

Employee Engagement: Strategies for Reducing Turnover Intention at Mosque *Marbot*

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Abstract:

This study aims to obtain clarity about the Perceived Organizational profile Support and Work Life Balance profiles, turnover intention profiles, *marbot* Mosque employee engagement profiles, as well as obtaining clarity on the relationship between Perceived Organizational Support and Work Life Balance to turnover intentions through *marbot* masjid employee engagement. The research method used is the Explanatory Survey Method, the object of this research is all *marbot* Mosques in East Banjarmasin District, then a sample is drawn and gets as many as 63 respondents who are represented by each mosque in North Banjarmasin District. Analysis using Partial Least Square (PLS). The results showed that Perceived Organizational Support partially had a significant effect on employee engagement and turnover intention, Work life Balance partially had a significant effect on employee engagement and turnover intention, Perceived Organizational Support and Work life Balance simultaneously had a significant effect on turnover intention through employee engagement. The results of this study are important for *takmir* masjid and *marbot* masjid to understand and create a strong relationship between the two so that *marbot* masjid 's desire to move or stop working can be reduced.

Keywords: *Perceived Organizational Support, Work Life Balance, Employee Engagement, Turnover Intention*

Abstrak:

Penelitian ini bertujuan untuk memperoleh kejelasan mengenai profil perceived organizational support dan profil work life balance, profil turnover intention, profil employee engagement *marbot* masjid, serta memperoleh kejelasan hubungan Perceived Organizational Support dan Work Life Balance terhadap turnover intention melalui employee engagement *marbot* masjid. Metode penelitian yang digunakan adalah Explanatory Survey Method, objek penelitian ini adalah seluruh *marbot* masjid di Kecamatan Banjarmasin Timur, kemudian ditarik sampel dan mendapatkan sebanyak 63 responden yang diwakili setiap masjid di Kecamatan Banjarmasin Utara. Analisa menggunakan Partial Least Square (PLS). Hasil penelitian menunjukkan Perceived Organizational Support secara parsial berpengaruh signifikan terhadap employee engagement dan turnover intention, Work life Balance secara parsial berpengaruh signifikan terhadap employee engagement dan turnover intention, Perceived

Organizational Support dan Work life Balance secara simultan berpengaruh signifikan terhadap turnover intention melalui employee engagement. Hasil penelitian ini penting bagi *takmir* masjid dan *marbot* masjid karena bisa berimplikasi terhadap terciptanya hubungan emosional yang kuat dan saling memahami diantara keduanya sehingga keinginan *marbot* masjid untuk berpindah atau berhenti bekerja dapat dikurangi.

Kata Kunci: *Persepsi Dukungan Organisasi, Keseimbangan Kehidupan Kerja, Keterlibatan Karyawan Turnover Intention*

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INTRODUCTION

A mosque is a place of worship for Muslims, which functions as a prayer hall and *i'tikaf* and has other functions, such as social and educational functions. Muslims must prosper the mosque as proof of their faith in Allah SWT (Fawaid & Zamroni, 2019; Yunus et al., 2019). The prosperity of the mosque outwardly is to maintain the physical building of the mosque so that it is protected from dirt and other disturbances. The formation of *takmir* (administrators) is an attempt by Muslims to maintain the prosperity of the mosque (Tharaba & Noviyanti, 2022). The mosque management is obliged to maintain the mosque whose job is to maintain the cleanliness of the mosque and take care of the items contained in the mosque environment. Apart from that, the mosque management must regulate all activities carried out in the context of regular worship and other activities (Ayub, 2005). Discoveries in the world of science and technology, such as in the fields of management, psychology, and information technology, have a direct effect on the substance, methods and governance of education, including the management of mosques (Aripin & Nurdiansyah, 2022; Nurdiansyah & Hudriyah, 2021). In managing the mosque, the *marbot* is a mosque employee whose job is to assist the mosque *takmir* in prospering the mosque, such as maintaining order and cleanliness. The *Marbot* of the mosque is obliged to maintain the cleanliness, security and property of the mosque around the mosque (E. Ayub, 2005; Nurdiansyah et al., 2022).

