

The Influence Of Transformational Leadership, Work Engagement On Turnover Intention With Job Insecurity Mediation In Millennial And Z Generations In East Jakarta Construction Companies

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ABSTRACT

Turnover intention is becoming an increasingly important issue in the world of work in Indonesia. The aim of this research is to analyze the influence of transformational leadership, work engagement, and job insecurity as mediating roles on turnover intention. The data used is primary data sourced from a questionnaire in Google Form which was distributed to Millennial and Z generation employees who work in East Jakarta construction companies. This research was designed using a purposeful sampling method involving 303 respondents with permanent employee status. The data were analyzed using the Structural Equation Modeling (SEM) method. The results in this research prove that transformational leadership and work engagement have a negative influence on turnover intention. Job insecurity can partially mediate between transformational leadership and work engagement on turnover intention. The implications of these findings are the development of motivating leadership, increasing work engagement, and effective management of job insecurity to reduce the intention of Millennial and Generation Z employees to leave the company.

Keywords: *Transformational Leadership; Work Engagement; Turnover Intention; Job Insecurity.*

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INTRODUCTION

Turnover intention or better known as the intention to leave work has become an increasingly important issue in the world of work in Indonesia. In an era of ever-growing technological development, companies face increasingly complex challenges in keeping and retaining employees, especially the millennial generation and generation Z. The millennial generation and generation Z are known to have different preferences and values in terms of work and career which can influence their tendency to stay or leave an organization. There are many supporting factors in influencing employee turnover intention. This is also felt by the construction industry sector operating in East Jakarta. One of the main problems faced by companies today is the high rate of employee turnover or turnover in the millennial generation and generation Z. Therefore, human resource management emphasizes the importance of strategy in obtaining and maintaining quality human resources to achieve organizational goals. long term (Ms. Jayashree Manohar Gharde et al., 2023). A factor that can influence the desire to leave work is leadership style (Shao et al., 2022).

In the construction industry, the application of transformational leadership can create a positive and supportive work environment, so that this can reduce employees' desire to leave the company. There are other factors where employees who have a high level of engagement tend to feel more satisfied with their work and show a stronger commitment to the organization (Tugade & Arcinas, 2023). Work engagement can be influenced by three indicators, namely work enthusiasm, dedication and absorption. In construction companies, increasing work engagement can be an effective strategy to reduce turnover intention. Apart from

transformational leadership and work engagement, job insecurity is also a factor in turnover intention. Job insecurity reflects employees' uncertainty regarding the stability and continuity of their jobs (Muñoz Medina et al., 2022) Employees who feel insecure regarding their work tend to have higher turnover intention (Fu'ady, 2011). Therefore, effective transformational leadership and work engagement can reduce job insecurity, which can also reduce employee turnover intention.

Previous research shows the impact of transformational leadership on employee turnover intention among health service workers which has a significant influence in reducing employee turnover intention (Baranchenko et al., 2020). Transformational leadership can reduce turnover intentions and can negatively influence job turnover intentions (Alkarabsheh et al., 2022); (Martins et al., 2023). Employees who are inspired by transformational leadership will tend to be more engaged in their work (Lai et al., 2020). Meanwhile, maintaining a high level of work engagement can reduce turnover intention (Bugis et al., 2021). This is also supported by research (Rahi, 2023) which states that 67.5% of employees in the private sector have an attachment to strong during times of crisis and showed lower intentions to seek work elsewhere. Meanwhile, the results of research by (Aljohani et al., 2022) emphasize that good work engagement for nurses from the Royal Commission Medical Center can reduce turnover intentions within the organization. (BAŞ, 2022) added that work engagement was negatively related to turnover intentions for health workers in Erzincan, Turkey.

The results of research by (Bugis et al., 2021; Farroukh et al., 2023) show that transformational leadership can reduce the negative impact on job insecurity. Other research by (Escortell et al., 2020) identified transformational leadership as having a negative relationship with insecurity. Research conducted by (Wardani et al., 2023) shows that job insecurity during the COVID-19 pandemic has an influence on the level of employee work engagement in the hotel industry. In addition, other research conducted by (Ugwu et al., 2023) shows that mini bus drivers in Nigeria's perception of job insecurity can positively predict work engagement.

