

Optimizing Employee Experience and Coaching to Reduce Turnover Intention: A Growth Mindset Moderation Study in Leasing Companies

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Abstract

Generation Y and Generation Z have been entering workplace and dominating various jobs in organizations. These two cohorts share similar characteristics including, among other things, the need of self-development and the need of challenging jobs that enable them to avoid boredom. When these needs are not met their desires to leave the organization is likely to occur. Providing positive personal experience and proper coaching at work may help resolve the aforementioned negative consequence. This research aimed to address this issues. A sample of 182 of employees from the two cohorts who worked for leasing companies in Yogyakarta participated in the research. Purposive sampling was adopted to invite respondent participation. An online survey was employed to gather the data. The PLS-SEM method was used to analyze the data . Findings of the research show that employee experience and leadership coaching skills have a negative influence on turnover intention. A growth mindset strengthens the negative impact of employee experience on turnover intention. However, a growth mindset was found not to have any moderating influence on the effect of leadership coaching skills on turnover intention. Managerial and scholarly implication are then outlined.

Keywords: employee experience, coaching, growth mindset, turnover intention

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1. INTRODUCTION

Indonesia ranks in the fourth position in terms of employee turnover with the approximate rate of 15.8% (Gutmann, 2016). A survey conducted by Mercer in 2019 revealed that the financial services sector in Indonesia had a higher degree of turnover rate (14%) compared to that of other sectors that was only 7% on average.

Currently, the majority of the workforce in Indonesia is mainly composed of Generation Y and Generation Z. The latter is often referred to as the millennial generation who includes individuals born between 1982 and 1994. Generation Z on the other hand, encompasses those born between 1995 and 2010 (Kutlak, 2021). The Indonesian Central Statistics Agency reported based on the 2020 census the Indonesian population comprised of Generation Y (25.87%) and Generation Z (27.94%)

McGinley et al. (2020) suggest that the influx of millennials into the workforce is changing their attitudes and paradigms regarding the workplace, leading many employees to explore career growth. Emilisa et al. (2022) state that millennials have different work expectations, values, and personalities compared to previous generations. Additionally, there has been a common belief that Generation Z shares many characteristics with the closest preceding generation, Generation Y (Maloni et al., 2019). These generations are characterized by a desire for continuous growth, high creativity, motivation, and ambition. However, they are also quick to become disengaged, easily bored, and inclined to leave their jobs if they perceive a lack of alignment, demanding workplace flexibility, and a departure from certain formalities in their work (Emilisa et al., 2022). The propensity of Generations Y and Z to become easily bored and their constant desire for personal development make them inclined to leave their jobs and seek new opportunities. Therefore, companies must develop strategies to retain their employees, enabling them to achieve sustainable competitive advantages.

Companies can employ various strategies to improve employee performance and retention. One such approach is creating a positive employee experience. According to Lee and Kim (2023), as the business environment and organizational management evolve, the quality of employee work experience is prioritized over organizational performance achievements. In recent years, employee engagement has shifted towards employee experience, focusing on creating a positive and engaging work environment that makes employees happy and enhances organizational commitment. Therefore, employee organizational commitment is crucial as it can influence organizational performance and employee turnover intentions.

In addition to employee experience, leadership coaching skills also play a crucial role in improving employee retention and minimizing turnover. Fejzic-Ahbabovic et al. (2022) revealed that a coaching approach to leadership describes managerial behavior that fosters employee development through clear guidance, easier learning facilitation, and success inspiration. Analyzing leadership styles should be the initial step in identifying turnover intentions because the leader-employee relationship explains the existing commitment between employees and the organization (Romão et al., 2022). Coaching leadership motivates, develops, and retains employees.

Apart from the company's applied strategies, individual factors and mindset can also influence an individual's willingness to stay or leave a company. The concept of a growth mindset – a belief in the differences in human abilities regarding interests, talents, and preferences – has drawn great attention of researchers. Previous research indicate that such a mindset can be enhanced through appropriate training and experiences. For example, a research has found

that employees' possession of a growth mindset and the empowerment efforts made by the company can reduce turnover intentions (Wahyuni et al., 2023).

