

## THE INFLUENCE OF PERSONALITY AND BURNOUT ON TURNOVER INTENTION WITH EMPLOYEE ENGAGEMENT AS A MEDIATING VARIABLE



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### Abstract

This study examines the influence of personality and burnout on turnover intention at PT Tunggal Indo Tbk, using employee engagement as a mediating variable. A total of 70 respondents filled out a questionnaire in order to collect data using a quantitative approach. The collected data was examined to test its validity and reliability to ensure accuracy and consistency. The data was analyzed using SmartPLS 4.0 and Partial Least Square (PLS). The study found that personality positively impacts employee engagement, which reduces turnover intention. Burnout dramatically reduced employee engagement and increased turnover intention. Employee engagement strongly affects personality, burnout, and turnover intention. The importance of human resource management in controlling personality and burnout to create a happy work environment can help organizations retain staff and boost productivity.

**Keywords:** Personality, Burnout, Turnover Intention, Employee Engagement, Human Resource Management

## INTRODUCTION

Successful organizational goals depend on qualified human resources with a strategic role, therefore competent management is needed to maximize employee participation. (Dharma Kuba & Fuad Guntara, 2021). However, due to poor human resource management, many businesses fail to survive. The emergence of employee behaviors that are difficult to control, such as the intention to resign or leave the company, is a major problem in such management. This behavior is often difficult to anticipate and prevent (Dawit Gebregziabher et al., 2020). This phenomenon also occurs at PT Tunggal Indo Tbk, which is responsible for designing, producing, and distributing tires for various types of vehicles in accordance with certain quality and safety standards. Employee dissatisfaction in this company often leads to the intention to leave, thereby causes employees to leave and the company loses experienced employees and lowers efficiency. High the intention to leave is a serious obstacle in maintaining operational stability and competitiveness in this industry.

This condition is a crucial issue that needs special attention from the company. Proper handling of this issue can support the smooth operation of the company and ensure the achievement of organizational goals. Turnover intention may be considered as an initial indicator of employee turnover in the organization. Employees who want to leave tend to look for a new job if they find a better job and leave the company (Novi Ali Marzuqi, 2021). Although turnover is common in business, high turnover rates can affect business operations and productivity. In addition, high turnover rates can result in increased costs for hiring and onboarding new staff (Resha Dwi Khotimah et al., 2019).

Decreased performance, increased absenteeism and sickness are often indicators of turnover intention. These issues are linked to chronic job burnout, which can result in burnout if left untreated. The condition known as burnout is characterized by emotional and physical exhaustion, which impairs one's ability to function at work, increases the likelihood of absenteeism, and decreases productivity. High rates of absenteeism, due to leave and sickness, is one sign of burnout.

Turnover rates are greatly influenced by elements such as employee traits and absenteeism. Big Five Costa and McCrae's personality theory indicated that openness to experience, extroversion, and neuroticism affect professional behavior. Studies have shown that extroverted employees will have lower turnover rates when compared to employees with high neuroticism. This could mean that extroverted employees have a greater potential to leave their jobs (Anamaria Eugenia Ispas & Cristina Ispas, 2022). This indicates that individuals with open and extroverted personalities tend to be more inclined to be loyal to the organization.

Employee involvement also impacts turnover. Kahn defines employee engagement as emotional and cognitive investment in work and organization. Employee engagement serves as an intermediary link between employee well-being and the intention to resign from the company. Higher levels of engagement have been shown to reduce the desire to leave the organization (Frank Nana Kweku Otoo, 2024). This phenomenon reflects the challenges faced by companies in retaining their employees, while indicating the need for more effective strategies in managing human resources.

Complicated is the link that exists between personality, burnout, and the intention to leave an organization. Employee engagement mediates the personality-burnout-turnover

intention relationship. High-engagement employees are more loyal and intend to stay, while high burnout increases turnover intention. Therefore, it is imperative for companies to design a comprehensive human resource management strategy to enhance employee involvement and mitigate the effects of burnout. Therefore, this research intends to deepen insights into these interactions and provide insights to reduce turnover intention in the workplace.

