



THE INFLUENCE OF EVENT EXPERIENCE ON EVENT SATISFACTION, POST-EVENT ATTITUDE & EMPLOYEE PRODUCTIVITY (STUDY ON PT XYZ CULTURE FEST EVENT)

PENGARUH PENGALAMAN ACARA TERHADAP KEPUASAN ACARA, SIKAP PASCA ACARA & PRODUKTIVITAS KARYAWAN (STUDI PADA ACARA CULTURE FEST PT XYZ)

Ahmad Fadli Jamil^{1*}, Mahir Pradana², Rah Utami Nugrahani³

^{1*,2,3}Prodi Administrasi Bisnis, Fakultas Ekonomi dan Bisnis, Universitas Telkom

*email Koresponden: Fadlidjamil@gmail.com

DOI: <https://doi.org/10.62567/micjo.v2i3.1093>

Article info:

Submitted: 13/07/25

Accepted: 28/07/25

Published: 30/07/25

Abstract

Corporate culture plays an important role in shaping employee engagement and productivity. PT XYZ held Culture Fest as a form of internalizing cultural values to all employees. This study aims to analyze the effect of experience during the event on satisfaction, post-event attitudes, and employee productivity. This research uses a quantitative approach with a survey method of 100 PT XYZ employees who participated in Culture Fest 2024. Data were collected through a Likert scale-based questionnaire, and the data were analyzed using Structural Equation Modeling (SEM) with the help of SmartPLS software. The results showed that experience during the event had a significant effect on satisfaction and post-event attitudes. In addition, satisfaction with the event also had a positive effect on post-event attitudes, and these attitudes had a significant effect on employee productivity. This research confirms the importance of designing meaningful and relevant internal events as a strategic means to improve employee commitment and performance through strengthening organizational culture.

Keywords : corporate culture, event experience, post-event attitude, productivity, satisfaction.

Abstrak

Budaya perusahaan memiliki peran penting dalam membentuk keterlibatan dan produktivitas karyawan. PT XYZ menyelenggarakan Culture Fest sebagai bentuk internalisasi nilai budaya kepada seluruh karyawan. Penelitian ini bertujuan untuk menganalisis pengaruh pengalaman selama acara terhadap kepuasan, sikap pasca acara, dan produktivitas karyawan. Penelitian ini



menggunakan pendekatan kuantitatif dengan metode survei terhadap 100 karyawan PT XYZ yang mengikuti Culture Fest 2024. Pengumpulan data dilakukan melalui kuesioner berbasis skala Likert, dan data dianalisis menggunakan Structural Equation Modeling (SEM) dengan bantuan software SmartPLS. Hasil penelitian menunjukkan bahwa pengalaman selama acara berpengaruh signifikan terhadap kepuasan dan sikap pasca acara. Selain itu, kepuasan terhadap acara juga berpengaruh positif terhadap sikap pasca acara, dan sikap tersebut berpengaruh signifikan terhadap produktivitas karyawan. Penelitian ini menegaskan pentingnya merancang acara internal yang bermakna dan relevan sebagai sarana strategis untuk meningkatkan komitmen serta kinerja karyawan melalui penguatan budaya organisasi.

Kata Kunci : budaya perusahaan, kepuasan, pengalaman acara, produktivitas, sikap pasca acara.

1. INTRODUCTION

In the era of globalization and digitalization, companies face increasing challenges in maintaining performance, as they are required to adapt quickly to changes and remain competitive. Morgan (2017), in his book *The Employee Experience Advantage*, emphasizes that employee experience is the key to winning the war for talent and improving organizational performance. A positive employee experience consists of three core elements: physical environment, technology, and organizational culture. Among these, organizational culture plays the most crucial role because it directly affects employee engagement, loyalty, and productivity. Morgan explains that the cultural environment includes the values, norms, and behaviors that guide a company's operations, as well as how it fosters an atmosphere that supports collaboration, innovation, and job satisfaction. In other words, organizational culture is the factor that creates meaningful experiences for employees and shapes how they perceive their relationship with the company.

The national aviation industry has faced significant challenges in recent years, especially during the COVID-19 pandemic in 2020–2021. Government policies such as Large-Scale Social Restrictions (PSBB) and the Enforcement of Community Activity Restrictions (PPKM) were implemented to curb the virus spread, which directly impacted the economy by limiting the movement of people and goods, including air transportation. PT XYZ, as one of the national airlines, was severely affected, with nearly all business operations coming to a halt.

