

## THE INFLUENCE OF TRUST IN MANAGEMENT, GOAL CLARITY, AND WORK-FAMILY CONFLICT ON INTENTION TO STAY WITH THE MEDIATION OF WORK ENGAGEMENT AMONG EMPLOYEES OF PT. SANYON BANGUN LESTARI

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### ABSTRACT

*An effort to maintain employee engagement is one of the major challenges for organizations currently because companies that are engaged in the construction industry must be able to overcome every obstacle, such as increased competition, decreased purchasing power, and instability in raw material prices, when carrying out their business activities, so companies have an urgency in maintaining the best talent over the long term as an effort to increase their competitive advantages in the organization. Many previous studies have shown different results with similar latent variables, so the results of these studies cannot be generalized. This study aims to fill the research gap by testing the influence of trust in management, goal clarity, and work-family conflict on employees' intention to stay by involving work engagement as a mediator, especially in every company that is engaged in the construction industry. Data were collected through a structured questionnaire from 51 employees who worked as non-managerial staff at PT. Sanyon Bangun Lestari, in Indonesia, as one of the companies that are engaged in the construction industry. This study used a quantitative approach, so the data were analyzed through partial least squares with structural equation modelling when measuring a construct. The results of this study indicate that trust in management and work engagement have a positive and significant impact on intention to stay, whereas work engagement plays an important role in mediating the influence of trust in management and goal clarity on intention to stay. It is hoped that this study can be a reference in the development of future studies, especially research that utilizes different objects and variables, so it can explore the mediating role of work engagement more deeply in relationship with intention to stay and it can be a guide in describing managerial practical implications for organizations regarding the importance of building work engagement and maintaining the intention to stay of employees in the organization.*

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**KEYWORDS**

*Work engagement, intention to stay, trust in management, goal clarity, work-family conflict, construction company*

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## INTRODUCTION

Global competition has led to an increase in competition among companies in the business world (Widaryanti et al., 2021). This can be linked to the growing importance of designing operational procedures in corporate strategies, especially in the context of construction-oriented companies. Rapid technological advancements in this era can lead to significant changes in organizational environments (Sudiansyah & Adi, 2022). Therefore, it is crucial to retain the best talents within a company to maintain its competitive advantage.

The high level of global competitiveness, rapid technological advancements, and the increasing presence of companies in the construction industry pose challenges for companies to adapt quickly and effectively in the current period (Sudiansyah & Adi, 2022). It is evident that companies must confront various challenges, such as increased competition, decreased purchasing power, and raw material price instability, while adjusting strategies to business prospects quickly and accurately to respond effectively to the uncertainties associated with ongoing developments (Directorate of Industrial Statistics, 2022). Hence, there is an urgent need for companies to enhance employee engagement through precise management strategy formulation to address these challenges.

Businesses in Indonesia's construction sector have experienced dynamic growth in recent years, indicating significant potential for research. Despite challenges posed by the pandemic crisis and the Russia-Ukraine conflict, the construction sector showed a growth rate of 2.01% in 2022 and is projected to increase to 2.52% in 2023 (CRIF's Business Information Report, 2023). Looking at the development of the construction industry in Indonesia, it can contribute to the country's economy by 9.86% in 2023, suggesting positive continuation in line with the increasing prospects of the construction industry in Indonesia (Directorate of Industrial Statistics, 2023).

Efforts to maintain employee engagement pose a significant challenge for organizations today (Rembulan et al., 2022). However, regional and global trends in employee engagement are very low, with most employees feeling dissatisfied with their jobs. The level of employee engagement is only 26% in Southeast Asia and 24% in Indonesia, with the rest feeling unmotivated, even tending to leave their current jobs and search for new ones. This may be due to abusive leadership behavior and the constant imposition of excessive workloads on employees, leading to stress and new conflicts in their families due to work (Robbins & Judge, 2022).

Employee engagement is crucial for organizations as it can strengthen employees' sense of ownership and loyalty, leading them to strive harder and exceed expected targets (Ribeiro et al., 2023). However, overwhelming workloads can lead to burnout, both mentally and physically, potentially triggering conflicts within

their families and ultimately reducing employee engagement (Jatmika & Suryadi, 2021). In this context, employees at PT. Sanyon Bangun Lestari are often required to work overtime or travel out of town when there are many project demands. This needs further investigation due to concerns that their work may disrupt family stability and reduce their work engagement.

In improving employee engagement, companies need to establish goal clarity so that employees understand their roles and responsibilities clearly, enhancing individual and organizational performance in all aspects of business (Lee et al., 2023). Failure to create concrete goal clarity can lead to risks where employees become confused about their roles and are not focused on fulfilling their responsibilities, resulting in counterproductive behavior (Ahmed et al., 2022). In this context, PT. Sanyon Bangun Lestari has designed workflows that connect each department and specify clear job descriptions for each position, where employee performance will be evaluated by the respective division heads as the company's effort to implement goal clarity firmly.

Previous research has shown that work engagement can be significantly influenced by trust in management (Liu et al., 2022) and goal clarity (Fürstenberg et al., 2021), while work-family conflict cannot significantly affect work engagement (Bellamkonda et al., 2021). However, PT. Sanyon Bangun Lestari has encountered technical errors in the field caused by human error in recent years, even exceeding the company's baseline limits several times, potentially causing the company losses amounting to millions of rupiahs. This indicates that employee work engagement at PT. Sanyon Bangun Lestari needs to be continuously improved to prevent human errors. The author utilizes this phenomenon gap to specifically test the influence of trust in management, goal clarity, and work-family conflict on employee work engagement at PT. Sanyon Bangun Lestari.