Job insecurity can significantly increase turnover intention, where job uncertainty causes employees to be more likely to leave their organization (De Cuyper et al., 2020). The results of research by (Obeng et al., 2020) reveal that one of the factors that can increase turnover intention is job insecurity. The results of other research were revealed by (Nemțeanu & Dabija, 2023) that there was work-life conflict on job transfer intentions during teleworking during COVID-19. Life conflicts have the impact of job insecurity which is factored by working from home, thereby creating stress for teleworking employees. In line with research (Haahr et al., 2016) which states that job insecurity has a significant impact on employee turnover intentions in public organizations in Indonesia. This is supported by research results (Imaroh & Sudiro, 2023) which say that job insecurity has a significant influence on the intention to leave work. This is in line with research (Aliedan et al., 2022) (Chirumbolo et al., 2021) which explains that job insecurity can predict job turnover intentions. (Ali et al., 2021) proves that job insecurity can mediate the relationship between transformational leadership style and the desire to change jobs. Other research is also supported by (Li et al., 2022) proving that clarity of goals and trust can mediate the relationship between leadership and job insecurity. Another research founding by (Wirawan et al., 2023) is that job insecurity mediates turnover

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intentions for public service personnel. Research studies (Di Stefano et al., 2020) suggest that job insecurity can lead to increased turnover intentions.

The aim of this study was to respond to significant results identified in previous research. The focus of attention is directed at how transformational leadership and the level of work engagement influence the desire to change jobs, while considering the role of job insecurity as an intermediary, in the millennial and Z generations who work in construction companies in East Jakarta. It is hoped that this research can provide new understanding to human resource management (HR) in planning advanced employee retention strategies in the construction industry.

METHOD

A research paradigm involves a series of steps consisting of broad assumptions, data collection methods, data analysis, and detailed data interpretation (Creswell, 2009). This research uses a positivism paradigm approach, which focuses on hypothesis testing and the use of quantitative methods to measure variables and analyze the relationships between these variables.

Population and Sample

The population in this study are employees who work in construction companies in East Jakarta, while the sample was taken using a purposive sampling method which aims to ensure that the sample selected in this study has relevant criteria or characteristics. The sample selection criteria in this study were employees with the characteristics of the Millennial and Z generations who worked in construction companies in East Jakarta and had permanent employee status. Determining the number of samples according to (Hair et al., 2018) explains that the calculation of the number of samples in a study is based on the number of statements multiplied by 5 to 10. In this study there are a total of 42 statements, where to get a minimum sample size, the statement will be multiplied by 5 will produce 210 respondents. Meanwhile, to get the maximum sample size, the statement will be multiplied by 10 which will result in 420 respondents.

Data analysis method

The initial step of analysis in the research will be carried out based on descriptive statistical analysis which is used as an illustration or presentation of the results of the demographic characteristics of respondents which aims to identify the extent to which the characteristics of the millennial and Z generations can influence the research variables. Descriptive statistical analysis will be processed using the SPSS Version 27 program to show frequency and percentage values for each respondent's characteristics and the SmartPLS 3.0 program to present descriptive statistics for research variables. The data analysis technique in this research uses inferential statistics through the Structural Equation Model (SEM) with Partial Least Square (SEM-PLS) with the help of the Smart-PLS 3.0 program. (Hair et al., 2019).

Evaluation in SEM-PLS has three stages, namely the first stage is evaluation of the measurement model (outer model), where the variable measurement model is tested to ensure its validity and reliability. The second stage is evaluating the structural model (inner model), where the relationship between the variables in the model is tested to see to what extent the model can explain the relationship between variables. The final stage is evaluation of model

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suitability (goodness of fit), where the overall model is evaluated to see how far the model fits the existing data.

