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### **The Effect of Competence, Work Motivation, and Employee Engagement on Employee Turnover Intention at Pt. Adiperkasa Medan Active Map**

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#### **ABSTRACT**

*The purpose of this study was to analyze the effect of competence, work motivation, and employee engagement on employee turnover intention at PT. Map Active Adiperkasa Medan, The method used in this study is to use a type of quantitative method. The population and sample in this study were all permanent employees of PT. Adiperkasa Medan's Active Map, totaling 40 people. The data collection technique used is to obtain data obtained from a questionnaire/questionnaire. This research uses primary data which is processed with SPSS version 20.0 with multiple linear regression models. The results showed that Competence had a positive and significant effect on Employee Turnover Intention, Work Motivation had a positive and significant effect on Employee Turnover Intention, Employee Engagement had a positive and significant impact on Employee Turnover Intention, and Competence, Work Motivation, and Employee Engagement had a positive and significant impact on employee turnover. Simultaneous to Employee Turnover Intention.*

**Keywords: Competence, Work Motivation, Employee Engagement, Employee Turnover Intention**

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### INTRODUCTION

Human resources is the science and art that regulates the relationship and role of the workforce so that it is more effective and efficient for the realization of corporate, employee and community goals. The more stringent the level of business competition, the company will be faced with challenges to be able to maintain its business continuity, therefore companies must be able to compete against these developments, as well as for the continuity of working employees (Prawira, 2020). Companies must be able to attract potential employees, retain and motivate employees to further improve their performance and feel comfortable being in the company, so that later there will be an emphasis on employee turnover intention (Arda, 2017).

According to Kartono (2017) stated that turnover intention is the desire of employees to move voluntarily from the organization or company or is considered as a movement of employees to leave the organization, which can be seen from several indications, among others: the tendency to leave the company (tendency to leave the company). ), possibility to find another job (possibility to find another job), possibility to think out of the company in the near future (possibility to think out of the company in the near time), possibility to leave the company if there is a better opportunity ( possibility to think out of the company if there is any better opportunity).

According to Nasution (2017) Turnover intention is the desire to move, not yet at the realization stage, namely moving from one workplace to another. A high level of turnover intention in a company will have a negative impact on the company because the company will lose a lot of money and time if it will recruit new employees again (Rangkuti, 2021). This proves that turnover intention is an employee's tendency or intention to stop working from his job voluntarily according to his own choice (Mujiatun, Jufrizen, & Ritonga, 2019).

There are several factors that can influence employee turnover intention. One of them is Competence. According to Wibowo (2009) stated competence is an ability to carry out or perform a job that is based on skills and knowledge and is supported by the work attitude required by the job. Human resources can survive because they have managerial competence, namely the ability to formulate the vision and strategy of an organization as well as the ability to acquire and direct human resources by realizing the vision and setting strategic goals for the organization and company (Fadillah, 2021). In operations, these competencies make human resources able to explore the potential of other human resources owned by an organization or company agency.

Another factor that can influence employee turnover intention is motivation. A person's motivation at work can place oneself in the work environment to increase a positive (pro) attitude towards the environment, so that it can show high motivation at work. If the opposite happens, an evaluation is needed to prevent motivation from decreasing (Bahri, 2019). As

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in Naong's research (2013) "...low morale/motivation, procrastination, uncertainty, etc., accordingly leading to poor performance will be lower when employees believe that their manager is decisive". employee intention is also low. Motivation is an activity that causes, distributes, and maintains human behavior. Motivation is an important subject for managers,

And another factor that can influence employee turnover intention is employee engagement. Employee engagement is a situation where members of an organization identify themselves with their work. In engagement, someone will employ and express themselves physically, cognitively, and emotionally during their performance. Cognitive aspects of employee engagement include the beliefs employees have about the organization, its leaders, and working conditions (Aswad, 2020). The emotional aspect includes how employees feel about the organization and its leaders. While the physical aspect includes the physical energy expended by employees in carrying out their role in the organization (Kartono, 2017).

