

Influence Perception Employer Branding and Employer Experience to Turnover Intention Employee in PT. Kalla Arebama

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Abstract: Study This aim For know influence Perception of employer branding and employer experience on turnover intention of PT Kalla employees Arebama which operates in the 3T sub-district area Rampi , Regency North Luwu . Research use design descriptive quantitative with population as many as 120 employees and samples 92 respondents which is determined through formula Slovin. Collection data done use questionnaire with the Pearson Product Moment validity test and the Cronbach Alpha reliability test which shows all over valid and reliable instruments . Data analysis using multiple linear regression, t-test, F-test, and coefficients determination. Research results show that employer branding and employer experience are partial and simultaneous influential significant towards turnover intention. The more positive perception employee to image company as well as the more Good experience the work they do feel , then the more low intention they For leave work . Coefficient determination show that second variables independent capable explains 75% of the variation in turnover intention, whereas the rest influenced other variables outside research . Findings study This confirm that success company in suppress turnover no only determined by compensation , but also by reinforcement image company as place interesting work as well as creation experience positive and meaningful work for employee .

Introduction

The height number *turnover intention* post-pandemic become problem Serious for Lots companies in Indonesia because bother sustainability organization , lowering productivity , And increase cost recruitment . Phenomenon This demand strategy management source Power man Which more effective , one of them through *employer branding* And *employer experience* .

Change structure power Work Which now dominated by generation millennials and Gene Z bring dynamics new in management employee . Generation This No only demand compensation financial , but Also flexibility , work-life balance, as well as experience Work Which meaningful . Study on worker Generation Z in sector *wedding organizer* Samarinda find that *employer branding* and *work-related stress* has an effect significant to *turnover intention* (Ula & Rahmah , 2025). A highly competitive industry role *employer branding* is increasingly crucial . Study prove that *employer branding* And *employee engagement* has influence to *turnover intention* of generation Z (Utami & Siswanto , 2024).

Employer branding is also proven increase satisfaction work and performance employee . Study on university private in Bandung find that *employer branding* plays a role important in push satisfaction work and performance employee (Widianingrum *et al.* , 2025). Study similar Also done in the company CV. Star Fortune Prosperous Makassar Which show that *employer branding* capable increase satisfaction Work employee (Samboan *et al.* , 2025).

Employer experience Alone covers experience employee start from process recruitment , *onboarding* , development career , until balance life Work . Study on company *startup Cove Living* Indonesia proves that *employee experience* has an impact significant to *turnover intention* (Aurel , 2024). Matter This show that experience employee daily in in organization No lost important compared to image company in outside . Will but , study about *employer experience* in Indonesia Still relatively limited compared to *employer branding* .

Approach Which only test *employer branding* or *employer experience* in partial cause limitations in understand *turnover intention* in comprehensive . For example , research Fakhira & Arief (2024) proposed CSR -based *employer branding* for increase *employee engagement* And lower *turnover intention* .

Studies This of course shows an innovative *branding* strategy , but Not yet involving aspect experience Work real employee . Whereas , gap between promise *branding* And reality experience can cause intention go out Which more big .

Phenomenon " *expectation experience gap* " become issue critical Which Not yet Lots explored in study national . *Employer branding* creates expectation certain , temporary *employer experience* present reality the work that experienced everyday i . If both of them No in line , employee will feel disappointed and tend to choose For go out . Sadly , study Which in a way specific test interaction between expectation from *branding* with reality experience employee Still very seldom in Indonesia. Generation young now more critical And demand experience Work Which meaningful , flexible , And safe in a way psychological (Ula & Mercy , 2025). By Because That is me feel important For presents an analytical model that integrates *employer branding* and *employer experience* , as well as test the impact in a way cross generation And sector .

Approach more methodological comprehensive and relevant instruments with era Work modern, study This expected can give contribution real for organization in designing strategy retention talent Which based proof , at a time enrich literature academic national . Context generational add complexity problem *turnover intention* . Generation Z, for example , more prioritize flexibility work , opportunity Study , And experience meaningful compared to compensation . Temporary That , generation millennials more care on *work-life balance* And certainty career . Difference This demand model analysis Which consider segmentation generation .

Factor generation according to Gratitude & Anindita (2023), difference sector industry too influence connection *branding* , *experience*, And *turnover intention* . Research previously Still dominated by sector service , like tourist . Whereas , sector manufacturing , education , And startup own dynamics Which different . Study This try expand coverage cross sector For give a more general picture . This is at a time become mark plus study compared to studies previously . With *novelty* test *employer experience* as factor directly that can influence *turnover intention* at a time strengthen role *branding* .

