eating and playing games together to create employee engagement so as to minimize turnover intention. .

The next factor is rewards, both financial and non-financial, which are also the main reason employees work and stay with a company if the rewards are seen as commensurate with the tasks they perform. Rewards, which are a combination of financial and non-financial rewards, are expected to be able to meet all employee needs and will influence employee engagement (Anggraeni, 2016). Rewards are considered important because giving awards to employees can show the company's attention to employees. Rewards will make employees feel that they are treated as normal individuals, meaning they are not workers. The provision of these rewards can ultimately motivate employees to improve their performance and work enthusiasm so that employee engagement can be achieved and prevent employee turnover (Hasibuan, 2016: 309).

Affini (2018) and Rostandi et.al (2021) found that rewards have a positive effect on employee engagement and can further prevent an increase in employee turnover intention. This shows that rewards indirectly have a negative effect on employee turnover intention through increasing employees' sense of attachment to the company. Different results were found by Mendis (2017) and Juvendy (2020) that rewards actually have a negative influence on turnover intention, in other words a good reward system actually increases employee turnover intention.

The rewards received by permanent employees at the Astra Motor Teuku Umar Sales Office Denpasar Bali include: Salary, THR, annual bonus, employee skill development training every 3 months, appreciation for overseas visits for employees with achievements and sub-category increases every 3 years based on employee work performance. However, on the other hand, the rewards that contract employees get are only in the form of: salary, THR and employee skill development training.

The final factor is quality of work life. Quality of Work Life is an important factor that can increase employee engagement and prevent employees from feeling turnover intention (Nugroho, 2018). Quality of Work Life refers to whether a person's work environment is pleasant or unpleasant. The main goal is the development of an excellent working environment for employees and also for production. Employees who provide the best abilities will have an impact on company performance. This is where the role of the company is to make all its employees feel comfortable in carrying out their work and in their work environment, so that the company must pay attention to and maintain the quality of work life (Quality of Work Life) which ultimately helps foster the desire of each employee to remain in the company (Marciano, 2010:281).

Nugroho (2018) and Indrawan (2020) found that Quality of Work Life has a positive effect on employee engagement and can further minimize turnover intention. This shows that Quality of Work Life is indirectly able to reduce employee turnover intention by increasing employees' sense of attachment to the company. Different results were found by Anggarini (2019) who found that Quality of Work Life had no effect on employee engagement and Jesika Natalia, Elvin Rosiana (2017) and Islamy (2018) who found that employee engagement was not able to and was not proven to have a negative effect on the level of turnover intention. from employees.

II. THEORETICAL BASIS

Planned Behavior Theory

This theory has a foundation in the perspective of beliefs that can influence a person to carry out specific behavior. The trust perspective is implemented through combining various characteristics, qualities and attributes of certain information which then form the will to behave (Ajzen, 1991). Intention is a decision to behave in a desired way or a stimulus to carry out an action, whether consciously or not. This intention is the beginning of the formation of a person's behavior. The theory of planned behavior is suitable for describing any behavior that requires planning (Ajzen, 1991). Planned behavior theory is an improvement on reasoned action theory. Reasoned action theory has scientific evidence that the intention to carry out certain actions is caused by two reasons, namely subjective norms and attitudes towards behavior (Ajzen and Fishbein, 1975). Several years later, Ajzen (1991) added one factor, namely individual perceived behavioral control. The existence of these factors changes reasoned action theory into planned behavior theory. The planned behavior theory process is briefly described as follows.

Maslow's Hierarchy of Needs Theory

According to Maslow ((Pranata, 2014), the level of work motivation varies between individuals and within an individual at different times. Perhaps it can be said that the most famous work motivation theory is the hierarchy of needs expressed by Abraham Maslow. There are five the most important needs to the least crucial:

- 1) Basic physiological needs, namely basic daily human needs for eating, drinking, clothing, shelter and other physical needs.
- 2) The need to feel safe is the need for protection from bodily injury, threats, a sense of security at work and other needs.
- 3) Social Needs, namely to belong, be recognized, love, integrate and be accepted in the social work group.
- 4) The need for self-esteem is an employee's need for recognition, status, honor and appreciation.
- 5) Actualization needs are human needs to demonstrate the abilities and potential that exist within themselves in working to achieve maximum work results.