Therefore, employee retention interest should be managed well through policies that can enhance the quality of work life and their welfare adequately, encouraging employees to be more motivated and committed to their jobs, bringing about positive changes in work engagement, ultimately helping to reduce absenteeism and turnover rates (Agus & Selvaraj, 2020). Low employee interest in staying in their jobs can typically lead to various problems, such as increased training and recruitment costs, a shortage of skilled employees, and hindrances to business operational processes (Xuecheng & Iqbal, 2022). In this context, PT. Sanyon Bangun Lestari has experienced a significant number of employee departures, especially during the Covid-19 pandemic. However, in the following years, there has been a significant decrease in departures, balanced by recruitment efforts.

Employee turnover rates are generally limited to 10%, and when a company reaches a turnover rate of more than 10%, it can negatively impact the company's reputation and productivity (Wardi, 2021). This highlights the urgency of conducting research in the company to measure the effectiveness of trust in management, goal clarity, and work engagement that have been pursued by PT. Sanyon Bangun Lestari's management on employee intention to stay (Aboobaker et al., 2020). Additionally, work-family conflict potentially arising from job demands is also an important factor in influencing employee intention to stay, which can provide feedback to the company in improving its policies, especially when work-family

conflict is proven to make employees counterproductive and hinder their intention to stay.

Previous research indicates that goal clarity plays a positive and significant role in influencing work engagement and intention to stay (Guo et al., 2020). Additionally, work engagement has a positive and significant effect on intention to stay, allowing it to mediate the influence of goal clarity on intention to stay (Bellamkonda et al., 2021). However, there are differing results from studies indicating that goal clarity does not affect intention to stay and work engagement, and that work engagement does not significantly affect intention to stay, thus work engagement does not mediate the influence of goal clarity on intention to stay (Chatzoudes & Chatzoglou, 2022). These differences in research findings can be utilized as research gaps, as they demonstrate inconsistency in the influence of goal clarity on work engagement and intention to stay, particularly among employees working in the construction industry, specifically at PT. Sanyon Bangun Lestari.

Previous studies can confirm that work-family conflict does not significantly affect work engagement and intention to stay (Bellamkonda et al., 2021). However, there are various differences in research findings that demonstrate that work-family conflict can have a negative impact on intention to stay (Ribeiro et al., 2023) and work engagement, and can even lead to turnover intention. These differences in research findings can be utilized as research gaps, as there is a lack of research exploring the role of work-family conflict in influencing work engagement and intention to stay among employees working in the construction industry. In this regard, the author intends to examine the role of work-family conflict in influencing work engagement and intention to stay among employees of PT. Sanyon Bangun Lestari.

Previous research indicates that intention to stay can be positively and significantly influenced by trust in management and goal clarity, and that goal clarity can also reduce turnover intention (Holtschlag et al., 2020). However, there are differing research findings from Bellamkonda et al., (2021) showing that trust in management and goal clarity do not significantly affect intention to stay. These differences in research findings are beneficial as research gaps, as the results cannot be generalized and there is no specific research examining the influence of trust in management and goal clarity on intention to stay among employees working in the construction industry (Sánchez-Cardona et al., 2023). In this context, the author intends to examine the influence of trust in management and goal clarity on intention to stay among employees of PT. Sanyon Bangun Lestari.

However, previous research can confirm that trust in management has a positive and significant role in influencing work engagement, and that work engagement can mediate the influence of trust in management on intention to stay (Bellamkonda et al., 2021). Based on the phenomena and issues described, the author can provide a relevant title to this research theme, namely "The Effect Of Trust In Management, Goal Clarity, And Work-Family Conflict On Intention To Stay With The Mediation Of Work Engagement In Employees Of Pt. Sanyon Bangun Lestari".

This research identifies several problems affecting employees at PT. Sanyon Bangun Lestari. The phenomenon of inconsistency between previous research findings and field conditions indicates a gap, where employee work engagement needs

to be improved to reduce human errors that impact company losses. High turnover rates also indicate the importance of research to measure the effectiveness of trust in management, goal clarity, and work engagement on employee intention to stay.

This research is limited to PT. Sanyon Bangun Lestari with the research subjects being the employees of the company. The data used is primary data, and the independent variables include trust in management, goal clarity, and work-family conflict, with work engagement as the mediating variable and intention to stay as the dependent variable.

The problems formulated in this research include the role of trust in management, goal clarity, work-family conflict, work engagement, and intention to stay in employees of PT. Sanyon Bangun Lestari, as well as how work engagement mediates the influence of other variables on intention to stay.

This research aims to discuss the influence of the aforementioned variables on work engagement and intention to stay among employees of PT. Sanyon Bangun Lestari. Practically, the research results are expected to provide insights for company management to develop policies and programs that support employee engagement and retention, as well as improve their well-being through addressing work-family conflict and strengthening trust in management and goal clarity.

## RESEARCH METHOD

### Research Object

The research object is the intention to stay of employees that can be influenced by trust in management, goal clarity, and work-family conflict with work engagement as mediation at PT. Sanyon Bangun Lestari, a construction company that specializes in providing and installing Raised Floor / Access Floor and Office Workstation. PT. Sanyon Bangun Lestari adjusts its goods and services to meet the needs of various types of locations, such as servers/data centers, banking rooms, and office spaces, as well as efforts to meet existing system integration requirements in the workplace.