Factor individual And organization , dimensions external like trend CSR, digitalization , and change pattern work also takes part influence connection *branding* , *experience*, and *turnover intention* . Research Fakhira & Arief (2024) , for example , highlights CSR -based *employer branding* , but Not yet in a way full connect it with experience real employee . Study This will fill in gap with integrate factor experience Work to in *branding* model Which more comprehensive .

Novelty other from study This is analysis cross generation And cross sector Which allows existence comparison between group . With approach multigroup analysis, study This can differentiate How *branding* And experience influence *turnover intention* on generation Z, millennials , and sector industry Which different . Approach kind of This still very seldom in Indonesia so that potential enrich literature national.

Novelty study This located on three aspect main: First , integration *employer branding* And *employer experience* in One model analysis to *turnover intention* ; second , validation instrument *employer experience* Which relevant with context Work modern; And third , use analysis cross generation and cross sector For expand generalization results . Study This expected capable give contribution real Good in realm theory and practice . Organization will get map policy based proof For reduce *turnover intention* , temporary academics obtain the model conceptual new Which can tested more carry on .

Employer Branding

Employer branding is a concept that refers to efforts organization build image positive as place interesting work , good on the eyes both internal and external employees candidate employees . Ambler and Barrow define *employer branding* as package benefit functional , economy , And psychological Which offered by company as giver Work . *Employer branding* focus on perception employees and candidates employee to mark unique offerings organization , so that differentiate it with competitors in market power Work .

In a way conceptually , *employer branding* is not only related with communication strategy company to party external , but also involves How organization manage experience Work employee internal so that in accordance with the value that promised . Wardhana (2023) state that *employer branding* consists of from a number of dimensions like *application value*, *development value*, And *economic value*, Which proven influential

to intention go out employees at sector tourist. Matter This show that *employer branding* play a role important in guard loyalty And retention power Work.

Employer Experience

Employer experience is overall felt experience employee during Work in in organization, start from process recruitment, *onboarding*, development career, until interaction everyday life in the environment work. Concept This emphasize on perception employee to journey they together company, Good from aspect culture organization, leadership, until *work-life balance*. With thus, *employer experience* become Wrong One factor important in form loyalty And commitment employee to organization. In conceptual, *employer related experience* close with quality connection between employee And company Which reflected from interaction daily. Aurel (2024) confirm that *employee experience* Which positive capable lower *turnover intention*. Aspects like culture supportive work, leadership participatory, as well as program welfare employee become factor important in create experience Work Which Good. Matter This show that *employer experience* own impact direct to intention endure employee in organization.

Turnover intention

Turnover intention is intention or desire employee For go out from organization in a way voluntary in term time certain. Concept This often viewed as predictor strongest for occurrence turnover actual, so that Lots used in study source Power man. Turnover intention appear when employee feel No Again own attachment with organization, good Because factor individual, work, and environment Work. By because That, understand turnover intention become matter important for organization For anticipate disappearance power Work Which valuable.

In a way theoretically, turnover intention is influenced by various factors factor like satisfaction Work, commitment organization, attachment Work, as well as perception to environment Work. Mobley explain that turnover intention is stage cognitive precedent decision current For leave work. On stage This, employee start evaluate alternative other in outside organization And compare it with condition moment This. By Because That, turnover intention can become indicator beginning level retention employee in A organization.

Study in Indonesia Lots emphasize that turnover intention is problem Serious for sustainability company. Wardhana (2023) found that employer branding Which strong capable pressing turnover intention in the sector tourism. Another study by Utami and Siswanto (2024) shows that employer branding and employee engagement have an influence to turnover intention on generation Z in industry FMCG. Findings This strengthen view that turnover intention is greatly influenced by factors psychological And perception employee to organization.

Based on title, background behind, formulation problem, objective study, and framework conceptual, arranged hypothesis as following:

H₁ : Allegedly that There is influence perception *employer branding* on *turnover intention* employee in PT Kalla Arebama.

H₂ : Allegedly that There is influence *employer experience* to *turnover intention* employee in PT Kalla Arebama.