Turn Over Intention

Turnovers is the voluntary resignation of an employee from his place of work. Meanwhile, intention is the intention or desire that arises in an individual to do something. Therefore, turnover intention can be defined as an employee's tendency or intention to quit their job voluntarily according to their own choice (Putriani, 2014:30). Meanwhile, according to Rivai (2014:227), employee turnover is the level of movement (movements) crosses the membership boundaries of an organization. Turnover intention is the level or intensity of the desire to leave the company. There are many reasons that cause turnover intention, including the desire to get a better job (Donni, 2014: 201). Ridlo (2012:48) states that there are 3 indicators that show employee turnover intention, namely: Thinking of leaving the organization (thinking of quitting). Intention to look for alternative work (intention to search for alternatives). Intention to leave the organization (intention to quit).

Employee Engagement

According to Robbins (2015:328), employee engagement is an individual's involvement with satisfaction and enthusiasm for the work he or she does. According to Dessler (2015:344), employee engagement can be in the form of a willingness to advocate on behalf of the company, this includes the willingness to promote the company, buy and even invest in the company. Meanwhile, according to Handoko (2014: 210), employee engagement is a state of employees who are directly psychologically involved in their work. Employees will be involved physically, cognitively and emotionally while showing their performance at work.

Quality of Work Life

Quality of Work Life refers to the pleasant or unpleasant state of the work environment for a person. The main goal is the development of an excellent working environment for employees and also for production. The main focus of Quality of Work Life itself is that the work environment and all work within it must be in accordance with people and technology (Robbins, 2015: 348). The term quality of work life was first introduced by Louis Davis in the 1970s. The first conference on Quality of Work Life was held in Toronto in 1972 and in that year the International Council for Quality of work life. Quality of Work Life has been understood in various studies (Dessler, 2015:311). The human resources of every organization are very important to achieve goals and therefore, human resource policies and practices must have a strategic approach (Dessler, 2015: 312). Quality of Work Life indicators according to Nugroho (2018) include: Employee participation. Conflict resolution. Communication within the Company. Occupational health. Work safety. Job security. Proud

Rewards

Rewards is recognition of employee performance to direct employee behavior to behavior that is valued and recognized by the company. Handoko (2014:226) defines reward as a reward/incentive that links payment based on the aim of increasing productivity to achieve competitive advantage. Kasmir (2016:362) indicates that based on an award system that research is carried out through constructive analysis of various papers and articles. Through reward practices, engaging employees and managing performance in the organization is very easy for management. Through reward strategies, management can attract a pool of qualified candidates and retain a highly motivated workforce in the organization. The indicators in this research refer to Indriyani (2017), namely as follows. Wages; Well-being; Career development system; Psychological and social rewards

III. HYPOTHESIS

H1: Quality of Work Life has a significant positive effect on employee engagement.

H2: Reward significant positive effect on employee engagement.

H3: Quality of Work Life has a significant negative effect on turnover intention.

H4: Reward significant negative effect on turnover intention.

H5: Employee engagement has a significant negative effect on turnover intention.

H6: Employee engagement does not mediate the relationship between Quality of Work Life and turnover intention.

H7: Employee Engagement mediates the influence Reward on Turnover Intention.

IV. RESEARCH METHODS

The research used in this research is a quantitative approach, the research variables in this research are exogenous variables and endogenous variables. The data collection techniques used in this research were observation, interviews and questionnaires. The data used is primary data and secondary data, with a research sample of 65 people who are employees of Astra Motor Teuku Umar Sales Office Denpasar. The data analysis technique used is SEM-Partial Least Square analysis. In analyzing the influence between exogenous and endogenous variables in this research, Partial Least Square (PLS) is used because this method does not require many assumptions, including the assumption of normality, and is popularly used in complex studies that are not supported by adequate theory.

In testing the research instrument, IBM-SPSS software was used to test the validity and reliability of the results of distributing the questionnaire. Next, the data is processed using the SmartPLS application to determine the influence between the relationships between each variable.

