The Determinant Factor of Employee Engagement at Palm Oil Plantations Company in Central Kalimantan Province

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Article Info

ABSTRACT

With today's tougher business competition, many companies have realized how important human resources (HR) are. Organizational culture, knowledge management, and employee engagement are the keys to the success of human resources. This study aims to see the influence of organizational culture, knowledge management on employee engagement. This type of research uses mixed methods. Mixed Methods is a research method that combines quantitative research and qualitative research. In this research method using a sequential explanatory combination, starting with using quantitative methods and then expanding with qualitative and comparing the average results of both. In this study using a linearity test which is used to identify the regression model of the independent variable on the dependent variable, the study focused on a population of 1960 companies and 321 employees from the Palm Oil Company Group. The sample size consisted of 179 employees. The findings of the study are: 1) Organizational culture positively impacts employee engagement in Palm Oil Companies in Central Kalimantan Province, and 2) Knowledge management also has a positive effect on employee engagement in Palm Oil Companies in Central Kalimantan Province.

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1. INTRODUCTION

Exports are one of the most important components of the economy, and the higher a country's export performance, the greater the positive impact on the country's economy. One country whose economy is highly dependent on the role of exports is Indonesia. Basically, Indonesia has a wide selection of potential goods to be developed in order to increase exports. The non-oil and gas sector consists of three areas: industry, mining, and agriculture. The agricultural sector plays a significant role. Agricultural products play a significant role in Indonesia's economic growth. As Indonesia is a tropical country, some important agricultural commodities in Indonesia include coffee, cocoa beans, rubber and palm oil. Indonesia is the world's largest palm oil producer and exporter followed by Malaysia, palm oil being the plantation commodity that contributes the most to foreign exchange, even greater than the

contribution of the oil and gas sector. With an area of 16.4 million hectares, Indonesian palm oil produces 50 million tons of gross palm oil (CPO) and crude palm oil (PKO), with exports totaling 35 million tons, or 70% of total production, according to data released by the Indonesian Palm Oil Association (GAPKI). There is one city in one of the provinces in Indonesia that has a large oil palm plantation, namely East Kotawaringin in Central Kalimantan Province, which is the district with the largest oil palm plantation in Indonesia. Based on data from the Ministry of Agriculture, the area of oil palm land in East Kotawaringin district is 425 thousand hectares (Ha) with an estimated CPO production of 28,739.11 tons. East Kotawaringin's CPO production makes Central Kalimantan Province the province that produces the most CPO on the island of Kalimantan. Central Kalimantan is the province with the largest number of oil palm plantation workers, reaching 756 thousand.

In the current industry 4.0 era, competition in an oil palm agriculture industry is very tight. Each company is trying to achieve its competitive advantage. With today's tougher business competition, many companies have realized how important human resources (HR) are. If employees do not do their jobs well, companies will not be able to achieve their goals. Therefore, the management of human resources (HR) has become a major focus in the world of business and organizations. Human resources play a very important role in the success of an organization. Some companies have realized the different characteristics of each of their workers, this is what makes a company must have a strategy to manage its human resources [1]. The characteristics of oil palm plantation companies in remote areas cause employees to look for new jobs that are more comfortable or closer to family because of the characteristics of oil palm plantation companies in remote areas. Many newly graduated graduates are reluctant to work in remote areas, making it difficult for companies to find good employees.

Employees in oil palm plantations must learn to adjust to the company culture. If employees cannot adjust to this culture, they may face problems and resign, increasing *turnover*.

