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The Effect of Job Insecurity, Professional Identity, and Well-Being with Job Engagement Mediation Variables on Turnover Intention in State-Owned Enterprises (SOEs) Banks

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ABSTRACT

This study aims to examine the influence of Job Insecurity, Professional Identity, and Well-being initiatives on Turnover Intention, with Job Engagement functioning as a mediating variable, within the context of State-Owned Enterprise (SOE) banks in Indonesia. Data were obtained through the administration of an online survey employing a 7-point Likert scale and analyzed using Structural Equation Modeling (SEM) via LISREL 8.8 to test the proposed hypotheses. From the initial 463 collected responses, 265 valid responses were retained following a rigorous data screening and cleansing procedure. The empirical results indicate that Job Insecurity has a positive and significant direct effect on Turnover Intention, whereas Professional Identity and Well-being demonstrate positive and significant effects on Job Engagement. Moreover, Job Engagement fully mediates the relationship between Well-being and Turnover Intention and partially mediates the effects of Job Insecurity and Professional Identity on Turnover Intention. These findings contribute to the growing body of knowledge in Human Resource Management by offering new insights into the mechanisms through which Job Insecurity, Professional Identity, and Well-being practices impact employee retention in the banking industry, with a particular focus on SOE institutions in emerging markets. The study underscores the strategic importance of fostering Job Engagement as a buffer against employees' intentions to leave the organization.

KEYWORDS *Job Insecurity, Professinal Identity, Well-being, Job Engagement, Turnover Intention, State-Owned Enterprises (SOE) Bank*

INTRODUCTION

Digitalization has become one of the cornerstones of the economy, including in the banking industry. The digital transformation that has occurred in the banking industry has not only changed the way banks operate but also has a significant impact on the dynamics of human resources within it. Along with technological developments in the banking industry, their role began to shift (Maixé-Altés, 2018). In the process of adapting toward a wider payment network, banks face challenges in maintaining their identity. The need to adapt to such technological advancements creates uncertainty about how best to serve customers and manage investments in technology. According to Maixé-Altés (2018), the role of banks is evolving from a financial institution to a technology-based service provider, which requires them to rethink their strategies and approaches to be able to provide solutions to customers.

The influence of technology on banking practices is increasingly visible alongside the development of digitalization, which has changed the operational methods and types of services offered in the savings bank industry. The process of digitalization, driven by technological advances and market demands, has reshaped the role of banks in the financial ecosystem (Maixé-Altés, 2018). New challenges have arisen in managing banking talent, especially in terms of employee retention, which is increasingly complex due to generational shifts, with Gen Y dominating the labor market and having different needs than Gen X. Flexible working hours and attractive work environments are important factors for companies (SWA, 2023). The COVID-19 pandemic has accelerated the adoption of digital technology, posing challenges in human resource management, including a high employee turnover rate of 29% in the global banking industry in 2023 (Hansen, 2024). In Indonesia, although the average turnover rate of 11.2% is lower than globally, it remains a concern for companies due to the high cost of recruitment and training. Data from Indonesia's four major banks showed varying turnover dynamics, where BCA managed to maintain a stable turnover rate, while BRI recorded the lowest turnover. This phenomenon of turnover requires serious attention, especially in the context of turnover intention, which is the desire of employees to leave their jobs and can be measured more easily compared to the actual turnover rate (Jung, Jung, & Yoon, 2021). In addition, the phenomenon of "quiet quitting" that occurs among employees shows a positive relationship with turnover intention, where employees who perform minimal tasks tend to want to leave their jobs more (Galanis et al., 2023). Job engagement management is the main key in overcoming this problem, with a multidimensional approach that includes employee professional identity, job insecurity, and well-being, to create a safe work environment and support employee welfare.

The phenomenon of job insecurity is increasingly complex in the era of digital banking, where individuals feel powerless in maintaining the sustainability of their jobs that are threatened, as revealed by Greenhalgh & Rosenblatt (1984). Ernst & Young reported in 2020 that some jobs in the banking sector have been replaced by technologies such as Artificial Intelligence (AI), which makes banking services more efficient but also raises concerns about job sustainability. This digital transformation encourages employees to improve their digital competencies, considering that many traditional functions are now threatened. Professional identity for banking employees faces significant challenges, as they have to redefine their role from transaction processors to digital consultants. According to Accenture (2024), the merging of AI functions with human functions can increase bank revenue. On the other hand, employee well-being is increasingly important, especially with the loss of boundaries between work and personal life. Research shows that many employees experience stress due to the demands of technology adaptation and the need to always be available digitally, which has the potential to lead to burnout. In this context, job engagement is crucial to increase employee engagement. Job engagement, which reflects meaning in the job and includes the dimensions of vigor, dedication, and absorption, contributes to positive work behavior and loyalty. Gallup estimates that low job engagement rates could lead to significant global economic losses, so companies need to strategize to maintain employee engagement amid the ever-evolving digital transformation.

Job engagement functions as a crucial mediator in reducing turnover intention triggered by job insecurity, low well-being, and weak professional identity. Research by Jung, Jung, & Yoon (2021) shows that job insecurity has a negative impact on job engagement, which in turn increases exit intentions, particularly among Generation Y in the hospitality industry during the COVID-19 pandemic. However, a high level of job engagement can mitigate these negative effects. In addition, the study of Brunetto et al. (2012) emphasized that well-being and affective commitment can significantly reduce turnover intention, with job engagement acting as the main mediator, influenced by emotional intelligence that increases job satisfaction and well-being. The findings from Zhang et al. also support this mediating role, suggesting that professional identity influences turnover intention indirectly through increased job satisfaction and work engagement. In the context of State-Owned Enterprises (SOEs) in Indonesia, which has more than 150,000 employees, challenges in managing turnover intention also arise, considering the dual role of these institutions in pursuing profits and carrying out the government's social mission. Therefore, it is important to investigate how job insecurity, professional identity, and well-being affect the turnover intention of state-owned bank employees, as well as how job engagement plays a mediator. This research aims to provide deeper insight into the factors that affect turnover intention and the role of job engagement, with the hope of helping SOE banks design more effective employee retention strategies and create a healthy work environment in the long term.

METHOD

This research employed a quantitative approach using a survey method to collect data through questionnaires distributed to employees in State-Owned Enterprise (SOE) banks. The research design was grounded in a literature review to identify supporting theories, focusing on the influence of job insecurity, professional identity, and well-being on turnover intention, with job engagement as a mediating variable. The model referred to previous studies, including Jung, Jung, and Yoon (2021), which found that job insecurity negatively impacted turnover intention, especially among Generation Y, while high job engagement reduced employees' exit intentions. To address limitations of earlier research, such as the small Korean sample and cross-sectional design, this study expanded the population to state-owned banks in Indonesia and included open-ended questions to enrich the data. Measurement tools were adapted for the local context, and mediation variables were added to deepen the analysis. The study also drew on Liu et al. (2025), which examined the relationships between well-being, work engagement, and turnover intention among nurses, emphasizing psychological capital. This research aimed to provide broader insights into turnover intention dynamics in the banking environment and the interplay of variables affecting job insecurity.