V. ANALYSIS RESULTS

Structural Model Evaluation

The results of this research obtained an outer loading value above 0.60 after reconstructing the model by removing indicators that had factor loading values below 0.60. This means that indicators that have a value above 0.70 can measure the latent variable well.

The composite reliability and Cronbach alpha values for each construct are greater than 0.70, the employee engagement construct has composite reliability and Cronbach alpha values of 0.819 and 0.700. The quality of work life construct has composite reliability and Cronbach alpha values of 0.891 and 0.858. The reward construct has composite reliability and Cronbach alpha values of 0.853 and 0.770. The turnover intention construct has composite reliability and Cronbach alpha values of 0.844 and 0.764. The calculation recapitulation results can be seen in Table 2.

Construct	Outer Loading	Composite Reliability	Cronbach Alpha	AVE
M 2.1 <- Employee Engagement	0.674	0.819	0.700	0.604
M 2.2 <- Employee Engagement	0.830			
M 2.3 <- Employee Engagement	0.816			
X 1.1 <- Quality of Work Life	0.813	0.891	0.858	0.542
X 1.2 <- Quality of Work Life	0.626			
X 1.3 <- Quality of Work Life	0.705			
X 1.4 <- Quality of Work Life	0.658			
X 1.5 <- Quality of Work Life	0.794			
X 1.6 <- Quality of Work Life	0.690			
X 1.7 <- Quality of Work Life	0.838			
X 2.1 <-Rewards	0.839	0.853	0.770	0.604
X 2.2<-Rewards	0.876			
X 2.4<-Rewards	0.882			
Y 1.1 <-Turn Over Intention	0.922	0.844	0.764	653
Y 1.2 <-Turn Over Intention	0.885			
Y 2.3 <-Turn Over Intention	0.588			

Source: Calculation Results with the PLS Program

R-Square & Q-Square

That value R-Square employee engagement of 0.574 is included in the criteria for a model that is close to strong, meaning the construct quality of worklife and reward can explain the variation employee engagement amounting to 57.40 percent, while the remaining 42.60 percent is explained by variations in other variables outside the research model. Whereasturnover intention has an index value R-Square of 0.196 including a weak model, the meaning is quality of work life, rewards and employee engagement able to explain variation turnover intention amounted to 19.60 percent while the remaining 80.40 percent was influenced by other constructs that were not analyzed in the estimation model.

The calculation results produce a Q2 Employee Engagement value = 0.282 (R2 taken from (Table 5.9). Based on Lathan and Ghozali's criteria, it is included in the strong model criteria. The Q2 Turnover Intention value of 0.061 is also included in the strong model. This means that the mathematical model built in this research has high level of prediction accuracy. The calculation recapitulation results can be seen in table 3 and table 4.

Table 3
R-Square Results

Variable	R-Square	R-Square Adjusted
Employee Engagement	0.574	0.560
Turn Over Intention	0.196	0.155

Source: PLS calculation results

Table 4
Q-Square Results

	SSO	SSE	Q ² (=1-SSE/SSO)
EMPLOY ENGGAGEMENT	192.000	137.888	0.282
QUALITY OF WORK LIFE	448.000	448.000	
REWARD	256.000	256.000	
TURNOVER INTENTION	192.000	180.338	0.061

Source: PLS calculation results

Evaluation of Structural Models via Goodness of Fit (GoF)

Goodness of Fit (GoF) is a measurement of the accuracy of the model as a whole, because it is considered to be a single measurement of outer model measurements and inner model measurements. The criteria for whether a model is strong or weak based on GoF measurements according to Wetzels et al (Yamin, 2022), are as follows: 0.36 (GoF large)/model with high suitability, 0.25 (medium GoF), and 0.10 (GoF small). Akter et al (2011) suggest a cut off value of 0.36. The GoF formula is $\sqrt{A.R2 * A.AVE} = \sqrt{0.355 * 0.601} = 0.462$ (R2) taken from table 3 and the AVE value from Table 2. These results indicate that the model built is a large model, meaning that the model meets the requirements as model fit.

