

The Effect of Human Resources Management Practices, Transformational Leadership on Turnover Intention Mediated by Work Engagement on State Owned Bank Employees



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ABSTRACT: This study aims to analyze the effect of human resources management resources practices, transformational leadership on turnover intention mediated by work engagement. The data used in this study is primary data that comes directly from the research object, state-owned bank in South Jakarta. The sample in this study was selected using a non-probability sampling method with a sample of 230 respondents. Data analysis used in this research is descriptive statistics by finding the average and standard deviation, and using the AMOS SEM for hypothesis testing. Previously the instrument was tested using validity and reliability tests where all statement items were valid and reliable. The research results show that human resources management practices, transformational leadership has positive effects on work engagement, human resources management practices, transformational leadership has negative effects on turnover intention, work engagement has a negative effect on turnover intention. Meanwhile, for the indirect effect, work engagement can mediate the influence of human resources management practices, transformational leadership on turnover intention.

KEYWORDS: Human resources management practices, Transformational leadership, Work engagement, Turnover intention.

I. INTRODUCTION

In the present time, the business world is facing a very tight competition, doubled with technological developments that require organizations to respond quickly to environmental changes in order to achieve organizational goals (Nurfitriani, 2021). Banking makes a large contribution to state revenues, where banks have the role of regulating and managing the payment system to regulate financial balance. The results of research conducted by Astrianti et al. (2020) explained that to achieve the set goals in organizations it requires good quality human resources. The phenomenon of employee turnover in organization is one of the phenomena that has an impact on organizational performance. Every company face the turnover problem and state-owned or BUMN bank, which is the object of this study, is not an exception. Companies need to consider the risk of losing qualified employees moving to other companies due to better job opportunities (Dechawatanapaisal, 2018), managing employees must be considered so that company goals can be achieved and also be able to maintain a competitive advantage (Batoool, Shengbin, & Batoool, 2020). High employee turnover can have negative impacts, including a loss of tacit knowledge and social capital as well as significant recruitment costs (Rubenstein et al., 2017). Turnover intention is a response from employees who think about putting their position down on the job they are assigned, the tendency to get a new job, and the desire to leave the company permanently (Haque, 2021). Human resource management practices can retain qualified employees and make those employees willing to stay in the organization (Luo et al., 2016). Fabi et al. (2015) found that work engagement can mediate the effect of human resource management practices on employee's turnover intention. In a company that are not good enough in human resource management practices, the leadership style can be used to influence the behavior of others in order to achieve the goals that have been set. In a study by Garcia-Morales et al. (2012) stated that transformational leadership is a leadership style that can increase mutual interest between employees and the organization in order to achieve the goals that have been set. The results of research conducted by Sobaih et al. (2022) is transformational leadership has influence on employee's turnover intention. Apart from transformational leadership, what influences employees' desire to move to different company is employee engagement or work engagement. Demerouti et al. (2015) stated that work engagement is a positive attitude from an employee to give their best effort to achieve the goals and objectives of the company where the employee works.

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II. LITERATURE REVIEW

A. Human Resource Management Practices

Kundu and Gahlawat (2016) explained that achieving organizational goals requires good human resource management. According to Jiang et al. (2012), human resource management practices is related to the ability of employees, motivation, and opportunities for employees to contribute to the company. Meanwhile, Delery and Gupta (2016) provides a definition of human resource management practices as human resource practices that can affect organizational performance through interaction that create good quality employees. In study conducted by Memon et al. (2021) explained that on individual human resource management practices, such as training satisfaction, performance appraisal satisfaction, and salary satisfaction, are used to enrich understanding of how these practices contribute to the outcome variables, like work involvement and turnover intention. Most of these studies use an overall approach by measuring human resource management practices through the factors in these practices. Kundu and Gahlawat (2016) stated that there are 3 factor that influence human resource management practices, such as: a. Extensive training, b. Challenging work assignments, and c. Greater empowerment. Research conducted by Santhanam et al. (2017) stated that if human resource management practices are not contributing to the progress and growth of employees, then it is considered as a reason to encourage employees to leave work. According to Aktar dan Pangil (2018), human resource management practices is a predictor of work engagement that makes employees involved in carrying out their roles. Yunikawati et al. (2021) explained that a good application of human resource management practices will affect the decrease in employees' turnover intention, while Gadi and Kee (2021) stated that human resource management practices can control turnover intention by making appropriate human resource managerial policies, in which work engagement acts as a mediator variable. In Aburumman et al. (2020) research, it was found that human resource management practices has effects on turnover intention, as well as in a research conducted by Santhanam et al. (2017) that found if human resource management practices not contributing to the progress and growth of employees is considered as a reason to encourage employees to leave the job or the organization.