2. LITERATURE REVIEW

2.1. Turnover Intention

Organizational commitment is closely associated with employees' decisions to stay or leave an organization (Romão et al., 2022). Turnover intention captures a crucial phase preceding actual turnover when an employee begins to contemplate whether to remain or depart from their current job (Said et al., 2020). Turnover intention is defined as an employee's desire to leave the organization (Jehanzeb et al., 2013). It is a mindful and thoughtful will of an employee to quit the organization (Haq et al., 2017). The determinants of employees' turnover decisions are very complex. The current work environment is not the single determinant of turnover decisions. A research shows that the decisions of employees to leave their organizations are also linked to past experiences both in the present and in their previous work environments (Kirschenbaum and Mano-Negrin, 2002). With these in mind, this research attempted to investigate whether employees experiences have any effect on their turnover intention

2.2. Employee Experience

Lee and Kim (2023) define employee experience as a set of psychological and cognitive emotions associated with job-related benefits that provide a positive, supportive, and personalized impact, enabling all employees to contribute to the organization. In recent times, employee experience has become a factor that makes the younger generation proud to work for a company and aspire to make an impact in their surroundings (Lee and Kim, 2023). Employee experience makes them curious about the values the company creates, the problems it solves, and the company's own objectives. Furthermore, many large organizations utilize technology such as corporate social networks to communicate their values to every employee and emphasize their role as agents in realizing them (Abhari et al., 2019). According to Lee and Kim (2023), there are three dimensions of employee experience: physical experience, technological experience, and cultural experience.

2.3. Leadership Coaching Skill

Utrilla et al. (2015) in Romão et al. (2022) explain that coaching is a systematic form of feedback aimed at enhancing professional skills, interpersonal awareness, and individual effectiveness. Leadership coaching refers to effective managerial practices that assist employees in developing and improving their performance (Hahn, 2016). The coaching approach to leadership envisions managerial behavior that fosters employee development through clear guidance, facilitating easier learning, and inspiring success (Fejzic-Ahbabovic et al., 2022). Leadership coaching comprises three dimensions: guidance, facilitation, and inspiration (Heslin et al., 2006).

2.4. Growth Mindset

A growth mindset is a developing mindset based on the belief that abilities can be improved through various exercises and activities (Wahyuni et al., 2023). People with a growth mindset do not view managers or others as judges and evaluators but see them as resources for their growth, learning, and development (Fejzic-Ahbabovic et al., 2022). If a company can provide employees with opportunities to develop their professional and personal skills will lead to the employees be more confident and help them prepared to take on new jobs and responsibilities. This in turn will enhance employee commitment and motivation to stay (Nouri and Parker, 2013).

2.5. Hypothesis Development

A positive employee experience has a significant impact on encouraging employees to stay with the organization. This is because organizations can meet employees' needs and instill the values of the organizational culture in their work. Research conducted by Morgan (2017) states organizations that capable of providing a positive employee experience have lower turnover rates compared to hose of other organizations. Mohyi (2023) has demonstrated the crucial role of employee experience in reducing turnover intention rates. Organizations that can provide a positive experience for their employees create commitment and satisfaction among their workforces. This satisfaction encourages employees to remain with the organization and reduces turnover intention among employees. Therefore, the first hypothesis of this research was formulated as followed

H1: Employee experience has a negative influence on turnover intention.

According to Lawrence in Fejzic-Ahbabovic et al. (2022), leadership coaching skills are one of the components of the supportive model of psychological coaching, emphasizing the value of relationship building, inspiration, and facilitation. The research conducted by Fejzic-Ahbabovic et al. (2022) indicates a negative correlation between leadership coaching skills and turnover intention. The findings suggest that employees who do not intend to leave their companies or organizations tend to have positive attitudes towards coaching provided by their managers. Similar results are also presented in the study conducted by Romão et al. (2022), which states that leaders with coaching skills convey positive emotions to employees, and this positive effect fosters a motivated, happy, and organizationally committed work environment. With these in minds, the following hypothesis of the research was stated

H2: Leadership coaching skill has a negative influence on turnover intention.