The vision of PT. Sanyon Bangun Lestari is to become a leading company by focusing on service and producing the best performance in the installation of elevated floor systems. The mission of this company is to establish mutually beneficial cooperation, both with business partners and work partners, while being consistent in driving the company's growth synergistically and dynamically through good company management. Therefore, PT. Sanyon Bangun Lestari becomes an interesting research object based on the phenomena and business prospects that the company has.

### Research Subject

The research subjects are the employees of PT. Sanyon Bangun Lestari, with the aim of investigating the role of trust in management, goal clarity, and work-family conflict in influencing intention to stay with the mediation of work engagement among employees who have worked at the company.

## Data Collection Method

### *Research Type*

This research uses quantitative research methodology to collect and analyze numerical data to interpret, forecast, and manage the phenomena under investigation. The associative approach in research refers to examining the interaction between two or more factors (P. D. Sugiyono, 2019). Both methods are used in this research to understand the influence or correlation between factors that have causal effects on the researched subject, namely trust in management (X1), goal clarity (X2), work-family conflict (X3), intention to stay (Y), and work engagement (Z).

### *Data Collection Technique*

Sugiyono (2018) defines a questionnaire as a data collection method involving the completion of answer sheets on forms containing a series of questions directed at individuals or groups, either openly or closed. This approach is used to collect the necessary data for the author through Google Forms distributed to personal contacts of PT. Sanyon Bangun Lestari employees. Additionally, data collection from samples within the population is done once at a time, so this research uses a cross-sectional technique for data acquisition.

## RESULT AND DISCUSSION

### Data Presentation

The data presentation from respondents through the collected questionnaire results from 51 employees is as follows.

#### *Respondent Characteristics Based on Gender*

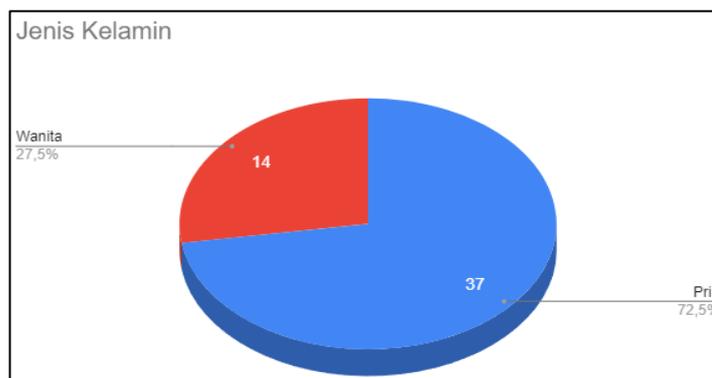


Figure 1 Respondent Characteristics Based on Gender  
Source: Primary Data (2024)

Based on the diagram above, it can be seen that employees of PT. Sanyon Bangun Lestari are predominantly male, with 37 respondents or 72.5% of the total respondents. While the data also shows that female respondents are 14 respondents or 27.5% of the total respondents. This is consistent with the number of employees of PT. Sanyon Bangun Lestari who hold non-managerial positions.

#### *Respondent Characteristics Based on Age Range*

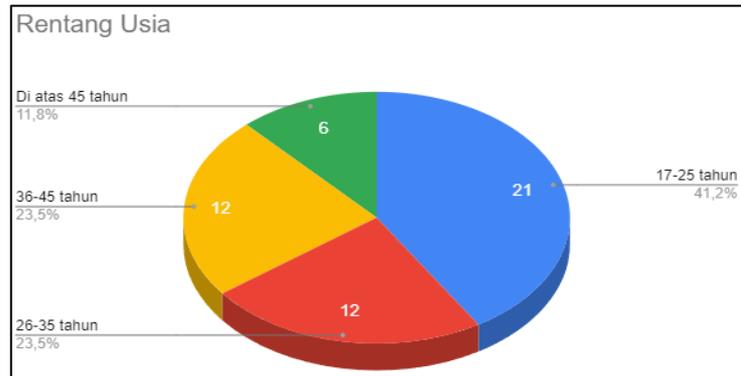


Figure 2 Respondent Characteristics Based on Age Range  
Source: Primary Data (2024)

Based on the diagram above, it can be seen that employees of PT. Sanyon Bangun Lestari are dominated by the age group of 17-25 years, with 21 respondents or 41.2% of the total respondents. While the age ranges of 26-35 years and 36-45 years have the same number or percentage, with 12 respondents or 23.5% of the total respondents. The age group above 45 years has a very small number or percentage, with 6 respondents or 11.8% of the total respondents.

***Respondent Characteristics Based on Department***

PT. Sanyon Bangun Lestari has six departments in maintaining its business operational continuity, including administration, IT, finance, logistics, marketing, and technicians. The characteristics of respondents based on their departments are as follows.

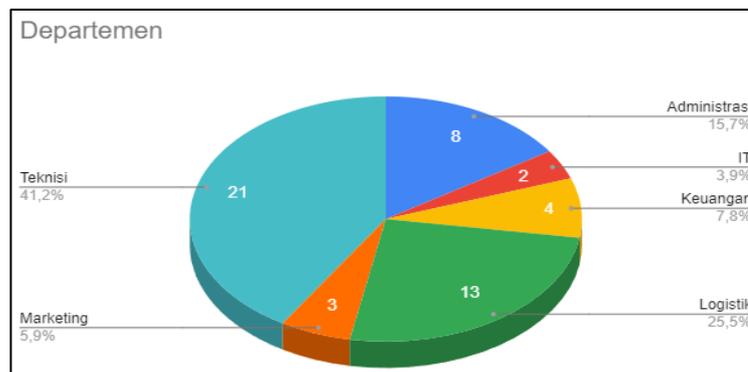


Figure 3 Respondent Characteristics Based on Department  
Source: Primary Data (2024)

Based on the diagram above, it can be seen that employees of PT. Sanyon Bangun Lestari are predominantly those who work as technicians, with 21 respondents or 41.2% of all respondents. While the second most populated department is the logistics department, with 13 respondents or 25.5% of the total respondents. Furthermore, there is the administration department, which is also populated by employees, with 8 respondents or 15.7% of all respondents. Then, there are

departments that are very sparsely populated by employees, namely the finance department with 4 respondents or 7.8% of the total respondents, and the marketing department with 3 respondents or 5.9% of the total respondents, as well as the IT department with 2 respondents or 3.9% of the total respondents.

