

**THE INFLUENCE OF MOTIVATION AND OCCUPATIONAL HEALTH SAFETY TO THE
TURNOVER INTENTION ON CV CAHAYA SHINTA****PENGARUH MOTIVASI DAN KESEHATAN DAN KESELAMATAN KERJA TERHADAP
TURNOVER INTENTION KARYAWAN DI CV CAHAYA SHINTA**

Oleh :

Yosua Sendefri Pajan¹**Joy Elly Tulung²****Merinda H. Ch. Pandowo³**¹²³Management Department Faculty of Economics and Business
Sam Ratulangi University, Manado

E-mail:

[1yosuaspajan@gmail.com](mailto:yosuaspajan@gmail.com)[2joy.tulung@unsrat.ac.id](mailto:joy.tulung@unsrat.ac.id)[3merindapandowo@unsrat.ac.id](mailto:merindapandowo@unsrat.ac.id)

Abstract: Employee Turnover Intention is one important aspect that is needed to be considered and fully minimized in every business's continuity. Thus, Motivation and Occupational Health Safety are two factors that are important in the understanding of the changing from Employee Turnover Intention. This study aims to figure out the influence of Motivation and Occupational Health Safety to Employee Turnover Intention at CV Cahaya Shinta. Overall population in this research is all employees of CV Cahaya Shinta's and the chosen sample is 52 respondents. Data analysis uses multiple linear regressions analysis method. This research result proves that Motivation and Occupational Health Safety have positive and significant influence Employee Turnover Intention at CV Cahaya Shinta. Its' management is obligated to reserve and helping hand Motivation and Occupational Health Safety assessment in this business unit in the proper and contributive matter and deliberate other factors that influence the Employee Turnover Intention at CV Cahaya Shinta.

Keywords: motivation, occupational health safety, employee turnover intention

Abstrak: Turnover Intention karyawan merupakan satu aspek penting yang dibutuhkan untuk dipertimbangkan dan secara penuh diminimalisir dalam setiap keberlangsungan suatu bisnis. Kemudian, Motivasi dan Kesehatan dan Keselamatan Kerja adalah dua faktor penting dalam memahami perubahan dari Turnover Intention karyawan. Studi ini bertujuan untuk mengetahui dampak Motivasi dan Kesehatan dan Keselamatan Kerja terhadap Turnover Intention karyawan di CV Cahaya Shinta. Total populasi dalam penelitian ini adalah semua karyawan CV Cahaya Shinta dan sampel yang dipergunakan adalah 60 responden. Analisis data menggunakan metode analisis regresi berganda. Hasil penelitian ini membuktikan bahwa Motivasi dan Kesehatan dan Keselamatan Kerja berpengaruh positif dan signifikan terhadap Turnover Intention karyawan di CV Cahaya Shinta. Pihak manajemen CV ini berkewajiban untuk mempertahankan dan membantu penilaian Motivasi dan Kesehatan dan Keselamatan Kerja dalam unit bisnis ini dalam cara yang tepat dan membangun dan memahami faktor-faktor lainnya yang mempengaruhi Turnover Intention karyawan di CV Cahaya Shinta.

Kata Kunci: motivasi, kesehatan dan keselamatan kerja, turnover intention karyawan

INTRODUCTION

Research Background

Motivation can be defined as the natural desire to fulfill and preserve one's life. Motivation, according to Robbin and Judge (2007), is a process that describes the intensity, direction, and persistence of effort towards a goal. Motivation can be defined as a process in which a person or group of people is encouraged or influenced to do something. Job satisfaction, salary, company profits, and career development are some of the things related to employee motivation. According to the above definition, the phenomenon of motivation, which includes all elements, can be associated with employee turnover. The second factor that will be analyzed as one of the factors of employee turnover intention is occupational health and safety. Occupational health and safety (OHS) has recently received a lot of attention due to its link to work satisfaction and employee turnover intention. There is a positive and strong relationship between Occupational Health and Safety management and

how employees respond warmly and normatively, resulting in a higher level of commitment to their work (Lebleboci, 2012).