There are several factors that can shape the creation of a positive employee experience, including environmental, technological, and organizational culture factors. Environmental and technological factors encompass workplace facilities that can support employee tasks. Meanwhile, the adopted organizational culture must be able to create a work environment that encourages employees to continuously develop their potential. Organizational culture significantly affects employee performance, making them more satisfied and productive, resulting in reduced turnover intention (Haggalla in Faarook, 2021). Employee experience

should nurture an evolving environment that is open to learning new things and unearthing the potential within each employee. A growth mindset, as a manifestation of one's desire to continuously develop their potential, can be supported by an accommodating employee experience. Those who can develop their potential within the organization will enhance commitment and reduce the desire to leave the organization. Therefore, a growth mindset can strengthen the influence of employee experience on turnover intention and this serves as the basis of the third hypothesis

H3: Growth mindset moderates the influence of employee experience on turnover intention.

Leadership coaching skill is a coaching skill possessed by managers and is a highly relevant tool to develop and improve employee attitudes and behaviors (Romão et al., 2022). Coaching leadership imparts communication skills, feedback, and monitoring that aid employee performance and facilitate organizational success. The leadership coaching skills possessed by leaders will provide guidance, facilitate learning, and inspire employees, which in turn impact on employee satisfaction. In the research conducted by Fejzic-Ahbabovic et al. (2022), it was found that those who do not intend to leave the company mostly perceive positive attitudes and coaching from their managers. Thus, employees with a growth mindset will develop more than their colleagues with a fixed mindset. From this exposition, it implies that investing in a growth mindset will result in increased employee satisfaction, which then impacting other aspects of performance, such as the intention to stay in the organization. All of these lead to the development of the fourth hypothesis of this research

H4: Growth mindset moderates the influence of leadership coaching skills on turnover intention.

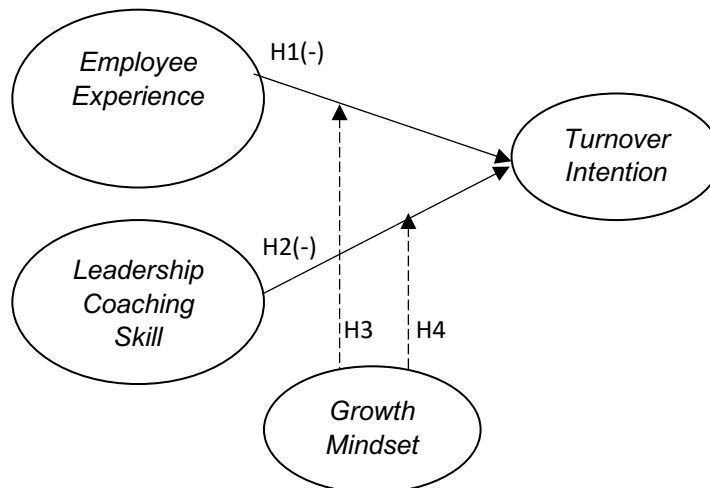


Figure 1. Research Framework

3. METHODOLOGY

This study was quantitative in nature and utilized an on line survey to collect the data. A purposive sampling was chosen as it necessitates a specific group of

individuals meeting the criteria required by the researcher to provide the necessary information (Sekaran and Bougie, 2019). The respondents comprised of 182 employees from Y and Z generations who had been working for a minimum of two years in leasing companies in Yogyakarta. The data obtained were subsequently analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS version 3.2.9 software.

4. RESULT AND DISCUSSION

4.1. Results

The data of this research was processed by using the PLS-SEM method through two steps, namely outer and inner model tests. The outer model is a series of statistical analyses employed to assess the validity and reliability of indicators of the constructs shown in the survey instrument. Two steps were taken to examine the validity of the instrument, namely convergent and discriminant validity. Then, the criteria for Cronbach's Alpha value were employed to test the reliability of the research instrument.