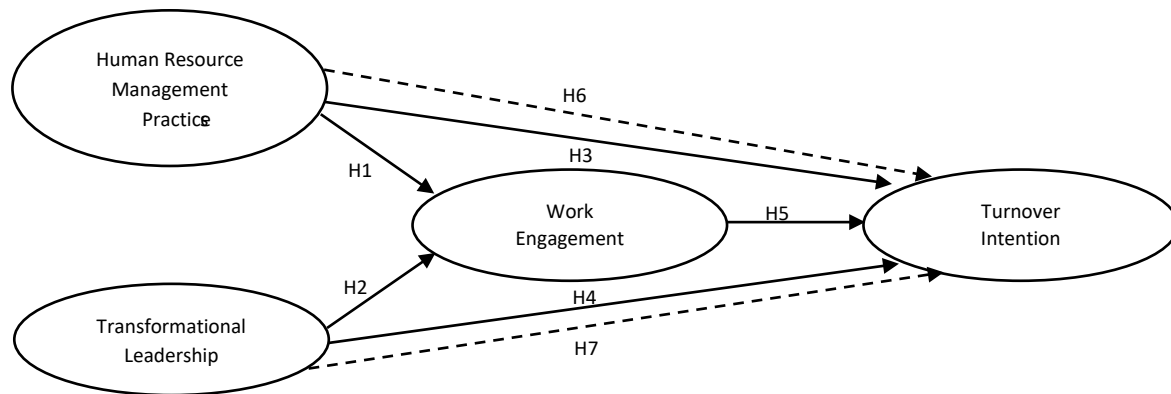
B. Work Engagement

Chang et al. (2017) explained that transformational leadership is a leadership style that motivates subordinates to achieve good performance by making changes to attitude, beliefs, and values in employees. Mahmood et al. (2018) described transformational leadership as the process of leadership that provides a good role model, encouraging creativity, and giving motivation to subordinates in order to achieve organizational goals. According to Gyensare et al. (2017), transformational leadership is divided into four dimensions: 1. Idealized influence, it is related to emotions and strong employee identification between subordinates and superiors. 2. Intellectual stimulation, in which leaders find many ideas and provide ways to solve problems so employees are challenged in solving the problems they face. 3. Inspirational motivation, leaders give examples of good behavior to employees in an interesting way hence employees can follow the behavior of their superiors. 4. Individualized consideration, in which leaders provide support, reinforcement, and guidance by superiors in order to increase employees' confidence in leaders and have high work motivation. Gyensare et al. (2017) stated that the lower the impact of transformational leadership, it will create a feeling of dissatisfaction among employees and will ultimately lead to employees wanting to leave the company. Kara et al. (2021) explained that transformational leadership increase well-being as well as reducing the desire of employees to movie company effectively. Meanwhile, Meng et al. (2021) stated that transformational leadership has a positive influence on work engagement. Sultana and Jabeen (2018) found that work engagement can mediate the influence of transformational leadership on employee's turnover intention.