The results of the author's initial survey found that the intention to move on employees of oil palm plantation companies in East Kotawaringin, Central Kalimantan Province is still quite high based on the results of distributing initial instruments distributed to employees of oil palm plantation companies in East Kotawaringin, Central Kalimantan Province as many as 50 people. One of the results obtained and of great value 86% of employees who have problems in wanting to be free from boredom and dissatisfaction, where it can be seen from the number of employees who want to do work that is not monotonous and many employees want to find a new atmosphere at work. This is in line with [2] where job characteristics and employee characteristics of oil palm plantation workers, especially the digital generation, experience many discrepancies, there are several contradictory characteristics between the characteristics of digital generation oil palm plantation employees and job characteristics in the palm oil industry, the result is that employees, especially the digital generation (millennial generation born in 1980-2000), they really need internet access in carrying out their activities, while work in oil palm plantations is far away in remote areas where internet networks are sometimes very difficult and unreachable. Second, the need for employees to channel creativity and innovation is also not easy because work in palm oil companies has a routine with strict procedures, hierarchical organizational structure and culture and a challenging natural environment because it is located in an area far from the city. Third, this digital generation of employees has less respect for structure, which will eventually burden them in doing their work. Fourth, they are more individualistic and weaker in social skills, whereas work in oil palm plantations requires a lot of socializing and can deal with social conflicts, especially dealing with the

community. Fifth, the digital generation prefers to work indoors. Whereas working in plantations requires a lot of outdoor activities, especially in terms of supervising the work of plantation laborers. The digital generation only has 53% *level of employee engagement* compared to the senior generation which has 71% *level of employee engagement*. Of course, the characteristics of workers and jobs make the reason many workers, especially at the *experience* level (especially assistants), do not last long and leave their jobs.

These characteristics can be an attraction for companies to always consider things that can build a successful company. One of the factors that can describe the level of employee involvement in achieving optimal work results is the level of employee engagement ((Bara & Rahman, 2020). According to khan in [3] Employee engagement is an employee who gives meaning and contributes to his work and does work by devoting all his physical, cognitive, and emotional energy is called an *engaged* employee. Engaged employees tend Employees with higher engagement tend to have a stronger connection to their organization and are less likely to leave [4]. Engaged employees are more likely to exhibit behaviors that contribute to job success, such as commitment, participation, passion, initiative, honesty, advocacy, and creativity. Employee engagement is often strengthened when positive relationships with managers and coworkers are present. Factors like respect, effective leadership, meaningful work, recognition, and feeling valued and supported all contribute to keeping employees engaged. [5] found that employee engagement has a negative impact on the desire to leave the organization.

This employee attachment means that employees understand the vision, mission and everything about the company and try to apply it in their daily work. Organizational culture that has not been attached to each employee will cause employees of oil palm plantation companies to feel uncomfortable at work and have an increasing desire to leave the company. The lack of standards of behavior and attitudes and training on organizational culture will reduce the level of employee attachment, resulting in an increased desire to leave the company. Therefore, one of the factors that influence employee engagement in the company is organizational culture. Organizational culture, also known as the motives, values, beliefs, identities, and interpretations or meanings of important shared events that result from the shared experiences of collective members and are transmitted across generations [6]. According to [7] suggested that companies increase the sense of connection between employees and the company through improving the company's ability to identify the existence and length of work of employees in the company and the need for companies to create standards of behavior and training on organizational culture. In addition to organizational culture, there are other factors that can affect employee engagement in a company, namely Knowledge management. Knowledge management is a component that affects employee engagement. According to [8], knowledge management refers to an organization's ability to create, store, manage, utilize, and share knowledge in order to enhance organizational effectiveness and efficiency. This non-optimal employee knowledge management causes employees to feel not optimally engaged as well and has an impact on the desire to leave work. Inadequate leadership makes employees feel less involved/bound so that employees feel uncomfortable at work. This inadequate leadership makes employees have the desire to leave their jobs.

Based on the above background, this study takes the title "The Determinant factor of Employee Engagement at Palm Oil Plantation Companies in Central Kalimantan Province".

