

# The Influence of Communication Skills and Work Environment on Turnover Intention with Work Engagement as a Moderating Variable in an Islamic Business Perspective (Case Study at PT Tri Citra Perdana Batang Hari Ogan)

**Bela Dwi Cahya Astora AS**

Raden Intan State Islamic University of Lampung

[belaastora00@gmail.com](mailto:belaastora00@gmail.com)

**Is susanto**

Raden Intan State Islamic University of Lampung

[issusanto@radenintan.ac.id](mailto:issusanto@radenintan.ac.id)

**Nurhayati**

Raden Intan State Islamic University of Lampung

[nurhayati@radenintan.ac.id](mailto:nurhayati@radenintan.ac.id)

## Abstract

This study aims to analyze the influence of Communication Skill and Work Environment on Turnover Intention with Work Engagement as a moderating variable, especially in the perspective of Islamic Business, at PT. Tri Citra Perdana Batang Hari Ogan. The research approach used in this study is a quantitative approach. The study population was 80 employees of PT Tri Citra Perdana and used a quantitative approach with questionnaire and documentation data collection methods, which were analyzed using SmartPLS 4. The results of the test analysis indicate that Communication Skills, Work Environment, and Work Engagement do not have a positive influence on Turnover Intention. Meanwhile, Work Engagement does not directly moderate the influence of these two variables on Turnover Intention. From an Islamic Business perspective, practicing gentle and wise Communication Skills, as well as creating a fair and supportive Work Environment, are in line with the recommendation of QS. Ali 'Imran: 159 to be gentle, which is very important to increase emotional attachment and significantly reduce employee Turnover Intention.

*Keywords : Communication Skill, Work Environment, Turnover Intention, Work Engagement*

## 1. Introduction

Human Resources (HR) are a crucial element and are absolutely essential in achieving organizational or company goals. Human resources are the primary element of an organization compared to other resource elements such as capital and technology, as humans themselves control other factors (Robbins, 2019). Human resources have always been an integral part of every company, playing a crucial role as a determining factor for success and contributing significantly to the effective and efficient achievement of company goals. The human resources needed today are those who are able to master technology quickly, are adaptive, and responsive to technological changes (Dicky Aditya, 2020). With this understanding, companies desperately need a superior and high-quality workforce (Vicky F Sanjaya, Jamal et al., 2021)..

Communication skills are crucial in an organizational context, as effective communication between management and employees can foster harmonious, transparent working relationships and encourage employees to feel valued and heard. Employee interactions within a company must run smoothly to foster effective communication, ultimately improving employee performance

through clear job-related instructions. Good communication skills can also impact ongoing programs, as the company will convey information to employees regarding challenges they face, ensuring they understand them effectively. The importance of using appropriate and effective language encompasses not only appropriate vocabulary but also grammar and intonation that support the intended message. The theory used refers to indicators such as the ability to express ideas and thoughts effectively, the ability to listen effectively, the ability to convey information effectively, and the use of effective language.

The work environment refers to all aspects related to the physical, psychological, and social conditions in the workplace, where employees carry out their daily responsibilities. These conditions and atmosphere play a significant role in determining an individual's level of job satisfaction, which in turn directly impacts their intention to remain employed. A conducive, supportive, and positive work environment will encourage employees to feel comfortable, valued, and motivated, thereby reducing their intention to look for work elsewhere. Conversely, an unhealthy, stressful, or unsupportive work environment can trigger dissatisfaction, ultimately increasing the risk of employee turnover. The work environment in this study refers to the theories of employee comfort, employee behavior, employee performance, and employee stress levels.

Turnover intention is a serious problem for companies because it has numerous negative impacts. The consequences of turnover also disrupt the well-being of both employees and the company (Mildawani et al., 2023). The decision to change jobs is often a last resort for employees when the work conditions they face no longer meet their expectations or professional needs.

The intention to change jobs not only results in the loss of human resources for the organization but can also hinder the effectiveness and smoothness of daily operations. A reduction in employees will result in the organization incurring additional costs for recruiting and training new employees and can temporarily reduce productivity until the adaptation process is underway. Therefore, this refers to the theory of work stress, the desire for a new job, equity, and the intention to leave the company.

Work engagement is crucial for a company's long-term growth and increased profitability in an increasingly competitive environment. Employees within a company are not only instrumental in carrying out company functions but also valuable assets contributing to its success. To achieve corporate success, employees, the company's most valuable asset, need to be fully engaged (Natalia et al., 2022). Work engagement is defined as a person's positive state of mind related to their work, reflecting indicators of vigor, dedication, and absorption (Muchtadin, 2022). Employees who are highly engaged in their work will appear enthusiastic, highly dedicated, and feel immersed in their work, or that time flies by.

Employees with high levels of work engagement demonstrate consistent enthusiasm and energy in their work. They are always eager to start and finish the workday, and even under challenging conditions, they tend to maintain a positive energy level. From an Islamic perspective, interaction and communication between individuals are crucial. This not only strengthens social bonds but also serves as a means of sharing knowledge, deepening understanding, and building harmonious relationships. Furthermore, from an Islamic perspective, every individual should engage in activities with high enthusiasm, as this enthusiasm is a form of worship that can bring blessings. Activities must always be accompanied by good intentions, namely to obtain the pleasure of Allah SWT. This encompasses all aspects of life, including business. In the business context, Islam teaches that every transaction must prioritize the principles of justice, honesty, and transparency. Business activities must remain within the framework of Islamic ethics, where profit must not justify any means, and every action must not harm others.

This is stated in Surah Al-Jumu'ah verse 10 which reads:

فَإِذَا قُضِيَتِ الصَّلَاةُ فَانْتَشِرُوا فِي الْأَرْضِ وَابْتَغُوا مِنْ فَضْلِ اللَّهِ وَاذْكُرُوا اللَّهَ كَثِيرًا لَعَلَّكُمْ تُفْلِحُونَ ﴿١٠﴾

Meaning: "When the prayer has been performed, then spread out on the earth; seek the grace of Allah and remember Allah often so that you will be successful."

In the interpretation of Al-Misbah, the verse above states "O you who believe, if anyone is called to prayer, that is, the adhan is recited by anyone to pray at Noon on Friday, then hasten your determination and steps, don't be lazy, let alone ignore it, to go to dhikrullah, attend Friday prayers and sermons, and leave buying and selling, namely all kinds of interactions in any form and interest, even anything that can reduce attention to the prayer ceremony. Friday (Q. Shihab, 2020). That is what it means to attend Friday prayers, which is good for you. If you know the goodness of it, you must heed this command. The meaning of the verse above is that Allah Azza wa Jalla commands His servants, the believers, to attend Friday prayers, and to hurry up and remember Allah (Friday prayers) when the call to prayer is given. Hurry up and pay attention to it yourself others neglect it, don't they? The intention of walking quickly (running) to come to him is because it was forbidden by the Prophet Muhammad when someone comes to prayer.