***Respondent Characteristics Based on Education***

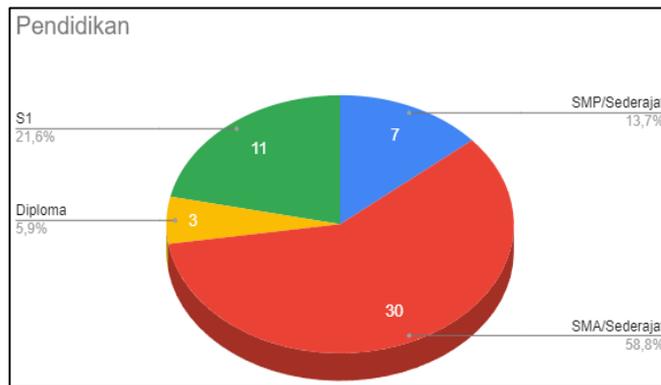


Figure 4 Respondent Characteristics Based on Education  
 Source: Primary Data (2024)

Based on the diagram above, it can be seen that employees of PT. Sanyon Bangun Lestari are predominantly employees with secondary education levels, namely high school or equivalent with 30 respondents or 58.8% of the total respondents and junior high school or equivalent with 7 respondents or 13.7% of the total respondents. While employees with higher education levels are relatively few, namely bachelor's degrees with 11 respondents or 21.6% of all respondents and diploma with 3 respondents or 5.9% of the total respondents.

***Respondent Characteristics Based on Length of Employment***

PT. Sanyon Bangun Lestari has been established and experienced for more than six years, so employees working in the company have different lengths of employment ranging from 0-1 year, 1-2 years, 2-3 years, 3-4 years, 4-5 years, and more than 5 years. The characteristics of respondents based on their length of employment are as follows.

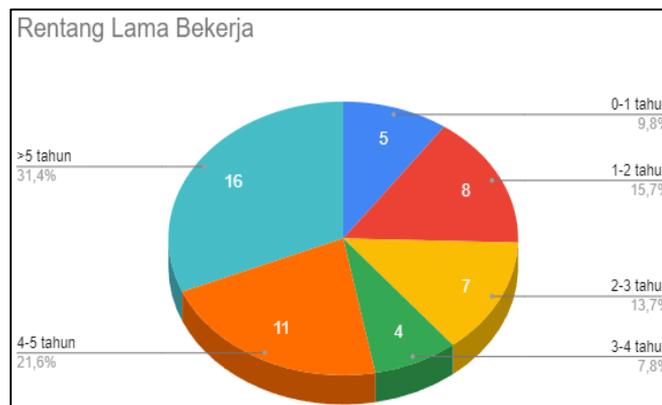


Figure 5 Respondent Characteristics Based on Length of Employment  
Source: Primary Data (2024)

Based on the diagram above, it can be seen that employees of PT. Sanyon Bangun Lestari are dominated by the group of employees with a length of employment of more than 5 years, with 16 respondents or 31.4% of the total respondents. While the second most populated length of employment is 4-5 years, with 11 respondents or 21.6% of the total respondents. Furthermore, there are lengths of employment that are also populated by employees, namely 1-2 years with 8 respondents or 15.7% of the total respondents and 2-3 years with 7 respondents or 13.7% of the total respondents. Then, there are lengths of employment that are very sparsely held by employees, namely 0-1 year with 5 respondents or 9.8% of the total respondents and 3-4 years with 4 respondents or 7.8% of the total respondents.

**Data Analysis and Interpretation**

Data analysis employs partial least squares as a technique of multivariate statistics that compares the multiple dependent variables with multiple independent variables, thus being highly relevant for evaluating a structural equation model that demonstrates latent variables can be both independent and dependent variables (Gracya, 2023). PLS facilitates data analysis to test weak theories and data, such as limited sample sizes and issues related to data normality. Structural equation modeling can encompass an outer model to measure the relationships between manifest variables and their latent variables and an inner model to measure the strength of the estimated relationships between variables based on substantive theory (Ghozali, 2018).