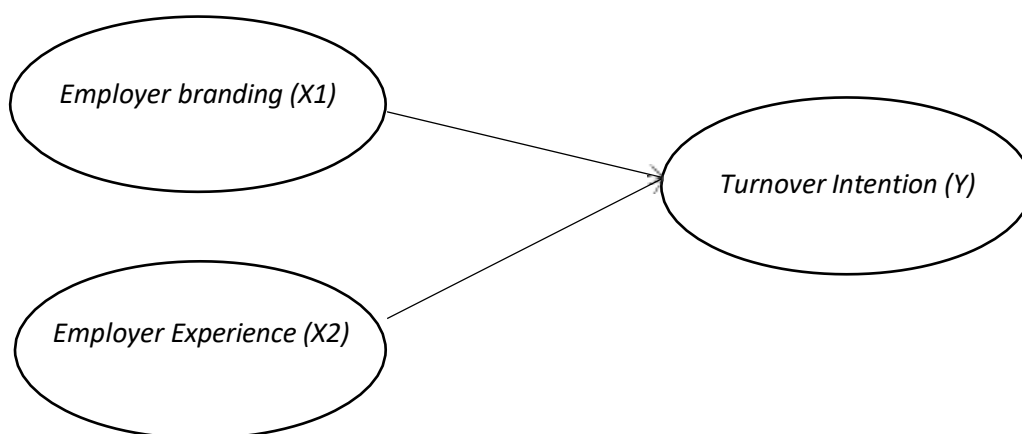


Figure 1. Framework

Research Method

Method study This use design study descriptive quantitative , as explained by Nazir (2019), which aims For give description comprehensive about influence perception *employer branding* and *employer experience* to *turnover intention* PT Kalla employees Arebama .

Population study totaling 120 employees , and samples determined use formula Slovin so that 92 respondents were obtained . Type of data used is quantitative data sourced from from primary data through distribution questionnaire to employees , as well as secondary data obtained from documents , archives and literature supporters .

Data collection techniques include validity tests use Pearson Product Moment correlation for ensure each questionnaire item capable measure the variables in question , as well as reliability testing using Cronbach Alpha for evaluate consistency instrument study.

Data analysis was performed through analysis statistics descriptive and multiple linear regression use see influence *employer branding* (X1) and *employer experience* (X2) towards *turnover intention* (Y). In addition that , research This use coefficient determination (R^2) for know size influence combination variables independent to variables dependent , t-test for analyze influence partial of each variable free , and the F test for know influence second variables free in a way simultaneous against turnover intention with level significance 5%. The whole process data analysis was carried out using the SPSS 25 program so produce accurate interpretation to connection intervariable study .

Results and Discussion

Results Test Validity

Table 4.1 Results Test Validity Instrument Study

Variables		Instrument	r count	r table	Information
Perception Branding	Employer	Statement X.1	0.917	0.201	Valid
		Statement X.2	0.977	0.201	Valid
		Statement X.3	0.935	0.201	Valid
		Statement X.4	0.949	0.201	Valid
		Statement X.5	0.954	0.201	Valid
	Employer Experience	Statement X.1	0.917	0.201	Valid
		Statement X.2	0.925	0.201	Valid
		Statement X.3	0.957	0.201	Valid

	Statement X.4	0.926	0.201	Valid
	Statement X.5	0.940	0.201	Valid
	Statement Y.6	0.953	0.201	Valid
	Statement Y.1	0.892	0.201	Valid
<i>Turnover Intention</i>	Statement Y.2	0.940	0.201	Valid
	Statement Y.3	0.936	0.201	Valid
	Statement Y.4	0.924	0.201	Valid

Source : Data Processed SPSS, 2025

Based on Table 4.1 in on , can known that all over statement items on variables Perception *Employer Branding* , *Employer Experience* and *Turnover Intention* own mark r count > r table (0.201), so that can concluded that all over items stated valid. It means , every grains statements on the questionnaire capable measure aspect from variables Perception *Employer Branding* , *Employer Experience* And *Turnover Intention* in a way appropriate And worthy For used in analysis furthermore .

Results Test Reliability

Table 4.2 Case Processing Summary

Variables	Cronbach's Alpha	Limit reliability	Information
Perception <i>Employer Branding</i> (X1)	0.833	0.60	Reliable
<i>Employer Experience</i> (X2)	0.819	0.60	Reliable
<i>Turnover Intention</i> (Y)	0.845	0.60	Reliable

Source : Data Processed SPSS, 2025

Based on Table 4.2, it is known that Cronbach's Alpha value for variables Perception *Employer Branding* as big as 0.833, For variables *Employer Experience* as big as 0.819 And For variable *Turnover Intention* as big as 0.845. The three of them more big from mark threshold limit 0.60, Which means all over items statement in instrument For each variables can it is said reliable or consistent . This show that instrument Which used in study This can trusted And worthy used For collection data more carry on .

