

**THE EFFECT OF JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT ON  
TURNOVER INTENTION AT BETA BERLIAN MANADO***PENGARUH KEPUASAN KERJA DAN KOMITMEN ORGANISASI TERHADAP TURNOVER  
INTENTION PADA BETA BERLIAN MANADO*

By:

**Dea Ursula Waworuntu<sup>1</sup>  
S. L. H. V. Joyce Lopian<sup>2</sup>  
Merinda H. C. Pandowo<sup>3</sup>**<sup>123</sup>International Business Administration, Management Department  
Faculty of Economics and Business  
Sam Ratulangi University, Manado

E-mail:

<sup>1</sup>[deeursula0@gmail.com](mailto:deeursula0@gmail.com)<sup>2</sup>[lopianjoyce@unsrat.ac.id](mailto:lopianjoyce@unsrat.ac.id)<sup>3</sup>[merindapandowo@unsrat.ac.id](mailto:merindapandowo@unsrat.ac.id)

**Abstract:** This study aims to examine the effect of simultaneous and partial of job satisfaction, organizational commitment as an independent variable on turnover intention as the dependent variable. The methodology of this research uses quantitative descriptive. The sampling technique using simple random sampling obtained a sample of 52 employees of Beta Berlian Manado. Data collection using a questionnaire while the data analysis method used is multiple linear regression analysis processed with the help of SPSS version 25. The results showed: (1) F test results showed that job satisfaction, organizational commitment and work environment simultaneously had a positive and significant effect on turnover intention at Beta Berlian Manado. (2) Based on the partial test results the job satisfaction variable has a negative and significant effect on turnover intention at Beta Berlian Manado. (3) Based on the partial test results the organizational commitment variable has a negative and not significant effect on turnover intention at Beta Berlian Manado.

**Keywords:** job satisfaction, organizational commitment, turnover intention

**Abstrak:** Penelitian ini bertujuan untuk menguji pengaruh kepuasan kerja secara simultan dan parsial, komitmen organisasi sebagai variabel independen terhadap turnover intention sebagai variabel dependen. Metodologi penelitian ini menggunakan deskriptif kuantitatif. Teknik pengambilan sampel menggunakan simple random sampling diperoleh sampel sebanyak 52 karyawan Beta Berlian Manado. Pengumpulan data menggunakan kuesioner sedangkan metode analisis data yang digunakan adalah analisis regresi linier berganda yang diolah dengan bantuan program SPSS versi 25. Hasil penelitian menunjukkan: (1) Hasil uji F menunjukkan bahwa kepuasan kerja, komitmen organisasi dan lingkungan kerja secara simultan berpengaruh positif dan berpengaruh signifikan terhadap turnover intention pada Beta Berlian Manado. (2) Berdasarkan hasil uji parsial variabel kepuasan kerja berpengaruh negatif dan signifikan terhadap turnover intention pada Beta Berlian Manado. (3) Berdasarkan hasil uji parsial variabel komitmen organisasi berpengaruh negatif dan tidak signifikan terhadap turnover intention pada Beta Berlian Manado.

**Kata Kunci:** kepuasan kerja, komitmen organisasi, intensi turnover

## INTRODUCTION

### Research Background

The main key to running a company is the proper processing of human resources. Employees play a very important role for the company, especially as supporting actors in achieving the organizational goals. Human Resources is a term commonly used to describe all organizational activities related to recruitment and selection, training and development, assessing and rewarding, directing and motivating and supervising workers. The existence of employees needs to be managed well in order to make a positive contribution to the progress of the

organization. On the other hand, if the employee is not well managed, then the employee performance will be decreased while working and eventually resign or leave the company. One of the problems that are often faced by a company is a high or unpredictable turnover rate. With a high turnover rate in a company, make the company lose employees who have a good quality, so that it can interfere with the comfort of the company. Employee turnover is unavoidable, even if the company is already committed to creating a work environment comfortable, but there are still employees who keep resigning.

