

## **ABSTRACT**

*In 2021 three Indonesian Islamic banks namely BRI Syariah, BNI Syariah, and Syariah Mandiri, will be merged into Bank Syariah Indonesia (BSI). After the merger, BSI experienced an increase in the number of employees leaving, the cause of employee turnover was associated with a sense of employee job dissatisfaction, and a lack of employee attachment to the company. This study aims to determine how the level of job satisfaction, the level of employee engagement, and the level of the turnover intention of BSI employees after the merger was carried out.*

*Based on the framework of the formulation of the hypothesis that was built, job satisfaction (X1) had a significant effect on turnover intention (Y), employee engagement (X2) had a significant effect on turnover intention (Y), and job satisfaction (X1) and employee engagement (X2) had a significant effect on turnover intention (Y).*

*The method used in this study is a quantitative method, with the type of descriptive research, and data analysis techniques using SEM lisrel. The sampling technique used was proportional random sampling and the data used in this study were collected through a questionnaire of 499 BSI employees.*

*The results showed that job satisfaction level was 83.6% with variance extracted 0.5836 and construct reliability 0.8743, employee engagement level was 85.4% with variance extracted 0.6407 and construct reliability 0.8433, and the level of turnover intention 69% with variance extracted of 0.5671 and construct reliability of 0.8136.*

*The conclusion of the hypothesis testing shows that the variables of job satisfaction and employee engagement have a negative and significant influence on turnover intention. Thus, companies must increase job satisfaction and employee engagement to reduce the level of turnover intention.*

*Keywords: Job Satisfaction, Employee Engagement, Turnover Intention*