Path Hypothesis Analysis and Testing

Table 5

Direct Effects

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O /STDEV)	P Values
EMPLOY ENGGAGEMENT -> TURNOVER INTENTION	-0.482	0.254	1.901	0.058
QUALITY OF WORK LIFE -> EMPLOY ENGGAGEMENT	0.535	0.132	4.063	0.000
QUALITY OF WORK LIFE -> TURNOVER INTENTION	0.050	0.199	0.253	0.801
REWARD -> EMPLOY ENGGAGEMENT	0.283	0.145	1.955	0.051
REWARD -> TURNOVER INTENTION	0.008	0.214	0.037	0.971

Source: PLS Calculation Results

Table 6

Indirect Effects

	Original Sample (O)	Standard Deviation (STD...)	T Statistics (O ...)	P Values
QUALITY OF WORK LIFE -> EMPLOY ENGGAGEMENT -> TURNOVER INTENTION	-0.258	0.156	1.648	0.100
REWARD -> EMPLOY ENGGAGEMENT -> TURNOVER INTENTION	-0.137	0.105	1.300	0.194

Source: PLS Calculation Results

1. Quality of work life has a positive effect of 0.535 and is significant on employee engagement. This means that increasing the quality of work life can increase employee engagement.
2. Reward has a positive effect of 0.283 but is not significant on employee engagement. This means that increasing rewards will not necessarily increase employee engagement.
3. Quality of work life has a positive effect of 0.050 but is not significant on turnover intention. This means that increasing the quality of work life does not necessarily increase turnover intention.
4. Reward has a positive effect of 0.008 but is not significant on turnover intention. This means that increasing rewards will not necessarily increase turnover intention.
5. Employee engagement has a negative effect of -0.482 and is significant on turnover intention. This means that higher employee engagement can actually reduce turnover intention, but this relationship is not significant.
6. Employee engagement does not mediate the relationship between quality of work life and turnover intention. This can be seen from the direct relationship between quality of work life and turnover intention which is not significant (Table 5.12), likewise the indirect relationship between quality of work life and turnover intention through employee engagement is also significant.

7. Employee engagement does not mediate the relationship between reward and turnover intention. This can be seen from the direct relationship between reward and turnover intention which is not significant, as well as the indirect relationship between reward and turnover intention through employee engagement is also significant.

VI. DISCUSSION

The Influence of Quality of Work Life on Employee Engagement at Astra Motor Teuku Umar Sales Office Denpasar Bali

The results of this research show that there is a positive and significant influence between the quality of work life variable and employee engagement of $0.000 < 0.05$, so that H1 is accepted. This means that if the quality of work life at the Astra Motor Teuku Umar Sales Office Denpasar Bali is better, employee engagement with the company will also be higher.

Quality of work life refers to the pleasant or unpleasant state of the work environment for a person. This is where the role of the company is to make all its employees feel comfortable in carrying out their work and comfortable in their work environment, so that the company must pay attention to and maintain the quality of work life so as to help foster a sense of attachment from each employee to the company where the employee works (Dessler, 2015: 286)

The results of this research are theoretically in accordance with the theory expressed by Dessler (2015) that good quality of work life will be able to create high employee engagement. The results of this research empirically also support research conducted by Nugroho (2018) and Sahni (2019) who found that Quality of work life has a positive effect on employee engagement.

The Influence of Rewards on Employee Engagement at Astra Motor Teuku Umar Sales Office Denpasar Bali

The results of this research show that there is a positive but not significant influence between the relationship between reward variables and employee engagement of $0.051 < 0.05$, so H2 is accepted. This means that the higher the rewards given with the right system will not necessarily increase employee engagement among Astra Motor Teuku Umar Sales Office Denpasar Bali employees.

Rewards both financially and non-financially, it is also the main reason employees work and stay with a company if the reward is seen as commensurate with the tasks they perform. Rewards are considered important because giving awards to employees can show the company's attention to employees. From the characteristics of the respondents in this study, the number of contract employees is greater than that of permanent employees, where the rewards such as bonuses for achieving performance targets, annual bonuses and career development received differ between permanent employees and contract employees so that the assessment given is low and is not significant. The differences in reward provision will make employees feel that they are treated as different employees, which in the end can cause employees to become disengaged.

The results of this research are theoretically in accordance with the theory expressed by Kasmir (2016) that reward is one of the main goals of employees at work, therefore commensurate rewards will make employees feel engaged. The results of this research empirically also support research conducted by Anggraeni (2016) and Indriyani (2017) which found that rewards have a positive effect on employee engagement.