Data analysis and results

Measurement model analysis

validity research data processing, the transformational leadership variable with 7 statement items has a loading factor (LF) value of 0.784 to 0.845 and an Average Variance Extracted (AVE) of 0.656. The work engagement variable with 9 statement items has a loading factor (LF) value of 0.753 to 0.792 and an Average Variance Extracted (AVE) of 0.592. The job insecurity variable with 8 statements has a loading factor value of 0.781 to 0.826 and an Average Variance Extracted (AVE) of 0.642. Meanwhile, the Turnover Intention variable with 18 statement items has a loading factor value of 0.736 to 0.808 and an Average Variance Extracted (AVE) of 0.594. The results of convergent validity in this study are in accordance with the loading factor criteria values above 0.70 and Average Variance Extracted (AVE) above 0.50. It can be said that all statement items from research variables can be continued to the next testing stage.

Table 1 .
Fornell-Lacker Criteria Test Results

| | <i>Job Insecurity</i> | <i>Transformational leadership</i> | <i>Turnover intention</i> | <i>Work engagement</i> |
|------------------------------------|-----------------------|------------------------------------|---------------------------|------------------------|
| <i>Job Insecurity</i> | 0.801 | | | |
| <i>Transformational leadership</i> | -0.699 | 0.810 | | |
| <i>Turnover intention</i> | 0.760 | -0.719 | 0.771 | |
| <i>Work engagement</i> | -0.652 | 0.607 | -0.680 | 0.770 |

Source: Processed PLS 3.0 Data Results

The results of data processing in evaluating discriminant validity based on the Fornell-lacker criteria show that the job insecurity variable has an AVE root of 0.801, a greater correlation with transformational leadership, namely -0.699, turnover intention 0.760 and work engagement -0.652. The transformational leadership variable has an AVE root of 0.810, a greater correlation with Turnover intention -7.19 and work engagement 0.607. The turnover intention variable has an AVE root of 0.771, a greater correlation with work engagement -0.680. Meanwhile, the work engagement variable has an AVE root of 0.770. Therefore, based on the method Fornell-Lacker Criteria shows that the results of the discriminant validity evaluation of the research model are acceptable. The results of the reliability test in the research showed that the transformational leadership variable showed a Composite Reliability (CR) value of 0.935, the work engagement variable 0.930, the job insecurity variable 0.963, and the Turnover intention variable 0.929. Based on the results of data processing, it shows that the values of all items in the variables can be said to be reliable. So it can be concluded that overall the variables in this study are declared valid and reliable.

Table 2 .

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Composite Reliability and Cronbach's Alpha

| | <i>Cronbach's Alpha</i> | <i>Composite Reliability</i> |
|------------------------------------|-------------------------|------------------------------|
| <i>Transformational leadership</i> | 0.920 | 0.935 |
| <i>Work engagement</i> | 0.913 | 0.930 |
| <i>Job Insecurity</i> | 0.960 | 0.963 |
| <i>Turnover intention</i> | 0.914 | 0.929 |

Source: Processed PLS 3.0 Data Results

Structural Model Assessment

Hypothesis testing results is used as the direction of the relationship of a variable. If the Path Coefficient value is below 0 or minus (-), it means the relationship has a negative effect, whereas if it is above 0, then the relationship is considered to have a positive effect. This research applies to a significance value (t-statistic = >1.96, p-value = <0.05) with a significance level of 0.05 (5%).

Table 3 .
Direct Effect Hypothesis Test Results

| | Original Sample (O) | Standard Deviation (STDEV) | T Statistics(O /STDEV) | P Values | Information |
|---|----------------------------|-----------------------------------|---------------------------------|-----------------|-----------------------|
| <i>Job Insecurity -> Turnover intention</i> | 0.395 | 0.078 | 5,061 | 0,000 | Significant influence |
| <i>Transformational leadership -> Job Insecurity</i> | -0.481 | 0.062 | 7,754 | 0,000 | Significant influence |
| <i>Transformational leadership -> Turnover intention</i> | -0.296 | 0.075 | 3,965 | 0,000 | Significant influence |
| <i>Work engagement -> Job Insecurity</i> | -0.360 | 0.065 | 5,498 | 0,000 | Significant influence |
| <i>Work engagement -> Turnover intention</i> | -0.242 | 0.061 | 3,981 | 0,000 | Significant influence |

Source: Processed PLS 3 Data Results.