One of the most important aspects in human resource management is turnover intention. Turnover intention can be interpreted as a person's desire to leave the company and look for other job opportunities. (Abelson, 1987) Employee turnover refers to the time an employee leaves the organization or company. Despite the efforts made by organizations to retain their employees, turnover remains a problem. Turnover costs may give companies an idea of what they are dealing with. The direct costs of wanting to switch employees such as losing time and money to recruit hire and train an employee, whereas the indirect costs are more like the organization has not found replacement employees or attracted new employees who do not have that knowledge and also decrease in production (Hinkin and Tracey, 2000).

Commonly, there is unescapable that turnover intention phenomenon can be materialized in every business unit or company and it can be related with the ideal deliberation and assessment of motivation and occupational health and safety from employees in the given commercial organization. Any company will absolutely face business difficulties when operating in the marketplace, including the tendency of turnover intention from employees that have unpleasant feeling when working. Owners and human resources head division and staffs in a company with enough company resources will try to decline any thought from employees to work in other workplace or even to vanish their idea for turnover intention. Inappropriately, every business unit or company with restricted production resources and raw materials will have more troubles to keep the overall production activities with handling turnover intention idea from every hired employee. Turnover Intention is becoming of damaging aspect that can influence the production continuity from every competed business unit or company in every city in Indonesia and is associated with motivation and occupational health and safety. The dramatic restriction in the social and economic condition in Indonesia regions is related with Covid-19 and also later is giving effect for business competition of each business unit or company. The hesitation in the way of handling Covid-19 in each region of Indonesia until June 2022 and the potential occurrence of turnover intention from all business units and companies that can still compete in the social restriction for managing Covid-19 Pandemic in Indonesia.

Business competition in Indonesia is also noticeable in one developing province in this country, which is North Sulawesi Province. Due to the social and economic unremitting changing in Indonesia, it is obvious that there is not a solid guarantee that every business unit or company can totally compete with others, including for business players in North Sulawesi Province. Wellnigh, turnover intention is one of significant factor that hold a positive or negative contribution in every commercial organization in this province and is accompanying with employees' motivation and occupational health and safety from a company. Ill-advisedly, the shock from the Covid-19 pandemic has theatrically influenced how every business unit or company in North Sulawesi Province, in which there is always a possibility that a commercial organizational will reduce its operational scale or until totally closed down. For any company that still have adequate capital, raw materials and standardized production machines, it is a reasonable chance to keep compete with some adjustments in the general restricted social and economic condition in this province. Thus, the given condition can directly affect turnover intention from commercial organizations here and followed production processes and evaluation.

Manado City is the Capital City of North Sulawesi Province and become one developing city in Indonesia. The economic growth in this city is continual and can be seen from the way of any business unit or company in handling turnover intention and to maintain the competitive position in the marketplace. Of course, each commercial organizational in Manado City will act differently, will consider the importance of motivation and occupational health and safety and will have dissimilar results, either positive or negative. Predominantly, the direct impact of Covid-19 is also apparent from the competition circumstance of business players in Manado City. The concept and the valuation of turnover intention from business units and companies in this city is also affected when the majority of business locations in Manado City have to follow health-based restriction in this capital city. This adverse condition surely forces business units and companies here to optimize all organizational resources to keep operational activities and properly handling the turnover intention from hired employees.

CV. Cahaya Shinta is a company that provides and sells services and also helps the government with their projects. In addition, CV Cahaya Shinta helps the government reduce the number of unemployed by employing a total of sixty people. CV Shinta provides construction services, tents, chairs, and party decoration rental. CV Cahaya Shinta has a total of 60 workers. Workers work with risky tools. The workers work eight hours per day, and six days a week. In this company, this study aims to determine two factors that exist in this

company, to measure the turnover intention of its employees, and the two factors are motivation and occupational health safety.