The Influence of Quality of Work Life on Turnover Intention at Astra Motor Teuku Umar Sales Office Denpasar Bali

The results of this study show that Quality of Work Life has a positive but not significant effect on turnover intention of $0.801 < 0.05$, so H3 is rejected. This means that the efforts made by Astra Motor Teuku Umar Sales Office Denpasar Bali in improving the Quality of Work Life, are not necessarily able to influence the level of employee turnover intention.

Rivai (2014: 284) states that the quality of work life has an influence on the decision whether to stay with one's current job or move to another job. If employees are dissatisfied with their work environment and conditions, of course they will leave the company where they work. The conditions that occur at the Astra Motor Teuku Umar Sales Office Denpasar Bali are that there are still employees who feel that their suggestions and criticisms are not accommodated by the management, there is little time for communication between employees, the condition of the spare parts storage space is not conducive and there is a lack of work safety support equipment. in the maintenance or repair department, but this does not reduce employee morale.

The results of this research are theoretically not in accordance with the theory expressed by Rivai (2014), that a good quality of work life will be able to prevent employee turnover intention. The results of this research are empirically inconsistent with research conducted by Indrawan (2020) and Rosita, et.al (2021) which found that quality of work life has a negative effect on turnover intention.

The Effect of Rewards on Turnover Intention at Astra Motor Teuku Umar Sales Office Denpasar Bali

The results of this study show that rewards have a positive but not significant effect on turnover intention of $0.971 < 0.05$, so H4 is rejected. This means that increasing the rewards given will not necessarily

increase employee turnover intention at the Astra Motor Teuku Umar Sales Office Denpasar Bali. This can be caused by differences in rewards obtained between permanent employees and contract employees.

The reward system can be said to be effective if the rewards given must meet all the basic needs of employees, and the rewards given by the company to its members are distributed evenly and fairly (Moehariono, 2014: 337). From the characteristics of the respondents, this study did not separate the status of permanent employees and contract employees so that the assessment given was not significant. The condition that occurs at the Astra Motor Teuku Umar Sales Office Denpasar Bali is that both permanent employees and contract employees receive the same rewards in the form of salary, THR and bonuses for performance achievements, while annual bonuses and overseas appreciation for employee achievements are only given to permanent employees. just.

The results of this research are theoretically not in accordance with the theory expressed by Moehariono (2014) that rewards are an effort used by companies to retain their employees so they do not move to other companies. The results of this research empirically also do not support research conducted by Mendis (2017) and Timmy, et, al (2018) which found that rewards have a negative effect on turnover intention.

The Influence of Employee Engagement on Turnover Intention at Astra Motor Teuku Umar Sales Office Denpasar Bali

The results of this study show that employee engagement has a significant negative effect on turnover intention of 0.058 <0.05. These results mean that H5 is accepted. This means that if the engagement that employees feel towards the company is stronger, then employee turnover intention at the Astra Motor Teuku Umar Sales Office Denpasar Bali will be lower and vice versa. Employee engagement can create success for the company through things related to employee performance, productivity, employee satisfaction and loyalty so that they remain in the company. Seeing this, it can be concluded that employee engagement has an influence in preventing turnover intention (Rivai, 2014:91)

The results of this research are theoretically in accordance with the theory expressed by Rivai (2014) that if a company is able to make its employees feel engaged, then employees will be reluctant to have turnover intention. The results of this research empirically also support research conducted by Gupta (2017), Islamy (2018) and Widiarta,et,al (2023) which found that employee engagement has a negative effect on turnover intention.

The Role of Employee Engagement in Mediating the Influence of Quality of Work Life on Turnover Intention at Astra Motor Teuku Umar Sales Office Denpasar Bali

The results of this study indicate that the role of employee engagement does not mediate the relationship between quality of work life and turnover intention. This can be seen from the relationship between quality of work life and turnover intention which is not directly significant at Astra Motor Teuku Umar Sales Office Denpasar Bali, so H6 is accepted. Therefore, it can be concluded that employee engagement is not able to mediate negatively and significantly the influence of quality of work life on turnover intention or that employee engagement is not a mediator of the influence of quality of work life on turnover intention.