**Table 1**  
**Employee Resignation Data at PT Tri Citra Perdana Batang Hari Ogan for the Period June-September 2024**

No	Name	Position	Quit Date	Status
1	Adi Candra	Mechanic	03/06/2024	Resign
2	Suyitno	General Security Staff	03/06/2024	Resign
3	Iswan	Mechanic	03/06/2024	Resign
4	Busirin	Security Staff	01/07/2024	Resign
5	Roliman	Mechanic	01/07/2024	Resign
6	Eri Fahrudi	Quality control	01/07/2024	Resign
7	Sindy Marlinda	HRD	01/07/2024	Resign
8	Julia Pratiwi	Quality control	01/08/2024	Resign
9	Ade Mawarni	Petty cash staff	01/08/2024	Resign

Source: PT Tri Citra Perdana Batang Hari Ogan 2024

Table 1 explains that from June to September 2024, 9 people submitted their resignations from PT Tri Citra Perdana Batang Hari Ogan. This number is quite significant and has become a concern for the Company's management in evaluating the factors causing simultaneous resignations. Based on the results of a pre-survey questionnaire via Google Form conducted in October 2024, this study, which was based on 30 respondents from PT Tri Citra Perdana employees, showed that:

**Table 2**  
**Pre Survey**

Indicator	Results (100 %)	
	Yes	No
Feeling satisfied with current job	24,5 %	75,5%
Feeling able to communicate effectively with fellow employees or leaders	42,3%	57,7%
Workplace safety	81,3 %	18,7%
Have searched for work elsewhere in the last three months	81,7%	18,3%
Have enthusiasm when completing work	47,6%	52,4%

Table 2 explains that only 24.5% of the questionnaire results indicate that employees feel satisfied. Specifically, it is stated that only 42.3% of employees are able to communicate effectively with fellow employees or leaders. In addition, workplace security is only at a percentage of 81.3%, and as many as 81.7% of respondents indicated that they had searched for work elsewhere in the last three months, and 47.6% of employees were enthusiastic when completing work at PT Tri Citra Perdana. Previous research conducted by Ana Patrícia Duarte and Vítor Hugo Silva in 2023 entitled Satisfaction with Internal Communication and Hospitality Employees' Turnover Intention: Exploring the Mediating Role of Organizational Support and Job Satisfaction explains that there is a statistically significant negative relationship between employee satisfaction with internal communication and their turnover intention (Ana Patrícia and victor, 2023).

Based on the results of an initial pre-survey on communication skills, a phenomenon was identified indicating that poor communication skills were closely related to decreased effectiveness in various interactions. This finding indicates that improving communication skills can positively impact an individual's ability to interact more effectively and productively in various situations.

Previous research, entitled "The Influence of Leadership, Compensation, Communication, and Motivation on Turnover Intention at PT Dipo Internasional Pahala Otomotif in 2024" (Kirenius Hia and Aisyah Azhar Adam), explained that communication had a positive relationship with turnover intention (Hia & Adam, 2021). This theory, in line with John Holland's personality-job fit theory, is based on the fit between employees and their jobs. Holland's research states that when personality and work are well-matched, employee satisfaction increases. Personality-job fit theory is defined as the match between an individual's abilities and the demands of a job. Personality-job fit theory is defined as the compatibility between an individual and the work or tasks they perform in the workplace (Lutfiyah et al., 2020). In this study, the researcher used Islamic theory, namely the theory of morality (Islamic ethics). Theoretically, ethics are universal, but the system cannot be universally accepted, so that de facto there is no universal ethics. Ethics are bound to culture (culture-bound) that develops inherently in culture in the form of philosophy or the community's

outlook on life (A. Zuliansyah, Nurhayati Nurhayati, 2025). In Islam, morality and ethics have a solid foundation based on the Qur'an and the Sunnah of the Prophet Muhammad SAW. Morality is defined as behavior, attitudes, and character in accordance with Islamic teachings. Islamic ethics encompasses moral principles and values that should be upheld by Muslims in their daily lives. Important Islamic moral and ethical values to be instilled include honesty, justice, discipline, responsibility, mutual respect, and various other noble character traits. The instillation of these values in Islamic religious education can be done through exemplary approaches, habituation, and internalization (Mutmainah & Fauziah, 2024). This theory emphasizes the importance of ethical and moral behavior in social interactions, including communication and the workplace. It explains how good morals contribute to effective communication skills and create a positive work environment.

Based on this background, the author was interested in exploring this research further, ultimately selecting the title "The Influence of Communication Skills and Work Environment on Turnover Intention, with Work Engagement as a Moderating Variable from an Islamic Business Perspective."

## 2. Literature Review

### Person Organization fit theory

According to Edwards and Bowen, the personality-job fit theory is a concept of the match between an individual's knowledge, skills, and abilities with job demands, or the individual's needs/desires with what the job provides (Edwards & Bowen, Reilly, 2022). This theory, by John Holland, is based on the employee's suitability to their job. Holland's research states that when personality and work are well-matched, employee satisfaction increases. For example, realistic people in realistic situations are more suited than realistic people in conventional situations. The important point of this theory is that people whose personality types are congruent with the jobs they choose should find that they have the right talents and abilities to meet the demands of their jobs, thus being more likely to succeed and having a greater chance of achieving high satisfaction from their jobs (Dachi, 2021). According to Cable and Derue, job personality fit is defined as employees must be able to adjust existing jobs to their abilities, where employees always learn to adjust and always provide satisfaction even though there is no similarity between the job and their abilities (Metik and Bagus, 2020).

### Communication Skill

Communication skills are essential for humans to carry out all their activities smoothly, especially when someone is engaged in activities in formal situations, for example in a work environment. This is especially important when someone's work activities involve dealing directly with others, where the majority of activities are interpersonal communication activities (Monica et al., 2022). In line with this, Stewart L. Tubss and Sylvia Moss stated that communication is considered effective when someone successfully conveys what is intended. Communication is considered effective when the stimulus conveyed and intended by the sender or source is closely related to the stimulus received and understood by the recipient (Kurniadi et al., 2021). Meanwhile, from an Islamic perspective, communication has been explained in Q.S Al Baqarah verse 83, which reads:

وَإِذْ أَخَذْنَا مِيثَاقَ بَنِي إِسْرَائِيلَ لَا تَعْبُدُونَ إِلَّا اللَّهَ وَبِالْوَالِدَيْنِ إِحْسَانًا وَذِي الْقُرْبَىٰ وَالْيَتَامَىٰ وَالْمَسْكِينِ وَقُولُوا لِلنَّاسِ حُسْنًا

وَأَقِيمُوا الصَّلَاةَ وَآتُوا الزَّكَاةَ ثُمَّ تَوَلَّيْتُمْ إِلَّا قَلِيلًا مِّنْكُمْ وَأَنْتُمْ مُّعْرِضُونَ ﴿٨٣﴾

Meaning: "And speak to all people in a good way", besides that, the Qur'an also provides a lot of explanation about how important communication is for humanity, especially Muslims.