One of the indicators of high low turnover rate is caused by job satisfaction and organizational commitment. Employee job satisfaction must be created as well as possible so that spirit of work, dedication, love, and discipline of employees increases. If employees are more satisfied with their work then employee turnover will be low, but if employees feel dissatisfied with their work, it will be possible to the high turnover rate. Organizational commitment in a company is one of the important indicators because it affects the achievement of organizational goals optimally. Organizational commitment occurs because of belief in one's attitude towards the organization's points, one's desire to do activities in achieving organizational goals, and loyal to consistently be members of the organization. When employees have a commitment to the company and also the job, they will see the company and people inside as a family that cannot be left. Good relations between leaders and employees can increase employee commitment to their job, but otherwise, a poor relationship between the leader and employees can negatively affect, and the last choice of this condition is leaving the company.

This phenomenon can happen in any company, one of them is in the dealer company. In this case, at Mitsubishi dealers in Manado, which is Beta Berlian Manado. Based on the data, from 2019 to 2021, Beta Berlian Manado employees who left the company reached the number of 33 people (12.5%) of the entire employee. It could be said that employees in this company experience a high turnover rate. The standard turnover rate of employees that can be tolerated in each company is different, but if the turnover rate reaches more than 10% per year, it means that was too high according to many standards.

### **Research Objectives**

The purposes of this study are:

1. To examine the effect of job satisfaction on employee Turnover Intention at Beta Berlian Manado.
2. To examine the effect of the Organizational Commitment on employee Turnover Intention at Beta Berlian Manado.
3. To examine the effect of Job Satisfaction and the Organizational Commitment on Turnover Intention at Beta Berlian Manado.

## **THEORETICAL FRAMEWORK**

### **Job Satisfaction**

According to Robbins (2017:118), Job satisfaction a positive feeling about a job resulting from an evaluation of its characteristics is clearly broad. This can be seen from the employee's positive attitude towards the job and everything in the environment. Job satisfaction is an emotional attitude that is fun and loves work so that they can enjoy the work when getting praise of the work results, treatment and a good atmosphere of the environment then employees who enjoy job satisfaction in work will prioritize work rather than reciprocating even though the reward is necessary (Siagian, 2014). According to Robbins and Judge (2015:50), the work itself, supervision, co-workers, promotion, pay are the indicators to measure job satisfaction. And based on some of the definitions put forward by these figures, one common thread can be drawn that job satisfaction is the feeling experienced by a person over the situation and conditions. He or she experiences pleasure or dissatisfaction and feelings of satisfaction or dissatisfaction with the work done in the work environment of his or her workplace.

### **Organizational Commitment**

According to Wibowo (2017: 431) organizational commitment is a feeling, attitudes, and behaviors of individuals identify themselves as part of organization, involved in the process of organizational activities and loyal to the organization in achieving organizational goals. An employee who has a commitment means that the employee has loyalty to his work. The employee who has a commitment will be loyal to the work done and can affect the mindset of the employee so that they can overcome the intention or desire to move organizations (Turnover Intention). The indicators to measure organizational commitment based on Davis and Newstorm (1989) are affective commitment, continuance commitment, and normative commitment. It can be concluded that the

organizational commitment is an attitude of a person to his work which includes a sense of trust and loyalty to where he works and trying to achieve the goals of an organization.

### Turnover Intention

Turnover intention is the result of individual evaluation regarding the continuation of his relationship with the company where he works but has not been realized in real action (Mobley, 2011:15). Meanwhile, according to Robbins and Judge (2015:214) Turnover intention is a tendency or level where an employee has the possibility to leave the company either voluntary or involuntary due to the lack of attractiveness of the current job and the availability of other alternative jobs. Turnover can be resignation, transfer out of organizational unit, dismissal or death of members of the organization. The indicators of Turnover according to Mobley (2011:150) are, thoughts of quitting, intention to quit, and intention to search for another jobs.