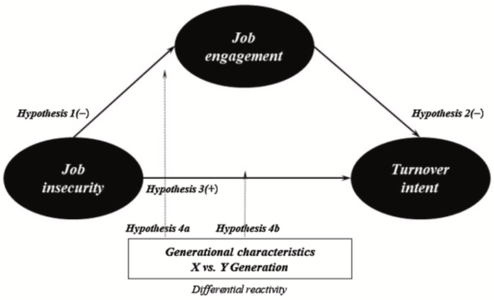

Figure 1. Job Insecurity Variable Research Model
Source: Jung, Jung, & Yoon (2021)

Data analysis was performed using SEM to test the hypothesized relationships, with mediation effects examined through path coefficients and t-values. The analysis included direct, indirect, and total effects to determine whether mediation was full or partial. Descriptive statistics and reliability tests validated the constructs. The study adhered to ethical guidelines, ensuring respondent anonymity and voluntary participation. By using SEM, the research provided a comprehensive understanding of the interplay between variables, offering actionable insights for SOE banks to reduce turnover intention through improved job engagement strategies.

RESULT AND DISCUSSION

Implementation of the Main Test

1. Validity and Reliability Analysis

In this analysis, the fulfillment of the validity limit can be determined by the overall SLF value compared to the minimum standard. Loading factor (SLF) can be declared valid if it has a value of 0.5 or higher (Hair, Black, Babin, & Anderson, 2019). Reliability testing can be done using Composite Reliability (CR) values and Average Variance Extracted (AVE) values, where CR must have a value above 0.7 and AVE must have a value above 0.5 to be declared reliable (Hair, Black, Babin, & Anderson, 2019). Meanwhile, based on Fornell & Larcker (1981), the minimum acceptable limit for CR values is 0.60 and AVE is a conservative estimate of the validity of the measurement model. Thus, by using only the CR value, the researcher can conclude that the convergent validity of the construct is adequate. After the test was carried out, there was one unreliable dimension, namely In-depth Exploration (IE) and several indicators with SLF that had a value of low or below 0.5 (Hair, Black, Babin, & Anderson, 2019) so that the indicator was removed. The indicators removed are IE1 (SLF 0.80), IE2 (SLF 0.48), IE3 (SLF 0.36), IE4 (SLF 0.21), PR1 (SLF 0.43), PR2 (SLF 0.42), and RC1 (SLF 0.46). The elimination of the In-depth Exploration (IE) dimension along with some of these indicators also occurred in previous research, namely by Wang, Zhang, & Li (2020), where there were five indicators (IE2, IE3, IE4, IC2, and RC1) that were removed because they had values below 0.50 and there were problems related to collinearity. Then a recalculation is carried out which then the results of the validity and reliability testing of each indicator or variable are described in table 1.

Table 1. Validity and Reliability Test Results (1st Order)

Variable	Dimension	Indicator Code	SLF	Error	Validity	CR	AVE	Reliability
TI	TI	TI1	0,70	0,51	Valid	0,887	0,664	Reliable
		TI2	0,79	0,37	Valid			
		TI3	0,93	0,14	Valid			
		TI4	0,82	0,32	Valid			
JI	JI	JI1	0,56	0,69	Valid	0,767	0,454	Reliable
		JI2	0,72	0,48	Valid			
		JI3	0,67	0,55	Valid			
		JI4	0,73	0,46	Valid			
PI	OF	AF1	0,76	0,42	Valid	0,879	0,439	Reliable
		AF2	0,78	0,39	Valid			

Variable	Dimension	Indicator Code	SLF	Error	Validity	CR	AVE	Reliability
		AF3	0,83	0,31	Valid			
		AF4	0,84	0,30	Valid			
	PR	PR3	0,86	0,27	Valid	0,630	0,530	Reliable
		PR4	0,47	0,77	Valid			
	IC	IC1	0,76	0,42	Valid	0,921	0,746	Reliable
		IC2	0,86	0,27	Valid			
		IC3	0,90	0,19	Valid			
		IC4	0,93	0,14	Valid			
	RC	RC2	0,78	0,39	Valid	0,878	0,707	Reliable
		RC3	0,92	0,16	Valid			
		RC4	0,82	0,33	Valid			
IS	YOU	VI01	0,88	0,23	Valid	0,901	0,753	Reliable
		VI02	0,86	0,26	Valid			
		VI03	0,86	0,25	Valid			
	OF	DE01	0,93	0,13	Valid	0,923	0,800	Reliable
		DE02	0,91	0,17	Valid			
		DE03	0,84	0,3	Valid			
	OFF	AB01	0,89	0,21	Valid	0,769	0,537	Reliable
		AB02	0,51	0,74	Valid			
		AB03	0,75	0,44	Valid			
WB	WB	EW1	0,77	0,41	Valid	0,860	0,605	Reliable
		EW2	0,83	0,31	Valid			
		HW1	0,78	0,39	Valid			
		HW2	0,73	0,47	Valid			

Source: Processed by Researcher, 2025

Based on the results of the retest related to the validity and reliability of the first-order measurement model with the elimination of some indicators that have low values, it can be concluded that almost all indicators have met the required criteria, except PR4 with an SLF of 0.47. The PR4 indicator was maintained in this study because it refers to Wang et al. (2020), practice is an important resource that employees have because it can strengthen their professional identity. This dimension can also reflect how employees apply their professional knowledge and skills in their day-to-day work, which shapes how they see themselves as professionals in the hospitality world.

Furthermore, the analysis of the reliability of the construct through the Composite Reliability (CR) and Average Variance Extracted (AVE) values showed that most of the dimensions had reached standards compliant values (>0.6 for CR and >0.5 for AVE). So it can be concluded that all existing indicators have good reliability.

Table 2. Validity and Reliability Test Results (2nd Order)

Variable	Dimension	SLF	Error	Validity	CR	AVE	Reliability
PI	Affirmation (AF)	0,94	0,11	Valid	0,699	0,529	Reliable
	Practice (PR)	0,58	0,66	Valid			
	Identification with Commitment (IC)	0,89	0,21	Valid			
	Reconsideration of Commitment (RC)	-0,32	0,90	Valid			
IS	Vigor (VI)	0,96	0,08	Valid	0,969	0,913	Reliable
	Dedication (DE)	1,01	-0,03	Valid			
	Absorption (AB)	0,89	0,21	Valid			

Source: Processed by Researcher, 2025

Meanwhile, all dimensions in this study showed satisfactory results, both in terms of the validity of the indicators and their internal consistency. Thus, in general, most of the constructs in this study have shown adequate validity and reliability. The results in Table 4.22 show the validity and reliability testing of the Professional Identity (PI) and Job Engagement (JE) constructs. In the PI construct, there are four dimensions of measurement that produce varying levels of validity. The Affirmation Dimension

(AF) shows an SLF value of 0.94 and an error variance of 0.11, so it is declared valid because it meets the requirements of SLF>0.50 and error<1. The Practice Dimension (PR) showed an SLF value of 0.58 and an error variance of 0.66. Meanwhile, the Identification with Commitment (IC) dimension has a good SLF value of 0.89, with an error variance of 0.21. Furthermore, the Reconsideration of Commitment (RC) dimension shows a negative SLF value of -0.32 (absolute value of 0.32) with an error variance of 0.90, so that the dimension has an inverse relationship with the constructed measured and has an SLF value that is weak but still acceptable.

