

# THE EFFECTS OF JOB STRESS AND COMPENSATION ON EMPLOYEE TURNOVER INTENTION AS MEDIATED BY ORGANIZATIONAL COMMITMENT (At Dinas Pariwisata and Kebudayaan DKI Jakarta)

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**Abstract** – This study aims to analyse the effects of Job Stress and Compensation on employee Turnover Intention as mediated by Organizational Commitment. The populations in this research are 147 permanent employees of Dinas Pariwisata and Kebudayaan DKI Jakarta. The research samples are 89 respondents by using Slovin's formula with 5% error tolerance. The sampling method used is a quota sampling taken proportionally for each level. The method of data collection uses questionnaires. Data are analysed using SEM SmartPLS version 3.2.8 for Windows. The results of this research show that: (1) Job stress has a positive and significant influence on employee turnover intention; (2) Compensation has a positive, but not significant influence on employee turnover intention; (3) Job stress has a negative and significant influence on employee organizational commitment; (4) Compensation has a positive and significant influence on employee organizational commitment; (5) Organizational commitment has a negative and not significant influence on employee turnover intention; (6) Organizational commitment does not significantly mediate the influence of job stress on employee turnover intention; and (7) Organizational commitment does not significantly mediate the influence of compensation on employee turnover intention.

**Keywords:** Job stress, compensation, organizational commitment, employee turnover intention

## INTRODUCTION

Human resources are important factors in companies. They determine the success or failure of a company in achieving its goals. Ardana *et al.* (2012: 3), stated that human resources are the most valuable and the most important assets owned by an organization because the success of an organization is largely determined by them. To achieve its goals a company, must pay attention to its workers well.

According to Halimah (2016), employees who do not get the attention of their company and whose needs are not met tend to leave their jobs. Besides that, according to a survey conducted by JobStreet Indonesia (CNN news, 2016) 66% of the millennials born in the 1980s to 1990s often change jobs in less than two years. These show that employee turnover intention is still one of the labour problems faced by many organizations. Employee turnover intention occurs beginning with a desire for leaving an organization by an employee. Turnover intention is the tendency or intention of employees to stop working from their jobs voluntarily or move from one workplace to another in their own choice. High employee turnover can harm organization, since it causes instability and uncertainty for the labour conditions. Besides that, the high cost of HR management such as, the high cost of training and recruitment, and retraining (Sartika, 2014).

According to Alamsyah and Kusumadewi (2016), many factors can influence the existence of turnover intention. The main factor which often causes employee turnover is job stress. According to Robbins and Judge (2018:328), stress is a dynamic condition in which an individual is confronted with an opportunity, demand, or resource related to what the individual desires and for which the outcome is perceived to be both uncertain and important.

Besides according to Siddiqui and Raja's research (2015), it shows that there is a positive and direct relationship between work stress and turnover intention so that increased work stress will also increase the desire to move to work.

According to Fuaidah *et al.* (2018), one of the factors that can influence employee turnover intention is compensation. Compensation is all income in the form of money, either directly or indirectly received by employees in return for services provided to companies (Hasibuan, 2016). Besides according to Halimah (2016), employees who do not get the attention of their company and their needs are not met, and then they tend to choose to leave their jobs (Turnover). Besides, the next factor that can influence

employee turnover intention is organizational commitment (Minanti *et al.*, 2015). The commitment is a strong and close feeling of a person towards the goals and values of an organization concerning their role in efforts to achieve the goals and company values (Zurnali, 2010:127). According to Tumberleka *et al.* (2016), stated that employees who have a high perception of organizational commitment will reduce the level of employee turnover intention, and vice versa.

Turnover intention also occurred at Dinas Pariwisata and Kebudayaan DKI Jakarta. This organization is responsible for all matters related to culture and tourism in the Jakarta and Kepulauan Seribu. To ensure the phenomenon existence of turnover intention at Dinas Pariwisata and Kebudayaan DKI Jakarta, the researcher conducted a pre-survey directly to 30 permanent employees who have worked for more than one year. The pre-survey results indicate that Turnover intention as the main problem where there are 17 respondents stated that they had looked for other job vacancies. The second problem identified is job stress, where 11 respondents stated that they felt stressed about their work. The organizational commitment was identified as the third problem, where there are 10 respondents stated that they were not willing to spend their careers at Dinas Pariwisata and Kebudayaan DKI Jakarta. Besides the last problem identified was compensation, where there are 9 respondents stated that the organization did not pay attention to the needs and facilities of its employees.