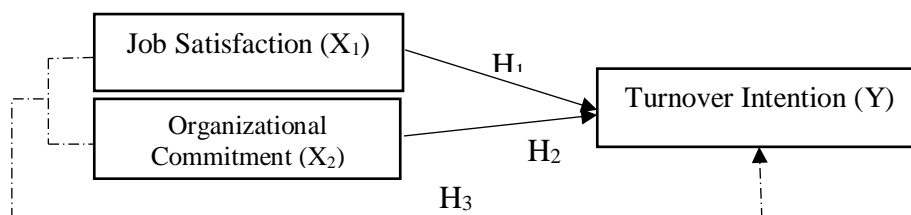
### Previous Research

Tnay, et al. (2013) investigated and found out the influences of job satisfaction and organizational commitment on employee turnover intention in a production industry. There are a total of 85 questionnaires collected from 100 questionnaires that had been distributed at the chosen organization. Demographic characteristics were discussed briefly according to the frequency level and percentage. In addition, both descriptive and inferential statistics were applied to analyze the data obtained. As for inferential statistics, Pearson Correlation Coefficient was used to measure the degree between independent variables with dependent variable in this research. The research findings showed that for the independent variable of job satisfaction with the factors on satisfaction with pay and supervisory support had a low, and negative significant relationship on employees' turnover intention. However, organizational commitment had no significant relationship towards turnover intention among the employees within the organization

Safitri (2013) aimed to test whether the relationship between work satisfaction and organizational commitment with the Turnover intention of the teachers. There are two independent variables and one dependent variable: (1) Work Satisfaction, (2) Organizational Commitment, and (3) Turnover Intention. This research uses the scales of Work Satisfaction, Organizational Commitment, and Turnover Intention which is designed to measure the Work Satisfaction, Organizational Commitment, and Turnover Intention. This research uses the quantitative method. The samples used in this research are 48 part-time teachers in the organization of PGRI 10 Junior High School Candi, Sidoarjo. The data are analysed using Double Regression technique with the IBM SPSS Statistics 20 program. The research result shows that there is a significant relation between Work Satisfaction and Organizational Commitment with Turnover Intention. Work Satisfaction has a negative significant relationship with Turnover Intention and Organizational Commitment does not have any significant relationships with the Turnover Intention since the significance result is (p) 0,545 which means P value > 0,05 so it is considered that it does not have any significant relationships with the Turnover Intention.

Alam and Asim (2019) examined the level of job satisfaction and turnover intention among nurses in Karachi. The objectives of this study is to examine the impact and relationship of satisfaction with organizational policies and strategies, satisfaction with supervision, compensation levels, task clarity, and career development on turnover intention. An instrument based on five facets of job satisfaction and turnover intention was developed based on literature reviews to find out the level of job satisfaction and turnover intention. For this purpose data were collected from 400 nurses working in different hospitals of Karachi. The findings shows that satisfaction with organizational policies and strategies, satisfaction with supervision, compensation levels, task clarity, and career development all have significant negative correlation with turnover intention and overall job satisfaction was found to have a significant negative association with turnover intention.

### Conceptual Framework



**Figure 1. Conceptual Framework**

*Source: Literature Review*

**Research Approach**

The type of research used is quantitative research with a descriptive approach. Quantitative research method can be interpreted as a method research based on the philosophy of positivism, is used to examine on a particular population or sample, data collection using instruments research, data analysis is quantitative / statistical, with the aim of testing established hypothesis (Sugiyono, 2019:17).

**Population, Sample, and Sample Technique**

The population of this research is the employees of Beta Berlian Manado that are 107 people. The sample size of this research is taken using the Slovin technique with the margin error of 10%. And the result that calculated with slovin formula is 52 sample. Sampling technique in this study is simple random sampling.

**Data Collection Method**

The data collection techniques used in this research are questionnaire and library overview.

**Operational Definition of Research Variable**

Job Satisfaction defined as a positive feeling about a job resulting from an evaluation of its characteristic is clearly abroad. Organizational Commitment defined as a feeling, attitudes, and behaviors of individuals identify themselves as part of organization, involved in the process of organizational activities and loyal to the organization in achieving organizational goals. Turnover Intention defined as the result of individual evaluation regarding the continuation of his relationship with the company where he works but has not been realized in real action.

**Data Analysis Method****Validity and Reliability Test**

Validity test in this research is used Pearson Correlation. The item in the questionnaire counted as valid if  $r_{\text{count}} > r_{\text{table}}$ , otherwise, if  $r_{\text{count}} < r_{\text{table}}$ , it means the item is not valid. Cronbach's Alpha was used in this research to test the reliability of each variable, if Alpha is more than 0.6 then it is reliable.