For the Job Engagement (JE) construct, there are three dimensions of measurement. The Vigor dimension (VI) shows satisfactory results with an SLF of 0.96 and an error variance of 0.08, so it is declared valid. The Dedication Dimension (DE) has an SLF value above 1 which is 1.01, which may indicate the presence of multicollinearity, with a negative variance error (-0.03). However, this dimension is still declared valid based on its SLF value. The Absorption Dimension (AB) displays an SLF value of 0.89 with an error variance of 0.21, so it is declared valid.

Overall, the PI construct can be declared reliable because it has a Composite Reliability (CR) value of 0.699 which has exceeded the minimum limit of 0.6, but the Average Variance Extracted (AVE) value only reaches 0.529 which even though it exceeds the minimum limit of 0.5. On the other hand, the JE construct shows excellent results with a CR of 0.969 and an AVE of 0.913, which is far beyond the recommended minimum, so this construct is declared reliable.

2. Indirect Influence Test Results

The indirect influence in this study is the variable of job engagement as a mediating variable in the relationship between the independent variables of job insecurity, professional identity and well-being to the dependent variable turnover intention. Testing the significance of the role of mediation variables was carried out by comparing the significance value of the direct influence of job insecurity, professional identity and well-being on turnover intention with the indirect influence through job engagement. The hypothesis in this study is one tailed because it has a direction of influence and the influence between variables will be declared significant if the t-value $\geq$ 1.645. The calculation of the mediation effect analysis in this study was processed using LISREL, with the results described in table 4.25.

Based on the results of the mediation test presented in Table 4.25, the effect of job engagement as a mediation on the relationship between job insecurity and turnover intention has a positive and significant t-value (1.701). This shows that job engagement plays a mediator in the relationship between job insecurity and turnover intention. Furthermore, the mediated role of job engagement on the relationship between well-being and turnover intention showed a negative and significant t-value (-2.175). This also shows that job engagement plays a mediator in the relationship between well-being and turnover intention. Finally, the effect of job engagement mediation on the relationship between professional identity and turnover intention showed a negative and significant t-value (2.021), so that job engagement had a mediating effect on the relationship between professional identity and turnover intention.

Table 3. Mediation Test Results (Indirect Effect) - Coefficient Value

Hypothesis	Intervariable Relationships	*Indirect Effect*	*t-value*	Conclusion
H4	*Job Insecurity → Job Engagement → Turnover Intention*	0,0234	1,701	H4 accepted, Positive and Significant
H7	*Well-being→ Job Engagement → Turnover Intention*	-0,1014	-2,175	H7 accepted, Negative and Significant
H10	*Professional Identity → Job Engagement → Turnover Intention*	-0,1222	2,031	H10 accepted, Negative and Significant

Source: Processed by Researcher, 2025

Furthermore, the value of the direct effect, indirect effect and total effect coefficients on turnover intention can be seen in Table 4.26. This table shows how the types of mediation occur in relationships between variables. When the direct and indirect pathways are significant and positive, then the role of mediation is complementary mediation, or partial mediation. In this study, there are conclusions of different relationships in the three mediation pathways.

Table 4. Testing of Types of Mediation Job Engagement

Intervariable Relationships	Direct Effect	Indirect Effect	t-value	Conclusion
Job Insecurity → Job Engagement → Turnover Intention	0,39	0,0234	0,4134	Partial Mediation
Well-being→ Job Engagement → Turnover Intention	0,16	-0,1014	0,0586	Full Mediation
Professional Identity → Job Engagement → Turnover Intention	-0,29	-0,1222	-0,4122	Partial Mediation

Source: Processed by Researcher, 2025

The value of the path coefficient, determined by the results of the structural model's influence test for each hypothesis, is comparable to the multiple regression coefficient, where a near-zero coefficient value indicates that the influence between variables is smaller. The overall determination coefficient (R2) is also calculated by the multiple regression method as a measure of all structural equations (Wijanto, 2008). The following are the results of structural equations obtained from the output of Lisrel 8.8 in this study.

JE (4.1) = -0.090*JI + 0.47*PI + 0.39*W, Errorvar. = 0.30, R2 = 0.70

TI (4.2) = -0.26*JE + 0.39*JI - 0.29*PI + 0.16*W, Errorvar. = 0.60, R2 = 0.40

Based on the output of the determination coefficient of the Lisrel 8.8 application shown in the structural equations, the R2 value generated by the job engagement variable (JE) in equation 4.1 is 0.70. This result means that the variables of job engagement can be explained through the variables of job insecurity, professional identity, and well-being by 70%, while the remaining 30% are explained by other factors that are not discussed in this study. Then, the value of the determination coefficient (R2) produced by the variable turnover intention (TI) in equation 4.2 is 0.40. This result can be interpreted that the variable turnover intention can be explained through the variables of job engagement, job insecurity, professional identity, and well-being by 40%, while the remaining 60% is explained by other factors that are not discussed in this study.

3. Research Hypothesis Test

After the results of the causal test between variables, then the research hypothesis is tested using the CB-SEM method. This research consists of 5 (five) variables formulated into 10 (ten) hypotheses. The hypothesis is divided into 2, namely 7 (seven) direct relationship hypotheses, and 3 (three) indirect relationship hypotheses. Based on the results of data processing, the results of hypothesis testing were obtained as shown in the following table 4.27.

Table 5. Hypothesis Testing Results

Hypothesis	Hypothesis Statement	Test Results
H1	There is a positive effect of job insecurity on the turnover intention of Company Employees	The data supports the hypothesis
H2	There is a negative influence of job insecurity on job engagement of Company Employees	The data supports the hypothesis
H3	There is a negative effect of job engagement on the turnover intention of Company Employees	The data supports the hypothesis
H4	Job engagement mediates the relationship between job insecurity and turnover intention	The data supports the hypothesis
H5	There is a positive effect of well-being on job engagement of Company Employees.	The data supports the hypothesis
H6	There is a negative effect of well-being on the turnover intention of Company Employees.	The data does not support the hypothesis
H7	Job engagement mediates the relationship between well-being and turnover intention.	The data supports the hypothesis
H8	There is a positive influence of professional identity on the job engagement of Company Employees.	The data supports the hypothesis
H9	There is a negative influence of professional identity on the turnover intention of Company Employees.	The data supports the hypothesis
H10	Job engagement mediates the relationship between professional identity and turnover intention.	The data supports the hypothesis

Source: Processed by Researcher, 2025

The following is an explanation of the results of hypothesis testing related to the variables of job insecurity, professional identity and well-being on turnover intention with job engagement in this study.

H1: There is a positive effect of job insecurity on the turnover intention of Company Employees

Based on the results of the direct relationship test as stated in table 4.24, it can be concluded that job insecurity has a positive effect on turnover intention. This is evidenced by the path coefficient value (SLF) of 0.39 which means that there is a positive influence between job insecurity and turnover intention, meaning that the higher the job insecurity owned by employees, the higher the employee turnover intention. Furthermore, the t-value on the direct relationship path of this hypothesis shows a value of 5.62 which is greater than 1.645. Therefore, it can be concluded that H1 is accepted, namely job insecurity has a positive and significant influence on turnover intention.