Quraish Shihab emphasizes that communication in Islam is not only about conveying a message, but also how to convey it in a way that is received. This refers to the importance of ethics in communication, including understanding the circumstances of others (M. Q. Shihab, 2002).

### Work Environment

The work environment is everything surrounding employees that can influence them in carrying out their work (Saefullah et al., 2022). The work environment essentially consists of the non-physical work environment and the physical work environment related to employees, thus inseparable from efforts to improve employee performance. The work environment also plays a role in organizational commitment, as employees will not feel comfortable working in an inadequate environment. According to Koestanto and Ardi, good relationships between coworkers and interactions between employees and their superiors can also influence employee comfort at work. A pleasant work climate, close relationships with colleagues and superiors can discourage employees from considering leaving their company (Marzuqi, 2021). From an Islamic perspective, the work environment is explained in Surah Al-A'raf verse 56 which reads:

وَلَا تُفْسِدُوا فِي الْأَرْضِ بَعْدَ إِصْلَاحِهَا وَادْعُوهُ خَوْفًا وَطَمَعًا إِنَّ رَحْمَتَ اللَّهِ قَرِيبٌ مِّنَ الْمُحْسِنِينَ ﴿٥٦﴾

It means: "Do not cause corruption on the earth after it has been properly arranged. Pray to Him with fear and hope. Indeed, Allah's mercy is close to those who do good."

According to Quraish Shihab, this verse prohibits acts of destruction on earth. Acts of destruction are a form of transgression. Allah SWT created all of nature in a harmonious, harmonious state, and sufficient for the needs of all creatures. Allah created it in a good condition, even instructing His people to improve it (Q. Shihab, 2007).

### Work Engagement

Work engagement is a state in which employees have a positive mental attitude, thereby providing the company with job satisfaction through vigor, absorption, and dedication (Salsabila et al., 2024). Work engagement is a relatively new term in human resources science, often used by consulting firms specializing in human resources. In line with this statement, according to Bakker and Demerouti, work engagement can make employees physically and psychologically healthier, automatically filled with positive emotions and more productive (Mufarrikhah et al., 2020). Meanwhile, according to Sunariyo, work engagement is an employee's attitude of devoting part of their thoughts to thinking about work matters. Employees feel that the work that has been completed is very important because it is a form of self-respect for the hard work that has been done by employees (Pasya & Berliyanti, 2024). Employees with low work engagement can experience higher work stress, an increased risk of fatigue, and can increase workloads. This occurs due to their inability to meet job demands and a negative view of their work environment and themselves. Low employee work engagement rates also impact employees' high desire to leave (Hardilawati et al., 2024). Islam also plays a role in this issue through Allah SWT's statement in Surah Al Jumua'ah, verse 10, which reads:

فَإِذَا قُضِيَتِ الصَّلَاةُ فَانْتَشِرُوا فِي الْأَرْضِ وَابْتَغُوا مِنْ فَضْلِ اللَّهِ وَاذْكُرُوا اللَّهَ كَثِيرًا لَعَلَّكُمْ تُفْلِحُونَ ﴿٧٦﴾

Meaning: "When the (Friday) prayer has been performed, spread out on the earth, seek Allah's grace, and remember Allah as much as possible so that you will be successful."

In Quraish Shihab's interpretation, this verse provides guidance so that after completing Friday prayers, Muslims can return to their activities with enthusiasm, whether working, trading, or seeking sustenance, as long as they do so in a lawful manner and in accordance with religious guidance. However, what is more important is to remember Allah in every activity, so that the sustenance obtained brings blessings and good fortune. This verse emphasizes the importance of balance between this world and the hereafter, stating that seeking sustenance is part of worship as long as the intention is pure and in accordance with Islamic law (Q. Shihab, 2020).

### Turnover Intention

In essence, turnover intention is an employee's desire to move from one company to another. Turnover can be defined as the movement of workers out of an organization. Therefore, companies must be able to manage and care for human resources as well as possible. Employees use turnover as a solution to achieve better conditions, but this can be detrimental to the company, especially if the person doing the turnover is a high-ranking employee with skills needed by the company (Berutu & Kasmiruddin, 2023). Turnover intention is the desire of a worker or employee to resign from a job consciously and without coercion (Hardilawati et al., 2024). The Islamic perspective on turnover intention is contained in QS. Al Qasas verse 77:

وَابْتَغِ فِيمَا آتَاكَ اللَّهُ الدَّارَ الْآخِرَةَ وَلَا تَنْسَ نَصِيبَكَ مِنَ الدُّنْيَا وَأَحْسِنْ كَمَا أَحْسَنَ اللَّهُ إِلَيْكَ وَلَا تَبْغِ الْفَسَادَ فِي الْأَرْضِ إِنَّ اللَّهَ لَا يُحِبُّ الْمُفْسِدِينَ ﴿٧٧﴾

Meaning: "And, seek what Allah has bestowed upon you (rewards) in the land of the afterlife, but do not forget your share in this world. Do good (to others) as Allah has done good to you and do not cause damage on earth. Indeed, Allah does not like those who do damage."

According to Quraish Shihab, this verse teaches humans to use the sustenance, potential and abilities given by Allah for the good of this world and the hereafter. This verse is not a call to leave the world, but to make the world a means of achieving happiness in the afterlife. Apart from that, this verse emphasizes the importance of doing good to others as a form of gratitude for Allah's blessings, as well as avoiding destructive actions (Q. Shihab, 2007).

### Sharia Business Perspective

In Sharia, business must be conducted in accordance with clear rules regarding halal (permissible) and haram (forbidden). In fact, for matters that are still doubtful or doubtful, it is better to abandon them than to engage in them. Quraish Shihab stated that monotheism guides humans in economic activities, believing that all wealth belongs to Allah (Yulistia Devi, Nurhayati, Ghina Ulfah Saefurrohman, 2022). Business is not only oriented towards profit, but also towards blessings, social balance, and Allah's pleasure (Is Susanto, Utami & Zuliansyah, 2025). Without Allah's consent, wealth will not bring salvation and can even bring misery. Islam provides clear guidelines for conducting business transactions in ways permitted by religion. All prohibited actions, such as usury, spending wealth on prohibited things, and excess in things that are not pleasing to Allah SWT, must be avoided to live a life full of blessings and avoid loss.

### 3. Research methods

This research uses a quantitative approach, specifically one used to examine a specific population or sample. The nature of this research is associative. Associative research is research that seeks relationships between one variable and another (Dawis et al., 2023). In this study, the author used an exploratory research method with a quantitative approach. This research was conducted from the even semester of 2024 until completion, which included pre-research and presentation in the form of a thesis. This research encompassed various steps from planning to implementation, including title submission, research implementation, thesis preparation, and completion. This research was conducted at PT Tri Citra Perdana, located in Batang Hari Ogan, Tegineneng District, Pesawaran Regency, Lampung.