Results Test Analysis Regression Simple

Table 4.3 Results Analysis Regression Multiple

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	13,360	1,877		7,120
	Total.X1	29,117	1,216	0.144	4,541
	Total.X2	18,092	2,182	0.135	5,508

Source : Data Processed SPSS, 2025

Based on table in on , so equality regression linear multiple can written as following:

$$Y = a + b_1X_1 + b_2X_2$$

$$Y = 13,360 + 29,117X_1 + 18,092X_2$$

From equality regression the can interpreted as following :

1. Mark constant as big as 13,360 show that if Perception *Employer Branding* And

- Employer Experience* worth zero, so core values *Turnover Intention* is 13,360.
2. Coefficient regression Perception Employer Branding (X1) as big as 29,117 shows that every improvement One unit on Employer Perception Branding will lower *Turnover Intention* amounting to 29,117 units, with assumptions variables *Employer Experience* still.
 3. Coefficient regression *Employer Experience* (X2) as big as 18,092 shows that every one unit increase in *Employer Experience* will decrease *Turnover Intention* as big as 18,092 unit, with variable assumptions Perception *Employer Branding* still.
 4. The significance value of *Employer Branding Perception* is 1.216 and *Employer Experience* as big as 2,182 show that in a way statistics, second variables it has an effect significant to *Turnover Intention*. With thus, the hypothesis is declared accepted.

In a way overall, results This show that the more Good perception employee to *employer branding* And the more positive experience they in Work (*employer experience*), so level *turnover intention* in organization will the more decrease. With say other, when employee feel proud to image company and have experience good job, they will tend more loyal as well as No easy move to place Work other.

Results Test t

Table 4.4 Results Test T

Variables	t count	Sig. (p- value)
Employer Branding (X1)	4,541	0,000
Employer Experience (X2)	5,508	0,000

Source: Data Processed SPSS, 2025

Based on table 4.4 results test t Which done with use program SPSS, so done restrictions hypothesis as following :

1. Testing variables *Employer Branding* (X1) based on results test t obtained mark t count as big as 4,541, whereas mark t table of 1.661. Because the calculated t is greater than the t table ($4.541 > 1.661$) and the significance value as big as 0,000 Which more small from 0.05, so hypothesis accepted. This means that *Employer Branding* has a significant influence on *Turnover Intention*. With thus, perception employee towards *employer branding* has an important role in influencing the level of desire they For move Work.
2. Testing variables *Employer Experience* (X2) based on results test t obtained mark t count as big as 5,508, whereas mark t table of 1.661. Because the calculated t is greater than the t table ($5.508 > 1.661$) and the significance value as big as 0,000 Which more small from 0.05, so hypothesis accepted. This shows that *Employer Experience* has a significant influence to *Turnover Intention*. With say other, employee experience while working at the company has a strong influence on the level of desire they For endure or leave his job.

Results Test F

Test F on basically show whether all variables free that is entered in model have influence in a way together to variables bound (Ghozali, 2012).

Table 4.5 Results Test F

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	99,921	2	49,960	3,707	.028 ^b
	Residual	1239,911	92	13,477	i	i
	Total	1339,832	94	i	i	i

a. Dependent Variable: Total.y

b. Predictors: (Constant), Total.X2, Total.X1

Based on table 4.5 in on obtained mark significance as big as 0.028, which are more small from 0.05. Matter This show that variables Perception *Employer Branding* (X1) and *Employer Experience* (X2) in general together influential significant to *Turnover Intention*. With thus, can concluded that combination between perception employee towards employer branding and experience they during Work own influence Which real to level desire employee For move Work.

Results Test Coefficient Determination

Table 4.6 Test Coefficient Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0 i.773 ^a	0.750	0.15476	3,671

a. Predictors: (Constant), Total. *Employer Experience*, Total. Perception *Employer Branding*

Source : Data Processed SPSS, 2025

Based on Table 4.6 in on, known that mark coefficient correlation (R) is as big as 0.773, And mark coefficient determination (R Square) as big as 0.750. Mark coefficient determination as big as 0.705 or equivalent with 75% show that variables Perception of Employer Branding and Employer Experience is able explain variation from variables Turnover Intention as big as 75%. With thus, can concluded that as big as 75% change Which happen Turnover Intention is influenced by Employer Branding Perception and Employer Experience.

Temporary That, the rest as big as 25% explained by factors other Which No entered in model study This, like satisfaction Work, compensation, burden work, opportunities career, as well as environment work. This result show that influence Perception Employer Branding And Employer Experience on Turnover Intention classified as tall, Which means Still there is variables other outside study this is more dominant influence desire employee For move Work.