## **REVIEW OF LITERATURE**

### **Personality**

Personality is a complex concept that influences how individuals interact with the environment. Bisyr Abdul Karim (2020) defines personality as a unique combination of characteristics that influence behavior across multiple contexts. Colquitt emphasized that personality reflects the structures and tendencies that influence an individual's mindset, emotions, and behavior, as a result of the interaction between genetic and environmental factors. Wibowo (2024) asserts that personality includes the way individuals react and interact, reflecting identity tendencies through thoughts, behaviors, and emotions. It is concluded that personality is an individual characteristic, a blend of genetics and environment, which serves as a self-image perceived by others, including in the work context (Nadhira Nur Sabrina & Sulisworo Kusdiyati, 2024).

### **Burnout**

Burnout is a major concern in the context of human resources, affecting employee well-being and productivity. Prolonged emotional and physical exhaustion, known as burnout, can have a significant impact on work performance, increasing the risk of absenteeism and lowering productivity. Burnout itself can result from high work pressure, and influence turnover intention. Yong Gan et al. (2020) shows that burnout is a major predictor of turnover intention, as seen in general practitioners in China who face high work pressure. Another study conducted by Ni Putu Mas Nadia Sintyadewi and I. Gusti Ayu Manuati Dewi (2020) confirmed that burnout acts as a mediator between job stress and the desire to leave the company, illustrating how high fatigue can cause burnout and increase the tendency to exit the organization.

### **Turnover Intention**

Turnover Intention, or the desire to leave, is a significant problem for organizations, which has the potential to disrupt stability and productivity. Resha Dwi Khotimah. et al. (2019) explained that although turnover is common, a high level of intention to resign from the company may negatively affect the productivity and sustainability of the company, causing additional costs for recruitment and training. Turnover intention represents an initial indicator of potential employee departure, which may be identified before employees actually leave the company (Novi Ali Marzuqi, 2021). If employees want to resign from the company, they tend to seek alternative employment and will leave the company if they find a better job. Effectively addressing turnover intention requires a deep comprehension of the influencing factors and the execution of appropriate HR management strategies.

### **Employee Engagement**

An important element in the most efficient "business driver" to increase organizational satisfaction is employee engagement, employees who are active in the performance of their duties tend to have a strong commitment to the organization. This will

lead to optimum productivity, low employee turnover, and competitive advantage. However, according to Flamming, a Gallup researcher in Hary Febriansyah and Henndy Ginting (2020) the right employee engagement strategy should be a key element for millennial human resource management, as building relationships with this generation of employees has a significant role. A good relationship will improve employee performance, both at the company and individual levels, and help achieve organizational goals (Hongmei shen & Hua Jiang, 2019).

## **RESEARCH METHOD**

This study examines how personality factors affect PT Tunggal Indo Tbk employee turnover intention from 2019 to 2024. This quantitative study involves an online survey. All 210 PT Tunggal Indo Tbk employees are the research population. Sample size was calculated using the Slovin formula at 10% significance. Researchers collected 68 samples and got 70 respondents. Stratified Random Sampling is the sample technique used. This research utilizes numerical data collected directly from the research subject by means of the use of Google Forms to distribute questionnaires. SmartPLS 4.0 was then used to process the data (Solahudin et al., 2024).