Research Objectives

The aim of this research is:

1. To analyze whether Motivation has an influence on Turnover Intention on CV Cahaya Shinta.
2. To analyze whether Occupational Health Safety has an influence on Turnover Intention on CV Cahaya Shinta.
3. To analyze whether Motivation and Occupational Health Safety have an influence on Turnover Intention on CV Cahaya Shinta.

THEORETICAL FRAMEWORK

Motivation

Motivation is something that can affect someone in doing something where with motivation someone will be compelled to act more or act without feeling any coercion. Hasibuan (2010) suggests that motivation is a stimulant of desire and the driving force of a person's willingness to work with different goals from each motive. According to Gitosudarmo (2015), Motivation is a factor that encourages someone to do a certain activities therefore motivation is often interpreted as a factor driving a person's behavior.

Occupational Health and Safety

Meanwhile, according to Suwardi and Daryanto (2018), Occupational Safety and Health is a field related to the health, safety and welfare of humans working in an institution or project location. The purpose of is to maintain the health and safety of the work environment also protects co-workers, workers' families, consumers, and other people who may be affected by working environmental conditions. So it can be concluded that occupational health and safety is a very important instrument that is guaranteed by a company, industry or institution such as a school to protect workers, employees or students who are working in the workshop and related to it for safety and welfare to reduce the risk of work accidents.

Turnover Intention

Turnover intention is the tendency of someone who works at an institution or company who has an intention to quit his job with awareness or encouragement from himself and turnover intention can also be interpreted as someone who consciously submits his resignation because he wants to change his place of work. Siew (2017) states that the definition of turnover intention itself is the personal thought of an individual or working employee who may intentionally leave permanently in the near future, this is in line with the opinion of Srivastava and Agrawal (2020) that turnover intention is a desire from himself as an employee to leave his job or stop working. Turnover Intention also has several indications or signs that will appear where Harnoto (2002) states as follows: Increased absenteeism, Start lazy to work, increased violations of work rules, increased protests superiors and Positive behavior started to change.

Previous Research

Ahmed and Waqas (2017) examined the effect of Occupational Injuries and Turnover Intention among workers in Pakistan with moderating role of Safety Culture. The study was done on a sample of 111 workers belonging to safety sensitive areas. Three hypotheses were developed, two of them were accepted and one was rejected. Results showed that occupational injuries has an effect on turnover intention among employees and the safety culture does not lessen the extent of turnover due to non-prevalence of safety environment in Pakistan. It was concluded that due to differences in cultural context, concept of safety culture does not prevail in Pakistan, and evils like poverty and unemployment reduce chances of turnover intention

Al-Suraihi, et al. (2021) aimed to understand the causes of employee turnover and retention strategies in an organization. Key research findings indicate that employees have several reasons to leave their workplaces, such as job stress, job satisfaction, job security, work environment, motivation, wages, and rewards. Furthermore, employee turnover has a huge impact on an organization due to the costs associated with employee turnover and can negatively impact the productivity, sustainability, competitiveness, and profitability of an organization.

Hussain, et al. (2018) investigated the impact of motivation on employee performance and turnover. In this study, the convenience sampling strategy was used to select the participants / respondents. Self-administered survey questionnaires were distributed among 130 employees of Educational Institutes (college, school and an academy) based in Lahore, Pakistan, among which 110 questionnaires were returned in useable form. SPSS (version 21.0) software was utilized for analysis of data. The findings indicated that motivation has significant impact on employee performance and turnover. This study is of vital importance for the Educational Institutes management and policy makers to better understand the importance of Motivation in employees and to reduce their turnover.