Based on the table above, the first hypothesis (H1), the path coefficient value obtained is -0.298 and the t-statistic is 3.965 > 1.96 and the p-value is 0.000, meaning that increasing transformational leadership will reduce turnover intention and conversely decreasing transformational leadership will increase turnover intention. In the second hypothesis (H2), the path coefficient value is -0.242 and the t-statistic value is 3.981, the p-value is 0.000, meaning that work engagement has a negative influence on turnover intention and can be supported. Then in the third hypothesis (H3) the path coefficient value is -0.481, the t-statistic is 7.754 and the p-value is 0.000, meaning that transformational leadership has a negative influence on job insecurity which can be supported. In the fourth hypothesis (H4) the path coefficient value is -0.360, the t-statistic value is 5.498 and the p-value is 0.000, meaning work engagement has a negative influence on job insecurity. However, in the fifth hypothesis (H5) the path

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coefficient value is 0.395 and the t-statistic value is 5.061 and the p-value is 0.000, which means that job insecurity has a positive influence on turnover intention.

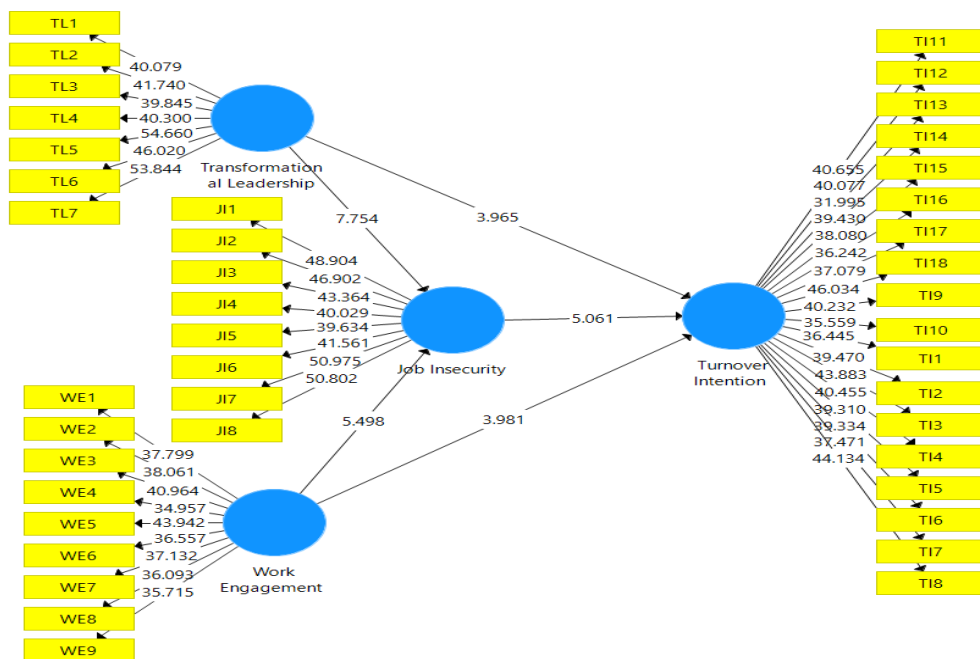
Table 4.
Indirect Influence Mediation Test Results

| | Original Sample (O) | Standard Deviation (STDEV) | T Statistics(O /STDEV) | P Values | Conclusion |
|--|----------------------------|-----------------------------------|---------------------------------|-----------------|-----------------------|
| <i>Transformational leadership -> Job Insecurity -> Turnover intention</i> | -0.190 | 0.049 | 3,872 | 0,000 | Significant influence |
| <i>Work engagement -> Job Insecurity -> Turnover intention</i> | -0.142 | 0.038 | 3,725 | 0,000 | Significant influence |

Source: Processed PLS 3.0 Data Results

In the sixth hypothesis (H6), the path coefficient value is -0.190, which means that increasing transformational leadership will reduce the level of job insecurity, so it will also influence reducing turnover intention. The t-statistic value obtained is 3.693 which is greater than 1.96 and the p-value is 0.000, it can be concluded that the hypothesis can be accepted and the hypothesis with the statement that job insecurity can mediate between transformational leadership and turnover intention can be supported. Meanwhile, in the analysis of the seventh hypothesis (H7), a path coefficient value of -0.142 was obtained, which means that increasing work engagement will reduce the level of job insecurity, so it will also have an effect on reducing turnover intention. The results of data processing also have a t-statistic value of 3.725 which exceeds 1.96 and a p-value of 0.000, so it can be interpreted that the hypothesis can be accepted, namely job insecurity being a mediator between work engagement and turnover intention, which can be supported.