These results are not in line with the research of Jung, Jung, & Yoon (2021) which showed that job insecurity does not have a significant influence and direct effect on turnover intention in employees working in five-star hotels in Seoul, South Korea. However, the results of this study are in line with a study conducted by Lee & Jeong (2017) which states that there is a positive and significant relationship between job insecurity and turnover intention in employees in South Korea, where the higher the job insecurity felt by employees, the greater their tendency to intend to leave their workplace.

Some indicators that have a high loading factor value that has the most influence on the occurrence of job insecurity are JI4 (□ = 0.73), namely "I feel uncertainty about my job in the future" and JI2 (□ = 0.72), which is "I am not sure that I can keep my job". Meanwhile, in the turnover intention variable, the most influential indicator items were TI3 with an SLF value of 0.93, namely "I am currently seriously considering leaving my job to work for another company" and TI4 with an SLF value of 0.82, namely "I will leave the company if the situation becomes a little worse than the current condition". Based on these results, it can be concluded that employees who feel uncertainty about their future jobs and feel unsure that they can keep their jobs will seriously consider leaving their jobs to work for another company and will leave their company if things become slightly worse than they are today.

H2: There is a negative effect of job insecurity on job engagement of Company Employees

Based on the results of the direct relationship test as stated in table 4.24, it can be concluded that job insecurity has a negative influence on job engagement. This is evidenced by the path coefficient value (SLF) of -0.09 which means that there is a negative influence between job insecurity and job engagement, meaning that the higher the job insecurity owned by employees, the lower the employee job engagement. Furthermore, the t-value in the direct relationship path of this hypothesis shows a value of -2.11 which is greater than -1.645. So it can be concluded that H2 is accepted, namely job insecurity has a negative and significant influence on job engagement.

These results are in line with research by Jung, Jung, & Yoon (2021) which shows that job insecurity has a significant influence and direct effect on job engagement in employees working in five-star hotels in Seoul, South Korea. Jung, Jung, & Yoon (2021) explained that due to employee perceptions of higher job insecurity during the COVID-19 pandemic, employees tend to be less engaged and moved in their work, which shows their low job engagement. These results are also in line with research by Yu, Ging, & Wu (2020) which found that job insecurity has a significant negative impact on employee engagement, where when employees feel job insecurity, their engagement level in work tends to decrease because job insecurity acts as a source of stress that reduces motivation and desire to participate in work activities.

Some indicators that have a high loading factor value that has the most influence on the occurrence of job insecurity are JI4 (□ = 0.73), namely "I feel uncertainty about my job in the future" and JI2 (□ = 0.72), which is "I am not sure that I can keep my job". Meanwhile, in the job engagement variable, the indicator items that had the most influence on the Vigor dimension were VI1 with an SLF value of 0.88, namely "At work, I feel full of energy", VI2 with an SLF value of 0.86, namely "At work, I feel strong and empowered" and VI3 with an SLF value of 0.86, namely "When I wake up in the morning, I feel excited to go to work". Based on these results, it can be concluded that employees who feel uncertainty about their future jobs and feel unsure that they can keep their jobs will not feel full of energy at work, feel strong and energized at work, and feel excited to go to work when they wake up in the morning.

H3: There is a negative effect of job engagement on the turnover intention of Company Employees

Based on the results of the direct relationship test as stated in table 4.24, it can be concluded that job engagement has a negative influence on turnover intention. This is evidenced by the path coefficient value (SLF) of -0.26 which means that there is a negative influence between job engagement and turnover intention, meaning that the higher the job engagement owned by employees, the lower the employee turnover intention. Furthermore, the t-value in the direct relationship path of this hypothesis shows a value of -2.45 which is greater than -1.645. So it can be concluded that H3 is accepted, namely job engagement has a negative and significant influence on turnover intention.

These results are in line with research by Jung, Jung, & Yoon (2021) which shows that job engagement has a significant influence and direct effect on turnover intention in employees working in five-star hotels in Seoul, South Korea. Jung, Jung, & Yoon (2021) explain that an increase in turnover intention is in line with a decrease in job engagement. This shows that employees who do not have high job engagement, enthusiasm, and focus on work will have a higher desire to leave their jobs. These results are also in line with the research of Brunetto, Teo, Shacklock, & Farr-Wharton (2012) which shows a negative and statistically significant relationship between employee engagement and turnover intention, where the higher employee engagement, the lower the employee's intention to leave the job.

In the job engagement variable, the indicator items that had the most influence on the Vigor dimension were VI1 with an SLF value of 0.88, namely "At work, I feel full of energy", VI2 with an SLF value of 0.86, namely "At work, I feel strong and powerful" and VI3 with an SLF value of 0.86, namely "When I wake up in the morning, I feel excited to go to work". Meanwhile, in the turnover intention variable, the most influential indicator items were TI3 with an SLF value of 0.93, namely "I am currently seriously considering leaving my job to work for another company" and TI4 with an SLF value of 0.82, namely "I will leave the company if the situation becomes a little worse than the current condition". Based on these results, it can be concluded that employees who feel full of energy when at work, feel strong and energetic at work, and feel excited to go to work when they wake up in the morning, will not seriously consider leaving their jobs to work for another company and will leave their company if things get a little worse than the current conditions.

H4: Job engagement mediates the relationship between job insecurity and turnover intention

The mediating effect of job engagement on the influence of job insecurity and turnover intention can be seen based on the significant value of the relationship. The influence between job insecurity and turnover intention had an influence value of 0.39 and a significance of 5.62 so that it showed a positive and significant influence. It is also proven that job engagement positively mediates the relationship between job insecurity and turnover intention. This can be seen from the estimated value of the indirect effect of 0.0234 which means that there is a positive mediating effect of job engagement on the relationship between job insecurity and turnover intention. The t-value for the indirect effect path is also greater than 1.645, which is 1.701, then the t-value for the direct effect between job insecurity and turnover intention is also greater than 1.645, which is 5.62. In addition, the sobel test value of this relationship was 1.696 with a p-value of 0.044, which shows that the mediation variable has a statistically significant mediating effect. From the results of the study, it can be concluded that there is a significant and considerable direct effect of job insecurity on turnover intention (0.39). Although there was an indirect effect through job engagement, it was small (0.0234) and low t-value (0.4134), so based on the test results, H4 was accepted and this mediating relationship was partial or only partial, because the mediator variable did not fully explain the relationship.

Some indicators that have a high loading factor value that has the most influence on the occurrence of job insecurity are JI4 (□ = 0.73), namely "I feel uncertainty about my job in the future" and JI2 (□ = 0.72), which is "I am not sure that I can keep my job". In the job engagement variable, the indicator items that had the most influence on the Vigor dimension were VI1 with an SLF value of 0.88, namely "At work, I feel full of energy", VI2 with an SLF value of 0.86, namely "At work, I feel strong and powerful" and VI3 with an SLF value of 0.86, namely "When I wake up in the morning, I feel excited to go to work". Meanwhile, in the turnover intention variable, the most influential indicator items were TI3 with an SLF value of 0.93, namely "I am currently seriously considering leaving my job to work for another company" and TI4 with an SLF value of 0.82, namely "I will leave the company if the situation becomes a little worse than the current condition". Based on these results, it can be concluded that although employees feel uncertain about their future jobs and are not sure that they can keep their jobs, they feel full of energy at work, feel strong and energized at work, and feel excited to go to work when they wake up in the morning, they will not seriously consider leaving their jobs to work for another company and will leave his company if things get a little worse than the current conditions.