The phenomenon that is seen at this time, based on the initial observations that have been made, is that from an Employee Turnover Intention perspective, it can be seen that there are so many targets achieved in sales targets every day and month. The profit target for each month and the target set in the store must match. This will trigger the desire of employees to leave the company because they feel pressured by the work they do every day, therefore an increasing number of employees have turnover intention (moving jobs) throughout 2020-2021.

In terms of competence, what is happening at this time is that there are still many employees who do not have the knowledge and skills in their fields because the company does not conduct special training on the skills possessed by employees, so that the increase in employee competency skills is not optimally achieved.

In terms of work motivation that is happening at this time, namely low work motivation causing a lack of employee discipline in carrying out work and often arriving late at office hours, this is due to a lack of strict regulations for employees in carrying out their work.

From the point of view of employee engagement that is currently happening, namely employee engagement that is not good. This is shown by the company not giving awards for employee performance even when the company has to take action to terminate employment.

Thus, from the problems above, it can be concluded that with competence, employee work will be completed quickly and well if an employee has competent competence, then work motivation also makes a job that will be carried out by an employee to be completed properly, and also with employee engagement, employees will be involved physically, cognitively, and emotionally as long as they show their performance at work and employees who feel "engaged" will not think of leaving the company

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**METHOD**

The method used in this research is to use a type of quantitative method. Quantitative research is research that places more emphasis on aspects of objective measurement of social phenomena. To be able to make measurements, every social phenomenon is translated into several problem components, variables, and indicators. Each determined variable is measured by giving different number symbols according to the category of information related to that variable. By using these number symbols, quantitative mathematical calculation techniques can be carried out so that they can produce generally accepted conclusions within a parameter (Bi Rahmani, 2016).

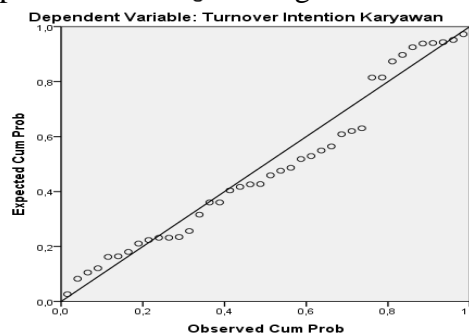
**RESULT AND DISCUSSION**

**Research result**

**Classic assumption test**

**Normality test**

The normality test in the regression model is used to test whether the residual values resulting from the regression are normally distributed or not. A good regression model is one that has normally distributed residual values. The normality test method is by looking at the distribution of data on the normal graph of the PP Plot of Regression Standardized Residual.



**Figure 4.2. Normality Test Results with P-Plot**

Source: Primary data processed with SPSS

Based on Figure 4.2, it shows that the dots or patterns spread around the diagonal and follow the diagonal so that the research data is normally distributed and also meets a good regression model.

Following are the results of the normality test using the Kolmogrov Smirnov and p-value.

**Multicollinearity Test**

By looking at the VIF (Variance Inflation Factors) value, if the VIF value is <10.00, multicollinearity does not occur. If the VIF value > 10.00, multicollinearity occurs. By looking at the tolerance value, if the tolerance value is > 0.10, it means

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that multicollinearity does not occur. And if the tolerance value  $<0.10$  means that there is multicollinearity.

**Coefficients<sup>a</sup>**

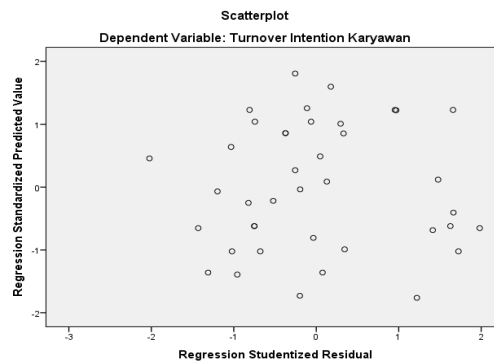
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	std. Error	Betas			tolerance	VIF
1	(Constant)	26,850	7,388		3,634	,001		
	Competence	,540	,726	-,528	5,743	,002	,553	8,900
	Work motivation	,342	,813	,324	6,421	,006	,845	2,187
	Employee Engagement	,414	,918	,351	7,451	,004	,344	5,626