Figure 1.
PLS Bootstrapping T-Value



Source: Processed PLS 3.0 Data Results

RESULTS AND DISCUSSION

Transformational leadership has a negative influence on *turnover intention*. The importance of implementing *transformational leadership* provides innovation, motivation and self-development to retain employees in a company (Jaroliya & Gyanchandani, 2022; Syah *et al.*, 2019). Other findings are also supported by the theory (Karyono *et al.*, 2023) of transformational leadership which emphasizes that transformational leadership is not only about conveying the company's vision and mission to employees, but it will also encourage employees to work hard. Transformational leadership also plays an important role in the context of an organization to produce change. The results of this research are in line with research conducted by (Martins *et al.*, 2023) towards employees at a Portuguese public hospital, where the results of the research showed that the application of *transformational leadership* had a negative and significant influence on *turnover intention*. This is in line with research results (Alkarabsheh *et al.*, 2022; Promchart & Potipiroon, 2020; Suhardi & Ie, 2023)

Based on the results of research conducted at construction companies in East Jakarta, it is indicated that this leadership style is able to reduce employees' desire to leave the company. This is relevant in the context of millennial and Z generation employees in the East Jakarta construction industry. Millennials, who generally seek meaning and purpose in their work, and Generation Z, who value innovation and developing ideas, respond positively to leaders who encourage and inspire. This has the potential to reduce the tendency to look for another job or leave the company. In the context of the often changing and competitive construction industry, leaders who are able to offer an inspiring vision and empower employees to achieve common goals can play a crucial role in retaining their employees. Therefore, implementing

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transformational leadership is not only about building trust and support, but also about mitigating the risk of *turnover* which can affect organizational stability in the long term.

Furthermore, there is a negative influence between work engagement on turnover intention. There are factors that influence work engagement, when employees show consistent levels of effective, emotional and positive engagement in the workplace, which can have a positive impact on the company's productivity and success. The results of this study are consistent with findings on health workers in Turkey which show lower levels of *turnover intention occur when employees feel highly involved and valued in their work* (BAŞ, 2022). The results show that there is a significant and negative correlation between *work engagement and turnover intention*. The results of this research are in line with the millennial generation and generation Z in East Jakarta construction companies. Therefore, it can be concluded that there is a negative and significant influence between *work engagement* and *turnover intention*. This is supported by research results (Aljohani *et al.*, 2022; Bugis *et al.*, 2021; Rahi, 2023)

The results of research among generation Z and millennials in the East Jakarta construction industry show that work engagement reflects the extent to which employees feel emotionally and behaviorally attached to their work. Both generations show that high work engagement will lead to a tendency to look for another job. Increasing work engagement not only increases employee motivation and performance, but can also reduce *turnover intention levels* by creating a work environment that meets employees' psychological and professional needs. In the context of the construction industry, which often demands creativity, resilience and good teamwork, high engagement can help employees feel more connected to the company's goals and organizational values. Therefore, strategies to increase work engagement among generation Z and millennials can be a valuable investment for companies in retaining and developing high-potential human resources.