4.1.1. Outer Model Evaluation Findings

The validity test was measured by examining the outer loading values of each indicator. An indicator meets the validity criteria if the outer loading value falls between 0.4-0.7 validity (Hair et al., 2017). A construct is considered reliable when the value of Cronbach's Alpha is more than 0.6 (Sekaran and Bougie, 2019) and the composite reliability value is greater than 0.6 (Hair et al., 2019). Figure 2 and Table 1 depict the summaries of outer model evaluation and outer model evaluation results tests.

Figure 2. Outer Model Evaluation

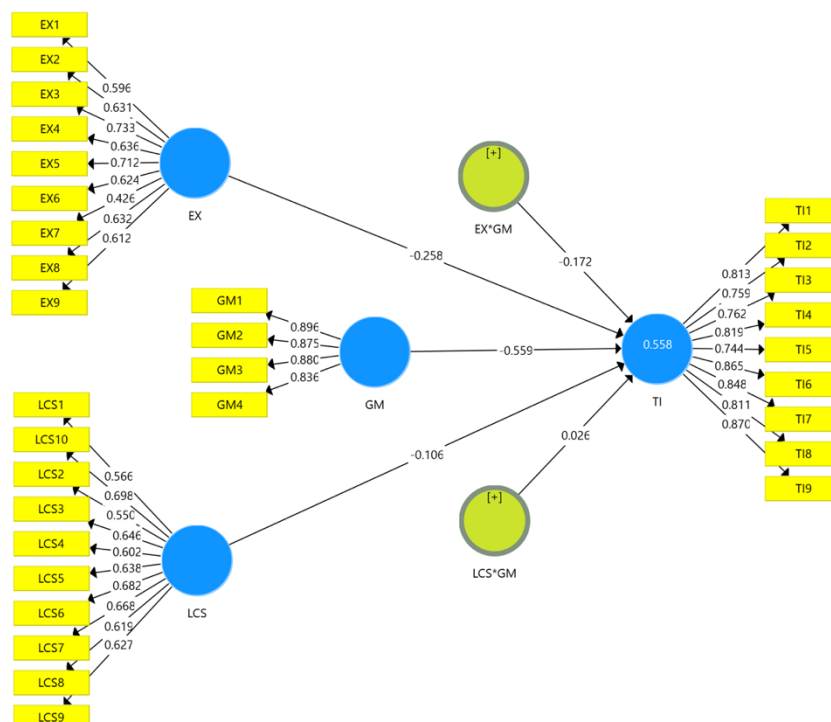


Table 1. Outer Model Test Results

Variables	Indicators	Loading Factors	Validity Results	Cronbach's Alpha	Composite Reliability	Reliability Results
Employee Experience	EX1	0.596	Valid	0.804	0.852	Reliable
	EX2	0.631	Valid			
	EX3	0.733	Valid			
	EX4	0.636	Valid			
	EX5	0.712	Valid			
	EX6	0.624	Valid			
	EX7	0.426	Valid			
	EX8	0.632	Valid			
	EX9	0.612	Valid			
Leadership Coaching Skill	LCS1	0.566	Valid	0.895	0.927	Reliable
	LCS2	0.550	Valid			
	LCS3	0.646	Valid			
	LCS4	0.602	Valid			
	LCS5	0.638	Valid			
	LCS6	0.682	Valid			
	LCS7	0.668	Valid			
	LCS8	0.619	Valid			
	LCS9	0.627	Valid			
	LCS10	0.698	Valid			
Growth Mindset	GM1	0.896	Valid	0.833	0.868	Reliable
	GM2	0.875	Valid			
	GM3	0.880	Valid			
	GM4	0.836	Valid			
Turnover Intention	TI1	0.813	Valid	0.935	0.945	Reliable
	TI2	0.759	Valid			
	TI3	0.762	Valid			
	TI4	0.819	Valid			
	TI5	0.744	Valid			
	TI6	0.865	Valid			
	TI7	0.848	Valid			
	TI8	0.811	Valid			
	TI9	0.870	Valid			

Source: Research Data (2023).