This profession is very noble, which is not so appreciated in terms of welfare; for example, the salary or wages given to this profession are generally below the City Minimum Wage (UMK), and the salary or wages of mosque *marbots* are obtained from donations from charity boxes in mosques. However, not fewer donations to the congregation of the mosque are not sufficient for the operation of the mosque; with this noble task, this profession needs to be adequately appreciated, especially in terms of welfare, so that when the welfare of these *marbots* is fulfilled, these *marbots* do not have thoughts of moving places, or changing their profession to other professions (turnover intention), because if the *marbot* has thoughts of stopping the work they are doing it will interfere with the performance of the mosque *takmir* in achieving its goals, this is because it is not easy for the mosque *takmir* to find a suitable and trustworthy *marbot* in managing the mosque.

Employee engagement is designed for situations where each *marbot* has a solid commitment to a job (Tannady et al., 2019; Rabiul et al., 2022). The

relationship of involvement that occurs physically, cognitively and emotionally between a person and the role and work he does in a job is vital (Akbar, 2013). As a further psychological involvement, engagement involves two essential components: attention and Absorption (Bakker & Leiter, 2010). Attention refers to cognitive availability and the total time an employee spends thinking about and carrying out his role. In contrast, Absorption refers to the meaning of the role, and the intensity of an employee focusing on the role in the organization with employee engagement Mosque productivity and community satisfaction with mosque management, as well as efficiency, can also reduce the turnover intention of *marbot* in each mosque.

Work-Life Balance is a balance between work in the *marbot* profession and life outside the daily work environment at the mosque. Work-life balance is divided into four, namely individual factors, organizational factors, social and environmental factors and other factors such as age, gender, marital status, parental status, experience, employee level, type of work, income, and type of family (Moorhead & Griffin, 2013). According to Priansa, a Work-Life Balance program that a leader appropriately manages can undoubtedly have positive impacts and benefits, such as attracting more attention to workers, reducing turnover and absenteeism and can improve performance in employee involvement with agency programs and goals (Priansa, 2016).

Perceived Organizational Support is an antecedent in reaching the level of engaged *marbot* towards his work; this is believed to be an essential point for engagement. According to Bakker and Leither Perceived, Organizational Support is the level at which employees feel the company pays good attention to their welfare and assesses their contributions to the company (Bakker & Leiter, 2010). According to Linda R. and Robert E, Perceived Organizational Support is organizational support that convinces someone that the organization where they work appreciates their contribution and cares about their welfare (Rhoades & Eisenberger, 2002). Perceived organizational support refers to the perceived *marbot* of the extent to which the organization values contribution, provides support, and cares about well-being (Kouhsari et al., 2022; Stephen, 2022). The *marbot*'s trust will influence the perception of the quality of the reciprocal exchange relationship between the *marbot* and the mosque where they work. According to Stephen, the basic logic is that if you do not involve workers in making decisions, workers will have negative Perceived Organizational Support, forming low engagement. Hence, workers need to be more motivated, easier to commit, unproductive, and more satisfied with their work (Robbins & Judge, 2008).

Studies on employee engagement as a strategy for reducing turnover intention at mosque *marbots* are urgently needed because, the other hand, this study will identify the underlying causes why mosque *marbots* often stop working or move to other places, so a study of perceived organizational support does it affect employees. mosque *marbot* engagement. Researchers previously conducted studies on various muamalah issues, including mosque *marbots*, although with a different focus and substance (Pane, 2021). However, this study still needs to clarify the effect of employee engagement on turnover intention.

Because most of these professions are often terminated privately and voluntarily by employees or *marbot*, this argument is based on a review of several articles as a literature review that is relevant to the study of mosque *marbots*. As written by Dian Dwi Rahmayani and Achmad Hidir, who discussed the involvement of students studying as mosque *marbots*, this is a rational action (Sihombing, 2020). Dhia Elhakim and Achmad Mujab Masykur's research was titled The Experience of Students Who Became Mosque Mosques (Elhakim & Masykur, 2020). Ahmad Putra also carried out related research entitled Motivation for Mosque Marbut in Enduring Village, Kuranji District, Padang City (Study of UIN Imam Bonjol Padang Students) (Putra, 2019). These two studies focused on the factors and motivations of students working as mosque *marbots* while completing their studies.