Based on the research background described above so, the problem can be formulated for this research as follows:

1. Does job stress influence employee turnover intention at Dinas Pariwisata and Kebudayaan DKI Jakarta?
2. Does compensation influence employee turnover intention at Dinas Pariwisata and Kebudayaan DKI Jakarta?
3. Does job stress influence employee organizational commitment at Dinas Pariwisata and Kebudayaan DKI Jakarta?
4. Does compensation influence employee organizational commitment at Dinas Pariwisata and Kebudayaan DKI Jakarta?
5. Does organizational commitment influence employee turnover intention at Dinas Pariwisata and Kebudayaan DKI Jakarta?
6. Does organizational commitment mediate the influence of job stress on employee turnover intention at Dinas Pariwisata and Kebudayaan DKI Jakarta?
7. Does organizational commitment mediate the influence of compensation on employee turnover intention at Dinas Pariwisata and Kebudayaan DKI Jakarta?

## LITERATURE REVIEW

### Turnover Intention

Turnover intention is the tendency or intention of employees to stop working from their jobs voluntarily or move from one workplace to another in their own choice (Mobley, 2011). While according to Khan (2015), further elaborated that turnover intention is the final cognitive decision-making process before the employee decides to leave a job. Besides, Turnover can be categorised as voluntary or involuntary, and functional or dysfunctional. Involuntary turnover occurs when the organization decides to lay off some of the employees (Owolabi, 2012). Voluntary turnover is initiated by employees due to better career opportunities in another organisation (Rahman and Nas, 2013). Then, Turnover can be dysfunctional and detrimental to the organisation when highly talented employees leave the organisation (Peachey, Burton and Wells, 2014). Conversely, turnover can be functional to the organisation if the organisation intends to lay off poor performers.

In general, turnover has been proven to be costly and disruptive to any organisation (Harhara, Singh and Hussain, 2015).

According to Mobley (2011), the dimensions of turnover intention can be divided into three aspects, i.e.:

1. Thinking to quite
2. Intention to quite
3. Intention to search for another job.

**Job Stress**

Sheraz *et al.* (2014), generally stress is a condition of physiological and psychological unbalances which arises from the discrepancy between situational demand and capability or enthusiasm that the individuals have to cope with those demands. Besides according to Robbins and Judge (2018:328) stated that stress is a dynamic condition in which an individual is confronted with an opportunity, demand, or resource related to what the individual desires and for which the outcome is perceived to be both uncertain and important.

According to Robbins and Judge (2018:329-330), the dimensions of job stress can be divided into three aspects, i.e.:

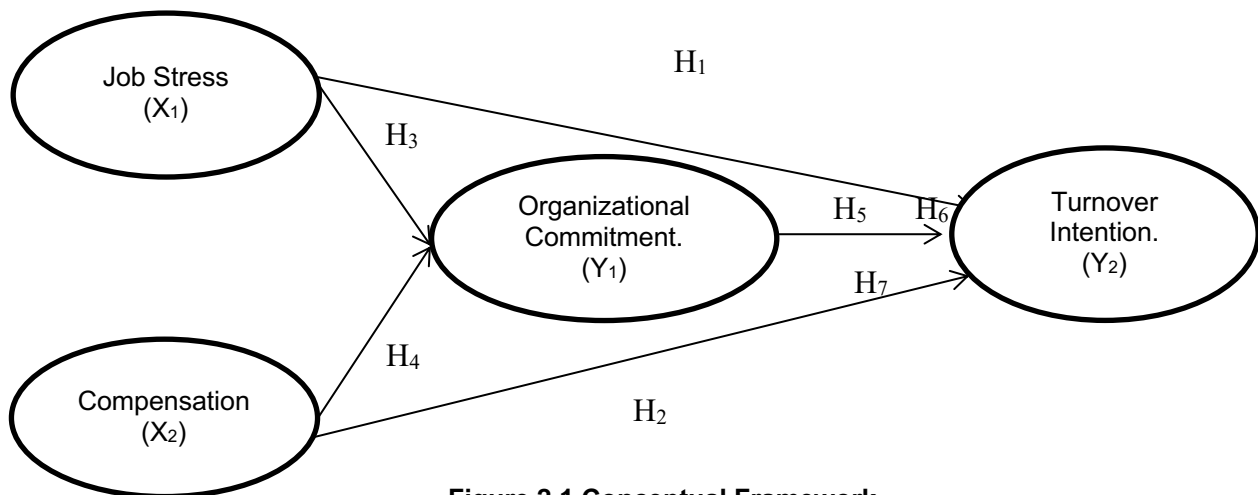
1. Environmental factors, with indicators including economic uncertainly, political uncertainly and technological change.
2. Organizational factors, with indicators including task demands, role demands and interpersonal demands.
3. Personal factors, with indicators including family problems and economic problems.