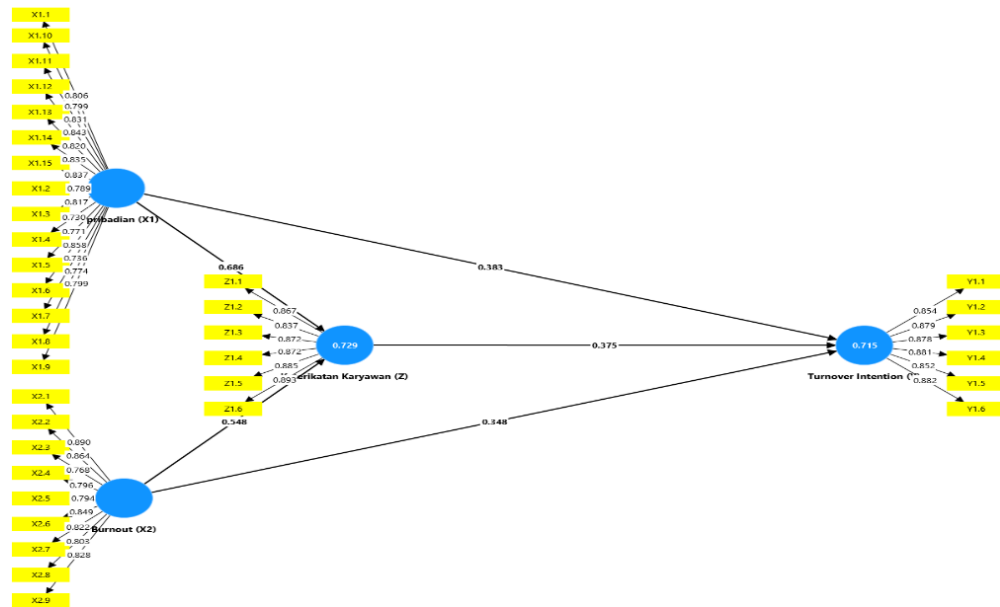
## **RESULTS AND DISCUSSION**

### **Results of Respondent Characteristics**

This study involved 70 respondents with several characteristics, namely gender, age, and length of service. Based on gender, there were 30 female employees, representing 41.4% of the sample, and 40 male employees, representing 58.6%. Based on age, respondents under 25 years old make up 55.7% of the sample, while respondents between 25 to 35 years old make up 27.1%. A total of 10% of respondents were between 36 to 40 years of age, while 7% were above 40 years old. In terms of length of employment, 23.3% of respondents had worked for less than five years, 88% had worked for five to ten years, and 16.4% of respondents reported having worked for more than ten years.

### **Research Result**

Between the independent factors and the dependent variables, the outer model design acts as a mediator. The following is an explanation of the outer model design that was used for this investigation:



**Figure 1.**  
**Outer Model**

**Outer Model Analysis**  
**Convergent Validity**

Convergent validity links reflexive indicator and latent variable values. The outer loading parameter is used to measure convergent validity. If there is a correlation of more than 0.70 between the reflexive measure and the structure, then the measure will be given a high score. Nevertheless, during the initial phase of a study, an outer loading threshold of 0.50 is regarded as sufficient (Yuni. et al. 2022).

**Table 1.**  
**Outer Loading**

Variable	Indicator	Outer Loading	Validity
Personality (X1)	P.1	0.806	Valid
	P.10	0.799	Valid
	P.11	0.831	Valid
	P.12	0.843	Valid
	P.13	0.82	Valid
	P.14	0.835	Valid
	P.15	0.837	Valid
	P.2	0.789	Valid
	P.3	0.817	Valid

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	P.4	0.73	Valid
	P.5	0.771	Valid
	P.6	0.858	Valid
	P.7	0.736	Valid
	P.8	0.774	Valid
	P.9	0.799	Valid
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	B.1	0.89	Valid
	B.2	0.864	Valid
	B.3	0.768	Valid
	B.4	0.796	Valid
Burnout (X2)	B.5	0.794	Valid
	B.6	0.849	Valid
	B.7	0.822	Valid
	B.8	0.803	Valid
	B.9	0.828	Valid
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	TI.1	0.854	Valid
	TI.2	0.879	Valid
	TI.3	0.878	Valid
Turnover Intention (Y)	TI.4	0.881	Valid
	TI.5	0.852	Valid
	TI.6	0.882	Valid
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	EE.1	0.867	Valid
	EE.2	0.837	Valid
Employee Engagement (Z)	EE.3	0.872	Valid
	EE.4	0.872	Valid
	EE.5	0.885	Valid
	EE.6	0.893	Valid

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Source: SmartPLS 4.0 Primary Data 2025

Table 1 above shows the results of SmartPLS data processing, which shows that each indicator of personality factor, burnout, turnover intention, and employee engagement in this study has an outer load value above 0.70, which indicates convergent validity.