**Convergent Validity Test**

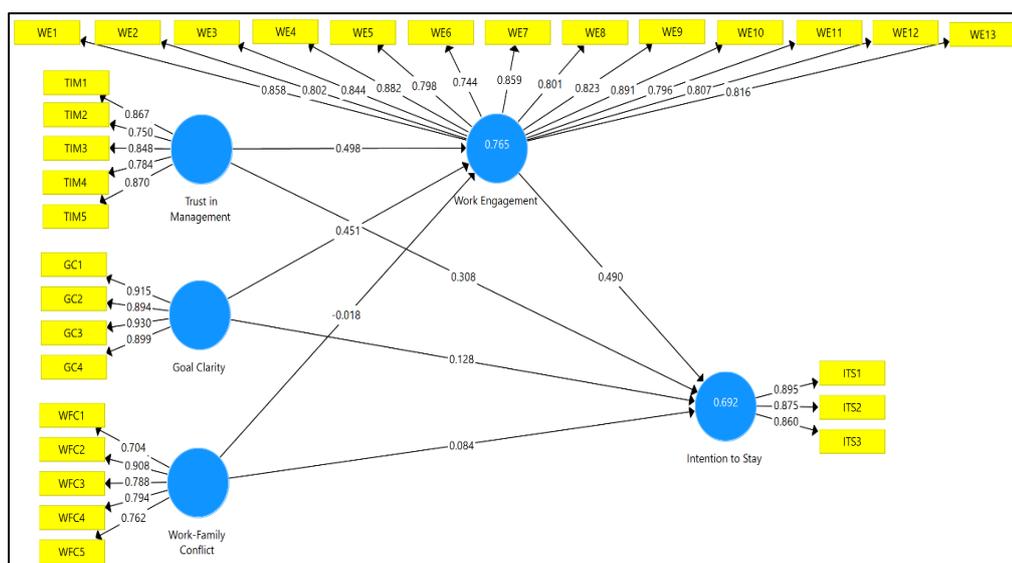


Figure 6 Factor Loadings  
 Source: Data Processing (2024)

Table 1 Factor Loading Values

Indicator	Value	Information
TIM1	0.867	Proven valid
TIM2	0.750	Proven valid
TIM3	0.848	Proven valid
TIM4	0.784	Proven valid
TIM5	0.870	Proven valid
GC1	0.915	Proven valid
GC2	0.894	Proven valid
GC3	0.930	Proven valid
GC4	0.899	Proven valid
WFC1	0.704	Proven valid
WFC2	0.908	Proven valid
WFC3	0.788	Proven valid
WFC4	0.794	Proven valid
WFC5	0.762	Proven valid
WE1	0.858	Proven valid
WE2	0.802	Proven valid
WE3	0.844	Proven valid
WE4	0.882	Proven valid
WE5	0.798	Proven valid
WE6	0.744	Proven valid
WE7	0.859	Proven valid
WE8	0.801	Proven valid
WE9	0.823	Proven valid
WE10	0.891	Proven valid
WE11	0.796	Proven valid
WE12	0.807	Proven valid
WE13	0.816	Proven valid
ITS1	0.895	Proven valid
ITS2	0.875	Proven valid
ITS3	0.860	Proven valid

Source: Data Processing (2024)

According to the rule of thumb, the loading factor should exceed or be  $>0.70$  for the indicator to be categorized as valid and retained (Ghozali, 2021). Based on the data presented above, all indicators show factor loading values exceeding or  $>0.70$ , thus all indicators can be declared valid based on the convergent validity test

focusing on outer loading, and it can be concluded that all indicators should be retained.

Table 2 AVE Values

Variable	AVE Value
<i>Trust in Management (X<sub>1</sub>)</i>	0.681
<i>Goal Clarity (X<sub>2</sub>)</i>	0.827
<i>Work-Family Conflict (X<sub>3</sub>)</i>	0.630
<i>Work Engagement (Z)</i>	0.681
<i>Intention to Stay (Y)</i>	0.769

Source: Data Processing (2024)

According to the rule of thumb, AVE values should exceed or be  $>0.5$  to be categorized as valid as AVE values can indicate that more than 50% of the variance in the indicators can be explained. Based on the data presented above, all variables exhibit AVE values exceeding or  $>0.5$ , thus all variables can be categorized as valid and meet the criteria of convergent validity.

#### *Discriminant Validity Test*

Table 3 Cross Loadings

Indicator	<i>Trust in Management</i>	<i>Goal Clarity</i>	<i>Work-Family Conflict</i>	<i>Work Engagement</i>	<i>Intention to Stay</i>
TIM1	<b>0.867</b>	0.642	-0.356	0.763	0.792
TIM2	<b>0.750</b>	0.475	-0.430	0.567	0.482
TIM3	<b>0.848</b>	0.576	-0.353	0.684	0.620
TIM4	<b>0.784</b>	0.542	-0.399	0.678	0.598
TIM5	<b>0.870</b>	0.475	-0.298	0.600	0.548
GC1	0.597	<b>0.915</b>	-0.217	0.734	0.649
GC2	0.603	<b>0.894</b>	-0.269	0.734	0.661
GC3	0.577	<b>0.930</b>	-0.330	0.710	0.621
GC4	0.645	<b>0.899</b>	-0.369	0.689	0.582
WFC1	-0.244	-0.040	<b>0.704</b>	-0.166	0.010
WFC2	-0.428	-0.408	<b>0.908</b>	-0.422	-0.364
WFC3	-0.145	-0.116	<b>0.788</b>	-0.088	0.022
WFC4	-0.273	-0.152	<b>0.794</b>	-0.251	-0.198
WFC5	-0.424	-0.251	<b>0.762</b>	-0.301	-0.184
WE1	0.748	0.764	-0.440	<b>0.858</b>	0.691
WE2	0.721	0.652	-0.257	<b>0.802</b>	0.717
WE3	0.651	0.658	-0.296	<b>0.844</b>	0.791
WE4	0.751	0.609	-0.358	<b>0.882</b>	0.777
WE5	0.628	0.608	-0.186	<b>0.798</b>	0.570