H5: There is a positive effect of well-being on the job engagement of Company Employees.

Based on the results of the direct relationship test as stated in table 4.24, it can be concluded that well-being has a positive effect on job engagement. This is evidenced by the path coefficient value (SLF) of 0.39 which means that there is a positive influence between well-being and job engagement, meaning that the better the well-being possessed by employees, the higher the employee job engagement. Furthermore, the t-value in the direct relationship path of this hypothesis shows a value of 5.51 which is greater than 1.645. So it can be concluded that H5 is accepted, namely well-being has a positive and significant influence on job engagement.

These results are in line with the research of Liu et al. (2025) which shows that well-being has a significant impact on work engagement. When employees feel better mentally and emotionally, they are more likely to be actively involved in their work. Research by Brunetto, Teo, Shacklock, & Farr-Wharton (2012) also shows that well-being has a significant and direct effect on job engagement in police officers undergoing training in the Australian area. Another study that explains this is Zeng, Cheng, Cheung, & Peng (2019) which shows that well-being and work engagement have a significant positive relationship, where an increase in one variable tends to result in an increase in another.

The indicators that have the highest loading factor value so that they have the most influence on well-being are WB2 (□ = 0.83), namely "Overall, I have enough time in banking to reflect on what I have done at work" and WB3 (□ = 0.78), which is "Overall, I feel quite satisfied with my work life". Meanwhile, in the job engagement variable, the indicator items that had the most influence on the Vigor dimension were VI1 with an SLF value of 0.88, namely "At work, I feel full of energy", VI2 with an SLF value of 0.86, namely "At work, I feel strong and powerful" and VI3 with an SLF value of 0.86, namely "When I wake up in the morning, I feel excited to go to work". Based on these results, it can be concluded that employees who overall have enough time in the banking sector to reflect on what they have done at work and feel quite satisfied with their work life will feel full of energy at work, feel strong and energized at work, and feel excited to go to work when they wake up in the morning.

H6: There is a negative effect of well-being on the turnover intention of the Company's employees.

Based on the results of the direct relationship test as stated in table 4.24, it can be concluded that well-being has a positive effect on turnover intention. This is evidenced by the path coefficient value (SLF) of 0.16 which means that there is a positive influence between well-being and turnover intention, meaning that the better the well-being possessed by employees, the higher the employee's turnover intention. Furthermore, the t-value in the direct relationship path of this hypothesis shows a value of 1.49 which is smaller than 1.645. Therefore, it can be concluded that H6 is not accepted, because the results of this study show that well-being has a positive and insignificant influence on turnover intention, so this result is not in line with the research of Brunetto, Teo, Shacklock, & Farr-Wharton (2011) which states "There is a negative effect of well-being on turnover intention of Company Employees".

There is some literature that explains that well-being has a positive influence on turnover intention. Liu et al (2025) explain that well-being has a significant direct impact on employee turnover intention. The findings in the study indicate that when employee well-being increases, their intention to leave the job decreases. Research by Yuliantini, Rahmat, Marlapa, Malihah, & Endri (2024) shows that the relationship between well-being in the workplace and turnover intention is not always negative but can be positive under certain conditions. This research explains that when employees have good well-being and feel satisfied with their work, they can actually start looking for new opportunities that are more in line with their career aspirations or personal goals. A high level of well-being can encourage a desire to take on new challenges or thrive elsewhere. In addition, work stress also acts as a mediator, where the desire to change due to excessive comfort can cause its own pressure which ultimately increases the intention to leave. Nae & Choi (2021) also explain that subjective well-being can have a positive relationship with turnover intention, depending on the individual's attachment style. Although high subjective well-being generally decreases the intention to leave the organization because it strengthens the emotional bond with the workplace, in some cases it can actually increase turnover intention. This happens when employees feel satisfied with their careers, have a high level of confidence, and are encouraged to pursue new opportunities that are more in line with their personal aspirations. Especially in individuals with low-secure attachments, high well-being does not necessarily guarantee loyalty, but can motivate them to seek new challenges. Therefore, the relationship between well-being and turnover intention is dynamic and influenced by psychological factors as well as individual context.

The indicators that have the highest loading factor value so that they have the most influence on well-being are WB2 (□ = 0.83), namely "Overall, I have enough time in banking to reflect on what I have done at work" and WB3 (□ = 0.78), which is "Overall, I feel quite satisfied with my work life". Meanwhile, in the turnover intention variable, the most influential indicator items were TI3 with an SLF value of 0.93, namely "I am currently seriously considering leaving my job to work for another company" and TI4 with an SLF value of 0.82, namely "I will leave the company if the situation becomes a little worse than the current condition". Based on these results, it can be concluded that even if employees have enough time in banking to reflect on what they have done at work and feel quite satisfied with their work life, they can seriously consider leaving their jobs to work for another company and will leave their company if things get a little worse than they are now.

H7: Job engagement mediates the relationship between well-being and turnover intention.

The mediating effect of job engagement on the influence of well-being and turnover intention can be seen based on the significant value of the relationship. The influence between well-being and turnover intention had an influence value of 0.16 and a significance of 1.49 so that it showed a positive and insignificant influence. It is also proven that job engagement mediates negatively the relationship between well-being and turnover intention. This can be seen from the estimated value of the indirect effect of -0.1014 which means that there is a negative mediating effect of job engagement on the relationship between well-being and turnover intention. The t-value of this indirect effect path is also greater than 1.645, which is -2.175 (absolute 2.933). In addition, the sobel test value of this relationship was -2.175 (absolute 2.175) with a p-value of 0.015, which shows that the mediation variable has a statistically significant mediating effect. Through this explanation, we can see that because the direct effect of well-being on turnover intention is relatively small (0.16) and insignificant, while the indirect effect through job engagement is greater in absolute value (-0.1014), this shows that the main influence in this relationship actually works through the mediation variable, not through the direct effect, which is the main characteristic of the full mediation relationship. Therefore, it can be concluded that based on the test results, H7 was accepted and explained that job engagement is able to fully mediate the influence of well-being and turnover intention.

The indicators that have the highest loading factor value so that they have the most influence on well-being are WB2 (□ = 0.83), namely "Overall, I have enough time in banking to reflect on what I have done at work" and WB3 (□ = 0.78), which is "Overall, I feel quite satisfied with my work life". In the job engagement variable, the indicator items that had the most influence on the Vigor dimension were VI1 with an SLF value of 0.88, namely "At work, I feel full of energy", VI2 with an SLF value of 0.86, namely "At work, I feel strong and powerful" and VI3 with an SLF value of 0.86, namely "When I wake up in the morning, I feel excited to go to work". Meanwhile, in the turnover intention variable, the most influential indicator items were TI3 with an SLF value of 0.93, namely "I am currently seriously considering leaving my job to work for another company" and TI4 with an SLF value of 0.82, namely "I will leave the company if the situation becomes a little worse than the current condition". Based on these results, it can be concluded that even though employees have enough time in the banking sector to reflect on what they have done at work and feel quite satisfied with their work life, but if they feel full of energy at work, feel strong and energetic at work, and feel excited to go to work when they wake up in the morning, They will not seriously consider leaving their jobs to work for another company and will leave their company if things get a little worse than they are now.