In this case, the data required for the study were obtained from two sources: primary and secondary data (Is Susanto, Utami & Zuliansyah, 2025). Data collection techniques included questionnaires and documentation. The population taken in this study was 80 employees of PT Tri Citra Perdana. This study took a sample of 80 employees at PT. Tri Citra Perdana Batang Hari Ogan. The analysis method used is a quantitative descriptive approach with case study research used to collect, manage, and then present observational data so that others can easily obtain an overview of the object of the research (Utami et al., 2025). To support the research results, the research data obtained will be analyzed using statistical tools through the assistance of the SmartPLS 4.0 program.

### 4. Results and Discussion

Validity and Reliability Test (outer model)

a. Validity Test

One method for testing convergent validity is to examine the loading factor or outer loading value of each research variable. An indicator is considered valid if it meets the convergent validity criteria, namely an outer loading of more than 0.6. The table below presents the outer loading values for each indicator used in the research variables.

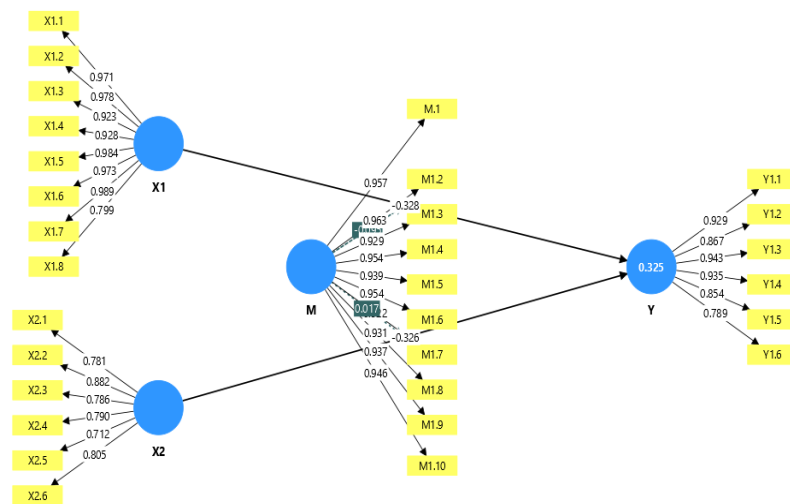


Figure 1  
Outer model output display

Table 3  
Convergent Validity Results

Variable	Indicator	Convergent Validity	Information
<i>Communication Skill (X1)</i>	X1.1	0,971	Valid
	X1.2	0,978	Valid
	X1.3	0,923	Valid
	X1.4	0,928	Valid
	X1.5	0,984	Valid
	X1.6	0,973	Valid
	X1.7	0,989	Valid
	X1.8	0,799	Valid
<i>Work Environment (X2)</i>	X2.1	0,781	Valid
	X2.2	0,882	Valid
	X2.3	0,786	Valid
	X2.4	0,790	Valid
	X2.5	0,712	Valid
	X2.6	0,805	Valid
<i>Turnover Intention (Y)</i>	Y.1	0,929	Valid
	Y.2	0,867	Valid
	Y.3	0,943	Valid
	Y.4	0,935	Valid
	Y.5	0,854	Valid
	Y.6	0,789	Valid
<i>Work Engagement (Z)</i>	Z.1	0,957	Valid
	Z.2	0,963	Valid
	Z.3	0,929	Valid
	Z.4	0,954	Valid
	Z.5	0,939	Valid
	Z.6	0,954	Valid
	Z.7	0,922	Valid
	Z.8	0,931	Valid
	Z.9	0,937	Valid
	Z.10	0,946	Valid

Source: Smart PLS Output 4, 2026

Based on Table 3, the analysis results show that each research variable indicator has an Outer Loading value above 0.7. This value is a commonly used threshold in Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis to test convergent validity. Therefore, it can be concluded that all indicators used in this study have strong validity. Thus, these indicators are declared valid and suitable for use in this study.

b. Reliability Test

The research results require reliability testing, one of which is by looking at the composite reliability value, which can be declared as meeting the requirements if the value is > 0.7. The following are the results of the tests conducted by the researcher:

Table 4  
*Cronbach's alpha dan Composite reliability*

Variable	Cronbach's Alpha	Composite Reliability	AVE
Communication Skill (X1)	0,982	0,984	0,893
Work Environment (X2)	0,886	0,914	0,631
Turnover Intention (Y)	0,945	0,949	0,788
Work Engagement (M)	0,986	0,988	0,890

Based on Table 4, all research variables demonstrated Composite Reliability and Cronbach's Alpha values above 0.7. This indicates that the research instrument has good internal consistency. Therefore, it can be concluded that all variables have passed the reliability test and the data obtained are reliable.

**Hypothesis Testing**

a. Structural Model Test (Inner Model)

The structural model in PLS is evaluated using R2 for the dependent variable and the path coefficient values for the independent variables, which are then assessed for significance based on the T-statistic value for each path. The research model can be seen in the following figure:

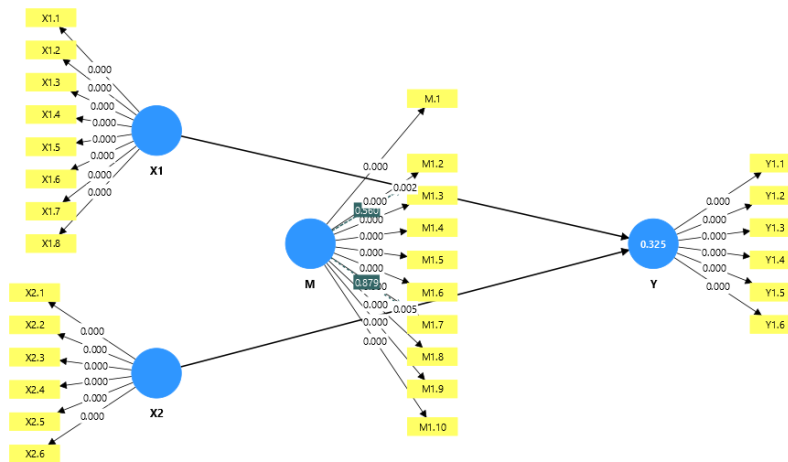


Figure 2  
Inner Model View

a. R Square

Table 5  
R-Square Test Results

Variable	R-Square	R-Square Adjusted
Turnover Intention (Y)	0,325	0,280

Source: Output Smart PLS 4, 2026

Based on the analysis results, it was found that the Adjusted R-squared value for the Turnover Intention variable was 0.280 (28%), which means that the Communication Skill and Work Environment variables together were able to explain 28% of the variation in Turnover Intention.

b. T Test

Table 6  
 T Test Results

Hypothesis	Relationship Between Variables	Original sample (O)	T statistics ( O/STD EV )	P values
H1	<i>Skill Communication - &gt; Turnover Intention</i>	-0,328	3,142	0,002
H2	<i>Work Environment -&gt; Turnover Intention</i>	-0,326	2,839	0,005
H3	<i>Work Engagament x Skill Communication - &gt; Turnover Intention</i>	-0,095	0,582	0,500
H4	<i>Work Environment x Work Environment -&gt; Turnover Intention</i>	0,017	0.152	0.879

Source: Output Smart PLS 4, 2026

Based on the t-test results in Table 6, we can analyze the influence of the tested variables. This test uses p-values with a significance threshold (alpha) of 0.05. If the p-value is less than 0.05, the relationship between the variables is considered significant.