Conceptual Framework

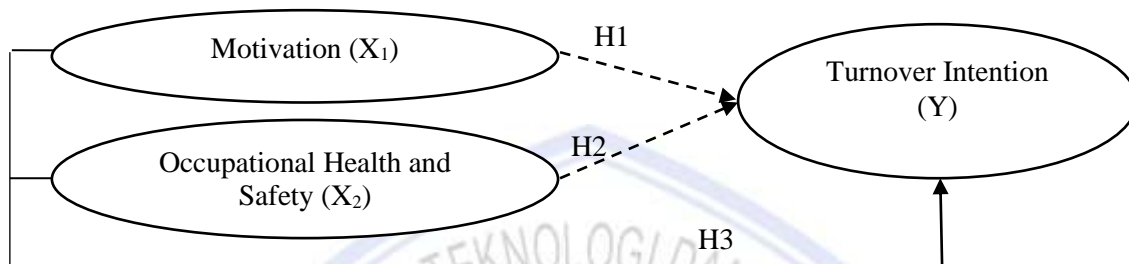


Figure 1. Conceptual Framework

Source: Literature Review

Research Hypothesis

H₁: Motivation has a significant and positive influence on Turnover Intention on CV Cahaya Shinta.

H₂: Occupational Health Safety has a significant and positive influence on Turnover Intention on CV Cahaya Shinta.

H₃: Motivation and Occupational Health Safety have a significant and positive influence on Turnover Intention on CV Cahaya Shinta Simultaneously.

RESEARCH METHOD

Research Approach

Type of research that are going to be used by the researcher in this research is quantitative research. This is a quantitative research method. Quantitative research seeks to quantify the data. It seeks conclusive evidence based on large, representative samples and typically involving some form of statistical analysis (Maholtra, 2009:180).

Population, Sample, Sampling Technique

In research, the population is defined as the area to be studied, where this area consists of subjects or objects that have certain criteria and characteristics that are in accordance with those set by the researcher (Sugiyono, 2019). The target population set in this study is all employees of CV Cahaya Shinta, as many as 60 persons. The sample is part of the population that has the same criteria and characteristics as the population, so samples taken from the population must be able to represent the population (Sugiyono, 2019). Because the sample is part of the population, the sample must be taken with certain ways and considerations. As for in this study, the analyzed sample is all employees of CV Cahaya Shinta, as many as 60 persons. In this study, sampling was carried out using the non-probability sampling method, which is a sampling technique that does not provide equal opportunities for each element or member of the population to be selected as a sample (Sugiyono, 2009). The non-probability sampling method used in this study is incidental sampling.

Data Collection Technique

In this study, primary data was collected by distributing questionnaires to predetermined respondents, namely all employees of UD. Rodamas. The distribution of questionnaires is carried out using Google Forms to make it easier, save time and costs and to reach a wider range of respondents. Secondary data in this study was obtained through literature study of each research variable to collect data, information, and theories related to

this research. The literature study used in the form of company data, journals, books, and previous research related to variables and research objects. The use of library research aims to understand the variables and research objects of previous experts and researchers.

Validity and Reliability

Validity shows the extent to which a measuring instrument can measure what will be measured (Umar, 2002:103). To find out the level of item validity, the value of r is greater than 0.3. Thus the questions that have been compiled to collect data are considered to have construct validity or validity. According to Sugiyono (2019), Reliability is an instrument which, if used several times to measure the same object, will produce the same data. The basis for taking is if the Cronbach Alpha value > 0.60 then the questionnaire is declared reliable and vice versa if the Cronbach Alpha value.

Multiple Regression Analysis

According Santoso (2012:221), multiple regression analysis is used to predict the size of the dependent variable (dependent variable) using data from two or more independent variables (known as independent variables) of known magnitude. For regressions whose independent variables consist of two or more regressions, they are also called multiple regression. Because the independent variable in this study has more than two variables, the regression is called multiple regression. The general equation of multiple regression according to Sugiyono (2009) is:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \mu$$

Hypothesis Testing

According to Ghazali (2011), F-test shows that all independent variables in the model are intended to have the simultaneous effect on the dependent variable. The T-Test is used to determine whether each of individual independent variable is significant.