Employee engagement is the psychological attachment of employees to the company (Sudiro, 2011:38). This feeling should be able to mediate quality of work life in reducing turnover intention. However, the reality that occurs at Astra Motor Teuku Umar Sales Office Denpasar Bali is that the influence of quality of work life is not significant on turnover intention because employees currently prioritize economic factors and seek work experience. , so that no matter how much employee engagement employees feel, they still don't think too much about the quality of work life and still have no significant influence on turnover intention.

The results of this research are theoretically not in accordance with the theory expressed by Sudiro (2011) that employee engagement should be able to mediate quality of work life in reducing turnover intention. The results of this research are empirically also in accordance with research conducted by Indrawan (20120) and Yulistiawati (2022) who found that quality of work life has an indirect effect on turnover intention with or without mediation.

The Role of Employee Engagement in Mediating the Effect of Rewards on Turnover Intention at Astra Motor Teuku Umar Sales Office Denpasar Bali

The results of this study indicate that the role of employee engagement does not mediate the relationship between reward and turnover intention. This can be seen from the direct relationship between reward and turnover intention which is not significant, so H7 is rejected. So it can be concluded that employee engagement does not mediate positively and significantly the influence of rewards on turnover intention at Astra Motor Teuku Umar Sales Office Denpasar Bali.

Employee engagement is the psychological attachment of employees to the company (Sudiro, 2011:38). A good reward system can foster employee engagement with the company and subsequently cause employees to be reluctant to think about turnover. Permanent employees at Astra Motor Teuku Umar Sales Office Denpasar Bali currently feel that rewards keep them from turnover from the company and rewards also make them feel

more attached to the company but this does not apply to contract employees. There are other things that cause contract employees to want to turnover of the company.

The results of this research are theoretically not in accordance with the theory expressed by Sudiro (2011) that employee engagement is able to mediate rewards in reducing turnover intention. The results of this research are empirically inconsistent with research conducted by (Irawan, et.al 2022) which found that financial compensation has a significant positive influence on turnover intentions mediated through employee engagement. However, on the contrary, the results of this research empirically support research conducted by (Zahari, et.al 2020) which found that compensation has an indirect negative influence on turnover intentions which is mediated by employee engagement.

VII. THEORETICAL IMPLICATIONS

In the previous literature review, Planned Behavior Theory explained that attitudes towards behavior are an important point that can predict an action, however it is necessary to consider a person's attitude in testing subjective norms and measuring the person's perceived behavioral control. If there is a positive attitude, support from people around them and a perception of ease because there are no obstacles to behaving then a person's intention to behave will be higher (Ajzen, 1991). This is also supported by Maslow's theory that every individual or employee must fulfill their basic needs before finally having the desire to grow and develop. In this research, turnover intention is determined by the variables quality of work life, rewards and employee engagement. An employee who has a positive attitude towards his company and gets support from people around his work environment, and gets attention from the company, especially in the form of appropriate rewards to meet his basic needs, will foster a high level of attachment from an employee to the company so that he is reluctant to plan for turnover.

VIII. PRACTICAL IMPLICATIONS

This research provides guidelines for Astra Motor Teuku Umar Sales Office Denpasar Bali in managing its human resources. Employee turnover intention can be reduced with proper HR management. It has been proven that the level of turnover intention can be minimized by providing appropriate rewards to both permanent and contract employees, so that it is hoped that it can grow employee engagement towards Astra Motor Teuku Umar Sales Office Denpasar Bali. In the future, this will continue to have a positive impact on the company's financing, the effectiveness of the company's time because time is not wasted in recruiting and training new employees, and will have an impact on the comfort of the employees themselves at work. This research can also provide guidelines for companies to be able to pay attention to other factors that make employees feel attached to their company so that the turnover rate can be reduced, and one thing that needs to be paid attention to is the quality of work life and a better reward system for contract employees.