- a. Communication skill (X1) on turnover intention (Y): The original sample value is -0.328, which means the direction of the relationship is negative. The t-statistic results show a value of 3.142 > 1.661 and a p-value of 0.002, which is smaller than 0.05. This indicates that communication skill has a negative and significant effect on turnover intention. Therefore, H1 is supported.
- b. Work environment (X2) on turnover intention (Y): The original sample value is -0.326, which means the direction of the relationship is negative. The t-statistic results show a value of 2.839 > 1.661 and a p-value of 0.005, which is smaller than 0.05. This indicates that

the work environment has a negative and significant effect on turnover intention. So H2 is supported.

- c. Communication skill (X1) on turnover intention (Y) is moderated by work engagement (M): The original sample value is -0.095 which means the direction of the relationship is negative, The t-statistic results show a value of 0.560 < 1.661 with p-values of 0.560, which is greater than 0.05, it can be concluded that work engagement does not moderate the influence of communication skill on turnover intention. So H3 is not supported.
- d. Work environment (X2) on turnover intention (Y) is moderated by work engagement (M): The original sample value is 0.017 which means the direction of the relationship is positive, The t-statistic results show a value of 0.152 < 1.661 with p-values of 0.879, which is greater than 0.05, it can be concluded that work engagement does not moderate the influence of the work environment on turnover intention. So H4 is not supported.

c. Summary of Hypothesis Test Results

Based on the research results that have been presented previously, a recapitulation of the results of the hypothesis testing was carried out as follows.

Table 7  
Summary of Hypothesis Test Results

	Hypothesis	Information
1	Communication Skills Have No Effect on Turnover Intention	Supported
2	Work Environment Has No Effect on Turnover Intention	Supported
3	Work Engagement does not moderate the effect of Communication Skills on Turnover Intention.	Not Supported
4	Work Engagement does not moderate the effect of Work Environment on Turnover Intention.	Not Supported

Source: Output Smart PLS 4, 2026

**Discussion**

- a. The influence of communication skills is significant on turnover intention.

Based on the research results, it was found that communication skills have a negative and significant effect on turnover intention at PT. Tri Citra Perdana Batang Hari Ogan. This is evidenced by the original sample value of -0.328, a t-statistic of 3.142 > 1.661, and a p-value of 0.002, which is less than 0.05. This indicates that communication skills have a negative and significant effect on turnover intention. This means that higher communication skills at PT. Tri Citra Perdana Batang Hari Ogan will reduce turnover intention, and vice versa, lower

communication skills at PT. Tri Citra Perdana Batang Hari Ogan will increase turnover intention.

Theoretically, this indicates that individual employees' communication skills are considered a primary factor underlying their decision to stay or leave a company. This influence suggests that the more effective and better the quality of communication in the workplace, both between superiors and subordinates and between colleagues, the lower the employee's intention to leave the company. Open and transparent communication can create a comfortable and harmonious work environment, increase job satisfaction, and build a strong sense of organizational commitment. Conversely, poor, blocked, or ambiguous communication often triggers dissatisfaction, frustration, and feelings of disrespect among employees, ultimately significantly increasing their likelihood of seeking employment elsewhere.

In line with the Person-Job Fit Theory, this means that if an employee at PT. Tri Citra Perdana Batang Hari Ogan possesses high levels of communication skills, such as proficiency in presentations, negotiations, or teamwork, and their job position optimally demands and utilizes these skills, the employee will feel more satisfied, motivated, and view their work as a source of growth and self-actualization. Consequently, a high level of fit between personality/communication skills and job demands will logically reduce their intention to seek employment elsewhere.

This is in line with research conducted by Indah Astuti, Wiwi Hartati, and Mery Sukartini that found communication has a negative and significant effect on turnover intention. However, this is not in line with research conducted by Siti Noor Hidayati and Suryadi Dwi Saputra which states that communication has no influence on turnover intention.

- b. The influence of work environment is significant on turnover intention.

Based on the research results, it was found that the work environment variable has a negative and significant influence on turnover intention at PT. Tri Citra Perdana Batang Hari Ogan. This is evidenced by the original sample value of -0.326, a t-statistic of 2.839 > 1.661, and a p-value of 0.005, which is less than 0.05. This indicates that the work environment has a negative and significant influence on turnover intention. This means that improving the work environment at PT. Tri Citra Perdana Batang Hari Ogan will decrease turnover intention. Conversely, a deterioration in the work environment at PT. Tri Citra Perdana Batang Hari Ogan will increase turnover intention.

This also indicates that the quality of the work environment, both physical and non-physical, is a major motivating factor for employees to consider leaving. A poor physical work environment and non-physical work environments that are not conducive, such as tense superior-subordinate relationships, ineffective communication, or high work pressure, will lead to extreme job dissatisfaction. According to Mobley's model, this dissatisfaction then triggers cognitive processes in employees, ultimately leading to a strong intention to seek new job opportunities outside the company. This relationship, in line with Personality-Job Fit Theory, in this context states that if a company's work environment is perceived as highly conducive and supportive, this creates a high fit because it fulfills employees' needs, preferences, and values, which are essentially part of their personality. When employees perceive the work environment as aligned with what they want and need from work, their levels of well-being and engagement will increase dramatically, resulting in a significant

negative influence on turnover intentions. In short, a fit or appropriate work environment will make employees reluctant to leave.

This research aligns with that conducted by Renaldy Marchelino Fangidae, Tarsisius Timuneno, Clarce S. Maak, and Ni Putu Nursiani, who stated that the work environment has a significant negative influence on turnover intentions.

c. The Influence of Communication Skills on Turnover Intention with Work Engagement as a moderating variable

Based on the research results, it was found that the work engagement variable does not moderate the influence of communication skills on turnover intention at PT. Tri Citra Perdana Batang Hari Ogan. This is evidenced by the t-statistic value of  $0.582 < 1.661$  with a p-value of 0.560, which is greater than 0.05. It can be concluded that work engagement does not moderate the influence of communication skills on turnover intention. Employee commitment and involvement in their work, or work engagement, do not change or affect the strength of the relationship between communication skills and employee intention to leave the company, or turnover intention. This indicates that work engagement is not a contingency factor that changes the dynamics of the relationship. This means that regardless of how high or low the level of employee engagement to their work, the positive or negative impact of communication skills on employee intention to leave the company remains consistent and is not strengthened or weakened by work engagement. In this case, it can be concluded that communication skills are a strong direct predictor and its influence operates independently, without needing to be mediated or moderated by individual psychological conditions such as work engagement.