In 2022, PT XYZ underwent a significant transformation that became a pivotal moment for the company. Following a successful homologation agreement with creditors, PT XYZ initiated a comprehensive transformation and restructuring process to enhance agility in business operations. Adherence to the business plan became a key factor in the company's success. One of the most important steps in this transformation was the People & Culture Transformation. As part of this effort, the company introduced a new corporate culture known as The XYZ Way on June 24, 2022. This milestone marked the beginning of a major shift in mindset, interaction, behavior, and workplace habits adopted by all employees. A notable demographic change also supported this momentum—70% of PT XYZ's workforce now consists of millennials, which provides a competitive advantage that makes the company more adaptive and resilient. With the adoption of the new culture and the millennial majority in its workforce, PT XYZ needs to formulate effective strategies to strengthen corporate culture.



Currently, PT XYZ has adopted various rituals and symbols as part of its effort to reinforce company culture. These rituals involve various events and activities designed to introduce and sustain the company's core values, while the symbols serve as visual representations of the desired organizational culture (Schein, 2010). Although these elements have been implemented, more intensive and widespread socialization of the company's culture is believed to have a greater impact. This aligns with Van Maanen's (1976) theory, which posits that organizational socialization is a crucial process for building and internalizing a desired culture.

To deepen cultural understanding and engage all employees in living out these values, PT XYZ decided to launch Culture Fest in November 2024. This event was designed to introduce, socialize, and reinforce the company's culture in a dynamic way that actively involves all employees, aiming to foster a stronger sense of togetherness and a deeper understanding of organizational culture (Cameron & Quinn, 2006). This context served as the motivation for the researcher to select Culture Fest at PT XYZ as the object of this study.

Previous research by San Martín et al. (2020) focused on the relationship between destination trust, event satisfaction, and product acceptance in the context of tourism. However, that study did not examine how events impact the internalization of organizational culture within companies. Kusumawati (2021) also studied the influence of event marketing on understanding organizational culture, but no specific research has addressed how event experiences influence employee satisfaction and attitude changes in Indonesian companies, particularly in the aviation sector. In addition, Lee et al. (2019) discussed post-event attitudes in relation to organizational culture-building but did not include the relationship between event satisfaction and the acceptance of corporate values as mediating variables.

Another relevant study by Tanford et al. (2016), titled Destination beliefs, event satisfaction and post-visit product receptivity in event marketing. Results from a tourism experience, revealed that participants' satisfaction with an event is directly related to product acceptance and long-term perception changes. This is highly relevant to Culture Fest as it highlights the importance of a positive event experience in ensuring that the conveyed values are well-received and impactful. In the context of Culture Fest, employee satisfaction with the event may determine how effectively the company's cultural values are internalized.

Additionally, research by Farsani et al. (2022), in *The Relation among Organizational Culture, Knowledge Management, and Innovation Capability: Its Implication for Open Innovation*, emphasizes the importance of organizational culture in promoting knowledge management and innovation capability. This finding is relevant because it shows that a strong corporate culture can enhance employees' ability to absorb new knowledge and apply it in innovative work processes.

This study aims to address the existing research gap by evaluating the relationships between employees' experiences during the event, event satisfaction, post-event attitudes, and employee productivity. The findings are expected to contribute to the development of internal cultural strategies at PT XYZ and serve as a reference for other organizations in similar industries.

2.1 Experience During Events

Experiences during events are subjective perceptions formed by individuals as a result of their involvement in a particular activity or event (Sweeney & Liao, 2017). In the context of



an internal corporate event, such as Culture Fest organized by Garuda Indonesia, this experience encompasses employees' interactions with various elements of the event, including the content delivered, the atmosphere, social interactions, as well as the cultural values internalized through the event activities. According to Schmitt (1999, cited in Sweeney & Liao, 2017), customer experience or event participant experience consists of sensory, emotional, cognitive, behavioral, and relational dimensions. When applied in the context of internal company events, the experience during the event does not only focus on entertainment or information, but also on how the event is able to create meaning and build stronger relationships between employees and the company.