2. LITERATURE REVIEW
2.1 *Theory of Organizational Behavior*

According to [9] defines organizational behavior as the fundamental essence of the science of behavior itself which was developed

with its focus on human behavior in an organization. Organizational behavior encompasses how individuals act and respond within different types of organizations. According to expert opinions, organizational behavior can be defined as the behavior of individuals within a specific organization or group, aimed at improving the overall effectiveness of the company.

2.2 Organizational Culture

Organizational culture is defined by [10] as the accumulated learning shared by a particular group. This learning includes behavioral, emotional, and cognitive aspects of the psychological functioning of the entire group. [11] Organizational culture is described as a system of shared meanings among members that sets the organization apart from others. According to [12], organizational culture reflects the attitudes, beliefs, and values commonly held and exhibited within the organization. It represents the values and assumptions understood by the members, guiding behaviors that help achieve the organization's goals.

2.3 Knowledge Management

[2] explains knowledge management is a formal process of handling knowledge resources to enable easier access, retrieval, and reuse of knowledge. through information technology. Knowledge management is transforming knowledge resources by identifying relevant information and disseminating it. A similar opinion was conveyed by [13] that knowledge management is a process of managing human beliefs, opinions and experiences in an organization. Based on the opinions that have been described, a synthesis can be taken, namely knowledge management is an activity in managing knowledge starting from collecting information to the knowledge retention process for performance improvement.

2.4 Employee Engagement

According to [14] defined employee engagement in line with

previous opinions. Employee engagement is an expression, a person's self-choice regarding task behavior, presence (physical, cognitive and emotional), and activeness. A similar explanation was also conveyed [14] Employee engagement is a positive psychological state at work and internal satisfaction enjoyed by employees, which is achieved by applying their strengths and abilities related to mental intensity, task behavior, attendance (physical, cognitive and emotional), and activeness at work.

2.5 Framework of Thought

This research is based on the theory of Organizational Behavior where organizational behavior is concerned with how people act and react in all types of organizations. This theory says that factors such as organizational culture, knowledge management play an important role and influence employee engagement. Therefore, we get a framework like this:
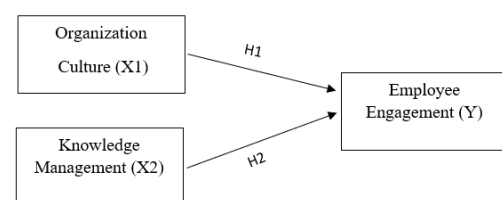

Figure 1. Conceptual and Hypothesis
Source: Processed Data, 2024

Based on the conceptual framework, the following hypotheses are proposed:

H1: Organizational culture has a positive and significant impact on employee engagement.

H2: Knowledge management has a positive and significant impact on employee engagement.

3. RESEARCH METHODS

This study wants to examine organizational culture, knowledge management on employee engagement in a palm oil company. The research location is in a Palm Oil Plantation Company in East

Kotawaringin Regency, Central Kalimantan Province. This research uses mixed methods, which is a method that combines quantitative and qualitative research or commonly known as mix-methods. According to [15] defines the combination method as a method that combines quantitative and qualitative methods. Therefore, to conduct this research, one must learn the features of each method. Therefore, this research model uses a sequential explanatory model. Data was obtained from the results of questionnaires and interviews. This research was obtained from 2 company populations where in the target population of all employees of oil palm plantation companies in the East Kotawaringin Regency area of Central Kalimantan Province. Specifically, employees of oil palm plantation companies of BGA Group with a total number of employees of 1,960, and the target population of a total number of 321 assistant level employees from BGA Group. Where the sample in this study was 179 using the slovin formula. Based on the causal model formed theoretically, a path analysis diagram is obtained and the coefficient value of each path is calculated. Testing in this study using Stata 17 software.