IX. RESEARCH LIMITATIONS

This research uses data collection techniques by distributing questionnaires online with Google Form to Astra Motor Teuku Umar Sales Office Denpasar Bali employees. So measuring data using this questionnaire still has several weaknesses, namely the possibility that respondents answer questions incorrectly due to a lack of understanding of the questions asked by researchers and respondents' answers that are less objective and do not describe the actual situation. In this study, respondents also did not separate the answers from permanent employees and contract employees, causing bias in the respondents' answers.

This research is only able to describe employee turnover intention at the Astra Motor Teuku Umar Sales Office Denpasar Bali which can be seen from the adjusted R2 value of 0.196 or a weak model. This research is only able to explain turnover intention of 19.60% while the remaining 80.40% is influenced by other constructs that were not analyzed in this study. However, on the other hand, this model explains that employee engagement is included in the model criteria which is close to strong which can be seen from the adjusted R2 value of 0.574 or 57.40%. This means that there are still quite a lot of other variables that can be included as exogenous variables in influencing employee engagement

CONCLUSION

1. Quality of work life positive influence on employee engagement at Astra Motor Teuku Umar Sales Office Denpasar Bali. This means that conditions are getting better Quality of work life in the company, the higher the level employee engagement towards the company.
2. Reward has a positive but not significant effect on employee engagement at Astra Motor Teuku Umar Sales Office Denpasar Bali. This means even though giving increases rewards what the company does, it does not necessarily increase employee engagement towards the company.

3. Quality of work life positive but not significant effect on turnover intention employee at Astra Motor Teuku Umar Sales Office Denpasar Bali. This means whatever the conditions Quality of work life on the company, will not have a significant impact on turnover intention That employees feel.
4. Rewards positive but not significant effect on turnover intention employee at Astra Motor Teuku Umar Sales Office Denpasar Bali. This means that the better the company provides rewards, the higher the level turnover intention employees will not necessarily increase.
5. Employee engagement negative effect on turnover intention employee at Astra Motor Teuku Umar Sales Office Denpasar Bali. This means that employees increasingly feel engaged on the company, then the level turnover intention employees will be lower
6. Role employee engagement does not mediate the relationship between Quality of work life on employee turnover intention at Astra Motor Teuku Umar Sales Office Denpasar Bali. This can be seen from the relationship between Quality of work life The direct relationship to turnover intention is not significant, nor is the indirect relationship Quality of work life on turnover intention through employee engagement also significant.
7. Role employee engagement does not mediate the relationship between Reward to turnover intention employee at Astra Motor Teuku Umar Sales Office Denpasar Bali. This can be seen from the relationship between Rewards The direct relationship to turnover intention is not significant, nor is the indirect relationship Reward to turnover intention through Employee engagement is also significant.

SUGGESTION

1. Astra Motor Teuku Umar Sales Office Denpasar Bali should pay more attention to intentions to quit because the number of employees who intend to leave is relatively high. Intention to quit can be minimized by paying attention to factors that need to be improved to prevent this, namely by understanding the individual characteristics of employees, increasing employee job satisfaction, paying attention to the work environment and fostering organizational commitment from employees. If the intention to quit can be minimized, it is hoped that employee turnover intention can be reduced.
2. Astra Motor Teuku Umar Sales Office Denpasar Bali should further increase employee absorption. This can be done by providing new tasks that increase work enthusiasm and a sense of challenge as well as preparing a task agenda that is not monotonous. It is hoped that increasing employee absorption at work will increase employee engagement at Astra Motor Teuku Umar Sales Office Denpasar Bali
3. Astra Motor Teuku Umar Sales Office Denpasar Bali should pay more attention to the career development system of its employees which is one element of reward. This can be done by paying attention to each employee's potential, loyalty and performance targets. If employees are assessed as having high loyalty and performance, then the company should provide promotions according to position level and appoint contract employees to permanent employees, because if not, employee morale to produce high performance will decrease and employees will even think about switching to another company. appreciate their performance more if the opportunity arises.
4. Astra Motor Teuku Umar Sales Office Denpasar Bali should further improve communication within the company, occupational health and occupational safety which are still considered low. This can be done by increasing morning information which has been carried out twice a month to once a week so that there will be good communication between management and employees, paying attention to employee work health by providing health and fitness programs such as gymnastics training once a week and pay attention to employee work safety by providing work safety support tools, especially for employees who work in maintenance (workshop), spare parts and delivery.

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