WE6	0.597	0.508	-0.210	<b>0.744</b>	0.632
WE7	0.713	0.734	-0.422	<b>0.859</b>	0.749
WE8	0.632	0.641	-0.275	<b>0.801</b>	0.554
WE9	0.649	0.701	-0.325	<b>0.823</b>	0.669
WE10	0.700	0.680	-0.285	<b>0.891</b>	0.687
WE11	0.617	0.617	-0.343	<b>0.796</b>	0.581
WE12	0.578	0.634	-0.339	<b>0.807</b>	0.569
WE13	0.634	0.630	-0.354	<b>0.816</b>	0.610
ITS1	0.626	0.568	-0.227	0.725	<b>0.895</b>
ITS2	0.588	0.603	-0.170	0.675	<b>0.875</b>
ITS3	0.752	0.646	-0.337	0.719	<b>0.860</b>

Source: Data Processing (2024)

The principle of discriminant validity is that indicators on different variables should not be highly correlated (Gracya, 2023). According to the rule of thumb, cross-loading should exceed or  $>0.70$ , so that indicators can be ensured valid (Ghozali, 2021). Based on the data presented above, the cross-loading of each indicator can show different values with variables that have the highest values on each indicator and exceed or  $>0.70$ , so that all indicators can be declared valid and meet the requirements of discriminant validity.

### **Reliability Test**

Table 4 Reliability Test

Construct	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	Result
<i>Trust in Management</i>	0.882	0.914	Reliabel
<i>Goal Clarity</i>	0.930	0.950	Reliabel
<i>Work-Family Conflict</i>	0.866	0.894	Reliabel
<i>Work Engagement</i>	0.961	0.965	Reliabel
<i>Intention to Stay</i>	0.850	0.909	Reliabel

Source: Data Processing (2024)

According to the rule of thumb, constructs can be categorized as reliable when cronbach's alpha along with composite reliability exceeds or  $>0.7$  (Ghozali, 2021). Based on the data shown above, all constructs indicate that cronbach's alpha along with composite reliability exceeds or  $>0.7$ , so that all constructs are categorized as reliable.

### **R2 Test**

Table 5 R2 Test

Variable	<i>R-Square</i>	Information
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<i>Work Engagement</i>	0.765	Strongly categorized models
<i>Intention to Stay</i>	0.692	Strongly categorized models

Source: Data Processing (2024)

According to the rule of thumb, R-Square can conclude that the model is weak when the value ranges from 0.19 to 0.33, and the model is moderate when the value ranges from 0.33 to 0.67, and the model is strong when the value reaches 0.67 or more. Based on the data shown, the work engagement variable has an R-Square value of 0.765 which indicates that the model is strong due to its value reaching and exceeding 0.67, so it can represent 76.5% of the factors that influence work engagement, while the remaining 23.5% can be influenced by other variables not investigated in this study. The intention to stay variable has an R2 value of 0.692 which indicates that the model is strong, so it can represent 69.2% of the factors that influence intention to stay, while the remaining 30.8% can be influenced by other variables not investigated in this study.

### ***Significance Test***

Table 6 Significance Test

Hipotesys	Influence	<i>T Statistics</i>	<i>P Values</i>	Results
H1	<i>Trust in Management =&gt; Work Engagement</i>	4.090	0.000	significant
H2	<i>Goal Clarity =&gt; Work Engagement</i>	3.384	0.001	significant
H3	<i>Work-Family Conflict =&gt; Work Engagement</i>	0.227	0.821	not significant
H4	<i>Work Engagement =&gt; Intention to Stay</i>	3.166	0.002	significant
H5	<i>Trust in Management =&gt; Intention to Stay</i>	2.065	0.039	Significant
H6	<i>Goal Clarity =&gt; Intention to Stay</i>	1.073	0.284	not significant
H7	<i>Work-Family Conflict =&gt; Intention to Stay</i>	0.751	0.453	not significant
H8	<i>Trust in Management =&gt; Work Engagement =&gt; Intention to Stay</i>	2.233	0.026	significant
H9	<i>Goal Clarity =&gt; Work Engagement =&gt; Intention to Stay</i>	2.272	0.024	significant
H10	<i>Work-Family Conflict</i>	0.218	0.827	not significant

	=> <i>Work Engagement</i> => <i>Intention to Stay</i>		
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Source: Data Processing (2024)

Based on the rule of thumb, exogenous latent variables play a role in significantly influencing endogenous variables when the t statistics value exceeds or  $>1.96$  and the p values do not exceed or  $>0.05$  or  $<0.05$  (Ghozali, 2021). Based on the data shown, there are various significant and insignificant influences, so the significance test results can support and reject some hypotheses as follows.

o Hypothesis 1

H01:  $\beta_1 = 0$ , trust in management cannot have a positive role in significantly influencing work engagement in employees of PT. Sanyon Bangun Lestari.

Ha1:  $\beta_1 \neq 0$ , trust in management has a positive role in significantly influencing work engagement in employees of PT. Sanyon Bangun Lestari.

Based on the path coefficients results, hypothesis 1 indicates that Ha1 can be accepted and H01 rejected. This is because the t statistics value of 4.090 has exceeded or  $>1.96$  and the p values value of 0.000 does not exceed or  $>0.05$  or  $<0.05$ , so trust in management has a positive role in significantly influencing work engagement. This study obtained similar results to the studies conducted by Bellamkonda et al., (2021), thus ensuring that the efforts of management in building employee trust can be an important factor in providing positive implications for employee work engagement. In this context, PT. Sanyon Bangun Lestari successfully fosters employee trust through supportive policies from management, thus developing employee engagement to be more motivated in performing their tasks.

o Hypothesis 2

H02:  $\beta_2 = 0$ , goal clarity cannot have a positive role in significantly influencing work engagement in employees of PT. Sanyon Bangun Lestari.

Ha2:  $\beta_2 \neq 0$ , goal clarity has a positive role in significantly influencing work engagement in employees of PT. Sanyon Bangun Lestari.