2.2 Satisfaction with the event

According to Oliver (1997, in Ahmad & Rashid, 2019), customer satisfaction - including in the context of events - is an emotional response to the experience of using or engaging in a product or service, which is based on a comparison between expectations and perceptions of actual performance. In the context of internal company events, Noor and Wahid (2021) define satisfaction with events as a positive feeling that arises when employees feel that the events they participate in meet or exceed their expectations in various aspects, such as event execution, content, atmosphere, and benefits obtained. Thus, in this study, event satisfaction is defined as employees' level of pleasure and acceptance of the overall experience they had during the Culture Fest event, including assessments of content relevance, technical execution, emotional experience, and personal and professional benefits.

2.3 Post-event attitude

Schiffman and Kanuk (2009, cited in Ahmad & Rashid, 2019) define attitude as a learned tendency to respond consistently either positively or negatively to a particular object or situation. In this context, post-event attitude refers to the tendency of employees to show positive or negative evaluations of the company, organizational culture, and their work behavior after participating in internal company events. Noor and Wahid (2021) showed that effective internal company events can trigger more positive attitudinal changes among employees, including an increased sense of belonging to the company, acceptance of cultural values, and increased work motivation.

2.4 Employee Productivity

In general, employee productivity can be defined as the ratio between the output produced by employees and the inputs used in the work process (Robbins & Judge, 2019). Productivity includes the quantity and quality of output produced in a certain period of time, as well as efficiency and effectiveness in carrying out tasks.

Macey and Schneider (2020) assert that employee productivity is not just a matter of work volume, but also how much the work contribution adds value to the organization. In this context, productivity is influenced by individual factors (motivation, skills, work attitude), organizational factors (culture, work environment), and employee experience and satisfaction with various organizational interventions, including internal events (Saks, 2006).

2.5 Framework

Culture Fest is a form of event marketing designed to introduce and reinforce corporate culture through engaging and meaningful employee experiences. According to Pine & Gilmore (1998) and Schmitt (1999), positive experiences during such events enhance emotional involvement and shape employee attitudes toward company values. Oliver's (1980) disconfirmation theory suggests that when experiences exceed expectations, satisfaction



increases and fosters internalization of cultural values. Homburg et al. (2006) argue that positive event experiences strengthen employee commitment and attitudes toward the organization. As satisfaction and acceptance of corporate values increase, employees are more likely to align their behavior with these values in daily work. Meyer & Allen (1991) further emphasize that cultural acceptance builds emotional attachment and organizational commitment.

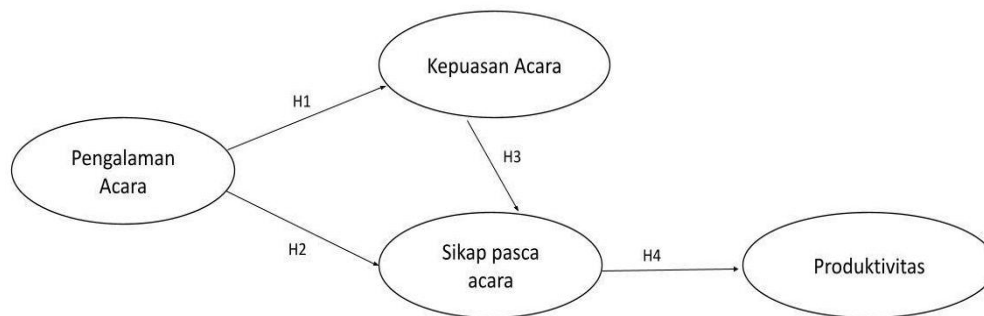


Figure 1 Framework

2.6 Research Hypothesis

Based on the problem formulation and framework of thought that has been put forward, the hypothesis to be tested is as follows:

- H1 : Experience during the Culture Fest event has a positive effect on satisfaction with the event.
- H2 : Experience during the event has a positive effect on post-event attitude.
- H3 : Satisfaction with the event has a positive effect on post-event attitudes.
- H4 : Post-event attitude has a positive effect on employee productivity.

2. RESEARCH METHODS

3.1 Types of Research

This study employs a descriptive quantitative research design with a positivist paradigm and a deductive approach. Descriptive research is used when variables are already known, but their relationships remain unclear (Indrawati, 2015). The deductive approach allows researchers to derive testable hypotheses from existing theories (Sekaran & Bougie, 2017), while the positivist stance focuses on hypothesis testing and explanation evaluation (Bryman & Bell, 2019). A survey strategy was applied using online questionnaires distributed to individuals who had attended the Culture Fest. The variables were measured using structured instruments, producing numerical data analyzed through statistical procedures (Creswell, 2019). The research was conducted in a non-manipulative, natural setting, with minimal researcher interference. As the data were collected at a single point in time, the study is classified as cross-sectional (Indrawati, 2015).