C. Turnover Intention

Research conducted by Khawaldeh et al. (2014) stated that turnover intention is a desire to leave the company and work in another company. Meanwhile, according to Adam and Irvianti (2014) turnover intention is the desire of employees to leave their jobs due to bad human resource management practices. Chen and Wang (2019) define turnover intention as the intention of the company members to leave their current job and then look for a different job because there is a job dissatisfaction. According to Yucel et al. (2021), the influences and effects that arise from turnover intention are deviations and sabotage by employees against the company. Meanwhile, according to Kaur et al. (2013), the effect caused by turnover intention is the increase in recruitment costs, selection costs, and training costs for the new employees. The high level of turnover intention can affect the work environment, according to Al-Suraihi et al. (2021) the work environment can be a factor that can influence an employee's decision to remain in the organization or leave. Yunikawati et al. (2021) stated that the application of good human resource management practices will affect the decrease in turnover intention. Researches conducted by Gupta and Shaheen (2017) as well as Memon et al. (2021) found that work engagement has effect on turnover intention.

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I. Theoretical Framework

D. Hypotesis

H1: There is an influence of human resource management practices on work engagement.

H2: There is an influence of transformational leadership on work engagement.

H3: There is an influence of human resource management practices on turnover intention.

H4: There is an influence of transformational leadership on turnover intention.

H5: There is an influence of work engagement on turnover intention.

H6: There is an influence of human resource management practices on turnover intention mediated by work engagement

H7: There is an influence of transformational leadership on turnover intention mediated by work engagement

III. RESEARCH METHOD

This research is a quantitative research, conducting survey research on employees who work in state-owned bank, BNI area 10 in South Jakarta. Sekaran and Bougie (2020) explained that quantitative research is scientific method that has data in the form of numbers that can be processed and analyzed using mathematical calculations and statistics. The type of relationship between the variables that are studied is causal. Testing in this study is using hypothesis testing which is a provisional allegation that has been stated in the form of a statement (Sekaran & Bougie, 2020). The time horizon for this study is cross sectional and the unit analysis is permanent employees who have worked for at least 1 year at the state-owned bank in South Jakarta.

This study uses primary and secondary data. All variables in this study used an interval scale and all statement items were measured using a Likert scale from 1 to 5 with 1 indicates strongly disagrees and 5 indicates strongly agrees. Human resources management practices scale is adapted from Memon et al. (2021), transformational leadership scale is adapted from Lacap (2019), turnover intention scale is adapted from the study of Memon et al. (2021), and work engagement scale is adapted from Memon et al. (2021).

The population in this study were all employees who worked at state-owned bank, BNI area 10 in South Jakarta, which consisted of main branch offices (KCU), service offices (KCP), and cash offices (KK) with the total of more than 1500 employees. According to Hair et al. (2020), a minimum sample to have in research is 5 times the number scale items are used in the study and a maximum sample to have is 10 times the existing scale items, the number of samples taken was 230 samples using the purposive sampling method. All scale items used in this study were tested for validity and reliability, all of which were valid and reliable. Before testing the hypothesis, a model test was carried out using goodness of fit (GoF). The data analysis method used in this study is descriptive statistics, by calculating the average and standard deviation of each variable, and for testing the hypothesis the structural equation model (SEM) with AMOS software is used.

IV. RESULTS AND DISCUSSION

The majority of respondents in this study are 64.1% male respondents, 75.1% aged between 31-50 years, 57.4% graduated with undergraduate and master degree, 60% worked for more than 10 years, with 49.8% in staff positions and 42.3% in the marketing field. Based on the statistical descriptive results of the human resources management practices scale, the average respondent's answers agree with the statement in the human resources management practices scale with a value of 4.02 with mean score 4.22, indicating that subordinates and superiors agree with what is meant by good performance at work, while the smallest mean score, 3.77, is found in the satisfaction with the difference in salary among workers in the company item. The results of the statistical