**Multiple Regression Analysis Model**

The analysis technique used in the study is multiple linear regression analysis which aims to get an overall picture of the relationship between independent and dependent variables both partially and simultaneously. Multiple linear regression analysis, according to Sugiyono (2019), is used to determine how much simulant influence between independent and dependent variables. In this study, multiple regression analysis was to identify variables.

**RESULT AND DISCUSSION****Result****Validity and Reliability Test**

The validity test in this study has been processed using the SPSS statistic 24. The items in this research's questionnaires are valid proven from the data result that shows the value of the Pearson Correlation from each variable are more than the value of the  $r_{\text{table}}$  0.2732 and the significant level also below 5%. So, all the data in all variables are valid. The reliability test also shows that the questionnaire that been used in this research is reliable based on the value of Job Satisfaction Cronbach's Alpha (0.831), Organizational Commitment (0.825) and Turnover Intention (0.871) which is more than 0.6. So, all of the research instrument are reliable.

**Classical Assumption Test****Normality Test**

The normality test aims to test whether in the regression model, disruptive or residual variables have a normal distribution. Normality test in this research is using Kolmogorov-Smirnov method with the criteria if the significance level  $> 0.05$ , it means the residual value is normally distributed. The table 1 below shows that the significance level, which is Asymp, Sig. (2-tailed) is 0.185 which is more than 0.05. So, it can be said that the

residual value is standardized and the data meets its normality. The statement above states that both independent and dependent variables have a normal distribution.

**Table 1. Normality Test**

		One-Sample Kolmogorov-Smirnov Test
		Unstandardized Residual
N		52
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	3.510
Most Extreme Differences	Absolute	.108
	Positive	.094
	Negative	-.108
Test Statistic		.108
Asymp. Sig. (2-tailed)		.185 <sup>c</sup>

Source: SPSS Data Proceed, 2022

**Multicollinearity Test**

The purpose of multicollinearity test is to find out if there is an intercorrelation between the independent variables. Method that used in this test is Tolerance and VIF. If the tolerance value more than 0.10 and VIF value is less than 10.00, it means there are no multicollinearity between the independent variables.

**Table 2. Multicollinearity Test**

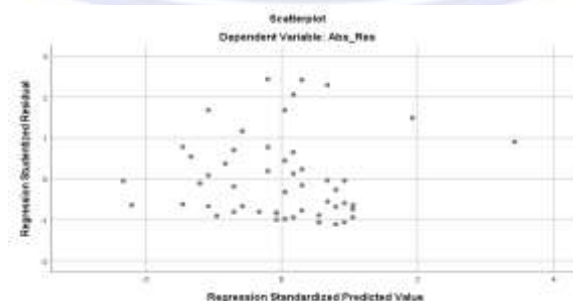
Variable	Collinearity Statistics				Status
	Tolerance		VIF		
	Result	Value	Result	Value	
Job Satisfaction	.658	>0.10	1.521	<10.00	Multicollinearity does not occur
Organizational Commitment	.658	>0.10	1.521	<10.00	Multicollinearity does not occur

Source: SPSS Data Proceed, 2022

The table 2 above shows that Job Satisfaction ( $X_1$ ) and Organizational Commitment ( $X_2$ ) is 0.658, so it is more than 0.10 and the VIF value of both variables is 1.521 which is less than 10.00. It means there are no multicollinearity between the independent variables.

**Heteroscedasticity Test**

The occurrence of heteroscedasticity symptoms or problems will lead to doubts or inaccuracies in a regression analysis result. The Scatter Plot graph is used in this test. Based on the scatter plot graph below, it shows clear that there are no specific patterns because the irregular spread points are above and below the 0 axis on the Y axis. It can be concluded that there are no symptoms of heteroscedasticity.



**Figure 2. Heteroscedasticity Test**

Source: SPSS Data Proceed, 2022

**Autocorrelation Test**

The autocorrelation test is used to determine whether or not there is a relationship between residuals in the t period and the previous residual (t-1). The occurrence of autocorrelation can be caused by successive

observations over a period of time. If the Durbin Watson value lies between dU to (4-dU) it means there is no symptom of autocorrelation.