a. Dependent Variable: Employee Turnover Intention

If you look at table 4.10, it is known that the Variance Inflation Factor (VIF) value for the Competency variable (X1) is 8.900, the Work Motivation variable (X2) is 2.187, and the Employee Engagement variable (X3) is 5.626. Each independent variable has a value less than 10. Likewise, the tolerance value for the Competency variable (X1) is 0.553, the Work Motivation variable (X2) is 0.845, and the Employee Engagement variable (X3) is 0.344. For each variable, the tolerance value for each independent variable is greater than 0.1 and the VIF value is greater than 10.

**Heteroscedasticity Test**

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from one residual to another observer. Good regression should not occur heteroscedasticity. If the residual variance from one observation to another observation remains, then it is called homoscedasticity and if it is different it is called heteroscedasticity. If the scatter plot points form certain patterns, it indicates heteroscedasticity. However, if the points spread above and then the points have heteroscedasticity.



**Figure 4.4. Heteroscedasticity Test Results with Scatter Plots**

Source: Primary data processed with SPSS

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Based on the picture above, it shows that the dots on the scatter plot graph are scattered randomly and do not form a clear pattern and are scattered both above and below the zero point on the Y axis. This means that in the regression model of this study there was no heteroscedasticity, so the regression model is suitable for predicting Employee Turnover Intention.

**Multiple Linear Regression Analysis Test**

In the multiple linear regression equation using the following formula:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Information :

*a* = Constant

*X1* = Competence

*X2* = Motivation Work

*X3* = *Employee Engagement*

*Y* = *Turnover Intention*Employee

*b1, b2, b3* = regression coefficients for *X1, X2, and X3*

*e* = Distraction Factor

And the following are the test results from multiple linear regression analysis:

**Table 4.11. Multiple Linear Regression Analysis Test Results**  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	std. Error	Betas			tolerance	VIF
1 (Constant)	26,850	7,388		3,634	,001		
Competence	,540	,726	-,528	5,743	,002	,553	8,900
Work motivation	,342	,813	,324	6,421	,006	,845	2,187
Employee Engagement	,414	,918	,351	7,451	,004	,344	5,626

a. Dependent Variable: Employee Turnover Intention

From the coefficient values above, the multiple regression equation can be compiled as follows:

$$\text{Then: } Y = 26.850 + 0.540X_1 + 0.342X_2 + 0.414X_3$$

From these equations it can be concluded that:

- a. Constant value (*a*) = 26.850 means that if the score of the Competency, Work Motivation, and Employee Engagement variables is equal to zero, then Employee Turnover Intention increases by 26.850.

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- b. When the Competency variable (X1) is increased by 1%, Employee Turnover Intention will increase by 0.540 assuming the other independent variables are constant or do not change.
- c. When the variable Work Motivation (X2) is increased by 1%, Employee Turnover Intention will increase by 0.342 assuming the other independent variables are constant or do not change.
- d. When the Employee Engagement (X3) variable is increased by 1%, the Employee Turnover Intention will increase by 0.414 assuming the other independent variables are constant or do not change.

Based on the results of the multiple linear regression equation, it can be seen that the relationship that occurs between Competence, Work Motivation, and Employee Engagement with Employee Turnover Intention is a positive relationship, where when Competence, Work Motivation, and Employee Engagement are increased, it will have an impact on Turnover Intention Employee.

**Hypothesis testing**

**t test (Partial Test)**

The t test is used to test each independent variable (X). Does Competence (X1), Work Motivation (X2), and Employee Engagement (X3) have a positive and significant effect on the dependent variable Employee Turnover Intention (Y). The criteria for accepting or rejecting the hypothesis with a significant level ( $\alpha$ ) = 0.05 are determined as follows:

- 1)  $t_{count} > t_{table}$  means  $H_0$  is rejected or  $H_a$  is accepted.
- 2)  $t_{count} < t_{table}$  means  $H_0$  is accepted or  $H_a$  is rejected.