**Compensation**

Sunyoto (2012:153), compensation is an important component in relations with employees. Compensation includes direct cash payments, indirect payments in the form of employee benefits and incentives to motivate employees to hard work to achieve higher productivity. Besides, according to Hasibuan (2016), compensation is all income in the form of money, either directly or indirectly received by employees in return for services provided to companies.

According to Hasibuan (2016), it was found that the dimensions and indicators in compensation measurements, i.e.

1. Financial compensation, with indicators namely salary and Incentive pay
2. Non-Financial compensation, with indicators namely benefits and facilities.



**Figure 2.1 Conceptual Framework**

**Hypothesis Development:**

- Hypothesis 1: Job stress has a direct and significant influence on employee turnover intention at Dinas Pariwisata and Kebudayaan DKI Jakarta.
- Hypothesis 2: Compensation has a direct and significant influence on employee turnover intention at Dinas Pariwisata and Kebudayaan DKI Jakarta.
- Hypothesis 3: Job stress has a significant influence on employee organizational commitment at Dinas Pariwisata and Kebudayaan DKI Jakarta.
- Hypothesis 4: Compensation has a significant influence on employee organizational commitment at Dinas Pariwisata and Kebudayaan DKI Jakarta.

- Hypothesis 5: Organizational commitment has a significant influence on employee turnover intention at Dinas Pariwisata and Kebudayaan DKI Jakarta.
- Hypothesis 6: Organizational commitment mediated the influence of job stress on employee turnover intention at Dinas Pariwisata and Kebudayaan DKI Jakarta.
- Hypothesis 7: Organizational commitment mediated the influence of compensation on employee turnover intention at Dinas Pariwisata and Kebudayaan DKI Jakarta.

Calculation of the samples number is as follows:

$$n = \frac{147}{1 + 147(0,05)^2} = \frac{147}{1 + 0,3675} = \frac{147}{1,3675} = 107$$

Based on the calculation results from the Slovin formula above, the number of samples to be used in this study is around 107 respondents. In processing data, researchers will use the Partial Least Square (Smart-PLS) program version 3.2.7. Partial Least Square is an indeterminacy factor of a powerful analytical method because it does not assume the data must be of a certain scale measurement, the data does not have to be normally distributed, and the sample does not have to be large, (Ghozali and Kusumadewi, 2014:30).

## RESULT AND DISCUSSION

Dinas Pariwisata and Kebudayaan DKI Jakarta are one of the institutions of the DKI Jakarta government, located in Jakarta Selatan. This organization is responsible for all matters related to culture and tourism in the Jakarta and Kepulauan Seribu.