**Table 3. Autocorellation Test**

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.591 <sup>a</sup>	.350	.323	3.581	1.719

a. Predictors: (Constant), OC, JS  
b. Dependent Variable: TI

Source: SPSS Data Proceed, 2022

From the table above it can be seen that Durbin Watson's value is 1.628 and located between the value of dU (1.628) and the value of 4-dU (2.372) or 1.628 less than 1.719 less than 2.372. Thus, it can be concluded that in regression models there is no autocorrelation.

### Multiple Linear Regression Analysis

**Table 4. Multiple Linear Regression Analysis**

Model		Coefficients <sup>a</sup>			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	44.623	4.577		9.749	.000
	Job Satisfaction	-.321	.097	-.468	-3.294	.002
	Organizational Commitment	-.159	.126	-.180	-1.264	.212

a. Dependent Variable: Turnover Intention

Source: SPSS Data Proceed, 2022

The result in table 4 can be shown through the regression equation as follows:

$$Y = 44,623 - 0,321X_1 - 0,159X_2$$

Table 4 shows the result of Multiple Linear Regression Analysis, the effect of Job Satisfaction ( $X_1$ ) and Organizational Commitment ( $X_2$ ) on Turnover Intention ( $Y$ ). The unstandardized beta coefficient value will be explained below:

1. Constant of 44.623 with positive parameters which is assumed that if the values of job satisfaction and organizational commitment are constant then the Turnover Intention variable remains 44.623.
2. Job Satisfaction ( $X_1$ ) shows a coefficient value of -0.321, which means that every single scale added to the Job Satisfaction will affect the decrease in the value of Turnover Intention at -0.321
3. Organizational Commitment ( $X_2$ ) shows a coefficient value of -0.159, which means that every single scale added to the Organizational Commitment will affect the decrease in the value of Turnover Intention at -0,159.

**Table 5. Multiple Correlation Coefficient and Coefficient of Determination Test**

R	R Square	Adjusted R Square	Std. Error of the Estimate
.591 <sup>a</sup>	.350	.323	3.581

Predictors: (Constant), Job Satisfaction, Organizational Commitment

Source: SPSS Data Proceed, 2022

Based on the table 5, the value of coefficient correlation (R) is 0.591. It means the correlation relationship between the independent variables, Job Satisfaction ( $X_1$ ) and Organizational Commitment ( $X_2$ ), with the dependent variable, Turnover Intention ( $Y$ ) is 0.591. If the correlation coefficient value tends to be close to 1, it means there is a tight relationship between the independent variables and dependent variable.

Coefficient of determination with an adjusted R<sup>2</sup> of 0.323. It can be interpreted that 32,3% of variations in Turnover Intention variables can be explained by variables of Job Satisfaction and Organizational Commitment while the remaining 67,7% is explained by other variables outside of this study.

## Hypothesis Testing

### T-Test

**Table 6. T-test**

Variable	Tcount	Ttable	Sig.	Status
Job Satisfaction (X <sub>1</sub> )	-3.294	2.732	.002	Accepted
Organizational Commitment (X <sub>2</sub> )	-1.264	2.732	.212	Declined

Source: SPSS Data Proceed, 2022

Based on the table 6, the significance level of Job Satisfaction (X<sub>1</sub>) is 0.002 which is less than 0.05 and the value of tcount is -3.294 which less than the value of ttable, 2.732 is. It means the Job Satisfaction (X<sub>1</sub>) has negative significant effect on Turnover Intention (Y) partially. The significance level of Organizational Commitment (X<sub>2</sub>) is 0.212 which is more than 0.05 and the value of tcount is -1.264 which less than ttable, 2.732 is. It means the Organizational Commitment (X<sub>2</sub>) has negative and no significant effect on Turnover Intention (Y) partially.

### F-Test

**Table 7. F-test**

		ANOVA <sup>a</sup>				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9580.431	2	4790.216	105.322	.000 <sup>b</sup>
	Residual	4411.729	97	45.482		
	Total	13992.160	99			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Job Satisfaction, Organizational Commitment

Source: SPSS Data Proceed, 2022

Based on the table 7, the value of fcount is 13.171 and the significance level is 0.000. The value of ftable is 3.18 it means fcount is more than ftable. It means the variables of Job Satisfaction (X<sub>1</sub>) and Organizational Commitment (X<sub>2</sub>) simultaneously influence Turnover Intention (Y).