RESULT AND DISCUSSION

Result

Validity and Reliability Test

All indicator statement items from the Motivation (X_1) and Occupational Health Safety (X_2) and Turnover Intention on CV Cahaya Shinta (Y) variables have a pearson correlation value greater than r table, namely 0.1966 (level sig 5%). It means the entire item statement of the research variable is valid. Motivation (X_1) and Occupational Health Safety (X_2) and Turnover Intention on CV Cahaya Shinta (Y) variables have a Cronbach's Alpha value greater than 0.6. This means that the measuring instrument is reliable.

Classical Assumption Test

Normality Test

According to Ghazali (2011), the regression model is said to be normally distributed if the plotting data (dots) that describe the actual data follows the diagonal line.

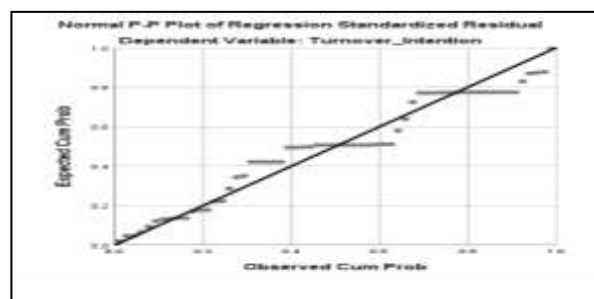


Figure 2. Normality Test

Source: The research data were processed using SPSS 26, (2022)

Figure 2 shows that the plotting data (points) spread out around the diagonal line, and the spread follows the diagonal line. This shows that the regression model fulfills the normality assumption.

Heteroscedasticity Test

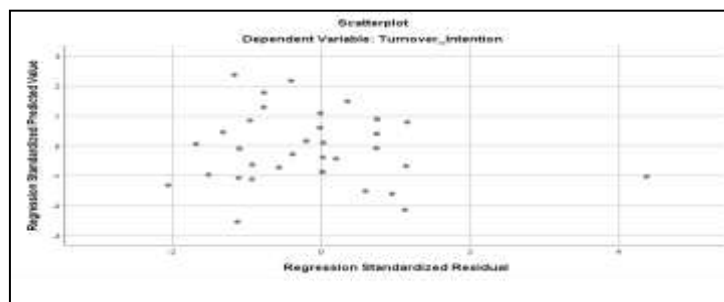


Figure 3. Heteroscedasticity Test

Source: The research data were processed using SPSS 26, (2022)

Based on the results of the image output, it shows that the parameter coefficient for all independent variables used in the study does not occur heteroscedasticity as seen from the scatterplot that spreads and does not from a certain pattern.

Multicollinearity Test

Table 2. Multicollinearity Test

Model	Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
	B	Std. Error		Tolerance	VIF
1 (Constant)	.138	.141			
Motivation	.665	.042	.611	.720	1.388
Occupational_Health_Safety	.404	.031	.495	.720	1.388

a. Dependent Variable: Turnover_Intention

Source: The research data were processed using SPSS 26, (2022)

Based on table 2, it can be seen that the tolerance value of Motivation is 0.720 (more than 0.100) and the VIF value is 1.388 (below 10.00), it means there is no multicollinearity. And then the tolerance value of Occupational Health Safety is 0.720 (more than 0.100) and the VIF value is 1.388 (below 10.00), so there is no multicollinearity, so that multicollinearity does not occur.

Multiple Linear Regression Analysis

Table 3. Multi Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1 (Constant)	-.138	.141		-.973	.335
Motivation	.665	.042	.611	15.825	.000
Occupational_Health_Safety	.404	.031	.495	12.830	.000

a. Dependent Variable: Turnover_Intention

Source: The research data were processed using SPSS 26, (2022)

From Table 3, a multiple regression equation can be drawn up as follows

$$Y = -0.138 + 0.665 X_1 + 0.404 X_2$$

From the multiple linear regression equation above, it can be interpreted as follows:

1. The constant value is -0.138 which states that if the variable Motivation (X_1) and Occupational Health Safety (X_2) is equal to 0, then the Turnover Intention on CV Cahaya Shinta (Y) is -0.138.