As shown in Figure 2 all indicators items of the research instrument used in this research have a loading factor value above 0.70 indicating the indicators represent their respective constructs. In addition, Table 1 demonstrates that all Cronbach's Alpha and Composite Reliability values for each latent variable in this research are greater than 0.6. Therefore, it can be concluded that the instrument used in this research are valid and reliable.

4.1.2. Inner Model Analysis

The inner model evaluation was firstly performed by observing the values of R-Square (R^2), Q-Square (Q^2), obtained from the PLS procedure and then followed by hypothesis testing through the bootstrapping method. The R^2 test was used to measure the variance explained by each endogenous variable, thus assessing the model's explanatory power. The R^2 value is classified into three categories, namely 0.75 (strong), 0.50 (medium), and 0.25 (weak) (Hair et al., 2019). Q^2 aims to measure how well the observed values generated through the blindfolding

procedure align with the model. Hair et al. (2019) state that a Q^2 value greater than zero indicates a good model fit.

Table 2 shows the results of R^2 and Q^2 tests. As shown in the table, the R^2 value of turnover intention variable is 0.545 (medium category) indicating that the effect of independent variables used in this research on turnover intention is approximately 54.5% and the remaining 45.5% potentially influenced by variables outside of this research. The Q^2 test results in Table 2 indicate a Q^2 value of 0.344, which is greater than zero. A Q^2 value greater than zero signifies that this study has a good model fit.

Table 2. R^2 and Q^2 Test Results

Variable	R^2 test Result	Q^2 test Result
Turnover Intention	0.545	0.344

Source: Research Data (2023).

Hypothesis testing was carried out through bootstrapping using the SmartPLS software version 3.2.9. This phase was performed to examine whether hypotheses in this research were accepted or not. The significance level used is set at 10%, meaning that a hypothesis is accepted if the P-values are smaller than 0.1. This study also examined the impact of moderating variables that can strengthen or weaken the influence of the independent variable on the dependent variable. One way to determine this is by comparing the original sample values of the direct effect with the original sample values of the indirect effect. If the coefficient of the original sample for the indirect effect is greater than the coefficient of the original sample for the direct effect. Under such a condition, the variable strengthens the influence of the independent variable on the dependent variable and vice versa (Sekaran and Bougie, 2016). The results of the hypothesis testing can be seen in Table 3.

Table 3. Coefficient Pathways Analysis

Coefficient Pathways	Original Sample	P-Values	Conclusion
Employee Experience → Turnover Intention	-0.258	0.001	H1 accepted
Leadership Coaching Skill → Turnover Intention	-0.106	0.096	H2 accepted
Employee Experience*Growth Mindset → Turnover Intention	-0.172	0.044	H3 accepted
Leadership Coaching Skill*Growth Mindset → Turnover Intention	0.026	0.406	H4 rejected

Source: Data processed by researchers (2023).

Based on Table 3, it can be observed that H1, H2, and H3 are accepted, while H4 is rejected. The variables of employee experience and leadership coaching skill have a negative influence on turnover intention. Furthermore, growth mindset moderates the impact of employee experience on turnover intention but does not moderate the influence of leadership coaching skill on turnover intention.

4.2. Discussion

4.2.1. Employee Experience to Turnover Intention

The results of this study align with research conducted by Erwina (2022), stating that a positive employee experience can reduce the level of employee turnover intention. Mohyi (2023) emphasizes the crucial role of companies in creating a positive experience for employees. Employee experience is closely related to employee job satisfaction. Kim and Kim (2019) revealed that those who are happy and satisfied with their jobs contribute to increased employee retention and a decrease in employee turnover intention. The hypothesis testing results indicate that employee experience has a negative impact on employee turnover intention. This suggests that the better the employee experience a worker has, the lower the level of turnover intention.

4.2.2. Leadership Coaching Skill to Turnover Intention

These findings are consistent with research conducted by Fejzic-Ahbabovic et al. (2023), stating that leadership coaching skills can reduce the level of employee turnover intention. Leadership coaching skills create a work environment that is secure as well as reliable for employees to enhance performance, develop self-awareness, and increase happiness. Kalkavan et al. (2014) suggest that leaders with coaching skills can provide a high level of happiness, thus preventing employees from intending to leave the organization. Romão et al. (2022) state that leaders with coaching skills convey positive emotions to employees, and this positive effect creates a motivated, happy, and committed work environment.