## Discussion

### Job Satisfaction and Turnover Intention

The result of this research shows that Job Satisfaction has significant effect on Turnover Intention, this can be accepted because Job Satisfaction variable is known to tcount of -3.294 smaller than ttable of 2.732 with a sig value of 0.002 smaller than 0.05. The t-test result shows that the first hypothesis of this research is accepted. Job satisfaction is the state of a person who views his work positively or negatively and by what he feels in carrying out work in a company. Employees who are satisfied with the pay, have good relation with their co-workers, satisfied with the promotion in the company, and happy with their leaders will certainly be happy to work at the company. The higher the job satisfaction, the lower the turnover intention, and vice versa. if the job satisfaction is low, the turnover intention indeed will be higher. This shows that companies need to increase job satisfaction of their employees in order to reduce the level of employee turnover intention especially in terms on salary. The results of this study are similar to studies conducted by previous researchers, Yukongdi *et al* (2020) and Tnay (2013) which shows that job satisfaction has a negative and significant effect on turnover intention”

### Organizational Commitment and Turnover Intention

The result of this research shows that there's no significant effect on the variable Organizational Commitment on Turnover Intention. It's because Organizational Commitment variable is known to tcount of -1.264 is smaller than ttable of 2.732 with a sig value of 0.212 greater than 0.05. The t-test result shows that the second hypothesis of this research is declined. Organizational commitment is a condition where a person has an attitude of loyalty to a company and company goals. Employees who have high organizational commitment will be more concerned with the company where he works than trying to find another job. Employee at Beta Berlian

Manado still have commitment to the organization but didn't have plan to spend the rest of their career in the company. Mostly, many of the employees that work in the company because they wanted to gain work experience at Beta Berlian Manado. After employees gain work experience, employees tend to look for other companies that maybe can enhance their careers better. Most of them who work in the company use this company as a stepping stone to getting a better job. The results of this study are supported by previous research conducted by Rahmawati and Wahyuningsih (2018) that organizational commitment has no significant effect on turnover intention.

### **Job Satisfaction and Organizational Commitment on Turnover Intention**

The result of this research shows that Job Satisfaction and Organizational Commitment have a significant influence on Turnover Intention. Based on simultaneous or joint testing for the two independent variables, it shows that the calculated  $f$  value is  $13,171 > f$  table 3.18 and the Sig.0.000 value  $< 0.05$ . So according to the basis of decision making in the  $f$ -test, it can be concluded that the variables of job satisfaction ( $X_1$ ) and Organizational Commitment ( $X_2$ ) have a significant effect on Turnover Intention ( $Y$ ). The results of this study are in line with previous research conducted by Ekhsan (2019) and Tubay (2019) that shows job satisfaction and organizational commitment have a significant effect on turnover intention".

## **CONCLUSION AND RECOMMENDATION**

### **Conclusion**

Based on the results of data analysis and discussions that have been conducted regarding the effect of job satisfaction and organizational commitment on turnover intention described in the previous chapter, then this research can be drawn partially, where this is an answer to the formulation of the problem and research objectives, namely as follows:

1. Job Satisfaction has negative and significant effect on employees' turnover intention at Beta Berlian Manado.
2. There is no significant influence between organizational commitment variables on employees' turnover intention at Beta Berlian Manado.
3. Job Satisfaction ( $X_1$ ) and Organizational Commitment ( $X_2$ ), simultaneously have a significant influence on Turnover Intention variables ( $Y$ ).

### **Recommendation**

Based on the results, the following are some suggestions for marketers and academic purposes that can be given by the researcher:

1. Beta Berlian Manado can increase employee job satisfaction by paying more attention to the distribution of salaries / incentives so that employee job satisfaction can increase and the turnover will decrease.
2. Based on the results of research, Job Satisfaction and Organizational Commitment have contribution of 32.3%, while 67.7% is explained by other variables not examined in this study. So, the researcher suggests for further researchers to add other variables in similar studies such as work stress, organizational climate, workload, work environment and others.

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