Based on the path coefficients results, hypothesis 2 indicates that Ha2 can be accepted and H02 rejected. This is because the t statistics value of 3.384 has exceeded or  $>1.96$  and the p values value of 0.001 does not exceed or  $>0.05$  or  $<0.05$ , so this study can provide support for the studies conducted by Bellamkonda et al., (2021) which can ensure that goal clarity has a positive role in significantly influencing work engagement. However, the results of this study are contradictory to the study conducted by Chatzoudes & Chatzoglou (2022) which indicate that goal clarity cannot have a positive role in significantly influencing work engagement. In this context, PT. Sanyon Bangun Lestari successfully designs effective work procedures

and concrete targets that can be achieved by employees, thus building work engagement that makes employees more directed and productive in their work.

o Hypothesis 3

H03:  $\beta_3 = 0$ , work-family conflict cannot have a negative role in significantly influencing work engagement in employees of PT. Sanyon Bangun Lestari.

Ha3:  $\beta_3 \neq 0$ , work-family conflict has a negative role in significantly influencing work engagement in employees of PT. Sanyon Bangun Lestari.

Based on the results of the path coefficients, hypothesis 3 indicates that H03 can be accepted and Ha3 rejected. This is because the t statistics value of 0.227 does not exceed 1.96 and the p-values of 0.821 actually exceed 0.05, so this study can provide support for the research conducted by Bellamkonda et al., (2021), thus ensuring that work-family conflict does not have a significant negative role in influencing work engagement. However, these results contradict the study conducted by Ribeiro et al., (2023), which shows that work-family conflict has a negative role in influencing work engagement. In this context, PT. Sanyon Bangun Lestari successfully prevents excessive stress and burnout that triggers work-family conflicts because the company has paid attention to employee welfare by providing benefits and incentives according to their performance to encourage work engagement, prompting employees to be more proactive while working.

o Hypothesis 4

H04:  $\beta_4 = 0$ , work engagement is unable to have a significant positive role in influencing intention to stay in employees of PT. Sanyon Bangun Lestari.

Ha4:  $\beta_4 \neq 0$ , work engagement has a positive role that significantly influences intention to stay in employees of PT. Sanyon Bangun Lestari.

Based on the results of the path coefficients, hypothesis 4 shows that Ha4 can be accepted and H04 rejected. This is because the t statistics value of 3.166 exceeds 1.96 and the p-values of 0.002 do not exceed 0.05, so this study can provide support for the research conducted by Bellamkonda et al. (2021) and Sánchez-Cardona et al. (2021) which confirms that work engagement has a positive role in significantly influencing intention to stay. However, these results contradict the study conducted by Chatzoudes & Chatzoglou (2022), indicating that work engagement is unable to have a significant positive role in influencing intention to stay. In this context, PT. Sanyon Bangun Lestari can build work engagement by developing employees' perception that their work can be meaningful through CSR activities organized by the company, thereby increasing employees' intention to stay in their jobs.

o Hypothesis 5

H05:  $\beta_5 = 0$ , trust in management is unable to have a significant positive role in influencing intention to stay in employees of PT. Sanyon Bangun Lestari.

Ha5:  $\beta_5 \neq 0$ , trust in management has a positive role that significantly influences intention to stay in employees of PT. Sanyon Bangun Lestari.

Based on the results of the path coefficients, hypothesis 5 shows that Ha5 can be accepted and H05 rejected. This is because the t statistics value of 2.065 exceeds 1.96 and the p-values of 0.039 do not exceed 0.05, indicating that trust in management has a positive role in significantly influencing intention to stay. However, these results contradict the study conducted by Bellamkonda et al. (2021), which shows that trust in management is unable to have a positive role in significantly influencing intention to stay. In this case, PT. Sanyon Bangun Lestari successfully builds trust among employees in management by prioritizing workplace safety through the implementation of occupational health and safety measures and providing social security benefits, thereby maintaining employees' determination to stay in their jobs with a sense of security.

o Hypothesis 6

H06:  $\beta_6 = 0$ , goal clarity is unable to have a significant positive role in influencing intention to stay in employees of PT. Sanyon Bangun Lestari.

Ha6:  $\beta_6 \neq 0$ , goal clarity has a positive role that significantly influences intention to stay in employees of PT. Sanyon Bangun Lestari.

Based on the results of the path coefficients, hypothesis 6 shows that H06 can be accepted and Ha6 rejected. This is because the t statistics value of 1.073 does not exceed 1.96 and the p-values of 0.284 exceed 0.05, indicating that goal clarity is unable to have a significant positive role in influencing intention to stay. However, these results contradict previous studies indicating that goal clarity has a positive role in significantly influencing intention to stay, and even reducing turnover intention. In this context, PT. Sanyon Bangun Lestari faces challenges in building employee interest to stay in the company solely through the establishment of clear workflow and task specifications, thus requiring other alternatives related to goal clarity to improve employee retention.

o Hypothesis 7

H07:  $\beta_7 = 0$ , work-family conflict is unable to have a significant negative role in influencing intention to stay in employees of PT. Sanyon Bangun Lestari.

Ha7:  $\beta_7 \neq 0$ , work-family conflict has a negative role that significantly influences intention to stay in employees of PT. Sanyon Bangun Lestari.