3.2 Population and Sample

In this study, the population used is Employee of xyz who attend the Culture Fest Event. From the calculation results using the Bernoulli formula, the results of the sample size were 100 samples that will be used as respondents in this study.





3.3 Validity and Reliability Test

Table 1 Validity Test Results

No. Item	R Count	R Table (n = 30, $\alpha = 0,05$)	Status
X1	0,654	0,349	Valid
X2	0,638	0,349	Valid
X3	0,738	0,349	Valid
X4	0,759	0,349	Valid
X5	0,773	0,349	Valid
Z1.1	0,468	0,349	Valid
Z1.2	0,643	0,349	Valid
Z1.3	0,540	0,349	Valid
Z1.4	0,634	0,349	Valid
Z2.1	0,764	0,349	Valid
Z2.2	0,892	0,349	Valid
Z2.3	0,878	0,349	Valid
Z2.4	0,819	0,349	Valid
Y1	0,790	0,349	Valid
Y2	0,845	0,349	Valid
Y3	0,786	0,349	Valid
Y4	0,754	0,349	Valid
Y5	0,821	0,349	Valid

Source: Data processed by the author (2024)

Based on table 1, The validity test table assesses whether each item in a questionnaire is statistically valid, meaning it reliably measures what it is intended to measure. The table lists item codes, correlation coefficients (r-count), a benchmark value (r-table), and validity status. An item is considered valid if its r-count exceeds the r-table threshold, which in this case is 0.349. Based on the table, all items (e.g., X1 to X5, Z1.1 to Z2.4, Y1 to Y5) have r-count values greater than 0.349, indicating that every item is valid. This ensures that the questionnaire is appropriately constructed and suitable for further analysis. Conducting a validity test is essential in research to confirm that the data collection instrument yields meaningful and trustworthy results.

**Table 2 Reliability Test**

No. Variable	No. Item	Alpha Cronbach	Keterangan
Experience During Event (X)	X1,X2,X3,X4, X5	0,801	Reliable
Event Satisfaction (Z1)	Z1.1, Z1.2, Z1.3, Z1.4	0,910	Reliable
Post Event Attitude (Z2)	Z2.1, Z2.2, Z2.3, Z2.4	0,788	Reliable
Employee Productivity (Y)	Y1,Y2,Y3,Y4, Y5	0,887	Reliable

Based on the results of the reliability test presented in Table 2, it can be concluded that all four operational variables used in this study are considered reliable. This conclusion is supported by the values of Cronbach's Alpha for each variable, which are 0.801, 0.910, 0.788, and 0.887, respectively, each exceeding the commonly accepted threshold of 0.70. These values indicate a high level of internal consistency among the items within each construct, suggesting that the measurement instruments used are statistically dependable for capturing the intended variables.

3. RESULTS AND DISCUSSION

4.1 Descriptive Analysis

In collecting data in this study, the author used a questionnaire distribution technique through WhatsApp. Respondents involved in this study were employee of XYZ company who attend the culture fest event. Table 4.1 details the distribution of the research questionnaire that has been carried out as follows:

Table 3 Descriptive Analisis

Gender	Amount
Man	68%
Women	32%
Age	
< 25 Tahun	30%
25–34 Tahun	54%
35–44 Tahun	14%
> 44 Tahun	2%

As illustrated in Figure and Table 3, 32% of respondents were male, while the remaining 68% were female. Based on this data, it can be concluded that the majority of PT XYZ employees who attended the Culture Fest 2024 and were familiar with the corporate cultures "The Garuda Way" and "AKHLAK" were female. Furthermore, Figure 4.2 shows that among



the 100 respondents, 30% were under the age of 25, 54% were between the ages of 25–34, 14% were aged 35–44, and only 2% were over 44 years old. These figures indicate that the majority of PT XYZ employees who participated in Culture Fest 2024 and were aware of the company’s cultural values were in the 25–34 age group.