Apart from that, there is also a study conducted by Gilang and Irham Zaki with the title of the article The Welfare of mosque administrators in the City of Surabaya Viewed from the Perspective of Maqashid Syariah. This study is included in qualitative and normative research, which aims to see the appropriateness of the allowances given to mosque *marbots* when viewed from the perspective of *maqashid syar'iyah* (Baasithurahim & Zaki, 2020). Based on the literature review, this research is practically beneficial because it was conducted. After all, it has a clear objective, namely to find out the causes of the turnover intention of mosque *marbots*, and also obtain information regarding the policies of mosque administrators for the prosperity of mosques.

RESEARCH METHODS

This research is quantitative in the category of causal research; the method used is the explanatory survey method. The population of this study was all *marbots* in North Banjarmasin District, Banjarmasin City, namely 94 *marbots* spread over 46 mosques in North Banjarmasin District. The sample size of respondents in this study used the formula of Harun Al Rasyid (1994) as follows:

$$n = \frac{n_0}{1 + \frac{n_0 - 1}{N}} \quad n_0 = \frac{(Z \alpha / 2)^2}{2 BE}$$

Information :

n = the size of the sample size

n_0 = the number of samples taken from all units

N = the size of the population

α = risk that may occur (5%)

BE = Bound of Error (distorted estimate)

$$n_0 = \frac{(Z \frac{\alpha}{2})^2}{2 BE} = \frac{(Z \frac{5\%}{2})^2}{2 (0,01)} = \frac{(1,96)^2}{0,02} = 192,08$$

$$n = \frac{n_0}{1 + \frac{n_0 - 1}{N}} = \frac{192,08}{1 + \frac{192,08 - 1}{94}} = \frac{192,08}{3,04} = 63,18 \rightarrow 63$$

It can be seen that the minimum sample size is 63 respondents spread across 46 mosques in North Banjarmasin District, Banjarmasin City. The type of data used in this study is quantitative data, where the data shows the responses/values of the respondents who measure the effect of Perceived Organizational Support on Turnover Intention through employee engagement. Based on the size scale, the types of data used are ordinal, interval and ratio data, which, in addition to containing naming and ordering elements, also have the characteristic that intervals (intervals) are meaningful and comparable.

Analysis using the Partial Least Square model with t-test. PLS is a powerful analytical method based on only a few assumptions. PLS as a data analysis technique with SmartPLS software version 3.29. The indicator model used is the formative indicator model. The Formative Model does not assume that constructs influence indicators but assumes that all indicators affect a single construct. It is assumed that indicators affect latent constructs, so there is a possibility that indicators are correlated with each other. However, the formative model does not assume the need for a correlation between indicators or consistently that the formative model assumes there is no correlation between indicators. Therefore an internal measure of reliability consistency (Cronbach alpha) is not needed to test formative construct reliability. The causality of the relationship between indicators does not have a low validity value just because it has low internal consistency (Cronbach alpha). To assess construct validity, looking at other variables that affect latent constructs is necessary. So to test the validity of latent constructs, we must emphasize nomological and criterion-related validity.

While the conceptual framework describes the relationship between latent and moderating variables as exogenous and endogenous, furthermore, it can be described the conceptual framework of this research as follows:

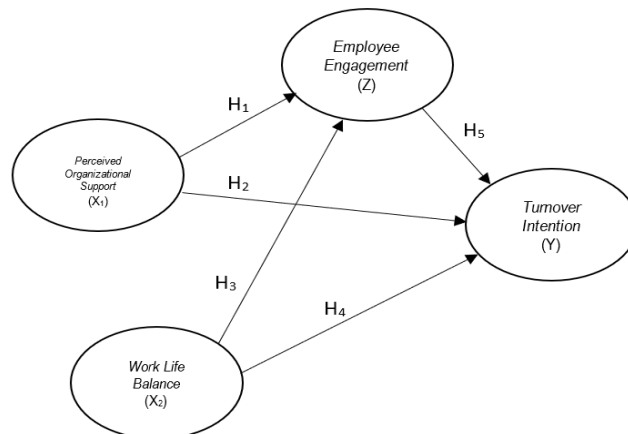


Figure 1. Research Conceptual Framework

RESULTS AND DISCUSSION

Partial Least Square Output Model

PLS output PLS output in the form of a path diagram model as shown in the following figure 2.