H8: There is a positive influence of professional identity on the job engagement of Company Employees.

Based on the results of the direct relationship test as stated in table 4.24, it can be concluded that professional identity has a positive influence on job engagement. This is evidenced by the path coefficient value (SLF) of 0.47 which means that there is a positive influence between professional identity and job engagement, meaning that the better the professional identity possessed by employees, the higher the employee's job engagement. Furthermore, the t-value in the direct relationship path of this hypothesis shows a value of 6.46 which is greater than -1.645. So it can be concluded that H8 is accepted, namely professional identity has a positive and significant influence on job engagement.

These results are in line with the research of Zhang, Meng, Yang, & Liu (2018) which shows that professional identity has a significant influence and direct effect on job engagement in health workers in Sichuan Province, China. The study explains a positive and significant relationship between professional identity and job engagement, where individuals with strong professional identities tend to invest more time, effort, and enthusiasm in their work, which will indirectly help reduce dissatisfaction due to challenging working conditions. These results are also in line with the research of Wang, Xu, Zhang, & Li (2020) which shows a positive and significant relationship between professional identity and job engagement among hotel employees. This research reveals that professional identity has a direct positive impact on job engagement, which means that when employees have a strong professional identity, they tend to be more engaged in their work.

The dimension with the highest loading factor value is Affirmation, which explains the extent to which an individual gives meaning and pride to the work he or she has and feels part of the group, which is 0.94. The indicators that have the highest loading factor value so that they have the most influence on the emergence of professional identity in the Affirmation dimension are AF4 with an SLF value of 0.84, namely "I am proud to be a bank employee" and AF3 with an SLF value of 0.80, namely "I am really looking forward to becoming a bank employee". Meanwhile, in the job engagement variable, the indicator items that had the most influence on the Vigor dimension were VI1 with an SLF value of 0.88, namely "At work, I feel full of energy", VI2 with an SLF value of 0.86, namely "At work, I feel strong and empowered" and VI3 with an SLF value of 0.86, namely "When I wake up in the morning, I feel excited to go to work". Based on these results, it can be concluded that SOE Bank employees who are proud to be bank employees and are really looking forward to becoming bank employees will feel full of energy when at work, feel strong and energetic at work, and feel excited to go to work when they wake up in the morning.

H9: There is a negative influence of professional identity on the turnover intention of Company Employees.

Based on the results of the direct relationship test as stated in table 4.24, it can be concluded that professional identity has a negative influence on turnover intention. This is evidenced by the path coefficient value (SLF) of -0.29 which means that there is a negative influence between professional identity and turnover intention, meaning that the higher the professional identity possessed by employees, the lower the employee's turnover intention. Furthermore, the t-value on the direct relationship path of this hypothesis shows a value of -2.49 (absolute 2.49) which is greater than 1.645. So it can be concluded that H9 is accepted, namely "There is a negative influence of professional identity on the turnover intention of company employees".

These results are in line with the research of Zhang, Meng, Yang, & Liu (2018) which shows that professional identity has a negative and significant influence on turnover intention in health workers in Sichuan Province, China. The study explains that although this relationship is not direct, the influence of professional identity on exit intentions is mediated by job satisfaction and work involvement. This means that the stronger a person identifies with his or her profession, the higher the level of satisfaction and involvement in the job that is felt, which can ultimately decrease the tendency or desire to leave the job. Zhang, Feng, Jiang, Shen, Ou, & Gan (2021) also explain the relationship between professional identity and turnover intention mediated by job satisfaction and burnout. It is explained that individuals with a strong professional identity tend to have higher job satisfaction and lower burnout rates, which ultimately reduces the desire to leave a job.

The dimension with the highest loading factor value is Affirmation, which explains the extent to which an individual gives meaning and pride to the work he or she has and feels part of the group, which is 0.94. The indicators that have the highest loading factor value so that they have the most influence on the emergence of professional identity in the Affirmation dimension are AF4 with an SLF value of 0.84, namely "I am proud to be a bank employee" and AF3 with an SLF value of 0.80, namely "I am really looking forward to becoming a bank employee". Meanwhile, in the turnover intention variable, the most influential indicator items were TI3 with an SLF value of 0.93, namely "I am currently seriously considering leaving my job to work for another company" and TI4 with an SLF value of 0.82, namely "I will leave the company if the situation becomes a little worse than the current condition". Based on these results, it can be concluded that employees of SOEs who are proud to be bank employees and are looking forward to becoming bank employees will not seriously consider leaving their jobs to work in other companies and will leave their companies if things become a little worse than the current conditions

H10: Job engagement mediates the relationship between professional identity and turnover intention.

The mediating effect of job engagement on the influence of professional identity and turnover intention can be seen based on the significant value of the relationship. The influence between professional identity and turnover intention had an influence value of -0.29 and a significance of -2.49, indicating a negative and significant influence. It is also proven that job engagement mediates negatively the relationship between professional identity and turnover intention. This can be seen from the estimated value of the indirect effect of -0.1222 which means that there is a negative mediation effect of job engagement on the relationship between professional identity and turnover intention. The t-value of this indirect effect path is also greater than 1.645, which is 2.031. In addition, the sobel test value of this relationship was 2.031 with a p-value of 0.021, which shows that the mediation variable has a statistically significant mediating effect. From this explanation, we can see that there is a strong direct effect of professional identity on turnover intention (-0.29), and also a significant indirect effect through job engagement (-0.1222), so that these two paths run simultaneously and are classified as partial mediation. Therefore, it can be concluded that based on the test results, H10 was accepted, and job engagement was able to partially mediate the influence of professional identity and turnover intention.

The dimension with the highest loading factor value is Affirmation, which explains the extent to which an individual gives meaning and pride to the work he or she has and feels part of the group, which is 0.94. The indicators that have the highest loading factor value so that they have the most influence on the emergence of professional identity in the Affirmation dimension are AF4 with an SLF value of 0.84, namely "I am proud to be a bank employee" and AF3 with an SLF value of 0.80, namely "I am really looking forward to becoming a bank employee". In the job engagement variable, the indicator items that had the most influence on the Vigor dimension were VI1 with an SLF value of 0.88, namely "At work, I feel full of energy", VI2 with an SLF value of 0.86, namely "At work, I feel strong and powerful" and VI3 with an SLF value of 0.86, namely "When I wake up in the morning, I feel excited to go to work". Meanwhile, in the turnover intention variable, the most influential indicator items were TI3 with an SLF value of 0.93, namely "I am currently seriously considering leaving my job to work for another company" and TI4 with an SLF value of 0.82, namely "I will leave the company if the situation becomes a little worse than the current condition". Based on these results, it can be concluded that SOE Bank employees who are proud to be bank employees and are looking forward to becoming bank employees who are accompanied by a feeling full of energy when at work, feel strong and energetic at work, and feel excited to go to work when they wake up in the morning will not seriously consider leaving their job to work in another company and will leave their company if the situation to be slightly worse than the current conditions.

Digitalization in the banking industry has changed the way banks operate and has a significant impact on human resources. The digital transformation accelerated by the COVID-19 pandemic has created new challenges in managing banking talent, including in terms of employee retention. Data shows that the global banking industry experienced an average turnover rate of 29% in 2023, while in Indonesia it reached 11.2%. Major Indonesian banks showed varying turnover dynamics, with BCA relatively stable (3.5-5.1%), BNI and BRI showing a consistent downward trend, while Bank Mandiri experienced fluctuations (5.36% in 2023).