4. RESULTS AND DISCUSSION

4.1 Test Instrument Analysis

a. Validity Test

Validity is a measure of the level of accuracy of the data collected by researchers as well as data about actual events. This study uses a questionnaire as a measuring tool. A measurement tool is considered valid if it can measure the object precisely. Pearson's product moment correlation coefficient is used to determine the validity between respondents after being filled in and collected back. The criteria used for the item validity test are $r_{count} > r_{tabel}$ with $\alpha = 0.05$. This means that if r_{count} is greater than $r_{tabel} = 0.361$, then the instrument item is considered valid, otherwise if r_{count} is smaller or equal to r_{tabel} then the instrument item is

considered invalid and then discarded or not used. The results of the validity test on Turnover Intention obtained 42 statement items where only 34 were valid, the rest were excluded from this study. This is based on the results of the r_{count} which is less than r_{tabel}, therefore in the Turnover Intention variable, 8 invalid statement items will be eliminated the results of the validity test on organizational culture obtained 45 statement items of which only 37 are valid, the rest are excluded from this study. This is based on the results of r_{count} which is less than r_{tabel} therefore in the organizational culture variable as many as 8 invalid statement items will be eliminated. Then in the employee engagement validity test, 45 statement items were obtained, of which only 37 were valid, the rest were excluded from this study. This is based on the results of r_{count} which is less than r_{tabel} therefore in the organizational culture variable as many as 8 invalid statement items will be eliminated.

b. Reliability Test

A reliable instrument is one that, when used repeatedly to measure the same object, will yield consistent data. According to [16], items with a Cronbach's Alpha value of 0.70 or higher are considered to have a relatively high level of reliability. On the other hand, items with a Cronbach's Alpha value below 0.70 are deemed less reliable. However, a Cronbach's Alpha value between 0.60 and 0.70 is still acceptable if the indicator is valid within a well-constructed model [17].

Based on the quality test using Cronbach's Alpha, the results for nearly all of the quality test instruments were as follows:

Table 1. Reliability Test Results

Variable	Reliability Value	Standard	Information
Organizational Culture (X1)	0,9484		Reliable
Knowledge Management (X2)	0,9125	0,6	Reliable
Employee engagement (Y)	0,9123		Reliable

Source: Processed Data, 2024

The Cronbach's Alpha coefficient value of each variable is above the research critical value of 0.6, which indicates the validity of each variable used in the analysis, according to the results of the calculation of unshakable quality.

4.2 Data Normality Test

The normality test was conducted to determine whether the distribution of the sample was normal. For a sample of n = 179 employees of oil palm plantation companies in East Kotawaringin Regency, Central Kalimantan Province, the normality test was carried out using the Chi-Quadrat method at the level (α) = 0.05. In this study using the STATA Version 17 application to perform this

normality analysis to facilitate testing. According to Supardi (2013), employee engagement in the normality test is a hypothesis test with a significance level of α 0.05:

Determine the significance level α 0.05 to test the hypothesis:

Ho: Data is normally distributed
H1: Data is not normally distributed

With testing criteria:
1. If $x^2_{count} < x^2_{table}$ accept Ho, and
2. If $x^2_{count} > x^2_{table}$ reject Ho.

The calculated results of the normality test for each research variable in the research sample are as follows:

Table 2. Data Normality Test Results

Variables	Obs	Pr (Skewness)	Pr (Kurtosis)	Adj chi2(2)	Prob>chi2
Organizational Culture	179	0,0333	0,4737	5,07	0,0794
Knowledge Management	179	0,0691	0,5022	3,80	0,1497
Employee Engagement	179	0,2403	0,0274	6,04	0,0489

Source: Processed Data, 2024.

Based on the results of the normality test on all variables, the results are as follows:

The results of the organizational culture variable obtained the value x^2_{hitung} = 5.07 while from the table x^2_{table} for α = 0.05 and dk = 7 obtained the value x^2_{tabel} = 14.10. Because the value of $x^2_{count} < x^2_{table}$, namely 5.07 < 14.10, then Ho is accepted and concluded that the data or samples of organizational culture variables are normally distributed.