In this research, there is a negative relationship between *transformational leadership* and *job insecurity*. Forms of support or positive behavior provided by leaders can reduce feelings of insecurity in employees. The supporting factors from research results (Moriani *et al.*, 2021) reveal that the strong implementation of *transformational* in an organization can reduce the level of insecurity among employees, where the main cause of leadership that is discussed is related to how the leadership system provides a sense of security and can reduce *burnout* or fatigue at work by improving the psychological safety climate. This is in accordance with theory (Nawrocka *et al.*, 2023) illustrating that increasing experiences of job insecurity has both qualitative and quantitative impacts. This is in line and consistent with research results regarding the importance of implementing *transformational leadership* in overcoming the challenges of job insecurity. Therefore, *transformational leadership* has a negative influence on *job insecurity*. This is in line with research results (Barrech *et al.*, 2018; Meiliyandrie Indah Wardani *et al.*, 2023; Ugwu *et al.*, 2023; Wang & Xie, 2020)

The results of research on construction companies in East Jakarta show that the millennial and Z generations do have different characteristics or views regarding work. However, the application of transformational leadership is able to create a conducive and stable work environment for the millennial and Z generations. This can help reduce their anxiety about job uncertainty, thereby increasing self-confidence and psychological well-being within the company. By strengthening a transformational leadership style, construction companies can

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build a strong foundation for growth and retention of high-potential employees. This strategy not only supports individual professional development, but also creates a climate where employees feel safer and motivated to contribute to their maximum potential.

In the results of this research, there are results that show that *work engagement* has a negative effect on *job insecurity*. Job insecurity factors can have a negative influence on employees' ability to innovate. Job insecurity can trigger increased feelings of worry and disrupt employee concentration. Job insecurity can also be a significant obstacle to an organization's efforts to encourage innovation and individual advancement. The findings of other research reveal that worry about work is a type of stress related to job uncertainty (Setati, 2023). However, this is not supported by research (Farros Imaroh *et al.*, 2023) which explains that insecurity factors can be reduced by providing motivational strategies to employees. Therefore, it can be proven that work engagement research results *have* an influence negative and significant on *job insecurity*. This is in line with research results (Baquero, 2022; Javed *et al.*, 2023; Shin *et al.*, 2019; Tsai, 2022; van Vuuren *et al.*, 2020)

The results of this research are in line with millennial and Z generation workers who work in construction companies in East Jakarta, where *work engagement* reflects the level of engagement and high work enthusiasm of employees which has a positive impact in reducing feelings of uncertainty regarding future work. For millennials and Generation Z, who tend to seek meaning and purpose in their work and seek challenges and innovation, high levels of *work engagement can strengthen their perception of job stability and security*. When employees feel emotionally and cognitively engaged with their work, they are more likely to feel greater control over their career future. In the construction industry, which often demands high engagement and creativity in dealing with technical and environmental challenges, *work engagement* can be a key factor in reducing levels of job insecurity. This not only strengthens employees' psychological well-being but also has the potential to increase productivity and workforce retention. Therefore, due to the importance of *work engagement* in *managing job insecurity*, construction companies can develop strategies to increase employee engagement, such as strengthening communication or creating a work environment that allows employees to develop personally and professionally.

The research results show that there is a positive influence between *job insecurity* and *turnover intention*. The presence of negative factors or influences gives employees an increased sense of *job insecurity*. Conflict factors in life can create a feeling of insecurity at work. Other findings revealed by (Mohamad *et al.*, 2022) added that the factor of incompatibility with the work environment can also influence the increase in job turnover. Research results by (Baquero, 2022) found that the factor of job insecurity is not only felt by seasonal workers, but permanent workers who work in hotels in Dubai and Sharjah also feel job insecurity caused by voluntary resignation which begins as a withdrawal process when the worker is unable to overcome the threat. external, such as changes to the organization. When organizational support is limited, workers will feel threatened and may choose to seek alternative employment. Therefore, it can be proven that the results of research on job insecurity *have* a negative influence on the intention to change jobs (*Turnover intention*). This is in line with research results (De Cuyper *et al.*, 2020; Farros Imaroh *et al.*, 2023; Nemțeanu & Dabija, 2023; Obeng *et al.*, 2020)

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Based on research results at East Jakarta construction companies, millennial and Z generations tend to often seek stability and security in their careers, high levels of job insecurity can influence their decision to stay in the company. The results of the latest research explain that *job insecurity* mediates the relationship between *transformational leadership* and *work engagement on turnover intention*. Job insecurity can be caused or influenced by the leadership style applied in the workplace. Effective transformational leadership can help reduce the sense of job insecurity felt by employees. If leadership is unable to provide sufficient clarity and support, it is likely that employees will feel insecure in their jobs. This is in line with research results (Chirumbolo *et al.* , 2021) showing that there is a high level of uncertainty among workers in Italy which is caused by the high economic crisis and exacerbates the feeling of uncertainty in contemporary society.