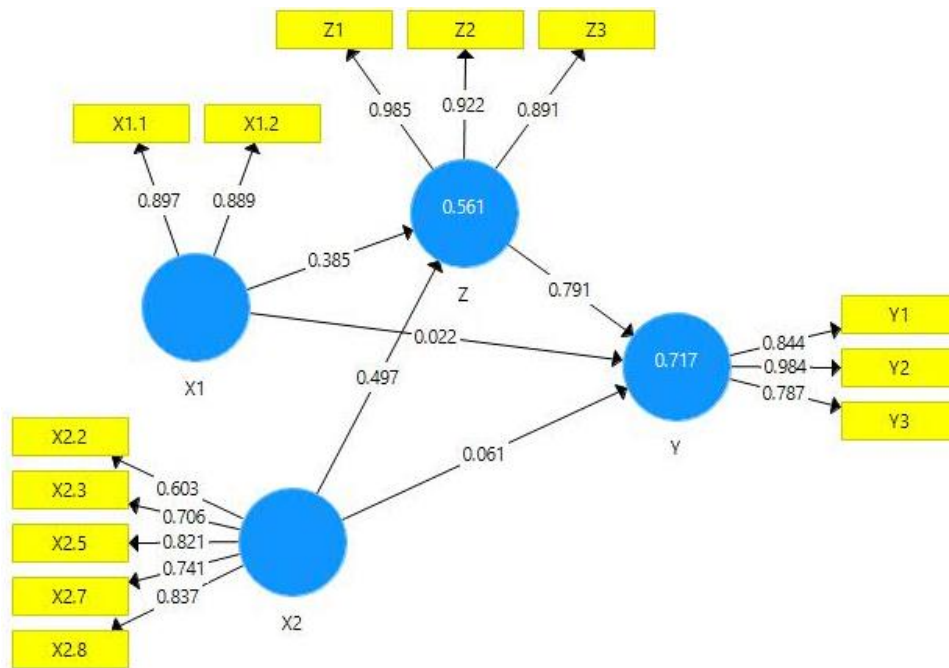


Figure 2. The PLS output model of the relationship between variables

From testing the outer model is Convergent Validity with reflective (latent) indicators. According to Solimun, an indicator is considered valid if it has a Loading value above 0.5 and or a *T-statistic* value above 1.96, so the statistics are close to normal, that is, at $\alpha = 0.05$, the critical value is 1.96 (Solimun et al., 2017).

Indicator Validity Test (Outer Measurement Model)

From Figure 2. The PLS Output Model above, it can be described that the Outer loading above, the Original sample estimate of the two indicators of the Perceived Organizational Support variable, all indicators are above the number 0.5, in other words all indicators can be declared valid, namely; indicators of Appreciation for Employee Contributions in supporting efforts to achieve organizational goals ($X_{1.1}$), Concern for Employee Welfare ($X_{1.2}$), Original sample estimate of the five indicators of the Work Life Balance variable, all indicators are above the number 0.5, namely with the word In other words, all indicators can be declared valid, namely other indicators such as part-time work ($X_{2.2}$), reasonable working hours ($X_{2.3}$), flexible work arrangements ($X_{2.5}$), job mobility ($X_{2.7}$), security and Welfare ($X_{2.8}$). The original sample estimate of the three employee engagement variable indicators, all indicators are above the number 0.5, which means that all indicators can be declared valid, namely; indicators of Vigor (Z_1), Dedication (Z_2), Absorption (Z_3). The original sample estimate of the three indicators of variable turnover intention, all indicators are above the number 0.5, that is, in other words, all indicators can be declared valid, namely; indicators Thoughts to quit (Y_1), Desire to leave (Y_2), Desire to find another job (Y_3).