### Convergent Validity Test

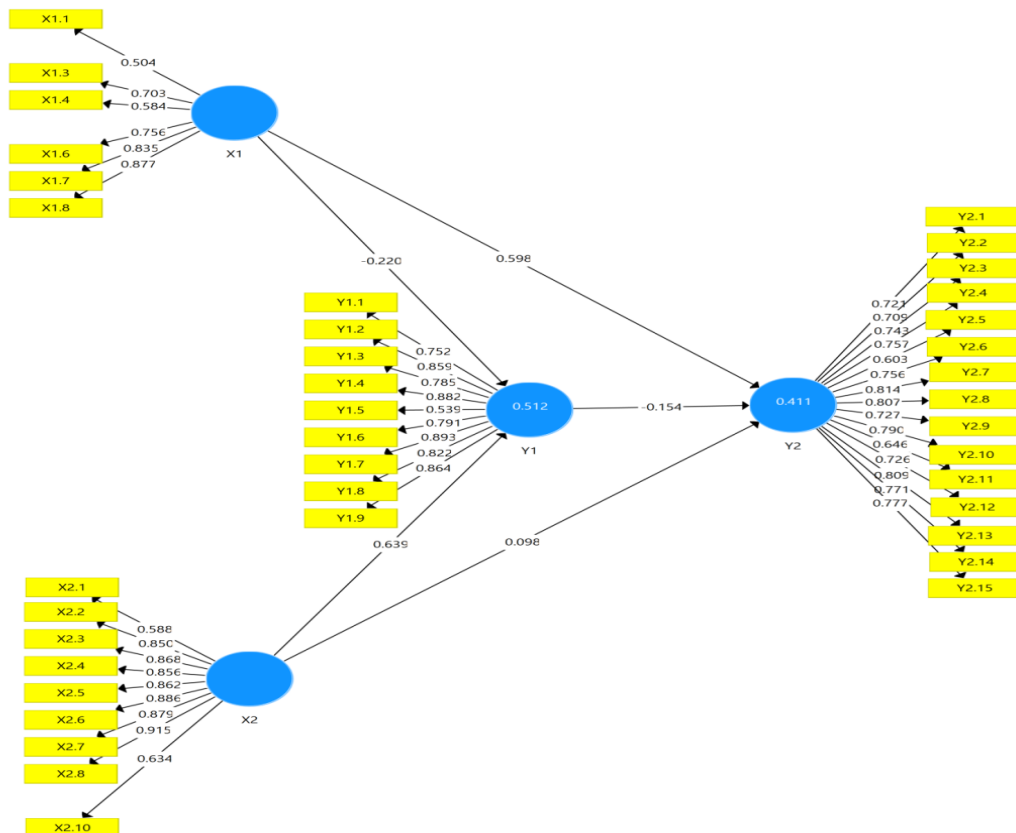


Figure 4.4 PLS Algorithm Results

The result of modification testing convergent validity in Figure 4.4 above, it can be seen that all indicators and variables have fulfilled the convergent validity because of the loading factor value and AVE above 0.50.

**Discriminant Validity**

**Table 4.17**  
**Average Variance Extracted Test Result (AVE)**

<b>VARIABLE</b>	<b>AVE</b>
Job Stress	0.521
Compensation	0.677
Organizational Commitment	0.648
Turnover Intention	0.556

Source: PLS 3.2.7 Output (2020)

Based on table 4.17 above, it can be concluded if the AVE output results show that the AVE value for the construct of job stress, compensation, organizational commitment and turnover intention have the AVE value greater than 0.50, thus it can be said if all the variables meet the discriminant validity criteria.

**Composite Reliability and Cronbach's Alpha**

**Table 4.18**  
**Composite Reliability and Cronbach's Alpha Test Result**

<b>Variable</b>	<b>Composite Reliability</b>	<b>Cronbach's Alpha</b>	<b>Information</b>
Job Stress	0.863	0.815	Reliable
Compensation	0.949	0.938	Reliable
Organizational Commitment	0.942	0.929	Reliable
Turnover Intention	0.949	0.943	Reliable

Source: PLS 3.2.7 Output (2020)

Based on table 4.18 above, it can be seen that the results of composite reliability testing and Cronbach alpha show satisfactory value, that is all latent variables have been reliable because all values of latent variables have a value of composite reliability and Cronbach alpha  $\geq 0.70$ . So it can be concluded that the questionnaire used as a tool of this study has been reliable or consistent.

**R-square Value**

**Table 4.19**  
**R<sup>2</sup> Value Endogen Variable**

<b>Endogen Variable</b>	<b>R square</b>
Organizational Commitment	0.512
Turnover Intention	0.411

Source: PLS 3.2.7 Output (2020)

The structural model indicates that the model on organizational commitment and employee turnover intention variables can be said to be moderate because it has a value above 0.33. The influence model of independent latent variables (job stress and compensation) on organizational commitment

gives the R-square value of 0.512 which can be interpreted that the variability of organizational commitment constructs that can be explained by the construct variability of job stress and compensation by 51.2%, while 48.8% is explained by other variables beyond what was studied. Furthermore, for the influence model of the independent latent variable (job stress and compensation) on the turnover intention gives the R-square value of 0.411 which can be interpreted that the construct variability of turnover intention that can be explained by the construct job stress and compensation by 41.1%, while 58.9% is explained by other variables beyond what was studied.