4.2 Outer Model

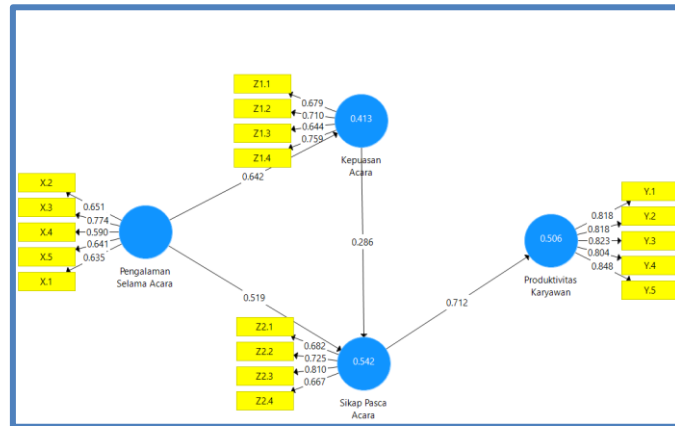


Figure 2 Path Diagram Outer Model

Based on this figure, it is known that each indicator is illustrated in yellow and the variable is depicted in purple. The validity value of each indicator is contained in the arrow and tests the reliability of the variable under study. Indicator factor loading can be said to be valid if it has a value > 0.7, where this measure can be said to be high (Anugrahni, L. 2023). After data processing by SMARTPLS, a valid indicator or outer loading > 0.7 is obtained. The convergent validity value can be seen through the loading factor value on endogenous and exogenous variables. The recommended value for convergent validity is > 0.7

Table 4 Cross Loading

	Event Satisfaction	Experience During Event	Employee Productivity	Post Event Attitude
X.1		0,635		
X.2		0,651		
X.3		0,774		
X.4		0,590		
X.5		0,641		
Z1.1	0,679			
Z1.2	0,710			
Z1.3	0,644			
Z1.4	0,759			
Z2.1				0,682
Z2.2				0,725
Z2.3				0,810
Z2.4				0,667



	Event Satisfaction	Experience During Event	Employee Productivity	Post Event Attitude
Y.1			0,818	
Y.2			0,818	
Y.3			0,823	
Y.4			0,804	
Y.5			0,848	

The outer loading above has a value > 0.7 However, according to the significance of Chin 1998 (in Ghozali, 2021), outer loading between 0.5 to 0.6 is sufficient to meet the requirements of Convergent Validity. The discriminant validity criteria table above shows that the estimated constructs meet the >0.70 requirement for each variable. As a result, the square root value of the AVE of each indicator is greater than the correlation value between variables, this confirms that the indicators used have met the criteria set.

Table 5 Fornell-Lacker Criterion

	Event Satisfaction	Experience During Event	Employee Productivity	Post Event Attitude
Event Satisfaction (Z1)	0,699			
Experience During Event (X)	0,642	0,661		
Employee Productivity (Y)	0,409	0,542	0,822	
Post Event Attitude (Z2)	0,619	0,703	0,712	0,723

The Fornell-Larcker discriminant validity test, based on data from 100 respondents, shows that only the variables Event Satisfaction, Employee Productivity, and Post-Event Attitude meet the validity criteria, while Post-Event Experience does not. This suggests potential conceptual overlap among constructs, requiring further evaluation of indicators or the use of alternative methods such as the HTMT test.

	Event Satisfaction	Experience During Event	Employee Productivity	Post Event Attitude
Event Satisfaction (Z1)				
Experience During Event (X)	0,935			
Employee Productivity (Y)	0,539	0,705		



	Event Satisfaction	Experience During Event	Employee Productivity	Post Event Attitude
Post Event Attitude (Z2)	0,911	1,015	0,895	

Based on the table, analysis using the heterotrait-monotrait ratio of correlations (HTMT) method is used, where the expected value is <1 (Abdillah et al, 2020). The results of the HTMT test can be seen in Table, which shows that the values meet the criteria with values smaller than 1.

4.2.1 Inner Model

The basic concept of structural equation model-partial least square (sem-pls) using smartpls. Structural measurements consist of R Square on endogenous variables, Estimated path coefficients, Effect Size (F Square), and Predictive relevance (Q Square).