- The regression coefficient value for Motivation (X_1) is 0.665 and it is positive, it means that if variable Motivation (X_1) changes with the assumption that if the variable Occupational Health Safety (X_2) is constant, the Turnover Intention on CV Cahaya Shinta will increase by 0.665.
- The regression coefficient value for Occupational Health Safety (X_2) is 0.404 and it is positive, it means that if variable Occupational Health Safety (X_2) changes with the assumption that if the variable Motivation (X_1) is constant, the Turnover Intention on CV Cahaya Shinta will increase by 0.404.

Hypothesis Test

T-Test

Table 4. T-Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1 (Constant)	-.138	.141		-.973	.335
Motivation	.665	.042	.611	15.825	.000
Occupational_Health_Safety	.404	.031	.495	12.830	.000

a. Dependent Variable: Turnover_Intention

Source: The research data were processed using SPSS 26, (2022)

According to Ghozali (2011:101), if the value of Sig. <0.05, it means that the independent variable (X) partially affects the dependent variable (Y). So by referring to his opinion we can conclude that:

- The Sig. value of the Motivation (X_1) is 0.000 and it is smaller than Alpha (0.05). Thus, it can be concluded that the Motivation (X_1) variable has a significant positive effect on Turnover Intention on CV Cahaya Shinta. Thus, we reject the null hypothesis and support H_1 , suggesting that "Motivation has a significant and positive influence on Turnover Intention on CV Cahaya Shinta".
- The Sig. value of the Occupational Health Safety (X_2) is 0.000 and it is smaller than Alpha (0.05). Thus, it can be concluded that the Occupational Health Safety (X_2) variable has a significant positive effect on Turnover Intention on CV Cahaya Shinta. Thus, we reject the null hypothesis and support H_2 , suggesting that "Occupational Health Safety has a significant and positive influence on Turnover Intention on CV Cahaya Shinta".

F-Test

Table 5. F-Test

Model		Sum of Square	Df	Mean Square	F	Sig.
1	Regression	27.349	2	13.674	437.193	.000 ^a
	Residual	1.783	57	.031		
	Total	29.131	59			

Source: The research data were processed using SPSS 26, (2022)

To test the effect of independent variables on the dependent variable jointly or simultaneously, the F-Test is used. The table shows the calculated F value of 437.193 with a significant level of 0.000, because the significance level is less than 0.05 ($0.000 < 0.05$), it can be stated that the variable Motivation (X_1) and Occupational Health Safety (X_2) have an influence on Turnover Intention on CV Cahaya Shinta Simultaneously. Thus, we reject the null hypothesis and support H_4 , suggesting that "Motivation and Occupational Health Safety have an influence on Turnover Intention on CV Cahaya Shinta Simultaneously".

Coefficient of Determination (R^2)

Table 6. Coefficient of Determination (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.969a	.939	.937	.17685

Source: The research data were processed using SPSS 26, (2022)

From the results of the calculation of the multiple linear regression analysis that has been done, it shows the model's ability to explain the influence of the independent variable on the dependent variable. Can be seen in the value of Adj. R Square (R^2) is equal to 0.939. Thus, it means that the regression model used is able to

explain the influence of Motivation and Occupational Health Safety variables on Turnover Intention on CV Cahaya Shinta by 93.9%, while the remaining 6.1% is explained by other variables not included in this research.

Discussion

The Influence of Motivation and Occupational Health Safety on Turnover Intention on CV Cahaya Shinta

Reversely, the established working motivation and the experienced health and safety positively and significantly impact Turnover Intention from employees of CV Cahaya Shinta. The majority of employees of this business unit have tendency to feel different referenced motivation feeling that can further emerge a thought of a better job in the other place. Correspondingly, employees from CV Cahaya Shinta can have different concept and understanding regarding with the association between occupational health and safety with Turnover Intention of this business unit, which can be seen in the actual working activities and have predisposition to rise an idea to move to other working places.