Testing R Square through (Inner Structural Model)

Inner model testing can be seen from the R-Square value which in the latent variable equation is denoted $Q^2 = 1 - (1 - R_1^2) (1 - R_2^2) \dots (1 - R_n^2)$. R-Square from the results of the analysis in this study the data is known as follows:

Table 1. R-Square (R²)

<i>Composite Reliability</i>	
X	
Z	0.363
Y	0.718

Sumber, data diolah 2021

From table 1, it is known that the value of Q^2 , using what was stated (Solimun et al., 2017) is:

$$Q^2 = 1 - (1 - R_1^2) (1 - R_2^2) \dots (1 - R_n^2)$$

$$Q^2 = 1 - (1 - 0.363) (1 - 0.718)$$

$$Q^2 = 1 - (0.637) (0.282)$$

$$Q^2 = 1 - (0.179634)$$

$$Q^2 = 0.820366$$

From the analysis calculation $Q^2 = 0.820366$, it can be interpreted that the model is perfect. Namely, the variables included in the model can explain the phenomenon of the turnover intention of 82.0366%. In comparison, the remaining 17.9634% is explained by other variables that have not been included in the model and error.

Hypothesis testing and discussion of analysis results

As can be seen from Figure 2. above, it can be seen that the results of hypothesis testing are contained in the following table:

Tabel 2. Result for inner Weight

	<i>Original Sample Estimate</i>	<i>Mean of Subsamples</i>	<i>Standard Deviasi</i>	<i>T-Statistik</i>
$X_1 \rightarrow Z$	0,385	0,378	0,084	14,659
$X_1 \rightarrow Y$	0,326	0,318	0,087	3,736
$X_2 \rightarrow Z$	0,497	0,512	0,087	9,715
$X_2 \rightarrow Y$	0,454	0,467	0,053	8,515
$X_1, X_2 \rightarrow Z \rightarrow Y$				
$X_1 \rightarrow Z \rightarrow Y$	0,304	0,301	0,063	4,799
$X_2 \rightarrow Z \rightarrow Y$	0,394	0,411	0,056	6,969

Source, data processed 2021

Based on table 2. above it can be explained the results of hypothesis testing and discussion of the results of the analysis as follows:

Perceived Organizational Support has a significant effect on employee engagement on *marbot*

H₁ *Perceived Organizational Support has a significant effect on employee engagement on marbot*

The path coefficient with a positive sign is 0.385 with a T_{count} value of 14.659 greater than T_{table} or $T_{(0.05); DF=n-k-1=63-2-1=60} = 1.67$ means that Perceived Organizational Support has a significant effect on employee engagement. So the first hypothesis (H₁) is accepted.

Perceived Organizational Support has a significant influence in a positive direction on turnover intention. This means that appreciation for the contribution of *marbot* in supporting efforts to achieve the goals of mosque *takmir*, concern for the welfare of *marbot* can form good Perceived Organizational Support and influence the turnover intention of mosque *marbots* in North Banjarmasin District.

The results of this study support Rhoades and Eisenberger's theory which suggests that Perceived Organizational Support is organizational support that convinces someone that the organization where he works appreciates his contribution and cares about his welfare (Rhoades & Eisenberger, 2002). Perceived Organizational Support is carried out by the organization where employees work and external organizations such as Forums, Communities. So on, it is hoped that employees will receive benefits on an ongoing basis to influence and reduce employee turnover intention, with the rewards given by the organization. The emergence of a sense of concern for employees will ultimately bind employees to their work.

The mosque *takmir* in the North Banjarmasin District must re-evaluate starting from giving appreciation for the contribution of the *marbot* in supporting efforts to achieve the actual goals of the mosque *takmir* so that the mosque *takmir*'s support can appreciate the contribution of the *marbot* and care about his welfare which will later affect the turnover intention of the mosque's *marbot* alone. The *takmir* of the mosque must evaluate several things as follows;

1. Appreciation for the contribution of *marbot* in supporting efforts to achieve the goals of mosque *takmir* is the main thing that makes the most significant contribution to Perceived Organizational Support (POS), according to respondents' responses. The main factor that forms an indicator of appreciation for the contribution of the *marbot* in supporting efforts to achieve the goals of the mosque *takmir* is the *marbot*'s perception of the mosque *takmir*'s concern for the performance of those who have done the job as well as possible.
2. Concern for the welfare of the *marbot*, according to respondents' responses, is the main factor that forms Perceived Organizational Support (POS) for the *marbot* of the mosque. The *takmir* of the mosque should provide concern for the welfare of its *marbots*, because the *marbot* is not only seen as a worker but as an asset owned by the mosque in terms of resources. Therefore the responsibility of the mosque *takmir* in terms of welfare must continue to be carried out so that it is difficult for a *marbot* to leave the profession.