The results of the knowledge management variable obtained the value of x^2_{count} = 3.80 while from the table x^2_{table} for α = 0.05 and dk = 7 obtained the value of x^2_{table} = 14.10. Because the value of $x^2_{count} < x^2_{tabel}$, namely 3.80 < 14.10, then Ho

is accepted and it is concluded that the data or samples of the knowledge management variable are normally distributed.

The results of employee engagement obtained the value of x^2_{count} = 6.04 while from the table x^2_{table} for α = 0.05 and dk = 7 obtained the value of x^2_{table} = 14.10. Because the value of $x^2_{count} < x^2_{tabel}$ is 6.04 < 14.10, then Ho is accepted and it is concluded that the data or sample of the employee engagement variable is normally distributed.

4.3 Homogeneity Test

The homogeneity test is carried out to obtain a more accurate model estimation, which means that the observations of each other are the same.

The sample homogeneity test is used to evaluate the homogeneity of population data.

The results of the homogeneity test of organizational culture variables with employee engagement can be seen in Table 3 as follows:

Table 3. Test Results of Variable X1 with Y

	F	df 1	df 2	Pr > F
W50	1,14216068	61	117	0,06121254

Source: Processed Data, 2024.

Based on Table 3, it can be seen that the value of Fcount = 1.142 and Ftable at a significant level of 0.05 obtained Ftable = 1.429. It turns out that Fhitung = 1.142 < Ftabel = 1.429 then Ho is accepted and it is concluded that the two groups of data on organizational culture and employee engagement have the same variant or homogeneous.

The results of the homogeneity test for knowledge management variables with employee engagement can be seen in Table 4 as follows:

Table 4. Test Results of Variable X1 with Y

	F	df 1	df 2	Pr > F
W50	1,13904999	61	117	0,27143038

Source: Processed Data, 2024.

Based on Table 4, it can be seen that the value of Fcount = 1.139 and Ftable at a significant level of 0.05 obtained Ftable = 1.429. It turns out that Fhitung = 1.139 < Ftabel = 1.429 then Ho is accepted and concluded that the two groups of knowledge management data and employee engagement have the same variant or homogeneous.

4.4 Path Analysis

The path analysis diagram and the coefficient value of each path are calculated using the causality model that has been built theoretically. After collecting and analyzing data from employees of oil palm plantation companies in East Kotawaringin Regency, Central Kalimantan Province using various necessary tests, the path method was used to analyze the causality model.

The relationship model between variables in the substructure consists of one *endogenous* variable, namely employee engagement (Y) and two *exogenous* variables, namely organizational culture (X1), and knowledge management (X2), as well as one residual variable, namely ε_2. Based on this relationship, the path model in the substructure is as follows:

$$Y = \beta\, X_{Y11} + \beta\, X_{Y22} + \varepsilon_2$$

The results of the calculation of the path coefficient on the substructure can be seen in Table 5 as follows:

Table 5. Path Coefficient Value on Substructure

Employee engagement	Unstandardize Coefficient	Std. err.	t	P > t	Standardize Coefficient Beta
Organizational Culture	0.5137	0.0659	7.79	0.000	0,4850
Knowledge Management	0.3428	0.0857	4.00	0.000	0,2488
_Cons	38.6348	11.5492	3.35	0.001	.
Model 2	*R-squared*		*Adj R-squared*		Number of obs
	0,3383		0,3308		179

Source: Processed Data, 2024.

In Table 5, the path coefficient value in the Beta column can be seen, so the following equation is obtained:

$$Y = 38.6348 + 0.4850X_1 + 0.2488X_2$$

The explanation of the equation is as follows:
1. The constant value of 38.6348 indicates that when all independent variables, specifically organizational culture and knowledge management, are held constant, employee engagement will still remain positive.
2. The standardized beta coefficient for the organizational culture variable is 0.4850. This suggests that for every one-unit increase in organizational culture, employee engagement is expected to increase by 0.4850, assuming the other independent variables in the model remain unchanged.