Those with higher levels of job insecurity had poorer psychological and physical health, demonstrated more negative work attitudes, and were less satisfied with their lives. The results of other research by (Shin *et al.*, 2019) show that prosocial motivation can buffer the negative effects of job insecurity on work engagement. Based on research results (Wirawan *et al.* , 2023) show exists role mediation *job insecurity* against employee service the public in Indonesia can influence intention displacement Work . This can be a mediator role that strengthens the relationship between *transformational leadership* and *work engagement on turnover intention* . When employees feel insecure about the work they are doing, it can not only reduce their engagement in work, but can also increase their desire to look for more stable work. Therefore, it can be concluded that the *job insecurity variable* has an indirect mediating role in *transformational leadership* and *work engagement on turnover intention* . This matter supported by the results study (Jung *et al.*, 2023; Nawaz, 2022; Zahra *et al.*, 2022)

This research will analyze the role of *job insecurity* as a mediator between *transformational leadership* and *work engagement on turnover intention* . The results obtained in the research show that *job insecurity* can be a mediating variable for *transformational leadership* and *work engagement variables* on *turnover intention* and is able to partially mediate, which indicates that the level of *job insecurity* felt by millennial and Z generation employees can influence part of the *transformational influence. leadership* and *work engagement* on the desire to leave work. This shows that to manage *turnover intention* effectively, it is important for East Jakarta construction companies to reduce the level of *job insecurity* by increasing clarity and stability in employee careers.

CONCLUSION

The first conclusion of this research is that there is an influence of *transformational leadership* on *turnover intention*. This shows that the higher the level of *transformational leadership* possessed by superiors or leaders in an organization or company, the lower the possibility of employees having the intention or desire to leave work. Second, there is the influence of *work engagement on turnover intention*, meaning that the higher the level of employee work engagement, the lower their intention to leave the company. Third, *transformational leadership* has a significant negative effect on *job insecurity*, meaning that the higher the level of *transformational leadership* , the lower the level of *job insecurity* felt by employees. Fourth, *work engagement* has a negative effect on *job insecurity* , meaning that

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the higher the level of employee work engagement, the lower the feeling of insecurity about their job. Fifth, *job insecurity* has a significant positive effect on *turnover intention*, meaning that feelings of job insecurity can encourage individuals to take proactive steps to overcome uncertainty by looking for new opportunities or leaving the company. Sixth, there is the role of *Job Insecurity* as a mediating variable, meaning that the level of job insecurity felt by employees can increase their intention to leave work. This can be factored in by the indirect influence between *transformational leadership* and *work engagement*.

Job insecurity has a positive and significant effect on *turnover intention* due to economic uncertainty factors, where millennial and Z generation employees tend to feel safer in a stable workplace and organizational uncertainty factors, where there are management changes related to their work future, so that it can encourage them to consider other alternative employment options. When employees have a sense of job insecurity, it will reduce their engagement in work. Therefore, leaders or management can expand employee welfare programs, which focus on job stability and security. This can include providing clear job guarantees and adequate social protection. Then, there is a need to strengthen effective and transparent internal communication, as this is very important in overcoming job insecurity. Apart from that, psychological support from management and leaders can also help reduce the negative impact of job insecurity. Furthermore, leaders or management need to provide opportunities for structured career development for employees, especially the millennial and Z generations who tend to look for challenges and career growth. This can also help strengthen employees' sense of attachment to the organization or company and can reduce *turnover intention*.

Research development can be suggested by adding other variables such as the influence of *work-life-balance*, *organizational support*, *life-style* and *compensation* among the millennial and Z generations in the construction industry, or it can be explored in different industries with the mediating role of *job insecurity*. Future researchers can explore the influence of women's leadership in the construction industry and how women's leadership can influence work engagement and turnover intention in Millennial and Z generation employees.

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