**Discriminant Validity**

Use Average Variance Extracted to assess convergence. (Hair Jr. et al. 2021). The concept will explain over 50% of indicator variance if AVE exceeds 0.5. The following AVE results are shown for each study variable:

**Table 2**  
**Average Variance Extracted (AVE)**

Variable	Average Variance Extracted (AVE)
Personality (X1)	0.680
Burnout (X2)	0.646
Turnover Intention (Y)	0.759
Employee Engagement (Z)	0.759

Source: SmartPLS 4.0 Primary Data 2025

Table 2 indicates that the AVE score for each research variable is greater than 0.5. The AVE score 0.759 for Employee Engagement (Z), 0.680 for Personality (X1), 0.646 for Burnout (X2), and 0.759 for Turnover Intention (Y). In this case convergent validity, indicating that each variable tested is valid.

**Composite Reliability**

Composite Reliability is applied to evaluate the degree to which the indicators used in this study can be relied upon to measure certain variables. In this context, a variable is deemed to satisfy the composite reliability standard if the composite reliability figure surpasses 0.7. This indicates that these indications can be relied upon to accurately characterize the construct in question and have the best internal consistency.

**Table 3**  
**Composite Reliability**

Variable	Composite Reliability
Personality (X1)	0.949
Burnout (X2)	0.963
Turnover Intention (Y)	0.937

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Employee Engagement (Z) 0.937

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Source: SmartPLS 4.0 Primary Data 2025

Referring to Table 3, the composite reliability figures for all variables examined in this study are above 0.7. Each variable has therefore fulfilled the predefined reliability conditions, which means that overall, the variables exhibit a high degree of reliability.

#### **Cronbach's Alpha**

As Stated by Hair Jr. et al. (2021), a construct is reliable if its Cronbach's alpha exceeds 0.70. Cronbach's alpha measures the psychometric variable indicating internal consistency. Cronbach's alpha testing is crucial since it demonstrates how well an indicator represents the variable.

**Table 4**  
**Cronbach's Alpha**

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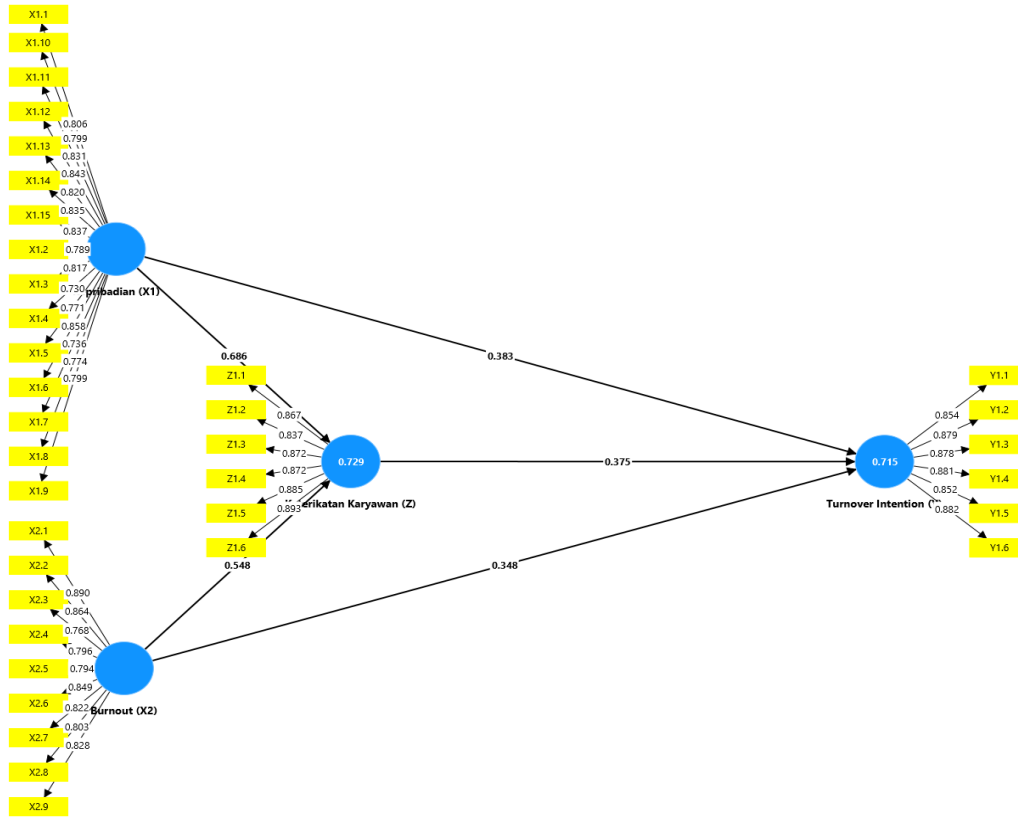
<b>Variable</b>	<b>Cronbach's Alpha</b>
Personality (X1)	0.941
Burnout (X2)	0.961
Turnover Intention (Y)	0.936
Employee Engagement (Z)	0.936