The Personality-Job Fit Theory states that a good match between individual characteristics and job demands will result in positive work outcomes, such as high work engagement and employee retention. These results imply that, although work engagement is an important outcome of Personality-Job Fit, in the context of this company, the direct impact of effective or ineffective communication skills on employee turnover intentions is so strong that internal factors, such as the employee's level of emotional attachment, cannot strengthen or weaken this relationship. In other words, even highly engaged employees still have equally high or low turnover intentions as less engaged employees, provided that workplace communication skills demonstrate consistent results.

This is in line with Muchtadin and Sundry's 2023 study, which found that work engagement does not significantly influence turnover intention. This is also in line with research by Yongki Salim and Yohanes Arianto Budi Nugroho, which showed that work engagement does not play a significant role as a mediator between work-family conflict and turnover intention.

d. The Influence of Work Environment on Turnover Intention with Work Engagement as a moderating variable.

Based on the research results, it was found that the work engagement variable does not moderate the influence of the work environment on turnover intention at PT. Tri Citra Perdana Batang Hari Ogan. This is evidenced by the t-statistic value of  $0.152 < 1.661$  with a p-value of 0.879, which is greater than 0.05, it can be concluded that work engagement does not moderate the influence of the work environment on turnover intention. Simply put, this finding means that the level of employee work engagement does not change or does not affect the strength of the relationship between the work environment and the intention to leave or turnover intention.

Theoretically indicates the similarity of the impact of the work environment regardless of the level of employee engagement. This means that both employees with high and low work engagement, the impact of the quality of the work environment, such as a poor, unfair, or high-pressure work environment on their desire to leave the company is relatively equally strong. This suggests that the company's work environment is a highly dominant and independent determinant. A poor work environment can directly trigger turnover intentions without being weakened by employee morale or personal attachment. Conversely, a good work environment is not more effective in retaining employees simply because they already feel emotionally engaged.

These results also suggest that Personality-Job Fit Theory may play a more dominant role, or that work engagement factors are not fully aligned with the work environment as an antecedent to turnover intentions. Within the Person-Job Fit framework, work engagement is typically viewed as a positive outcome of a match between an employee's abilities, interests, and values and the demands of the job itself, which in turn can suppress turnover intentions. However, these results suggest that work environment quality has a consistent influence on turnover intentions, regardless of employee engagement, suggesting that a poor work environment is powerful enough to drive turnover intentions, even among employees who already feel personally suited and engaged with their jobs. In line with research conducted by Viraj Vellya Riane Johnly Pio Wehelmina Rumawas that employee engagement as a moderator of work life balance does not have an effect on turnover, the high or low employee engagement will not affect the level of turnover intention of employees of PT. Astra International Tbk. Daihatsu Malalayang Branch. Also in line with research from Kiky d. H. Saraswati and Daniel Lie explaining that work engagement has a significant negative effect on turnover intention, which means that the higher the employee's work engagement, the lower the employee's desire to leave the company.

e. Communication Skills and Work Environment on Turnover Intention from an Islamic Business Perspective.

From an Islamic business perspective, communication skills and the work environment are not merely management factors, but rather reflections of good morals and good social behavior. Effective and ethical communication, such as qaulan sadida or qaulan layyina, is a key foundation. The work environment must foster an atmosphere of fairness, mutual respect, and support, where the rights and obligations of each individual are fulfilled. If communication is hampered and the work environment is filled with injustice, prejudice, or dishonesty, this has the potential to damage the bonds of camaraderie in the workplace, ultimately leading to employee intention to quit. Wise communication skills are crucial in an Islamic context. Poor communication is often the root of conflict, miscommunication of tasks, and feelings of unappreciation, all of which contribute to the desire to resign. Islam teaches its followers to communicate wisely and in the best manner. This aligns with the words of Allah SWT in Surah Ali 'Imran, verse 159:

فَبِمَا رَحْمَةٍ مِنَ اللَّهِ لِنْتَ لَهُمْ وَلَوْ كُنْتَ فَظًّا غَلِيظَ الْقَلْبِ لَانْتَضَوْا مِنْ حَوْلِكَ فَاعْفُ عَنْهُمْ وَاسْتَغْفِرْ لَهُمْ وَشَاوِرْهُمْ فِي الْأَمْرِ فَإِذَا عَزَمْتَ فَتَوَكَّلْ عَلَى اللَّهِ إِنَّ اللَّهَ يُحِبُّ الْمُتَوَكِّلِينَ ﴿١٥٩﴾

Meaning: "So, thanks to Allah's grace, you (Muhammad) act gently towards them. If you had been hard and harsh-hearted, they would have distanced themselves from around you." (QS. Ali 'Imran: 159)

This verse emphasizes that gentleness is key in leadership and interaction. In business, gentle and empathetic communication from superiors and coworkers can significantly reduce turnover intentions because employees feel respected and appreciated. The Islamic work

environment is emphasized as a place to seek halal and blessed sustenance, not merely worldly gain. A positive environment is one that meets sharia principles, such as fairness in wages and rights, transparency, and the absence of discrimination or backbiting. Injustice and a disharmonious atmosphere create psychological and spiritual stress, leading to a loss of *sakinah* (reconciliation) at work. A negative work environment directly triggers turnover intention as individuals seek other opportunities that better guarantee their peace of mind and rights, in line with the Islamic principle of fulfilling their mandates to the best of their ability (Syah, 2020).

Turnover intention is an indication of deep dissatisfaction stemming from the organization's failure to meet the psychological and spiritual needs of employees (APRILIA, 2025). Poor communication leaves employees feeling alienated and lacking meaning. Similarly, a toxic work environment due to un-Islamic practices encourages employees to seek an exit. In Islamic business, keeping employees loyal is part of maintaining business blessings and fulfilling social responsibilities, so efforts to prevent turnover are part of *ihsan* in work (Mutmainnah et al., 2025). In practice, companies that implement Islamic business principles must make communication and the work environment a strategic investment. Practicing values such as tolerance, justice, and compassion will result in high work engagement, not only based on salary, but also on rewards and inner peace. By building a culture of open communication and a sharia-compliant work environment, companies can effectively reduce employee turnover, ensure operational continuity, and achieve benefits not only in this world but also in the hereafter.

According to Ibn Kathir, QS. Ali 'Imran: 159 explains that the Prophet's gentleness was not merely a human trait, but a special gift from Allah to facilitate *da'wah* (Islamic outreach). He argued that if the Prophet were harsh or harsh-hearted, his companions would distance themselves from him and refuse to approach him. Therefore, Allah commanded three important things: to forgive their mistakes, to ask for their forgiveness, and to involve them in deliberation. These three commands illustrate the highest standards of leadership in Islam (Tafsir Al-Quran Al-Azim Riyadh: Dar Tayyibah, n.d.). Meanwhile, Quraish Shihab interprets this verse as meaning that the Prophet Muhammad's gentleness in leadership was part of God's grace. God granted this gentleness so that people's hearts would easily accept the Prophet's teachings. Quraish Shihab explains that the gentleness referred to is not merely a gentle demeanor, but encompasses sincere feelings, empathy, and the ability to understand others' circumstances. Therefore, the Prophet's gentleness was not only the ability to speak politely, but also the ability to forgive and love his people (Q. Shihab, 2020).