The t test can also be seen at the level of significance, namely:

- 1) If the significance level  $< 0.05$  then  $H_0$  is rejected or  $H_a$  is accepted.
- 2) If the significance level is  $> 0.05$ , then  $H_0$  is accepted or  $H_a$  is rejected.

The ttable value to be tested at a significant level  $\alpha = 0.05$ , the t distribution table is searched at  $0.05 : 2 = 0.025$  (two-tailed test) with degrees of freedom (df)  $nk-1$  or  $40-3-1 = 36$  (n is the amount of data and k is the number of independent variables). With a two-tailed test (significance = 0.025) the results obtained for ttable are 2.028.

**Table 4.12. Results of the t test (Hypothesis Test)**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	std. Error	Betas			tolerance	VIF
1	(Constant)	26,850	7,388		3,634	,001		
	Competence	,540	,726	-,528	5,743	,002	,553	8,900
	Work motivation	,342	,813	,324	6,421	,006	,845	2,187
	Employee Engagement	,414	,918	,351	7,451	,004	,344	5,626

a. Dependent Variable: Employee Turnover Intention

Competency Variable (X1) can be seen that the calculated t value is 5.743 with a significance of 5%. Because the tcount for variable X1 (5.743) is greater than t table

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(2.028) with a significance value of  $0.002 < 0.05$ , it can be said that the Competency variable (X1) has a partial and significant effect on Employee Turnover Intention (Y), thus proving that H1 is accepted.

Work Motivation Variable (X2) can be seen that the t value is 6.421 with a significance of 5%. Because the tcount for variable X2 (6.421) is greater than t table (2.028) with a significance value of  $0.006 < 0.05$ , it can be said that the variable Work Motivation (X2) has a partial and significant effect on Employee Turnover Intention (Y), thus proving that H2 is accepted.

The Employee Engagement variable (X3) can be seen that the calculated t value is 7.451 with a significance of 5%. Because tcount for variable X3 (7.451) is greater than t table (2.028) with a significance value of  $0.004 < 0.05$ , it can be said that the variable Employee Engagement (X3) has a partial and significant effect on Employee Turnover Intention (Y), thereby proving that H3 is accepted.

**F Test (Simultaneous Test)**

The F statistic test or simultaneous test is the feasibility of the model/statistical test to show whether together or as a whole the regression coefficients of the independent variables affect the dependent variable. The F test was conducted to find out whether all the independent variables included in the model have a joint or simultaneous effect on the dependent variable. With a significant simultaneous rate of 5% or 0.05.

The F table value to be tested at a significant level  $\alpha = 0.05$ . And how to determine the F table, namely  $df (n1) = k-1$  or  $4-1 = 3$ . And  $df (n2) = nk$  or  $40-4 = 36$ . Then you can get a Ftable of 2.87.

**Table 4.13. F Test Results (Simultaneous Test)**  
ANOVAa

Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	13,379	3	4,460	7,489	,002b
	residual	328,396	36	9,122		
	Total	341,775	39			

a. Dependent Variable: Employee Turnover Intention

b. Predictors: (Constant), Employee Engagement, Competence, Work Motivation

From the calculation results it can be seen that the significant value is 0.002 and the Fcount value is 7.489. The basis for decision making is if the significant value is less than 0.05 (Sig < 0.05) then the conclusion is significant. It can be seen in the table above that the significance value (0.000) is less than 0.05. Then the decision is significant. This means that H4 is accepted which shows simultaneously (simultaneously) all independent variables have a significant influence on the dependent variable.

For the Fcount value in this equation of 7.489 while for the Ftable value of 2.87 then Fcount (7.489) is greater than Ftable (2.87) so that the H4 decision is accepted, which means that all independent variables consist of Competency, Work Motivation, and

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Employee Engagement simultaneously has a significant effect on the dependent variable, namely Employee Turnover Intention.