4.2.3. Growth Mindset Moderating Effect for Employee Experience to Turnover Intention

From the hypothesis testing results, it is evident that the growth mindset can reinforce the influence of employee experience on turnover intention. This is observable in the comparison of the original sample values in the indirect effect test, showing coefficients larger than those in the direct effect test. The outcomes of this research align with prior studies, such as Wahyuni's (2023), indicating that turnover intention can be diminished by fostering better employee life satisfaction and cultivating a growth mindset among employees. The internal factor of a growth mindset within individual employees can be supported by the establishment of employee experience as an external factor to enhance commitment within an organization.

It's known that the dimensions of employee experience, as per Lee and Kim (2023), encompass physical, technological, and cultural experiences. Each dimension plays a distinct role in creating positive employee experiences and nurturing employee mindsets. Physical and technological experiences are related to workplace facilities and the technology employed within the organization. Adequate workplace infrastructure and technology significantly influence employee productivity and performance. They also contribute to fostering employee innovation for the organization.

Meanwhile, cultural experience refers to an organization's values, beliefs, and norms that shape its atmosphere. Organizational culture profoundly impacts

employee performance, rendering them more content and productive, resulting in reduced turnover intentions (Haggalla in Faaroek, 2021). A company's culture should cultivate an environment of growth, willingness to learn new things, and tap into the potential of each employee. Therefore, with a conducive cultural experience coupled with a growth mindset among employees, they would develop their potential and enhance loyalty to the company, consequently reducing employee turnover intentions.

4.2.4. Growth Mindset Moderating Effect for Leadership Coaching Skill to Turnover Intention

Leadership coaching skill is an essential competency for leaders (managers) to provide systematic feedback aimed at enhancing professional skills, interpersonal awareness, and individual effectiveness (Utrilla et al., 2015). A leader plays the role of a coach capable of creating empathy and guiding the alignment of ideas and thoughts toward shared goals between employees and the organization (Perez et al., 2018). Based on this definition, it can be inferred that a leader possessing coaching skills can encourage employees to renew their behavior and mindset. In this context, leadership coaching skill can enhance employee performance by developing their potential in behavior as well as mindset.

The results of this research indicate that coaching provided by superiors is sufficient to reduce the level of turnover intention without the influence of evolving mindsets among employees. This is due to the coaching provided by superiors, include, among other things, skill development, potential exploration, and changing the mindset of employees within the organization. Romão et al. (2022) assert that coaching is deemed crucial for better leadership, fostering employee happiness, development, retention, and performance enhancement.

5. CONCLUSION

5.1. Conclusion

The results of this study indicate that employee experience has a negative impact on turnover intention. Employees experiencing positivity in the workplace from physical, technological, and cultural aspects tend to reduce turnover intention. Secondly, leadership coaching skill also negatively affects turnover intention. This signifies that employees receiving coaching from their leaders are more inclined to remain within the organization. Thirdly, growth mindset strengthens the influence of employee experience on turnover intention. An experience that supports the development of a growing mindset in employees tends to lower the turnover intention rate. Lastly, the growth mindset does not moderate the influence of leadership coaching skill on turnover intention. Coaching provided by leaders already includes behavioral changes and the development of employees' mindsets. Thus, solely with the coaching skills possessed by the leaders, employees' growth mindset is also cultivated.

5.2. Suggestions

Employee experience and coaching significantly impact employees' turnover intentions. Therefore, it's crucial for organizations to create a positive experience for

employees in terms of facilities, technology, and culture. While nurturing leaders who can develop employees' potential. Both elements, employee experience and coaching skills, should be enhanced, given the importance of retaining potential employees. Furthermore, there are numerous other variables that could be explored to understand what influences employees' turnover intentions. Hence, future researchers could modify or add additional variables to the research model to further understand the factors influencing turnover intentions.

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