**Goodness of Fit test**

The predictive relevance value is obtained by the formula:

$$Q^2 = 1 - (1 - R^2) (1 - R_p)$$

$$Q^2 = 1 - (1 - 0.512) (1 - 0.411)$$

$$Q^2 = 1 - (0.488) (0.589)$$

$$Q^2 = 0.712$$

The calculation result above shows that the predictive-relevance value of 0.712 > 0, it means that 80.27% of the variation in organizational commitment and turnover intention variables (the dependent variable) is explained by the independent variables used. Thus the model is said to have relevant predictive value.

**Hypothesis Testing Results**

**Table 4.20 Hypothesis Testing Results**

Variable	Original Sample	Standard Deviation	T-Statistic	P-Values	Information
Job Stress → Organizational Commitment	-0,220	0.084	2.634	0.004	Negative – Significant
Job Stress → Turnover Intention	0.598	0.076	7.825	0.000	Positive – Significant
Compensation → Organizational Commitment	0.639	0.070	9.101	0.000	Positive – Significant
Compensation → Turnover Intention	0.098	0.132	0.739	0.230	Positive – Not significant
Organizational Commitment → Turnover Intention	-0,154	0.122	1.259	0.104	Negative – Not significant

Source: PLS 3.2.7 Output (2020)

**Table 4.21 Hypothesis Testing Results (specific indirect effects)**

Variable	Original Sample	Standard Deviation	T-Statistic	P-Values	Information
Job Stress → Organizational Commitment → Turnover Intention	0.034	0.033	1.021	0.154	Positive - Not significant
Compensation → Organizational Commitment → Turnover Intention	-0,098	0.083	1.183	0.119	Negative – Not significant

Source: PLS 3.2.7 Output (2020)