The Influence of Motivation and Turnover Intention on CV Cahaya Shinta

Inversely, the discrepancy from how employees in CV Cahaya Shinta feel and show motivation-based working performance give significant and encouraging influence to the changing of the Turnover Intention from employees of CV Cahaya Shinta. Any business unit or company absolutely applies motivational program to encourage all employees to work in the most effective and efficient way. Practically, each hired employee can have dissimilar understanding about the ideal implementation of the motivation-based action that later can at least decline or increase the turnover intention from the company, especially those who are working in CV Cahaya Shinta. This research result is same with the previous research from Sukmasari (2020) that have found the positive and significant influence of Motivation to Turnover Intention of millennial employees who are in Jabodetabek. Unfortunately, this research is not same with following previous research. Pradifa and Welly (2014) found that there is no positive and significant influence of Motivation to Turnover Intention of PT Melati employees. Moshood and Akpa (2021) found that there is no positive and significant influence of Motivation to Turnover Intention of employees from Selected Food and Beverages Manufacturing Companies in Ogun State, Nigeria.

The Influence of Occupational Health Safety on CV Cahaya Shinta

Contradictorily, Occupational Health and Safety give positive and significant influence to the changing of the Turnover Intention from employees of CV Cahaya Shinta and is related with the perception from each one of them regarding with the concept and following benefit from the given organizational program. It is obvious that each individual worker can form a similar or dissimilar acceptance for the functional health and safety, which is aimed for boosting their productivity. Afterward, the general perception from employees in one business unit or company about the ideal occupational health and safety will determine how they keep working in the optimum way or think to move to another working place. Unfortunately, this research is not same with following previous research. Al-khrabsheh, Abo-Murad and Bourini (2018) found that there is no positive and significant influence of Occupational Health and Safety influence to Turnover Intention of Academic Professionals at Jordanian Government Universities.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the overall results in the previous chapter, there are three main conclusions in this research, which are:

1. Motivation positively and significantly influences Turnover Intention at CV Cahaya Shinta.
2. Occupational Health and Safety positively and significantly influences Turnover Intention at CV Cahaya Shinta.
3. Motivation and Occupational Health and Safety positively and significantly influence to Turnover Intention at CV Cahaya Shinta.

Recommendation

1. The owner and management team of CV Cahaya Shinta must preserve and boost the proper Motivation and Occupational Health and Safety from its' employees, related with the Turnover Intention of its' employees.
2. The owner and management team of CV Cahaya Shinta have to also learn about other essential aspects that is impactable for the changing of its' Turnover Intention ini the future.