H₂ *Perceived Organizational Support has a significant effect on Turnover Intention on marbot*

The path coefficient with a positive sign is 0.326 with a T_{count} value of 3.736 greater than T_{table} or $T_{(0.05; DF=n-k-1=63-2-1=60)} = 1.67$ meaning that Perceived Organizational Support has a significant effect on turnover intention. So the second hypothesis (H₂) is accepted.

Perceived Organizational Support has a significant positive effect on employee engagement. This means that appreciation for the contribution of *marbot* in supporting efforts to achieve the goals of mosque *takmir*, and concern for *marbot* welfare can form good Perceived Organizational Support and can influence employee engagement of mosque *marbots* in North Banjarmasin District.

The results of this study support Rhoades and Eisenberger's theory which suggests that Perceived Organizational Support is organizational support that convinces someone that the organization where they work appreciates their contribution and cares about their welfare (Rhoades & Eisenberger, 2002). Perceived organizational support makes the mosque's *marbot* feel justice, support from the mosque's *takmir* and respect for working conditions because the mosque's *takmir* provides a positive relationship with employee engagement related to vigor, dedication and absorption.

The mosque *takmir* in the North Banjarmasin sub-district must re-evaluate, starting from giving awards for the contribution of *marbot* in supporting efforts to achieve the goals of mosque *takmir*. The *takmir* of the mosque, in this case, must evaluate the following

1. Appreciation for the contribution of *marbot* in supporting efforts to achieve the goals of mosque *takmir* is the main thing that makes the most significant contribution to Perceived Organizational Support (POS), according to respondents' responses. The number of mosque *takmir*s who rarely pay attention to the performance carried out by the *marbot* can create a debilitating feeling in the *marbot*'s heart so that what they do is not given enough encouragement to do a job, and their work is ultimately felt to be less critical in the assessment; this will cause the feeling of not having a challenge so that it can make the *marbot* get bored quickly with their work.
2. Concern for the welfare of the *marbot*, according to respondents' responses, is the main factor that forms Perceived Organizational Support (POS) for the mosque *marbot*, namely the *marbot*'s perception of the mosque *takmir*'s concern for the welfare of the *marbot*, the mosque *takmir* should have given concern for the welfare of the *marbot*.

H₃ *Work Life Balance has a significant effect on employee engagement on marbot*

The path coefficient with a positive sign is 0.497 with a T_{count} value of 9.715 greater than T_{table} or $T_{(0.05); DF=n-k-1=63-2-1=60)} = 1.67$ means that Work Life Balance has a significant effect on employee engagement. So the third hypothesis (H₃) is accepted.

Work-Life Balance has a significant influence in a positive direction on Employee Engagement. The balance of life, namely free time, religion and work,

namely career and ambition for a mosque *marbot* should be balanced, namely to reduce tension between work and life, where the *takmir* of the mosque can help the *marbot* to balance his life correctly and can influence the Employee Engagement of the mosque *marbot* in North Banjarmasin District.

The results of this study support Preeti Singh's theory which suggests that Work-Life Balance is a broad concept that involves setting proper priorities between "work" (career and ambitions) on the one hand and "life" (happiness, free time, family and spiritual development) on the other (Singh & Khanna, 2011). With the existence of a Work-Life Balance, employees are expected to have a balance between work and life which can affect employee engagement. Flexible working hours, part-time work, reasonable working hours, access to child care, flexible work arrangements, daily leave, job mobility, security and welfare, and access to telecommunications are excellent strategies to implement in creating a Work-Life Balance.