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descriptive of transformational leadership is that the average respondents agree with the statement items with the score of 4.22 and the largest score, 4.54, is found in the re-examining critical assumptions whether it is in accordance with the existing assumptions. The lowest mean value is 3.83, it is found in the looking for a different perspective when solving problems item. Statistical descriptive results for work engagement variable shows that the average respondent's answer agrees with the score of 4.19. The highest mean score in work engagement scale is 4.33 indicating that the respondent is proud of the work being done, while the smallest value with the score of 4.06 is in the wanting to work when getting up in the morning item. Turnover intention statistical description results, the mean score of the respondents is 1.78, indicating that the respondents has no desire to leave the company, the highest mean score is 1.89 stating that there is an urge to leave the company, and the lowest mean is 1.70 in the desire to move or leave the company in near future or in 6 months item.

Table 1. Results of Hypothesis Testing for Direct Effect and Indirect Effect

	Path	Estimates	p-value	Conclusion
H1	HRM practices → Work engagement	0.597	0.000	H1 supported
H2	HRM practices → Turnover intention	-0.625	0.000	H2 supported
H3	Transformational leadership → Work engagement	0.537	0.000	H3 supported
H4	Transformational leadership → Turnover intention	-0.516	0.000	H4 supported
H5	Work engagement → Turnover intention	-0.357	0.000	H5 supported
H6	HRM practices → Work engagement → Turnover intention	-0.326	0.000	H6 supported
H7	Transformational leadership → Work Engagement → Turnover intention	-0.450	0.000	H7 supported

Hypothesis 1: HRM practices has a positive effect on work engagement. HRM practices has a significant positive direct influence on work engagement. The test results are supported by research that has been conducted by Memon et al. (2021), Guan and Frenkel (2018), also Aktar and Pangil (2018). Companies can increase and maintain competitive advantage through effective human resource management, because the success of each company depends on the quality and efficiency of its human resources in which it will affect the level of work engagement which is created in the company environment (Sepahvand & Khodashahri, 2021). HRM practices implanted by the company act as a synergy that can increase work engagement by directing employees to be more active in work activities that have been planned by the company. Work engagement can be formed if HRM practices succeed in creating a strong atmosphere so that employees will have the behavior needed in the company in order to achieve company goals. Based on this, the human resources owned by the company must be managed strategically in order to get good work engagement so it can achieve the company's success. Therefore, work engagement within the company will increase if the implementation of HRM practices is getting better, especially in improving training procedures for employees.

Hypothesis 2: Transformational leadership has a positive effect on work engagement. This supports research conducted by Dartey-Baah (2016), Chaudhary and Sisodia (2022), and Meng et al. (2022) that stated transformational leadership influences work engagement. Research conducted by Chang et al. (2017) also support that transformational leadership has a positive effect on work engagement which is a set of behaviors that motivate followers to achieve performance beyond basic expectations by changing the attitude, beliefs, and values of their followers. This shows that when the leader's transformational leadership style increases, it will further increase employee engagement with work and the organization. For the company this is a positive thing that must be maintained so that the sustainability of the company is guaranteed. For the company, this is a positive thing that must be maintained, so that the sustainability of the company is guaranteed. In this case, employees consider that the role of the most important transformational leader and a responsive leader of the employees' need and able to courage employees to improve quality, skills, and better performance in the future is needed. As a leader in a company, it is required to be able to motivate and work together with the subordinates in the midst of many works demands. The better the leader's role in influencing employee's comfort, the employee will be more engaged with company where the employee works

Hypothesis 3: HRM practices have a negative effect on turnover intention. This founding supports the research of Aburumman et al. (2020), Santhanam et al. (2017), and Yunikawati et al. (2021). The past research found that HRM practices are created so that there is success in achieving the company's business strategy by optimizing available resources to motivate employees so it can increase work commitment which can later reduce turnover intention. Therefore, managers can apply HRM practices well within the company so that it can reduce turnover intention.