The phenomenon of turnover in banking is a serious concern because it will indirectly impact on the company's operations, costs, and performance. A comprehensive strategy needs to focus on reducing turnover intention as one of the measurable indicators of employees and providing opportunities for companies to develop preventive measures. Job engagement management is key through a multidimensional approach that includes individual factors (professional identity), job factors (job insecurity), and environmental factors (well-being). In this digital era, job insecurity is increasingly complex with the automation of services, professional identity of employees is threatened by the shift in role from transaction processor to digital consultant, and employee well-being is disrupted by the loss of the boundary between work and personal life.

State-owned banks in Indonesia with more than 150,000 employees spread across Indonesia face similar challenges in managing turnover intentions. State-owned banks have unique characteristics because they are institutions with dual roles, namely pursuing profits while carrying out the government's social mission, which is to create complex dynamics in the professional identity and well-being of employees who are part of society. With a distinctive work climate and culture based on AKHLAK's core values (Trustworthiness, Competence, Harmony, Loyal, Adaptive, Collaborative), a deep understanding of how job insecurity, professional identity, and well-being affect turnover intention and the role of job engagement as a mediator are needed so that SOE Banks can design targeted employee retention strategies.

This study aims to analyze the relationship between job insecurity, professional identity, and well-being to turnover intention and job engagement as a mediating variable. The research respondents were employees of SOE Banks aged 29 to 35 years and held the position of manager. Respondent data was obtained through an online questionnaire method, with a 7-point Likert scale measurement from 265 employees of State-Owned Banks and analyzed using the CB-SEM technique in the Lisrel 8.8 application to explain the relationship between variables. The relationship path between variables can be seen in Figure 4.2 below, and the results show that professional identity and well-being are not significantly related to turnover intention, while other variables have a significant relationship. This research discussion will discuss the results of respondents' data processing and also how respondents think about job insecurity, professional identity, well-being, turnover intention and job engagement that they feel at their workplace, namely State-Owned Banks.

The results of the study show that a SOE Bank employee with certainty about their future job, who is proud to be a SOE Bank employee, and has enough time in the banking sector to reflect on what he has done at work, and is supported by feeling full of energy at work, enthusiastic in doing work, and happy when working intensively, Wouldn't seriously consider leaving his job and working for another company.

In this study, there are differences in the pattern of mediation relationships that reflect variations in the strength and nature of influence between variables on employees' intention to leave the organization (turnover intention). Job Insecurity and Professional Identity show partial mediation because they both have a strong direct effect on turnover intention; Insecurity at work and incompatibility with professional identity tend to directly trigger the desire to leave without the need to be fully mediated by job engagement. When an employee feels uncertainty about their future job, they will still seriously consider leaving their job to work for another company, regardless of whether they feel full of energy at work or not. Also, when an employee feels proud to be a bank employee, they won't seriously consider leaving my job to work for another company, regardless of whether they feel full of energy at work or not. Meanwhile, well-being shows full mediation because its effect on turnover intention fully works through increased job engagement—employee well-being does not necessarily decrease intention to leave unless the well-being is actualized in the form of work engagement. When an employee has enough time in banking to reflect on what they have done at work, they can still seriously consider leaving their job to work for another company, depending on whether or not the employee feels full of energy when they are at work. Logically, this shows that variables that are emotional and personal identity have a direct influence on employee decisions, while variables that are general psychological such as well-being require further cognitive and affective processes to influence exit decisions, namely through engagement first.

This research is in line with the Job Demands-Resources (JD-R) theory as a grand theory that explains that job insecurity creates pressure and uncertainty in employees, and professional identity can strengthen an employee's sense of competence and attachment to the job he or she is doing. The high sense of job insecurity and low professional identity can cause imbalances that result in a decrease in employee welfare and an increase in the desire to leave the company as a negative impact. On the other hand, when an employee's professional identity is high, it is able to reduce the sense of job insecurity, so that job engagement becomes an important component in becoming a psychological mediator that determines whether employees will experience an increase in employee welfare when engagement is high, or conversely increase the desire to leave when engagement is low.

Employees with job insecurity have a sense of uncertainty about future jobs owned by SOE Bank employees can arise because they feel that there are many things they cannot control, lack control of their job description, feel that the Bank is not a suitable industry for them, and feel uncomfortable with their work environment. The existence of new but smarter employees also causes job insecurity, so respondents feel the need to do self-development. From the bank's internal side, job insecurity arises because employees feel that there is a job placement that is not in accordance with the institution, complicated bureaucracy, less agile organization, and uncertain career paths. Meanwhile, from the external side of the bank, job insecurity is caused by the existence of Danantara and new regulations related to personnel such as the Job Creation Law (UUCK).

Employees with a high professional identity are characterized by when an individual gives meaning and pride to the work he has and feels part of the group (Affirmation). This is shown by the presence of state-owned Bank employees who are proud to be bank employees. Professional Identity for SOE Bank employees is quite good. Some of them feel that working at a state-owned bank which is a well-branded company makes their identity as Bank workers overwhelmed with a feeling of pride and tend to be perceived as a secure job in the midst of economic turnover. Being an employee of a state-owned bank can also reflect the personal values and skills they have built up over the years. State-owned bank employees are in an environment where the majority of employees understand the position and role of the positions that follow them, can be adaptive, fast pace, have integrity, are able to fulfill work according to or even exceed the expectations of the work unit leaders and always prioritize the company over individuals and groups. They feel that working in a state-owned bank can make them surrounded by people who have a high awareness of the work they have.

However, there are some employees of SOE Banks who feel that their professional identity in their workplace is influenced by the background of each employee, causing employees with the same or similar background to gather with each other. This is considered not good in the realm of professionalism because it will interfere with the process of coordination and collective collaboration. There are also some individuals with very strong intra-individual aspects that are felt to interfere with the intergroup process. The unclear boundaries of job descriptions are also one of the respondents' concerns in professional identity which has an impact on the performance assessment expectations of everyone.

When a state-owned banker has enough time in banking to reflect on what he or she has done at work, the employee has reflected on one of the well-being examples of state-owned bankers. Well-being at SOE Banks has been felt quite by its employees. In accordance with the direction of the Ministry of SOEs, well-being consists of 4 (four aspects) and needs to be considered all. According to employees of the State-Owned Bank, the company has a concern for employee's well-being and provides supporting facilities such as physical facilities such as gyms, pantry, massage chairs and fields. There are also socially related facilities such as outdoor activity venues, hobby communities, sports communities, etc. Some companies are also aware of the importance of financial well-being by providing financial education seminars and providing rewards that are in accordance with the work and can even make employees able to realize their wishlists and support their family's education well. Well-being at State-Owned Banks is very helpful for employees to be professional and positive. They are also trained to achieve targets so that they become purposeful people.