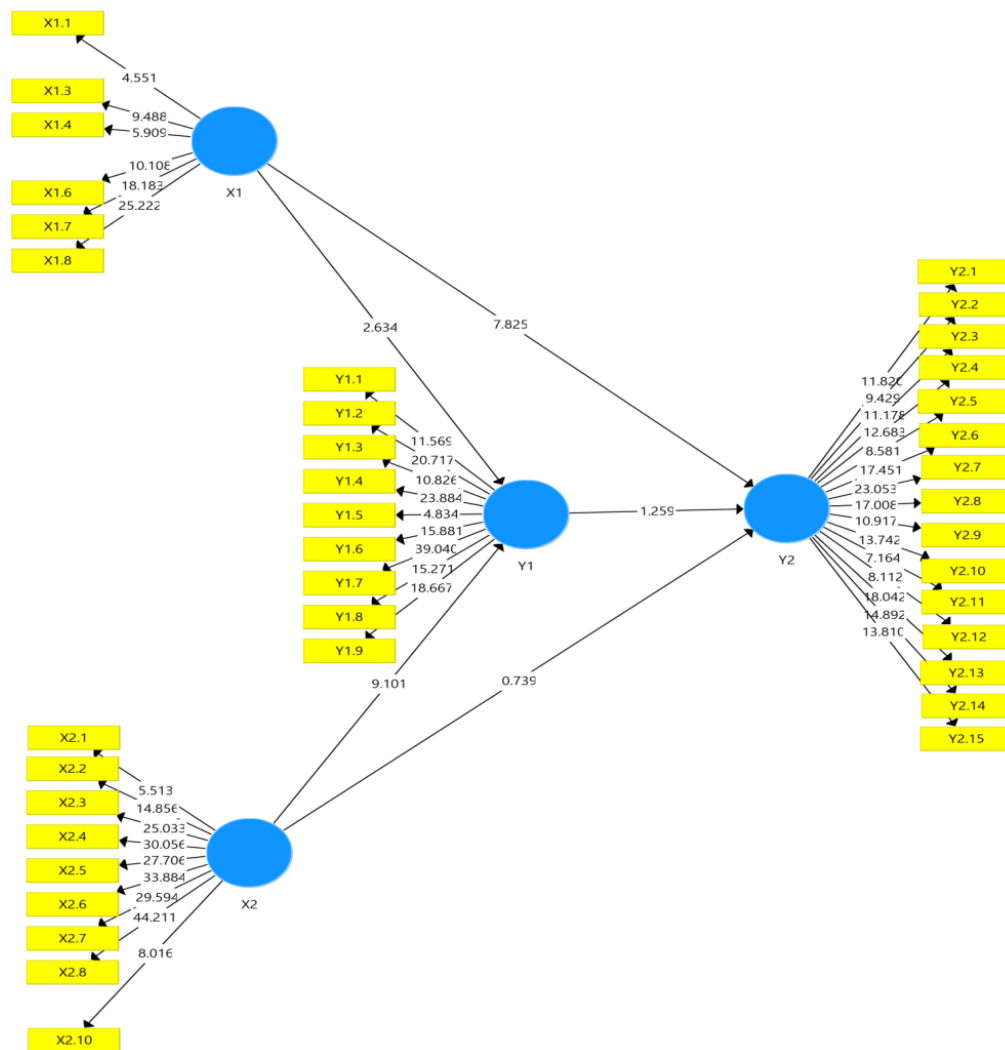


Figure 4.5 Bootstrapping Results

### 1. The Effect of Job Stress on Employee Turnover Intention at Dinas Pariwisata and Kebudayaan DKI Jakarta.

Based on the results of hypothesis testing listed in Table 4.20 above, it shows that job stress variable has a positive and significant influence on employee turnover intention. Positive influence is known from the original sample value of 0.598, and significant influence seen from the T-statistic value of  $7.825 > T\text{-table } 1.96$ . The results of this study indicate that the job stress felt by employees of Dinas Pariwisata and Kebudayaan DKI Jakarta is quite high. Job stress felt by employees is influenced by several factors, and if seen from the bootstrapping results in Figure 4.5, it shows that the job stress indicator which has the highest factor loading value is found in indicator X1.8 with a value of 25,222. As for the statement from indicator X1.8, "My financial situation often interferes with work". This means that the employee financial situation of Dinas Pariwisata and Kebudayaan DKI Jakarta has not been balanced between spending and income earned, so it is causing anxiety which then triggers job stress.

## **2. The Effect of Compensation on Employee Turnover Intention at Dinas Pariwisata and Kebudayaan DKI Jakarta.**

Based on the results of hypothesis testing listed in Table 4.20 above, it shows that the compensation variable has a positive and not significant influence on employee turnover intention. Positive influence is known from the original sample value of 0.098, and significant influence seen from the T-statistic value of  $0.739 < T\text{-table } 1.96$ . These results indicate that the better of compensation received by employees of Dinas Pariwisata and Kebudayaan DKI Jakarta, the less willingness of employees to do the employee turnover intention. Compensation satisfaction felt by employees is influenced by several factors, and if seen from the bootstrapping results listed in Figure 4.5 shows that the indicator of compensation which has the highest factor loading value is found in indicator X2.8 with a value of 44,211. As for the statement from indicator X2.8, "The benefits I receive are consistent with my role and performance in this organization". This means that employees feel that the compensation given by the organization is fair based on their role and performance in the organization.

## **3. The Effect of Job Stress on Employee Organizational Commitment at Dinas Pariwisata and Kebudayaan DKI Jakarta.**

Based on the results of hypothesis testing listed in Table 4.20 above, it shows that job stress variable has a negative and significant influence on employee organizational commitment. Negative influence is known from the original sample value of -0.220, and significant influence seen from the T-statistic value of  $2.634 > T\text{-table } 1.96$ . These results indicate that the lower employee job stress, so the higher employee organizational commitment and vice versa.

## **4. The Effect of Compensation on Employee Organizational Commitment at Dinas Pariwisata and Kebudayaan DKI Jakarta.**

Based on the results of hypothesis testing listed in Table 4.20 above, it shows that the compensation variable has a positive and significant influence on organizational commitment. Positive influence is known from the original sample value of 0.639, and significant influence seen from the T-statistic value of  $9.101 > T\text{-table } 1.96$ . These results indicate that the better of compensation provided by the organization, the higher of employee organizational commitment and vice versa. Increased employee organizational commitment influence by compensation factor and if seen from the bootstrapping results listed in Figure 4.5, it shows that the indicator of compensation which has the highest factor loading value is found in indicator X2.8 with a value of 44,211. As for the statement from indicator X2.8, "The benefits I receive are consistent with my role and performance in this organization". This means that employees feel that the compensation given by the organization is fair based on their role and performance in the organization.