3. The standardized beta coefficient for the knowledge management variable is 0.2488. This indicates that for each one-unit increase in knowledge management, employee engagement intention is projected to rise by 0.2488, again assuming that the other independent variables in the model are held constant.

In Table 5, it can be seen that the value of the Adjusted R-squared output is 0.3308. This means that 33.08% (33%) of the employee engagement variable (Y) can be explained by the organizational culture variable (X1) and knowledge management (X2), while the remaining 66.92% (67%) or $\varepsilon_2 = 0.2662$ is influenced by other variables that are not included in this study. The path diagram for the substructure is presented in Figure 2 as follows.
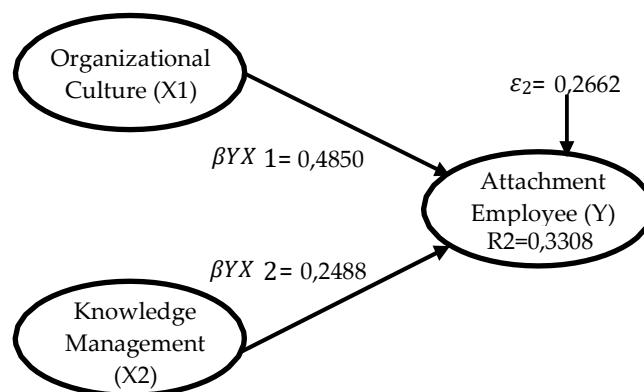

Figure 2. Empirical Causal Relationship Model Between Variables in Substructure
Source: Processed Data, 2024.

Table 6. Interpretation of Path Coefficient Value

Path Coefficient	Power/Influence
0,02	Weak
0,15	Medium/Medium
0,35	Large/Powerful

Source: Sholihin & Ratmono (2021)

From Figure 2 above, it can be seen that the regression coefficient of the organizational culture path on employee engagement β_{FX1} is 0.4850,

which means that there is a strong positive and significant effect of organizational culture on employee engagement, then the regression

coefficient of the knowledge management path on employee engagement β_{FX2} **is** 0.2488, which means that there is a positive moderate effect of knowledge management on employee engagement. [18] states that the R^2 value is *in-sample predictive power* because it is the squared correlation between the actual value and the predicted value of an endogenous latent variable. The R^2 value has a range between 0-1 with a greater value indicating a higher level of predictive accuracy. *The* R^2 value as *predictive power* can be seen in the table below.

Table 7. Interpretation of the Coefficient of Determination (R^2) Value

R^2	Target Constructs are considered as
0,25	Weak
0,50	Medium/Medium
0,75	Substantial

Source: Hair, Jr., et.al (2021)

Based on table 7 above, the coefficient of determination of 0.3308 (33.08% / = 33%) shows that the substructure *construct*, namely the employee engagement variable (Y) can be explained by the organizational culture variable (X1), and knowledge management (X2) in the **weak** category. Indicates that there is 0.6692 (66.92% = 67%) which must be explained by other variables and is a contribution from other variables. This can happen because other variables not examined by the author more strongly influence the employee engagement variable of oil palm plantation companies in East Kotawaringin Regency in Central Kalimantan Province.

4.5 Hypothesis Testing

After the structural model analysis is completed, the calculation results obtained are used to test the statistical hypothesis in order to determine the direct and indirect effects between the variables studied. The results of the decision on all hypotheses proposed can be explained as follows:

1. The first statistical hypothesis testing was carried out to test the effect of organizational culture (X_1) on employee engagement (Y), namely the direct effect of organizational culture on employee engagement expressed in the following hypothesis:

Table 8. Hypothesis 1 Results

H_0	There is no positive direct effect of organizational culture on employee engagement.
H1	There is a positive direct effect of organizational culture on employee engagement.

Source: Processed Data, 2024.