However, there are still employees of state-owned banks who say that well-being in their workplace depends on the direction given by their superiors, who do not care too much about well-being. There is still a work environment that is considered toxic, an environment that is difficult to collaborate with, and there are still often employees who work late into the night every day, so that employees do not have time that allows them to exercise, do hobbies, or learn other things outside of work hours. Coming home on time is something that is often considered funny by the work environment. Meetings outside working hours are also still held, so respondents feel that family matters feel less appreciated. This is being done to achieve very high business targets, which often make employees' minds uneasy because they are difficult to achieve.

Job Engagement can be characterized by high energy and mental strength at work, having the willingness to make an effort and perseverance at work, even in facing difficulties (vigor). Some of the characteristics of SOE Bank employees who have attachment to their work (job engagement), namely they will feel full of energy when at work, enthusiastic in doing work, and feel happy when working intensively. Job Engagement at SOE Banks has been well felt by some of its employees. State-owned banks already have a culture team that is quite active to increase awareness and encourage the creation of a work environment that can strengthen job engagement, so that employees become enthusiastic enough and have a positive mind to complete the tasks and work they have. Employees also became enthusiastic about continuing working at state-owned banks even though the pressure was felt to be very heavy.

However, there are also employees who feel demotivated and have low job engagement levels, because they are faced with a toxic work environment and disappointment with management. The engagement that is built is also felt to be more inclined to management than to employees. Management that oversees employees and support from superiors also plays an important role in job engagement. Maintaining employee job engagement is a challenge for management. To be able to increase job engagement, it is necessary to have a deeper understanding of the goals and positive impact that will be received by many people when we do work that can start from something as simple as regular sharing sessions, coaching, mentoring, or even seminars. This is considered important by employees, so job engagement needs to be linked to the bank's strategy, where the spearhead of the bank's strategy should have a good level of job engagement to create a conducive and healthy environment to continue to develop both personally and professionally.

State-owned Bank employees with turnover intentions will seriously consider leaving their jobs to work in another company. Turnover Intention in SOEs is quite diverse. Respondents who do not have turnover intention or low turnover intention have their own reasons. There are respondents who find it difficult to leave the place where they work, because if the benefits and appreciation received are in accordance with the efforts made, the employee tends to stay. There are also those who feel that the work environment is quite comfortable and conducive, have already loved their work even though it feels heavy, feel at home at their current job, and feel grateful because many people want to have a job to be what they are today. There are also those who argue that turnover intention is often just a momentary desire, because to decide to leave a job it is necessary to carefully consider the pros and cons as a whole. For employees who have turnover intentions, most of them are due to high business targets and accompanied by low well-being and engagement so that employees feel exhausted. There are also employees who feel that the benefits provided by the company are not commensurate with the demands of the job. In addition to these reasons, there are also those who want to quit their current job because they want to get married, a job that is not in accordance with their educational background, long career progress, and also curiosity about the situation of working outside their current company.

To overcome turnover intention, SOE bank managers have a strategic role in creating and maintaining job engagement, both for themselves and their teams through several approaches. Therefore, a competent manager is needed to ensure that he and his team pay special attention to the importance of engagement (Ghlichlee & Bayat, 2020). A manager must be able to be reached and discussed by his team, in order to create a healthy environment and be able to provide support for the well-being of employees. Garg, Dar, & Mishra (2017) explain that it is necessary to strengthen intrinsic motivations such as recognition and responsibility, which are the basis for building sustainable job satisfaction and can create a sense of ownership and involvement between team members. Effective managers also need to pay attention to optimizing employee skills by aligning job delivery to employee strengths, while providing freedom that allows employees to create work innovations and make decisions within the scope of their work. Providing regular feedback and recognition of achievements can increase motivation that can indirectly maintain job engagement, supported by a collaborative work environment that prioritizes open communication and activities that can strengthen the team.

In addition to these things, according to Karatepe, Ozturk, & Kim (2019) managers must also pay attention to the family support of SOE bank employees, one of which is by holding activities with employee families. This can help family members understand the demands of banking work, which can indirectly increase the support that the family will provide to employees. This support is essential to increase employee work engagement. To ensure that this has been carried out properly, it is necessary to evaluate and periodically use measurements related to job engagement, to help the process of identifying room for improvement needs if needed (Karatepe, Ozturk, & Kim, 2019).

The shifting roles that are currently happening in some jobs in banking require managers to adapt and transform leadership styles, to be able to improve their skills and also prepare their teams to face the future challenges of the ever-evolving banking industry (Garg, Dar, & Mishra, 2017). This holistic approach allows banking managers to build job engagement both in themselves and their teams. In line with the increasingly competitive development of the banking industry, a manager also needs to prioritize engagement as the key in running a business. The changes that occur require a focus on understanding how engagement can affect employee interactions with stakeholders as well as overall success in business (Ghlichlee & Bayat, 2020).

The findings that job engagement play an important role as a bridge between professional identity and well-being and turnover intention have been described in several previous studies. Academically, Bakker & Demerouti (2008) who discuss the JD-R (Job Demands-Resources) model have explained that work and personal resources (such as professional identity and well-being) can increase work attachment, which will ultimately reduce turnover intention. Halbesleben (2010) found that job engagement is consistently a strong predictor of turnover intention and often plays a mediator role. Bailey, Madden, Alfer, & Fletcher (2017) also found that job engagement mediates the relationship between various antecedent variables, including professional identity and well-being, and turnover intention.

Given the importance of job engagement in this study, companies need to find the right strategy to make employees feel full of energy at work, feel strong and energized at work, feel excited to go to work when they wake up in the morning, enthusiastic in doing their work, inspired by their work, feel proud of the work they do, feeling happy when they work intensively, feeling distracted in their work, and feeling carried away with work when they are working. In application in the world of work, job engagement is one of the aspects that is used as the main survey in measuring employee engagement and satisfaction, namely through the Employee Engagement Survey (EES). The survey has been conducted by state-owned banks in Indonesia and also by several consultants in Indonesia such as Talentics and Mercer. The results of the Employee Engagement Survey are an important compass for a company in navigating sustainable company success and growth. The results of the survey can be influenced by certain factors that need to be considered, especially in the face of the increasingly significant dynamics of talent transfer between industries (Talentics, 2023). In addition, the survey findings are also very valuable for a company that wants to formulate a strategy, which can later be followed up to keep employees engaged, which can ultimately increase the company's productivity (Mercer, 2024).

This study emphasizes the importance of job engagement as the key in managing turnover intention in state-owned banks, especially through the influence of job insecurity, professional identity, and well-being. By understanding the relationships between these variables, organizations can design employee retention strategies that are more targeted and sustainable. Therefore, managerial interventions focused on increasing job engagement are strategic steps that cannot be ignored.

CONCLUSION

The results of the study show that job insecurity, professional identity, and well-being affect the turnover intention of state-owned Bank employees. Job insecurity has a positive and significant effect, where job uncertainty encourages employees to consider leaving work. In contrast, professional identity has a negative and significant influence; Pride as a bank employee makes them more reluctant to change jobs. Well-being, although positive, is not significant, suggesting that reflection on work does not sufficiently influence the decision to leave the position. In addition, job engagement acts as a mediator; Employees who feel more confident and energetic at work are less likely to seriously consider moving to another company, even if they experience uncertainty or have a strong professional identity. Future research could expand the scope to include other industries or longitudinal designs to explore causal relationships further. By adopting these recommendations, SOE banks can create a more stable and motivated workforce, ultimately supporting organizational resilience and long-term success.

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