Discussion

Influence Employer Appeal To Turnover Intention

Research result show that *Employer Branding* own influence significant to Turnover Intention, with mark t count as big as 4,541 more big from t table 1,661 And significance 0,000 ($p < 0.05$). Findings This indicates that the more positive perception employee

to image company as give work , more and more low desire they For leave company . *Employer Branding* is here act as an important motivator in build loyalty And attachment employee . Matter This show that strategy branding internal company No only question interesting talent new , but also maintain talents that have there is . Because of its influence significant , management company should make *Employer Branding* as part integral from strategy retention employee .

Employer Branding covers various elements , such as values company , culture Work , opportunity development career , And image reputation internal. When employee feel that company they own reputation Which good , offer opportunity growth , And value contribution they , so they will internalize image positive the as part from identity professional they . Identity This Then strengthen commitment affective they to company . With thus , *Employer Branding* strengthen sense of “ belonging” organization” which pressing intention turnover. In context study You, employee it seems respond with loyalty that more tall Because perception branding Which strong .

Study This in line with findings Lysha Muzhaffirah Putri (2020) which shows that *Employer Branding* influential negative significant on Turnover Intention of PT Pertamina Training and Consulting employees , with *Employee Engagement* as a mediator. Putri found that image positive company as give Work increase involvement employees , and in turn lower desire employee For go out . Although in your research No mentioned mediation , findings direct Which significant still consistent with literature previous .

Study in industry tourist Yogyakarta, Wardhana And Andalas (2023) show that from five dimensions *Employer Branding* , influential significant to *Turnover Intention*. Findings This support idea that aspect concrete like opportunity development And reward economy from *employer branding* is driver main commitment employee , Which resonant with your results that Employer Branding in a way comprehensive pressing *turnover intention* .

With Thus , companies that want to reducing turnover must prioritize construction and maintenance image give Employer Branding from in , No only as tool recruitment . Investment in internal branding will bear fruit results in form attachment employees and loyalty . Findings your research provides proof strong empirical that Employer Branding No just image outside , but element strategic For retention and stability power Work .

Influence Employer Experience To Turnover Intention

Results study show that Employer Experience own influence significant to *Turnover Intention* , shown by mark t count as big as 5,508 Which more big from t table 1,661 with significance 0,000. Findings This show that experience Work Which experienced employee during is at in company become factor important in decision they For endure or leave work . Experience the covers interaction with superior , comfort environment Work , chance development self , and quality connection between employees. When experience This positive , desire For go out will the more small . Matter This make *Employer Experience* as element strategic in manage retention employee .

Employer Experience describe overall journey emotional , professional , And social employee since join until undergo various activity work . Experience This form perception deep about whether company give comfort or precisely load . When experience what is felt walk in harmony with hope employee , so they will more bound on organization. However on the contrary , experience negative can cause stress Work , conflict , And

dissatisfaction Which trigger intention go out . With thus , experience employee become indicator important in understand turnover intention.

Findings study This in line with results Putri's research (2020) which states that experience positive during Work influential reduce turnover Intention, especially when accompanied by engagement Which strong . Daughter States that the more Good quality experience Work , the more low desire employee For leave company . Reference This relevant Because strengthen that experience employee No just routine , but asset psychological Which determine loyalty . Matter This consistent with results significant on study You.

The performance of the leader is also very important quality Employer *Experience* . Supportive , communicative , and development - oriented leadership employee will increase experience work . Many studies previously mention that connection bad with superior is Wrong One reason main *turnover*. With thus , repair quality leadership will become strategy main in strengthen *Employer Experience*.

In a way overall , results study You give proof empirical strong that *Employer Experience* own influence significant to *Turnover Intention*. Findings This consistent with various study the previous one show that experience good job is predictor strong retention employee . By Because That , company need designing strategy Which systematic For strengthen experience work , so that can minimize turnover and increase stability power Work term long .

Conclusion

Based on results analysis , can stated that Employer Branding and Employer Experience have meaningful connection with Turnover Intention. Findings study show that perception employee to image organization as place Work as well as experience work obtained during is at in organization play a role important in influence trend employee For still endure or leave company . Condition This indicates that factor psychological and experiential Work become elements that are not can ignored in management source Power man .

For researchers next , study study recommended For done with room wider scope specific , good from side variables , instruments , and context organization , so that results obtained can give greater understanding deep and focused . More approach focused expected capable enrich development draft as well as strengthen findings empirical in field management source Power man .

For organization , results study This can made into as runway consideration in formulate management strategies employees , especially those related to with strengthening employer branding and creation experience positive work . Efforts the expected capable increase attachment employees , strengthening loyalty , as well as pressing turnover intention level sustainable .

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