## 5. Conclusion

1. Communication skills have a negative and significant effect on turnover intention. These results indicate that the better the communication skills within a company's work environment, the lower the employee's desire to leave the company.
2. The work environment has a negative and significant effect on turnover intention. These results indicate that the better the work environment perceived by employees, the lower their desire to leave the company.
3. Work engagement does not moderate or change the strength of the relationship between the two independent variables and turnover intention. However, these results indicate that the level of

employee work engagement weakens the influence of communication skills and the work environment on turnover intention.

## 6. Bibliography

- A. Zuliansyah, Nurhayati Nurhayati, A. K. N. (2025). *Pengaruh Content Sharing , Viral Marketing dan Epistemic Value Terhadap Keputusan Pembelian Sunscreen Azarine pada Aplikasi Tiktok Berdasarkan Perspektif Etika Bisnis Islam ( Studi Pada Mahasiswa Dikota Bandar Lampung ) commerce bernama Tiktok Shop . tekn. 1.*
- Ana Patrícia and victor. (2023). Satisfaction with Internal Communication and Hospitality Employees' Turnover Intention: Exploring the Mediating Role of Organizational Support and Job Satisfaction. *Administrative Sciences*, 13(10), 4–5. <https://doi.org/10.3390/admsci13100216>
- APRILIA, R. (2025). *Pengaruh Employee Engagement, Work-Life Balance Dan Workplace Well-Being Terhadap Turnover Intention Dalam Perspektif Bisnis Islam (Studi Pada Karyawan Rumah Sakit Imanuel di Kota Bandar Lampung)*. UIN Raden Intan Lampung.
- Arifin, M. R. R. (2024). *Pengaruh Work Characteristic, Work Life Balance, Work Environment, Terhadap Turnover Intention Dengan Work Engagement Sebagai Variabel Mediasi*. Universitas Muhammadiyah Surakarta.
- Berutu, R., & Kasmiruddin. (2023). Pengaruh Kepemimpinan Transformasional dan Komitmen Organisasi Terhadap Turnover Intention Karyawan Pada PT United Tractors Tbk Cabang Pekanbaru. *Business UHO: Jurnal Administrasi Bisnis*, 8(1), 17–18. <https://docs.google.com/viewerng/viewer?url=https://ojs.uho.ac.id/index.php/BUSSINESUHO/article/viewFile/35549/pdf>
- Dachi, S. W. (2021). *Pengaruh Pengembangan Kinerja Pegawai terhadap Kepuasan Kerja Melalui Kepemimpinan Dalam Meningkatkan Kualitas Pegawai Di SMK TI TRITECK MEDAN*. 2(3), 71–76.
- Dawis, A. M., Meylani, Y., Heryana, N., Alfathoni, M. A. M., Sriwahyuni, E., Ristiyana, R., Januarsi, Y., Wiratmo, P. A., Dasman, S., Mulyani, S., Agit, A., Shoffa, S., & Baali, Y. (2023). *Pengantar Metodologi Penelitian*.
- Dicky aditya. (2020). Analisis Pengaruh Knowledge Management Terhadap Kinerja Karyawan Dalam Perspektif Ekonomi Islam. *REVENUE: Jurnal Manajemen Bisnis Islam*, 1(01), 1–8. <https://doi.org/10.24042/revenue.v1i01.5681>
- Edwards & Bowen, Reilly, O. (2022). *Pengaruh Person Job Fit ( Pj-Fit ) Dan Kepuasan Kerja Terhadap ( Studi pada Baitul Maal Hidayatullah ) Terhadap Kinerja Pegawai Studi pada*. 2(3), 4.
- Endang Gunawan, A. S. & A. V. (2018). Analisis Faktor Faktor Yang Memengaruhi Turnover Intention (Studi Kasus Pada Divisi News Gathering Mnc Media). *Jurnal Manajemen Teori Dan Terapan*, 11(3), 263–279.
- Erat, S., Kitapci, H., & Çömez, P. (2017). The effect of organizational loads on work stress, emotional commitment, and turnover intention. *International Journal of Organizational Leadership*, 6, 221–231.
- Hardilawati, W. L., Rahmayanti, S., Manajemen, J., Muhammadiyah, U., Karyawan, I., Kantor, P., Pekanbaru, W., Intention, T., Pegadaian, K., Wilayah, K., Karir, P., & Karyawan, T. I. (2024). *Pengaruh Beban Kerja , Pengembangan Karir Intention Karyawan Pegadaian Kantor*. 3(2), 3–4.
- Hia, K., & Adam, A. A. (2021). *Pengaruh Kepemimpinan, Kompensasi, Komunikasi, Dan Motivasi Terhadap Turnover Intention Pada Pt. Dipo Internasional Pahala Otomotif Jurnal Widya*. 4(April), 2–3.
- Hidayati, S. N., & Saputra, S. D. (2018). Pengaruh Kepemimpinan, Kompensasi, Komunikasi, dan Motivasi Kerja terhadap Turnover Intention Pegawai dengan Kepuasan Kerja sebagai “Variabel