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Source: SmartPLS 4.0 Primary Data 2025

Table 4 is based on the Cronbach's alpha value of each latent variable greater than 0.6, which indicates that the variable is considered reliable. So, all latent variables meet all the requirements of the reliability test as described above.

#### **Inner Model Analysis**



**Figure 2**  
**Inner Model**

Source: SmartPLS 4.0 primary data, 2025

**Inner Model Analysis**

The inner model, or structural model, is evaluated using the R-squared statistic, which shows how much variables impact each other. The structural model's path coefficients are calculated using bootstrapping.

**R-Square**

To evaluate the PLS model, the first step is to compute the R-square statistic for each dependent latent construct. A higher R<sup>2</sup> value indicates that the model is more effective in accounting for the variation of the dependent variable. Strong, moderate, and weak explanatory power are indicated by R<sup>2</sup> values that are greater than 0.75, 0.50, and 0.25, respectively. The results of this study's coefficient of determination are reported in the table that follows:

**Table 5**  
**R-Square**

	R-square	R-square adjusted
Employee Engagement (Z)	0.729	0.721
Turnover Intention (Y)	0.715	0.702

Source: SmartPLS 4.0 Primary Data 2025

Table 5 shows that the R-square statistic for the employee engagement construct (Z) is 0.729, indicating that this model's variables explain 72.9% of employee engagement variance. R-square value of 0.721 for turnover intention (Y) implies model variables explain 72.1% of turnover intention variation. Thus, this research does not cover approximately 28.5% of the remaining factors affecting turnover intention. Altogether, these findings suggest that the model is reasonably effective in explaining employee engagement and turnover intention, wherein employee engagement plays an important function in shaping employees' decision to remain with or exit the organization.

**Hypothesis Analysis**

The path coefficient table which shows the direct effect and the specific indirect effect related to mediation shows the testing in this research hypothesis.

**Path Coefficient**

The test now determines the path coefficient and t-statistic. A path coefficient value around 1 indicates a favorable association, while a path coefficient near 0 indicates a weaker relationship. To evaluate the significance of the link between variables at a specific error level, the t-statistic must exceed 1.96 at the 5% significance level used in this research. (Hair Jr. et al., 2021).

**Table 6**  
**Path Coefficients (Direct Effect)**

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T statistics ((O/STDEV))</b>	<b>P values</b>
Personality (X1) -> Employee Engagement (Z)	0.686	0.676	0.082	8.385	0.000
Personality (X1) -> Turnover Intention (Y)	0.383	0.383	0.117	3.279	0.001
Burnout (X2) -> Employee Engagement (Z)	0.548	0.54	0.097	5.644	0.000
Burnout (X2) -> Turnover Intention (Y)	0.348	0.35	0.125	2.791	0.005
Employee Engagement (Z) -> Turnover Intention (Y)	0.375	0.372	0.14	2.681	0.007