**Determination Coefficient Test**

The coefficient of multiple determination is used to see how the variation in the value of the dependent variable is affected by the variation in the value of the independent variable. The small value of R2 means that the ability of the independent variables to explain the variation in the dependent variable is very limited.

**Table 4.14. Determination Coefficient Test Results  
Summary model b**

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	,198a	,639	,641	3,020

a. Predictors: (Constant), Employee Engagement, Competence, Work Motivation

b. Dependent Variable: Employee Turnover Intention

The table above shows that the R Square value is 0.639. This shows that the independent variables namely Competence, Work Motivation, and Employee Engagement are able to explain the dependent variable, namely Employee Turnover Intention of 63.9%, the remaining 36.1% is explained by other variables outside the regression model.

**DISCUSSION**

**The Effect of Competence on Employee Turnover Intention**

According to Wibowo (2009) stated competence is an ability to carry out or perform a job that is based on skills and knowledge and is supported by the work attitude required by the job. If employees have qualified competence, the turnover rate will decrease. Human resources can survive because they have managerial competence, namely the ability to formulate the vision and strategy of an organization as well as the ability to acquire and direct human resources by realizing the vision and setting strategic goals for the organization and company (Fadillah, 2021).

Based on the results of partial testing of the effect between Competence on Employee Turnover Intention,  $t_{count} (5.743) > t_{table} (2.028)$ , with a significant level of  $0.002 < 0.05$ . From these results it can be concluded that  $H_a$  is accepted ( $H_0$  is rejected). This shows that there is a significant positive effect between Competence on Employee Turnover Intention. Thus it can be concluded that there is a positive and significant effect of the Competency variable (X1) on the Employee Turnover Intention variable (Y). This means that there is a direct influence or relationship between Competence and Employee Turnover Intention significantly.

**The Effect of Work Motivation on Employee Turnover Intention**

Motivation is a potential force that exists within a human being, which can be developed by himself or developed by a number of external forces that exist, in essence, revolves around material rewards and non-material rewards which can affect their

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performance results positively or negatively, depending on the situation and conditions faced by the person concerned (Jasman Saripuddin Hasibuan & Silvy, 2019). With strong work motivation from employees, employee decisions to carry out turnover intentions will rarely occur (Purwati, 2020).

Based on the results of partial testing of the effect of work motivation on employee turnover intention,  $t_{count} (6.421) > t_{table} (2.028)$ , with a significant level of  $0.006 < 0.05$ . From these results it can be concluded that  $H_a$  is accepted ( $H_0$  is rejected). This shows that there is a significant positive influence between Work Motivation on Employee Turnover Intention. Thus it can be concluded that there is a positive and significant influence of the Work Motivation variable (X2) on the Employee Turnover Intention variable (Y). This means that there is a direct influence or relationship between Work Motivation and Employee Turnover Intention significantly.

### **The Effect of Employee Engagement on Employee Turnover Intention**

*Employee engagement* is a condition of employees who are directly involved psychologically with their work (Nanda, 2021). Employees will be involved physically, cognitively, and emotionally as long as they show their performance at work. That way employees who have a sense of "engaged" will not bring up the thought of leaving the company.

Based on the results of partial testing of the effect of Employee Engagement on Employee Turnover Intention,  $t_{count} (7.451) > t_{table} (2.028)$ , with a significant level of  $0.004 < 0.05$ . From these results it can be concluded that  $H_a$  is accepted ( $H_0$  is rejected). This shows that there is a significant positive effect between Employee Engagement on Employee Turnover Intention. Thus it can be concluded that there is a positive and significant influence of the Employee Engagement variable (X3) on the Employee Turnover Intention variable (Y). This means that there is a direct influence or relationship between Employee Engagement and Employee Turnover Intention significantly.