From the calculation results, the path coefficient value is obtained with β_{X1F} = 0.4850 then the tcount value = 7.79 and the ttable at the significance level α = 0.05 is 1.981. The value of tcount> ttable then Ho is rejected H_1 accepted. Thus it can be interpreted that organizational culture (X_1) has a positive effect on employee engagement (Y), so strengthening organizational culture is predicted to increase employee engagement.

2. The second statistical hypothesis testing was carried out to test the effect

of knowledge management (X_2) on employee engagement (Y), namely the direct effect of knowledge management on employee engagement expressed in the following hypothesis:

Table 9. Hypothesis 2 Results

H_0	There is no positive direct effect of knowledge management on employee engagement.
H_2	There is a positive direct effect of knowledge management on employee engagement.

Source: Processed Data, 2024.

Based on the calculation results, the path coefficient value is obtained with β_{X1F} = 0.2488 then the tcount value = 4.00 and the ttable at the significance level α = 0.05 is 1.981. The value of tcount> ttable then Ho is rejected H_5 is accepted. Thus, it can be interpreted that knowledge management (X_2) has a positive effect on employee engagement (Y), so strengthening knowledge management is predicted to increase employee engagement.

4.6 Discussion

Based on the data analysis results, the first hypothesis (H1) posits that there is a positive direct effect of organizational culture on employee engagement. The calculations show that tcount > ttable, leading to the rejection of H0 and acceptance of H1. This indicates that enhancing organizational culture (X1) will strengthen employee engagement (Y) by 0.4850.

The correlation coefficient between the organizational culture variable and the employee engagement variable is 0.527. Qualitative analysis supports this, demonstrating alignment and consistency across each indicator regarding the quantitative findings related to organizational culture and employee engagement.

These findings are consistent with the research by [19], which concluded that organizational culture significantly positively affects employee engagement. They reported a tcount value of 57.609, which exceeds the ttable value of 24.498, leading to the rejection of H0 and acceptance of Ha. Similarly, [20] found an R square value of 0.137 and a regression coefficient for organizational culture of +0.266, with p<0.05, indicating that H1 is accepted. Thus, the stronger the organizational culture embraced by each employee, the greater their attachment to the organization will be [21].

Based on the data analysis results, the second hypothesis (H2) asserts that there is a positive direct effect of knowledge management on employee engagement. The analysis shows that tcount > ttablet, leading to the rejection of H0 and acceptance of H5. This indicates that enhancing knowledge management (X2) will strengthen employee engagement (Y) by 0.2488.

The correlation coefficient between the knowledge management variable and employee engagement is 0.332. Furthermore, the qualitative analysis conducted reveals alignment and consistent similarities across each indicator in relation to the quantitative analysis of knowledge management indicators and employee engagement.

The findings of this study align with the research conducted by [22], as well as [23], which indicates that knowledge management has a significant positive effect on

employee engagement. Therefore, as knowledge management improves, employee engagement is expected to strengthen correspondingly.

5. CONCLUSIONS

The study concludes that there is a significant positive effect of organizational culture on employee engagement. This indicates that a strong organizational culture contributes to higher levels of employee engagement within the organization. Strengthening weak indicators of organizational culture can increase employee engagement of oil palm plantation companies in East Kotawaringin Regency, Central Kalimantan Province. Additionally, the study demonstrates that there is a significant positive effect of knowledge management on employee engagement. This suggests that effective knowledge management practices enhance employee engagement levels within the organization. Strengthening weak knowledge management indicators can increase employee engagement of oil palm plantation companies in East Kotawaringin Regency, Central Kalimantan Province.

The results of this study are expected to have a positive impact on the company in seeing what aspects can cause employee engagement that will have an impact on the company. The analysts also realize that there are still shortcomings in this study, in addition, obstacles also arise due to limitations in data collection. A proposal for future research is to strengthen the investigation of information regarding the factors that cause employee turnover in a company. Where there are still many aspects that can be studied in addition to the variables presented in this study.

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