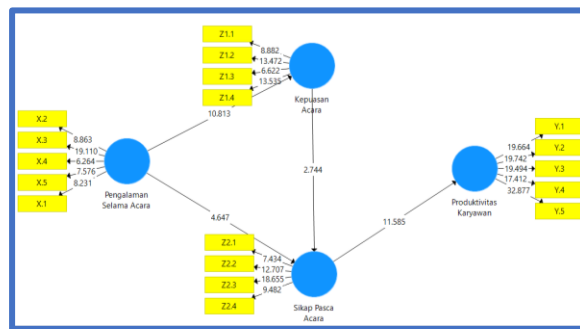


Figure 3 Path Diagram Inner Model

Based on this figure, it is known that each indicator is illustrated in yellow and the variable is depicted in purple. The validity value of each indicator is contained in the arrow and tests the reliability of the variable under study.

Table 6 R Square

	R Square
Event Satisfaction (Z1)	0,413
Employee Productivity (Y)	0,506
Post Event Attitude (Z2)	0,542

Based on the data in Table 6, the R Square values indicate a moderate level of explanatory power. The Event Satisfaction variable has an R Square of 0.413, meaning that 41.3% of its variance is explained by Event Experience, while the remaining 58.7% is influenced by other factors. The Employee Productivity variable has an R Square of 0.506, and Post-Event Attitude



has 0.542, indicating that Event Experience explains 50.6% and 54.2% of their variance, respectively, with the rest affected by variables outside this study.

Table 7 Q Square

Variable	Q-square	Keterangan
Event Satisfaction (Z1)	0,186	Medium
Employee Productivity (Y)	0,333	Large
Post Event Attitude (Z2)	0,261	Large

Based on Table 7, the q-square results show that the event satisfaction variable has a value of 0.186, the Employee Productivity variable has a value of 0.333. And the post-event attitude variable has a value of 0.261. These results indicate that all q-square values are greater than 0, which means that this research model is feasible and has relevant predictive value.

4.3 Hypothesis Testing Results

Hypothesis testing in this study is based on the significance level, t-statistic, and p-value. Using a 5% significance level, a hypothesis is accepted if the one-tailed t-value exceeds 1.65 with a positive beta coefficient, and the p-value is below 0.05 (Ghozali, 2021). The directional hypothesis test results are presented in the following table.

Table 4.4 Hypothesis Test Results

HIPOTESIS	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Status
Experience during event -> Event Satisfaction	0,642	0,656	0,059	10,813	0,000	Accept
Experience during event -> Post Attitude event	0,703	0,701	0,063	11,234	0,000	Accept
Event satisfaction -> Post Attitude event	0,286	0,303	0,104	2,744	0,006	Accept
Post Attitude event -> Employe Productivity	0,712	0,715	0,061	11,585	0,000	Accept



H1: Event Experience → Event Satisfaction

The path analysis results show that event experience has a significant positive effect on event satisfaction ($O = 0.642$, $T = 10.813$, $P = 0.000$). This suggests that employees who have positive experiences during Culture Fest tend to feel more satisfied with the event. According to Liu et al. (2019), event marketing can enhance employees' understanding and engagement with organizational values. Culture Fest provides employees with direct exposure to AKHLAK values, thus strengthening their satisfaction and appreciation of the corporate culture. Furthermore, Kim and Rhee (2017) emphasized that employee satisfaction with company events is linked to increased loyalty and work engagement.

H2: Event Experience → Post-Event Attitude

The results indicate a strong and significant positive relationship between event experience and post-event attitude ($O = 0.703$, $T = 11.234$, $P = 0.000$). This means that a positive experience during the event helps shape favorable attitudes afterward, such as openness to change, pride in the organization, and acceptance of company values. Meyer and Allen (1991) suggest that involvement in company-organized activities enhances receptiveness to new experiences. Kusumawati (2021) also found that employees who participate in internal events aligned with organizational values tend to adopt more positive attitudes.

H3: Event Satisfaction → Post-Event Attitude

The analysis confirms that event satisfaction positively influences post-event attitude ($O = 0.286$, $T = 2.744$, $P = 0.006$). Employees who are satisfied with the Culture Fest are more likely to develop positive attitudes toward their work environment and organizational culture. Joo and Park (2010) found that internal event satisfaction correlates with improved employee attitudes, which can lead to better performance and long-term productivity.