Source: SmartPLS 4.0 Primary Data 2025

### **Personality (X1) Affects Employee Engagement (Z)**

The findings of hypothesis analysis reveal that, with a coefficient path value of 0.686 and a p value  $< 0.000$ , personality (X1) exerts a meaningful and positive influence on employee engagement (Z). Furthermore, with a 5% error rate, the resulting t-value obtained is  $8.385 > 1.96$ , which indicates that this relationship is statistically significant. This means that individuals with positive personality characteristics, such as openness and extroversion, tend to be more engaged and committed to their work. Employees who have better personalities are more likely to feel attached to the organization and have higher levels of engagement. The results support previous studies showing that personality and burnout have a major influence on turnover intention. For example, research conducted by Suprayitno and Sutarno (2021) shows that positive personality contributes to organizational citizenship behavior among teaching staff. In addition, research by Kartono (2017) also confirms the importance of personality in strengthening Employee Engagement and reducing the urge to leave work.

### **Personality (X1) Affects Turnover Intention (Y)**

Findings from the hypothesis analysis indicate that, with a path coefficient score of 0.383 and a p-value less than 0.001, personality (X1) has a notable and positive impact on turnover intention (Y). The observed t-value is  $3.279 > 1.96$ , indicating that this relationship is significant at the 5% error threshold. This means that it shows that personality may shape an individual's intention to resign from a job. Employees with a more stable and positive personality tend to be more attached to the organization and have a higher commitment, hence reducing their intention to leave the job. Employees with positive traits, such as openness, extroversion, and conscientiousness, tend to have lower turnover intention rates. Conversely, employees with high neurotic traits may be more prone to stress and dissatisfaction, which may increase their intention to leave the job. Research by Kartono (2017) in his book supports these findings by showing that personality plays an important role in influencing employee exit intentions. In addition, research by Szu-Jung Wang. et al. (2023) also confirms that personality traits can affect team performance, which in turn can relate to intention to leave work.

### **Burnout (X2) affects Employee Engagement (Z)**

The outcome of the hypothesis testing shows that, with a coefficient path score of 0.548 and a p-value less than 0.000, burnout (X2) demonstrates a meaningful and positive influence on employee engagement (Z). In addition, with an error rate of 5%, the calculated t-value is  $5.644, > 1.96$ , which indicates that this relationship is statistically significant. This suggests that employees' attachment to the organization decreases as their burnout level increases. Individuals who experience burnout tend to suffer from emotional and physical exhaustion, which reduces their motivation to engage in work and the organization. Research by Yang Bai. et al. (2023) burnout reduces employee engagement, making them less attached.

### **Burnout (X2) affects Turnover Intention (Y)**

Hypothesis testing shows that burnout (X2) positively affects turnover intention (Y) with a path coefficient score of 0.348 and a p-value of 0.005. Additionally, at 5% error rate, the estimated t-statistic is  $2.791 > 1.96$ , indicating a significant association. This suggests that workers who experience higher levels of burnout usually feel dissatisfied with their jobs and leave them, which encourages them to look for other jobs. Previous research supports

these findings, suggesting that burnout can lead to job dissatisfaction, which in turn increases the intention to leave the organization. For example, research by Ayu Ambarwati. et al. (2024) showed that burnout contributes significantly to turnover intention, in which individuals experiencing burnout are more inclined to resign. In addition, research by Yang Bai. et al. (2023) is also in line with these findings, which show that burnout is closely related to the intention to quit a job, especially in the context of a stunted career during the epidemic.

**Employee Engagement(Z) affects Turnover Intention (Y)**

The hypothesis analysis shows that employee engagement (Z) positively affects turnover intention (Y) with a comparable path coefficient path score. P-value = 0.007, path coefficient 0.375. In addition, with a 5% error rate, the obtained t-statistic of 2.681, which exceeds 1.96, indicates that this relationship is significant. This suggests that workers are less likely to intend to quit the company if they are more attached to their jobs. Thus, fostering a work atmosphere that encourages employee engagement could be a useful strategy to reduce turnover risk. This research is supported by Yang Bai. et al. (2023) in their study indicated that employee engagement holds a critical function in reducing the tendency to leave the job. In addition, research by Ayu Ambarwati. et al. (2024) also confirms the importance of employee engagement in maintaining the workforce. Kartono (2017) in his book also highlights that high employee engagement can contribute to reducing turnover intention, thus emphasizing the need for attention to factors that increase engagement in the workplace.