Based on the results of the path coefficients, hypothesis 7 shows that H07 can be accepted and Ha7 rejected. This is because the t statistics value of 0.751 does not exceed 1.96 and the p-values of 0.453 exceed 0.05, indicating that work-family conflict is unable to have a significant negative role in influencing intention to stay. However, these results contradict previous studies stating that work-family conflict can negatively affect intention to stay, and even positively increase turnover intention. In this case, PT. Sanyon Bangun Lestari motivates employees to stay in the

company by reducing work pressure through the provision of adequate facilities and resources to facilitate their work.

o Hypothesis 8

H08:  $\beta_8 = 0$ , work engagement is unable to mediate the positive influence of trust in management on intention to stay significantly in employees of PT. Sanyon Bangun Lestari.

Ha8:  $\beta_8 \neq 0$ , work engagement can mediate the positive influence of trust in management on intention to stay significantly in employees of PT. Sanyon Bangun Lestari.

Based on the results of the path coefficients, hypothesis 8 shows that Ha8 can be accepted and H08 rejected. This is because the t statistics value of 2.233 exceeds 1.96 and the p-values of 0.026 do not exceed 0.05, indicating that work engagement can mediate the positive influence of trust in management on intention to stay significantly. This study obtained similar results to the research conducted by Bellamkonda et al., (2021), thus ensuring that employees' trust in management can increase their determination to maintain their jobs through high levels of work engagement. In this context, PT. Sanyon Bangun Lestari successfully builds trust among employees in management by focusing on mentoring employees to help them with their work through consultative guidance, especially when there are many project requests, thus encouraging employees to be more involved and stay in their jobs.

o Hypothesis 9

H09:  $\beta_9 = 0$ , work engagement is unable to mediate the positive influence of goal clarity on intention to stay significantly in employees of PT. Sanyon Bangun Lestari.

Ha9:  $\beta_9 \neq 0$ , work engagement can mediate the positive influence of goal clarity on intention to stay significantly in employees of PT. Sanyon Bangun Lestari.

Based on the path coefficients results, hypothesis 9 indicates that Ha9 can be accepted and H09 rejected. This is because the t statistics value of 2.272 exceeds 1.96 and the p-value of 0.024 does not exceed 0.05, thus supporting the research conducted by Bellamkonda et al., (2021) and Sánchez-Cardona et al. (2021), which ensures that work engagement can mediate the positive influence of goal clarity on intention to stay significantly. However, these results contradict the study conducted by Chatzoudes & Chatzoglou (2022), indicating that work engagement is unable to mediate the positive influence of goal clarity on intention to stay significantly in employees of PT. Sanyon Bangun Lestari.

In this context, PT. Sanyon Bangun Lestari successfully builds a clear understanding among employees regarding their jobs and encourages them to achieve the company's expected targets through a reward system for employees with the best performance and punishment for employees for any violations committed. This can ignite enthusiasm among employees to be more involved in their work to achieve

the set goals by allocating all available resources voluntarily, which in turn can increase employee retention due to the benefits gained from understanding and performing their tasks.

o Hypothesis 10

H010:  $\beta_{10} = 0$ , work engagement is unable to mediate the negative influence of work-family conflict on intention to stay significantly in employees of PT. Sanyon Bangun Lestari.

Ha10:  $\beta_{10} \neq 0$ , work engagement can mediate the negative influence of work-family conflict on intention to stay significantly in employees of PT. Sanyon Bangun Lestari.

Based on the path coefficients results, hypothesis 10 shows that H010 can be accepted and Ha10 rejected. This is because the t statistics value of 0.218 does not exceed 1.96 and the p-value of 0.827 exceeds 0.05, thus supporting the research conducted by Bellamkonda et al., (2021), which confirms that work engagement is unable to mediate the negative influence of work-family conflict on intention to stay significantly. However, these results contradict the study conducted by Ribeiro et al., (2023), which shows that work engagement can mediate the positive influence of work-family conflict on turnover intention significantly. This concludes that the high level of work engagement at PT. Sanyon Bangun Lestari can be influenced by the company's efforts to build trust among employees in management and a clear workflow design, thus encouraging employees to remain loyal to the company and not be overly burdened by their tasks.

## CONCLUSION

Based on the conducted research, this study obtained various results that address the research questions as follows: Trust in management variable is able to significantly influence work engagement positively among employees of PT. Sanyon Bangun Lestari, thus Ha1 is accepted and H01 is rejected. Goal clarity variable is able to significantly influence work engagement positively among employees of PT. Sanyon Bangun Lestari, thus Ha2 is accepted and H02 is rejected. Work-family conflict variable does not significantly influence work engagement negatively among employees of PT. Sanyon Bangun Lestari, thus H03 is accepted and Ha3 is rejected. Work engagement variable significantly influences intention to stay positively among employees of PT. Sanyon Bangun Lestari, thus Ha4 is accepted and H04 is rejected. Trust in management variable significantly influences intention to stay positively among employees of PT. Sanyon Bangun Lestari, thus Ha5 is accepted and H05 is rejected. Goal clarity variable does not significantly influence intention to stay positively among employees of PT. Sanyon Bangun

Lestari, thus H06 is accepted and Ha6 is rejected. Work-family conflict variable does not significantly influence intention to stay negatively among employees of PT. Sanyon Bangun Lestari, thus H07 is accepted and Ha7 is rejected. Work engagement variable significantly mediates the positive influence of trust in management on intention to stay among employees of PT. Sanyon Bangun Lestari, thus Ha8 is accepted and H08 is rejected. Work engagement variable significantly mediates the positive influence of goal clarity on intention to stay among employees of PT. Sanyon Bangun Lestari, thus Ha9 is accepted and H09 is rejected. Work engagement variable does not significantly mediate the negative influence of work-family conflict on intention to stay among employees of PT. Sanyon Bangun Lestari, thus H010 is accepted and Ha10 is rejected.

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