The results of this study reinforce Bunga Nadira's research entitled the influence of Work-Life Balance and Work Stress on Employee Engagement, as in this study, Work-Life Balance can also affect Employee Engagement, especially in the view of employees as a choice to manage work and personal obligations or family responsibilities, whereas in the organizational view of Work-Life Balance is a challenge to create a culture that supports the organization where employees can focus on their work (Nadira, 2019).

The *takmir* of mosques in the North Banjarmasin District must re-evaluate starting from flexible working hours, part-time work, reasonable working hours, access to child care, flexible work arrangements, daily leave, job mobility, security and welfare as well as access to telecommunications which will later affect the employee engagement of the mosque's *marbot* itself, the mosque *takmir* must evaluate several things as follows;

1. Job mobility is the main thing that contributes most significantly to work-life balance, according to respondents' responses. The main factor that forms the job mobility indicator is that the *takmir* of the mosque provides better mobility for the mosque's *marbot*, for example, such as the career path of this profession, meaning that there is a promotion given to the *marbot* so that they get the opportunity to think creatively and be more productive and motivated to do all work professionally.
2. Part-time work contributes to work-life balance, according to respondents' responses. The factors that shape the part-time work indicator are the *takmir* of the mosque providing more part-time work with fewer hours or shifts or being given a division of labour for the *marbot*; in this study, it can be seen that the division of labour for the *marbot* is still not appropriate, the job desk given to many *marbots* are still not by their letter of appointment, and it is not uncommon for *marbots* to work without a decree (SK) from the mosque, meaning that many of these professions are not by mosque management which the Government has regulated through Decree of the Director General of Community Guidance Number DJ.II / 802 of 2014 concerning Mosque Management Guidance Standards.

H₄ *Work-life balance has a significant effect on the turnover intention on marbot*

The path coefficient with a positive sign is 0.454 with a T_{count} value of 8.515 greater than T_{table} or $T_{(0.05; DF=n-k-1=63-2-1=60)} = 1.67$, meaning that work-life balance has a significant effect on turnover intention. So the fourth hypothesis (H₄) is accepted.

Work-life balance has a significant influence in a positive direction on turnover intention. This means that the balance of life, namely free time, religion and work, namely career and ambition for a mosque *marbot* should be balanced, namely to reduce the tension between work and life, where the *takmir* of the mosque can help the *marbot* to balance his life properly and can affect the turnover intention of the mosque *marbot* in Banjarmasin District North.

The results of this study support the theory of Preeti Singh and Parul Khanna (2011), who argue that work-life balance is a broad concept that involves setting the right priorities between "work" (career and ambition) on the one hand and "life" (happiness, free time, family and spiritual development) on the other. With a work-life balance employees are expected to have a balance between work and life to reduce turnover intention.

The results of this study strengthen the research of Bernardus Ferry Wahyu Laksono, 2019 with the title influence of Work-Life Balance, Job Satisfaction and Work Engagement on the turnover intention with Mentoring as a Moderating Variable for Hotel Dafam Semarang employees, as in this study Work-Life Balance can also affect turnover intention, especially from the employee's point of view, it is a choice to manage work and personal obligations or family responsibilities, whereas from an organizational view, Work-Life Balance is a challenge to create a culture that supports the organization where employees can focus on their work, so they do not have time to think about turnover intention.

The *takmir* of mosques in the North Banjarmasin District must re-evaluate starting from flexible working hours, part-time work, reasonable working hours, access to child care, flexible work arrangements, daily leave, job mobility, security and welfare as well as access to telecommunications which will later affect the turnover intention of the *marbot* of the mosque itself. The *takmir* of the mosque must evaluate several things as follows:

1. Reasonable working hours contribute to work-life balance according to respondents' responses. The factor that forms a reasonable indicator of working hours is that the *takmir* of the mosque reduces excessive working hours. In this study, the working time given by the *takmir* of the mosque at this time, according to the *marbots* is still within reasonable limits, meaning that with many activities carried out at certain mosques, the responses of the *marbots* can still be carried out because in these activities the *marbot* also participates in personal activities and family.
2. Safety and well-being contribute to work-life balance according to respondents' responses. The factors that shape the security and welfare indicators are the *takmir* of the mosque, increasing security, welfare and respect for the *marbot*; welfare is an issue that is always discussed in all jobs. When someone accepts a job, they will hope that their work will provide

welfare for themselves and their family, in this study found that the salary given to *marbot* varies from Rp. 700,000 sd. Rp. 2,500,000 / month plus a place to live and necessities as well as BPJS Health participation depending on the mosque's ability in income, while the Banjarmasin City Minimum Wage (UMK) for 2022 is around Rp. Two million nine hundred forty-eight thousand five hundred seventy-six means that it is still far from the Banjarmasin UMK; in terms of welfare, it is rather challenging to say that it is prosperous.

H₅ *Perceived Organizational Support and Work-Life Balance have a significant effect on Turnover Intention through employee engagement at marbot*

For the variable Perceived Organizational Support, the path coefficient is positive by 0.304 with a T_{count} value of 4.799 greater than T_{table} or $T_{(0.05; DF=n-k-1=63-2-1=60)} = 1.67$, as well as the Work variable Life Balance path coefficient, has a positive sign of 0.394 with a T_{count} value of 6.969 greater than T_{table} or $T_{(0.05; DF=n-k-1=63-2-1=60)} = 1.67$, meaning Perceived Organizational Support and Work-Life Balance influence on turnover intention through employee engagement. So the fifth hypothesis (H₅) is accepted.

In the end, Employee Engagement is an effective strategy in influencing the turnover intention of mosque *marbots* in North Banjarmasin District, the mosque *marbot's* intention to stay or want to quit the job or place of work can be reduced if the mosque *marbot* is engaged in this profession. Creating a culture that supports the organization where employees can focus on their work is an attractive strategy in terms of employee engagement.

The results of this study support the theory which suggests that employee engagement has 3 (three) dimensions, namely, vigor, dedication, and Absorption, where all of these are the employee's physical, emotional and complete attention to his work, energy and focus inherent in work involvement allows employees to bring their full potential to work, this is an energetic focus that improves the quality of work which is the essence of employee responsibilities (Bakker et al., 2003).

In forming good employee engagement, the mosque *takmir* in the North Banjarmasin District must re-evaluate starting from vigor, dedication, and Absorption, which will later create employee engagement for the mosque's *marbot*. Therefore the mosque *takmir* must evaluate several things as follows:

1. Dedication, namely the emotional attachment of employees to their work, is the main thing that contributes to employee engagement. The main factor that forms an indicator of employees' emotional attachment to their work is that the *marbots* feel very proud of their work; this sense of pride will arise when the organization that houses them permanently provides more support and motivation for their work, and this profession.
2. Vigor, namely employee engagement shown through their physical and mental strength when doing work. The factors that shape employee engagement, as shown through their physical and mental strength when doing work, are *marbots* under any circumstances, which are always enthusiastic and willing to do tasks; this feeling will also emerge more robust

- when the organization that houses them permanently provides more support and motivation for their work and this profession
3. Absorption, namely employee engagement, is illustrated by the behaviour of employees who give full attention to their work. The factors that shape employee engagement are illustrated by the behaviour of employees who give full attention to their work.

CONCLUSION

From the results of testing the hypothesis and the brief description of the discussion, perceived organizational support significantly affects employee engagement *marbot*. Perceived organizational support has a significant effect on turnover intention *marbot*. Work-life balance support has a significant effect on employee engagement *marbot*. Work-life balance has a significant influence on turnover intention *marbot*. Perceived organizational support and work-life balance significantly affect turnover intention through employee engagement *marbot*.

With the findings of this study, it can be seen that the stoppage of a mosque *marbot* is strongly influenced by the system and management of the administrators or *takmir* of the mosque itself. If the system and governance of the mosque are suitable, taking into account the welfare and wage guarantees of the *marbots*, then the enthusiasm and motivation of the *marbots* to keep working can be ensured. Likewise, with the *marbots* of all mosques in East Banjarmasin Sub-District, whether or not they continue to work is heavily influenced by welfare factors and guaranteed wages provided by the mosque management.

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