H4: Post-Event Attitude → Employee Productivity

The final hypothesis shows a strong positive effect of post-event attitude on employee productivity ($O = 0.712$, $T = 11.585$, $P = 0.000$). This suggests that positive attitudes—such as motivation, pride, and commitment formed after the event—can significantly enhance various aspects of productivity, including efficiency, collaboration, and consistency. Schein (2010) emphasized that cultural internalization through meaningful events increases commitment and productive behavior, while Choi et al. (2017) highlighted the role of cultural acceptance in strengthening employee-organization relationships.

4. CONCLUSION

Based on the research titled "*The Influence of Event Experience on Event Satisfaction, Post-Event Attitude, and Employee Productivity (A Study on PT XYZ's Culture Fest)*", and supported by questionnaire data from 100 respondents, the following conclusions can be drawn in line with the research questions:

1. **Event experience** has a positive and significant effect on event satisfaction, indicating that more positive experiences lead to higher satisfaction levels.



2. **Event experience** also significantly influences post-event attitudes, suggesting that a meaningful experience during Culture Fest encourages more favorable attitudes toward the company.
3. **Event satisfaction** positively affects post-event attitudes, where satisfied employees tend to show greater loyalty, motivation, and enthusiasm.
4. **Post-event attitude** strongly influences employee productivity, with positive attitudes such as pride, ownership, and motivation, contributing directly to improved performance, collaboration, and consistency in work.

Advice for companies

To increase the effectiveness of Culture Fest in the future, companies are advised to improve the delivery of material to make it easier to understand and relevant to corporate culture, for example through interactive methods or case studies. Interaction between participants and speakers also needs to be improved, such as by adding discussion sessions or team games. In addition, the post-event employee commitment aspect still needs to be strengthened through inspirational messages and leadership involvement. Finally, in order for the event to boost productivity, content that supports work efficiency, such as short trainings or collaborative work practices, should be included.

Suggestions for future researchers

This research contributes to the literature on the influence of culture-based internal events on employee attitudes and productivity. For future research, it is recommended that the research model be developed by expanding the population and sample, as well as considering external variables such as managerial support or work environment as moderating factors. The use of a longitudinal approach can also provide deeper insights into attitude change and its impact in the long term. In addition, qualitative studies can complement quantitative findings to understand the subjective meaning of employee experiences more deeply.



5. REFERENCES

- Allen, D. G., Shore, L. M., & Griffeth, R. W. (2003). The Role of Perceived Organizational Support and Supportive Human Resource Practices in the Turnover Process. *Journal of Management*, 29(1), 99–118. <https://doi.org/10.1177/014920630302900107>
- Ghozali, I. (2020). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 26 (10th ed.)*. Badan Penerbit Universitas Diponegoro. https://perpus.unpam.ac.id/index.php?p=show_detail&id=91492&keywor=
- Indonesia, G. (2022). *Laporan tahunan Garuda Indonesia 2022*. <https://www.garuda-indonesia.com/id/laporan-tahunan>
- Macey, W. H., & Schneider, B. (2020). The Meaning of Employee Engagement. *Industrial and Organizational Psychology*, 13(1), 3–30. <https://doi.org/10.1111/J.1754-9434.2007.0002.X>
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89. [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)
- Robbins, S. P., & Judge, T. A. (2019). Organizational Behavior(18th ed.). *Pearson Education*, 768. [https://www.pearson.com/en-us/search.html?q=organizational behavior](https://www.pearson.com/en-us/search.html?q=organizational+behavior)
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600–619. <https://doi.org/10.1108/02683940610690169>
- Schneider, B., González-Romá, V., Ostroff, C., & West, M. A. (2019). Organizational climate and culture: Reflections on the history of the constructs in the journal of applied psychology. *Journal of Applied Psychology*, 104(4), 700–710. <https://doi.org/10.1037/APL0000090>,
- Schyns, B., & Schilling, J. (2019). How bad are the effects of bad leaders? A meta-analysis of destructive leadership and its outcomes. *The Leadership Quarterly*, 24(1), 138–158. <https://doi.org/10.1016/J.LEAQUA.2012.09.001>
- Sekaran, U., & Bougie, R. (2019). *Research methods for business: A skill-building approach (8th ed.)*. https://digilib.politeknik-pratama.ac.id/assets/dokumen/ebook/feb_f006f52b62a646e28c8c7870aa1112fbcd0c49ca_1650455622.pdf