The findings from a Bootstrapping approach were used to test the hypotheses that personality and burnout affect turnover intention through employee engagement.

**Table 6**  
**Path Coefficients (Indirect Effect)**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics ( O/STDEV )	P values
Personality (X1) -> Employee Engagement(Z) -> Turnover Intention (Y)	0.257	0.252	0.103	2.51	0.012
Burnout (X2) -> Employee Engagement (Z) -> Turnover Intention (Y)	0.206	0.199	0.083	2.481	0.013

Source: SmartPLS 4.0 Primary Data 2025

**Personality (X1) affects Turnover Intention (Y) through Employee Engagement (Z)**

The outcome of the analysis demonstrates that personality exerts a positive influence on employee engagement, which then acts as a mediator to reduce the intention to leave. The initial sample estimate for personality, employee engagement, and turnover intention is 0.257, with a t-statistic score of 2.510 > 1.96. Furthermore, the p-value obtained is 0.012,

which is lower than the  $\alpha$  value ( $0.012 < 0.05$ ). This indicates that employees with positive personality characteristics, such as openness and extroversion, tend to be more attached to the organization. This strong attachment, in turn, reduces their intention to change jobs (Y). Research by Suprayitno and Sutarno (2021) supports this finding, which suggests that positive personality contributes to organizational citizenship behavior and employee attachment. In addition, Kartono (2017) also confirms in his book that a good personality may enhance employee engagement and lessen the inclination to resign from work.

### **Burnout (X2) affects Turnover Intention (Y) through Employee Engagement(Z)**

Employee Engagement mediates Burnout-Turnover Intention. The analysis shows that burnout significantly impacts employee engagement, which mediates intention to leave. The study's initial sample value for burnout and turnover intention based on employee engagement was 0.206, with a t-statistic score of 2.481, above 1.96. Furthermore, the p-value (0.013) was lower than the  $\alpha$  value ( $0.013 < 0.05$ ). This shows that burnout makes people unsatisfied and disengaged from their jobs, weakening their business loyalty. Therefore, they are more likely to want to switch jobs due to low commitment. Research conducted by Ayu Ambarwati et al. (2024) supports these findings, indicating that burnout exerts a substantial impact on Employee Engagement and the tendency to leave. Furthermore, research conducted by Ni Putu Mas Nadia Sintyadewi and I. Gusti Ayu Manuati Dewi (2020) also found that burnout serves as a major predictor of turnover intention, where individuals experiencing burnout have a higher probability of leaving their jobs. Yong Gan et al. (2020) in their study also showed that burnout significantly affects a person's tendency to leave a job, especially among professionals who face high work pressure.

## **CONCLUSION**

The above research shows that personality positively affects employee engagement, which reduces job turnover. Individuals with positive personality characteristics, such as openness and extroversion, are inclined to be more committed to the organization, which makes them more loyal and reduces the desire to change jobs. On the other hand, it has been shown that burnout significantly decreases employee attachment. High levels of burnout cause workers to feel dissatisfied and disconnected from their work, which increases their desire to leave the company. This shows how important it is for management to be aware of the elements that can cause burnout and build a supportive work environment to avoid it.

The relationship between personality, burnout, and turnover intention was meaningfully mediated by employee engagement. Employees who have a strong attachment to the organization are more likely to stay, even if they experience a degree of burnout. This research emphasizes the importance of human resource management in managing personality and burnout to create a positive work environment. Thus, quality employees can be retained, and productivity can increase. These results offer valuable information for organizations to design initiatives that reduce staff turnover and enhance engagement, which will support the sustainability and operational efficiency of the company in the long run.

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