### **The Effect of Competence, Work Motivation, and Employee Engagement on**

With competence, employee work will be completed quickly and well if an employee has competent competence, then work motivation also makes a job that will be carried out by an employee to be completed well, and also with employee engagement, employees will be physically involved, cognitively, and emotionally as long as they show their performance at work and employees who feel "engaged" will not think of leaving the company.

From the results of data processing, it was found that there was a positive influence on Competence, Work Motivation, and Employee Engagement on Employee Turnover Intention at PT. Adiperkasa Medan Active Map.

## **CONCLUSION**

From the results of the research, data analysis and discussion in the previous chapters, it can be concluded from research regarding the influence of Competence, Work Motivation, and Employee Engagement on Employee Turnover Intention:

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Based on the results of this study, the effect of competence on Employee Turnover Intention obtained a significant value of  $0.002 < 0.05$  or  $t_{count} 5.743 > t_{table} 2.028$ . It can be concluded that  $H_0$  is rejected, which means  $H_a$  is accepted, so there is a significant influence between Competence on Employee Turnover Intention of PT. Adiperkasa Medan Active Map. Based on the results of this study, the effect of Work Motivation on Employee Turnover Intention obtained a significant value of  $0.006 < 0.05$  or  $t_{count} 6.421 > t_{table} 2.028$ . It can be concluded that  $H_0$  is rejected, which means  $H_a$  is accepted, so there is a significant influence between Work Motivation on Employee Turnover Intention at PT. Adiperkasa Medan Active Map. Based on the results of this study, the effect of Employee Engagement on Employee Turnover Intention obtained a significant value of  $0.004 < 0.05$  or  $t_{count} 7.451 > t_{table} 2.028$ . It can be concluded that  $H_0$  is rejected, which means  $H_a$  is accepted, so there is a significant influence between Employee Engagement on Employee Turnover Intention at PT. Adiperkasa Medan Active Map. Based on the results of the study simultaneously it can be seen that the significant level is  $0.002 < 0.05$ , meaning that  $H_0$  and  $H_a$  are accepted. So, it can be concluded that the variables Competency, Work Motivation, and Employee Engagement have a significant and significant effect on Employee Turnover Intention at PT. Adiperkasa Medan Active Map. It can be concluded that  $H_0$  is rejected, which means  $H_a$  is accepted, so there is a significant influence between Employee Engagement on Employee Turnover Intention at PT. Adiperkasa Medan Active Map. Based on the results of the study simultaneously it can be seen that the significant level is  $0.002 < 0.05$ , meaning that  $H_0$  and  $H_a$  are accepted. So, it can be concluded that the variables Competency, Work Motivation, and Employee Engagement have a significant and significant effect on Employee Turnover Intention at PT. Adiperkasa Medan Active Map. It can be concluded that  $H_0$  is rejected, which means  $H_a$  is accepted, so there is a significant influence between Employee Engagement on Employee Turnover Intention at PT. Adiperkasa Medan Active Map. Based on the results of the study simultaneously it can be seen that the significant level is  $0.002 < 0.05$ , meaning that  $H_0$  and  $H_a$  are accepted. So, it can be concluded that the variables Competency, Work Motivation, and Employee Engagement have a significant and significant effect on Employee Turnover Intention at PT. Adiperkasa Medan Active Map. Work Motivation, and Employee Engagement have a significant and significant effect on Employee Turnover Intention at PT. Adiperkasa Medan Active Map. Work Motivation, and Employee Engagement have a significant and significant effect on Employee Turnover Intention at PT. Adiperkasa Medan Active Map.

### SUGGESTION

Based on the results of the research above and also the conclusions drawn above, the following suggestions can be found: Companies are expected to think about the right strategy for improvement to keep employees working according to company standards in order to achieve predetermined goals. The company is expected to be able to provide appropriate compensation as well as training and development that will increase employee

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morale. Companies are expected to be able to retain their employees, companies can carry out retention strategies by holding training and career development which can provide strong incentives for employees to stay in the company, managers play a direct role in helping employees to develop potential career plans.

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