- Antara." *Jurnal Maksipreneur: Manajemen, Koperasi, Dan Entrepreneurship*, 7(2 SE-Articles), 162–173. <https://doi.org/10.30588/jmp.v7i2.365>
- Indriyani, D., & Meria, L. (2022). Influence of work environment and work characteristics on turnover intention system with mediation role of work engagement. *International Journal of Cyber and IT Service Management*, 2(2), 127–138.
- Is susanto, Utami, M. Z., & Zuliansyah, A. (2025). Pengaruh Product Diversity , Display Layout Dan Service Quality Terhadap Consumer Satisfaction Dalam Perspektif Bisnis Islam ( Studi Pada Konsumen Fitrinofane Swalayan Bandar Lampung ). 05, 421–439.
- Kurniadi, B., Munggaran, N. R. D., & Rachman, F. S. (2021). Komunikasi Organisasi Pada Implementasi Kebijakan Pengelolaan Dana Desa. *Sosiohumanitas Universitas Lalangbuana Bandung*, 26(1), 12–13.
- Lutfiyah, Oetomo Widi, H., & Suhermin. (2020). Pengaruh Kompetensi Dan Budaya Kerja Terhadap Person Job Fit Dan Kinerja Karyawan Pada Pt Andromedia Lutfiyah Sekolah Tinggi Ilmu Ekonomi Indonesia (STIESIA) Surabaya Hening Widi Oetomo Sekolah Tinggi Ilmu Ekonomi Indonesia (STIESIA) Suhermin Sekolah Ting. *Jurnal Ilmu Manajemen Volume*, 8, 3–4.
- Marzuqi, N. A. (2021). Pengaruh Job Insecurity, Job Satisfaction dan Lingkungan Kerja Terhadap Turnover Intention Karyawan. *Jurnal Ilmu Manajemen*, 9(4), 3–4. <https://doi.org/10.26740/jim.v9n4.p1393-1405>
- Metik and Bagus. (2020). Pengaruh Person Job-Fit Dan Stres Kerja Terhadap Kepuasan Kerja Karyawan (Studi pada Karyawan Outsource Bank BCA KCU Madiun). *Capital: Jurnal Ekonomi Dan Manajemen*, 3(2), 2–3. <https://doi.org/10.25273/capital.v3i2.6082>
- Mildawani , Winsa Haura Zahra, S. (2023). Analisis Turnover Intention Ditinjau Dari Kepuasan Gaji, Beban Kerja dan Work Engagement Sebagai Mediasi. *Jumpa*, 10(2019), 3–4. <https://doi.org/10.55963/jumpa.v10i3.577>
- Monica, A., Ritonga, S., & Suhairi, S. (2022). Pengaruh Komunikasi Interpersonal Skill terhadap Dunia Kerja . *Dakwatussifa: Journal of Da'wah and Communication*, 1(1), 46–55. <https://doi.org/10.56146/dakwatussifa.v1i1.15>
- Muchtadin, M. (2022). Hubungan antara Work Engagement dengan Turnover Intention pada Pekerja Generasi Milenial di Jabodetabek. *Jurnal Psikologi Teori Dan Terapan*, 13(3), 7–8. <https://doi.org/10.26740/jppt.v13n3.p377-391>
- Mufarrikah, J. L., Yuniardi, M. S., & Syakarofath, N. A. (2020). Peran Perceived Organizational Support terhadap Work Engagement Karyawan. *Gadjah Mada Journal of Psychology (GamaJoP)*, 6(2), 15–16. <https://doi.org/10.22146/gamajop.56396>
- Mutmainah, D. C., & Fauziah, R. A. (2024). Menanamkan Nilai-Nilai Moral Dan Etika Islami Melalui Pendidikan Agama Islam. ... *Agama, Sosial, Dan Budaya*, 3(2), 5–6. <http://maryamsejahtera.com/index.php/Religion/article/view/941%0Ahttp://maryamsejahtera.com/index.php/Religion/article/download/941/814>
- Mutmainnah, A., Saputri, J., Dwi, R. A. D. R. A., & Syariati, A. (2025). Hubungan Organisasi Dan Individu Dalam Perspektif Konvensional Dan Islam: Pendekatan Baru Dalam Strategi Retensi Karyawan. *Jurnal Edueco*, 8(1), 99–110. <https://doi.org/https://doi.org/10.36277/edueco.v8i1.266>
- Natalia, Dotulong, L. O. ., & Saerang, R. T. (2022). Pengaruh Gaya Kepemimpinan, Keterlibatan Kerja Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pt. Pln Kawangkoan. *Jurnal EMBA : Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 10(3), 56. <https://doi.org/10.35794/emba.v10i3.40890>
- Pasya, R., & Berliyanti, D. O. (2024). Antaseden Work Engagement pada Karyawan Hotel Aston di Jakarta Barat. *J-MAS (Jurnal Manajemen Dan Sains)*, 9(1), 1. <https://doi.org/10.33087/jmas.v9i1.857>
- Pratama, H. S. (2025). Pengaruh Work Engagement terhadap Turnover Intention Operator Alat Berat PT MSM Nirwana Putra Kota Bekasi. *AKADEMIK: Jurnal Mahasiswa Humanis*, 5(3 SE-Articles), 1608–1619. <https://doi.org/10.37481/jmh.v5i3.1592>

- Robbins, S. P. (2019). (2019). Manajemen Sumber Daya Manusia Eri Susan 1. *Jurnal Manajemen Pendidikan*, 9(2), 3–4.
- Saefullah, M., Magister, P., Univesitas, M., Bangsa, B., & Performance, E. (2022). *Dampak lingkungan kerja fisik terhadap kinerja dan kepuasan karyawan bagian produksi 1,2*. 15(2), 1–2.
- Salim, Y., & Nugroho, Y. A. B. (2025). Pengaruh Work Family Conflict Terhadap Turnover Intention Karyawan Cv. Abc Dengan Variabel Mediasi Work Engagement. *Prosiding Working Papers Series In Management*, 17(1), 34–44. <https://doi.org/https://doi.org/10.25170/wpm.v17i1.7079>
- Salsabila, A., Nurmaya, E., & Hidayat, A. C. (2024). *Pengaruh Job Crafting dan Person Job Fit terhadap Kinerja Karyawan Dimediasi Work Engagement pada Perusahaan Startup*. 15, 5.
- Shihab, M. Q. (2002). Tafsir-Al-Mishbah-Jilid-09-M.-Quraish-Shihab. In *Jakarta : Lentera Hati*.
- Shihab, Q. (2007). Tafsir al-Mishbah. *Lentera Hati*, 14, 375.
- Shihab, Q. (2020). *Tafsir Al-Misbah* (Issue Lentera hati). <https://drive.google.com/folderview?id=18S-8VjQEP0WVFozz06emMxaQ3hy2Sgb6>
- Soekotjo, S., & Lestari, S. D. (2024). Pengaruh Gaya Kepemimpinan, Lingkungan Kerja dan Stres Kerja Terhadap Turnover Intention. *Jurnal Locus: Penelitian Dan Pengabdian*, 3(2). <https://doi.org/10.58344/locus.v3i2.2450>
- Sudrajat, A. (2021). Pengaruh Kepuasan Kerja dan Komunikasi Terhadap Turnover Intention pada Departemen QA Bagian QC PT.X Garment Kabupaten Tasikmalaya. *Jurnal Computech & Bisnis*, 15(2), 74.
- Syah, A. (2020). *Pengaruh kepemimpinan spiritual, kualitas kehidupan kerja, etos kerja islami terhadap kinerja pegawai melalui organizational citizenship behavior (Studi Kasus Pegawai Bank Sumut Syariah di Kota Medan)*. Universitas Islam Negeri Sumatera Utara.
- Tafsir Al-Quran al-Azim Riyadh:Dar Tayyibah*. (n.d.).
- Utami, M. Z., Zuliansyah, A., & Susanto, I. (2025). *Pengaruh Product Diversity , Display Layout Dan Service Quality Terhadap Consumer Satisfaction Dalam Perspektif Bisnis Islam ( Studi Pada Konsumen Fitrinofane Swalayan Bandar Lampung )*. 05, 421–439.
- Vicky F Sanjaya, Jamal, R. S., Firdaus, S., Bakhtiar, Y., & Sanjaya, V. F. F. (2021). Pengaruh Komitmen Dan Turnover Intention Terhadap Kinerja Karyawan. *Jambura Economic Education Journal*, 3(1), 2–3. <https://doi.org/10.37479/jeej.v3i1.8583>
- Yulistia Devi, Nurhayati, Ghina Ulfah Saefurrohman, R. (2022). 1 2 3 4. 3, 17–40.