REFERENCES

- Ahmed, S., & Waqas, H. (2017). Occupational Injuries and Employees Turnover Intention: A Moderating Effect of Safety Culture. *Pakistan Business Review*. Available at: https://www.researchgate.net/publication/313058052_OCCUPATIONAL_INJURIES_AND_EMPLOYEES_TURNOVER_INTENTION_A_MODERATING_EFFECT_OF_SAFETY_CULTURE. Retrieved on: October 10, 2022
- Al-Khrabsheh, A. A., Abomurad, M., Bourini, I. (2018). Effect of Organizational Factors on Employee Turnover Intention: An Empirical Study of Academic Professionals at Jordanian Government Universities. *International Journal of Human Resource Studies*, 8(2). Available at: https://www.researchgate.net/publication/324561319_Effect_of_Organisational_Factors_on_Employee_Turnover_Intention_An_Empirical_Study_of_Academic_Professionals_at_Jordanian_Government_Universities. Retrieved on: August 25, 2022
- Al-Suraihi, W. a., Siti, A., Ibrahim, I., Samikon., Al-Suraihi, Al-H. A., Ibrhim, I., & Samikon, S. A. (2021). Employee Turnover: Causes, Importance and Retention Strategies *European Journal of Business Management and Research* 6(3). Available at: <https://www.ejbm.org/index.php/ejbm/article/view/893>. Retrieved on: July 17, 2022
- Ghozali, I. (2011). *Aplikasi Analisis Multivariate Dengan Program SPSS*. Semarang: Badan Penerbit Universitas Diponegoro.
- Gitosudarmo, I. (2015). *Manajemen Pemasaran*. Edisi Pertama. Yogyakarta: BPFE.
- Harnoto. (2002). *Manajemen Sumber Daya Manusia*. Edisi Kedua. Jakarta: Prehallindo
- Hasibuan, M. S. P. (2010). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi. Aksara.
- Hinkin, T. R., & Tracey, J. B. (2000). The Cost of Turnover: Putting a Price on the Learning Curve. *Cornell Hotel and Restaurant Administration Quarterly*. Available at: https://ecommons.cornell.edu/bitstream/handle/1813/71741/Hinkin23_The_cost_of_turnover.pdf?sequence=1&isAllowed=y. Retrieved on: November 21, 2022
- Hussain, J., Saeed, M. Z., Ibrahim, M., & Iqbal, M. (2018). Impact of Motivation on Employee Performance and Turnover in Pakistani Educational Institutes. *Journal of Education and Practice*, Vol. 9, No. 16. Available at: <https://core.ac.uk/download/pdf/234641696.pdf>. Retrieved on: September 8, 2022
- Leblebici, D. (2012). Impact of Workplace Quality on Employee's Productivity: Case Study of a Bank in Turkey. *Journal of Business Economic & Finance*, 1(1), 38–49. Available at: <https://dergipark.org.tr/tr/download/article-file/374627>. Retrieved on: October 19, 2022
- Malhotra, N. K. (2009). *Riset Pemasaran*. Edisi Keempat. Jilid 1. Jakarta: Indeks
- Moshood, A. Z., & Akpa, V. O. (2021). Employee Motivation and Employee Intention to Leave of Selected Food and Beverages Manufacturing Companies In Ogun State, Nigeria. *American Journal of Humanities and Social Sciences Research (AJHSSR)*, 5(5), 437-445, Available at: <https://www.ajhssr.com/wp-content/uploads/2021/05/ZW2155437445.pdf>. Retrieved on: August 8, 2022

- Pradifa, I. A., & Welly, J. (2014). The Influence of Motivation against Employee Turnover: Case PT Melati. *Journal Of Business And Management*, Vol. 3, No. 1, 89-101, Available at: <http://download.garuda.kemdikbud.go.id/article.php?article=1529579&val=2218&title=The%20Influence%20of%20Motivation%20Against%20Employee%20Turnover%20in%20an%20Organization%20Case%20PT%20Energi%20Mega%20Persada%20Tbk>. Retrieved on: November 23, 2022
- Robbins, S. P., & Judge, T. A. (2007). *Organizational Behaviour*. 12th Edition. New Jersey: Prentice Hall.
- Santoso, S. (2012). *Panduan Lengkap SPSS Versi 20*. Jakarta: Elex Media. Komputindo
- Siew, L. K. (2017). Analysis of the Relationship between Leadership Styles and Turnover Intention within Small Medium Enterprise in Malaysia. *Journal of Arts & Social Sciences*, 1, 1-11. Available at: <https://www.ruijass.com/wp-content/uploads/2017/07/1-002LKS-Final.pdf>. Retrieved on: July 17, 2022
- Sugiyono (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Bandung: Alfabeta
- Sukmasari, A. (2020). Factors That Affect Turnover Intention in Millennial Employees. *Indo-Fintech Intellectuals: Journal of Economics and Business*, Vol. 1, No. 1. Available at: <https://ejournal.indo-intellectual.id/index.php/ifi/article/download/8/1/34>. Retrieved on: December 2, 2022
- Suwardi., & Daryanto. (2018). *Pedoman Praktis K3LH Keselamatan dan Kesehatan Kerja dan Lingkungan Hidup*. Yogyakarta: Gava Media
- Umar, H. (2002). *Riset Pemasaran dan Perilaku Konsumen*. Jakarta: Gramedia Pustaka Utama