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Hypothesis 4: Transformational leadership has a negative effect on turnover intention. This supports research by Kara et al. (2021) and Gyensare et al. (2017), the research stated that the lower the level of transformational leadership then it will cause a feeling of dissatisfaction among employees and will ultimately increase the desire of employees to leave the company. To add another, these previous statements and research are in line with the results of this study, which found that there is an influence between transformational leadership on turnover intention BUMN banking employees. This shows that both the transformational leadership style of the BUMN banking leader will have an influence on the emergence of employee's intention to leave to company. It also can be said that transformational leadership in BUMN banking is the main factor determining the emergence of turnover intention. The role of the leader will pose a dilemma in achieving organizational effectiveness or organizational effectiveness will be seen from leaders who are successful in achieving goals.

Hypothesis 5: Work engagement has a negative effect on turnover intention. The result is in line with research conducted by Memon et al. (2021), Gupta and Shaheen (2017), also Guan and Frenkel (2018). This implies that employees who have high work engagement are less likely to have turnover intention. Therefore, turnover intention can be reduced if the company has attention and concentration in maintaining employee pride in work and strengthening employee morale in work engagement. This also implies that employees who have high work engagement are less likely to have turnover intention in employees who work in BNI. Likewise, if the employee's enthusiasm for work is low, they don't feel counted in their work, they feel burdened when going to work, feeling unproductive, then it will affect employees to think about leaving their job, thinking about finding a new job, and thinking about accepting a better job. So, turnover intention can be reduced if the company has attention and concentration in maintaining employee pride in work and strengthening employee morale in work engagement.

Hypothesis 6: Human resources management practices influences turnover intention mediated by work engagement. This result is in line with Gadi and Kee (2021) and Memon et al. (2021) that found employees with high level of involvement in the workplace will build quality relationships and mutual trust with superiors and co-workers. These employees tend to show more positive attitudes, behaviors, and intentions towards the company in achieving company goals so that human resources management practices can reduce turnover intention mediated by work engagement. Based on this, the attachment that is built and experience by employees while working at the company can intervene in HRM practices implemented by the company towards employee's turnover intention. Therefore, companies can decrease employee's turnover intention with the implementation of HRM practices that focuses on strengthening employee morale in work engagement.

Hypothesis 7: Transformational leadership influences turnover intention mediated by work engagement. This is in line with research conducted by Gyensare et al. (2017) which stated that transformational leadership will be more effective in reducing the level of turnover intention among employees, so work engagement can also be used to reduce turnover intention. In research conducted by Sultana and Jabeen (2018), work engagement is able to mediate the influence between transformational leadership on turnover intention. Further research conducted by Lacap (2019) also found that work engagement could mediate the influence between transformational leadership on turnover intention. This means that the increase and decrease in turnover intention will be in line with the increase and decrease in transformational leadership if the employee's work engagement also increases and decreases. This refers to the indicators for each variable where Bank BNI employees need leaders who are able to develop, be supportive and responsive to their employees. What is most needed by employees, especially in leaders, are leaders who are able to be ready to train employees in order to improve their performance, always consider the interests of employees in making decisions and the personal needs of employees, also always responsive in dealing with problems that exist in the workplace.

V. CONCLUSIONS

The conclusions drawn from this study are that male respondents are more dominant than female, age of the respondents mostly over 40 years, have at least a bachelor's degree, with more than 6 years of service and the majority are staff and work in the marketing field. Statistical description for human resource management practices stated that the respondents as a whole agree with the statements so that it can be said that respondents have job satisfaction in terms of training, performance appraisal, and compensation given. The responses of respondents to the application of transformational leadership in the company have been good. Statistical description results for turnover intention find that the majority of the respondents have no desire to leave the company. As for work engagement, respondents' perceptions of work engagement agree with the existing statement. The hypothesis testing results obtained are human resource management practices, transformational leadership has a positive effect on work engagement is supported, human resource management practices, transformational leadership has a negative effect on turnover intention is supported, work engagement has a negative effect on turnover intention is supported, and work engagement can mediate the effect of human resource management practices, transformational leadership is supported.

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