## **5. The Effect of Organizational Commitment on Employee Turnover Intention at Dinas Pariwisata and Kebudayaan DKI Jakarta.**

Based on the results of hypothesis testing listed in Table 4.20 above, it shows that organizational commitment variable has a negative and not significant influence on employee turnover intention. Negative influence is known from the original sample value of -0.154, and significant influence seen from the T-statistic value of  $1.259 < T\text{-table } 1.96$ . These results indicate that the organizational commitment which is owned by the employee of Dinas Pariwisata and Kebudayaan DKI Jakarta is high, so it does not affect employee to do the turnover intention. This can also be seen from the bootstrapping results shown in Figure 4.5, which shows that one indicator of organizational commitment that has a dominant influence is found in indicator Y1.7 with a value of 39,040. As for the statement from the indicator, Y1.7 is "I have a work loyalty", this shows that the employees of Dinas Pariwisata and Kebudayaan DKI Jakarta have high a loyalty to the organization so that they do not have the desire to do a turnover intention. The high of employee organizational commitment is influenced by several factors, and one the factor that has been proven is providing good and fair compensation.

## **6. Organizational Commitment Mediated the Influence of Job Stress on Employee Turnover Intention at Dinas Pariwisata and Kebudayaan DKI Jakarta.**

Based on the results of hypothesis testing listed in Table 4.21 above, it shows that job stress through organizational commitment has a positive and not significant influence on employee turnover intention. Positive influence is known from the original sample value of 0.034, and significant influence seen from the T-statistic value of  $1.021 < T\text{-table } 1.96$ . These results indicate that organizational



commitment does not significantly mediate the influence of job stress on employee turnover intention. Which means that the influence of job stress is greater on employee turnover intention if done directly without organizational commitment as a mediating variable. This can be seen in Table 4.20 above which shows that job stress variable has a positive and significant influence on employee turnover intention with an original sample value of 0.598 and a T-statistic of 7.825 > T-table 1.96. Based on the explanations, it can be concluded that organizational commitment is not the factor that causes employee turnover intention because in this study it has been proven that organizational commitment variables either directly or indirectly (as a mediating variable), do not have a significant influence on employee turnover intention.

#### **7. Organizational Commitment Mediated the Influence of Compensation on Employee Turnover Intention at Dinas Pariwisata and Kebudayaan DKI Jakarta.**

Based on the results of hypothesis testing listed in Table 4.21 above, it shows that compensation through organizational commitment has a negative and not significant influence on turnover intention. Negative influence is known from the original sample value of -0.098, and significant influence seen from the T-statistic value of 1.183 < T-table 1.96. These results indicate that organizational commitment does not significantly mediate the influence of compensation on employee turnover intention, which means that compensation provided by the organization can be said to be good, so it can increase employee organizational commitment and reduce the level of employee turnover intention. This statement is consistent with the results of hypotheses 4 and 5, wherein hypothesis 4 shows that compensation has a positive and significant influence on employee organizational commitment and on the results of hypothesis 5 shows that organizational commitment has a negative and not significant influence on employee turnover intention.

Based on these explanations, it can be concluded that compensation and organizational commitment are not the factors that cause employee turnover intention because in this study it has been proven that compensation and organizational commitment variables either directly or indirectly, do not have a significant influence on employee turnover intention. Furthermore, if seen from the employee's characteristics of Dinas Pariwisata and Kebudayaan DKI Jakarta who are dominated by employees aged 40-50 years with a length of work is > 10 years, in this situation the employee's desire to do the turnover intention is very small because they have entered old age and retired.

#### **CONCLUSION**

1. Job stress has a positive and significant influence on employee turnover intention at Dinas Pariwisata and Kebudayaan DKI Jakarta, so hypothesis 1 is accepted
2. Compensation has a positive and not significant influence on employee turnover intention at Dinas Pariwisata and Kebudayaan DKI Jakarta, so hypothesis 2 is rejected.
3. Job stress has a negative and significant influence on employee organizational commitment at Dinas Pariwisata and Kebudayaan DKI Jakarta, so hypothesis 3 is accepted.
4. Compensation has a positive and significant influence on employee organizational commitment at Dinas Pariwisata and Kebudayaan DKI Jakarta, so hypothesis 4 is accepted.
5. Organizational commitment has a negative and not significant influence on employee turnover intention at Dinas Pariwisata and Kebudayaan DKI Jakarta, so hypothesis 5 is rejected.
6. The organizational commitment does not significantly mediate the influence of job stress on employee turnover intention at Dinas Pariwisata and Kebudayaan DKI Jakarta, so hypothesis 6 is rejected.
7. The organizational commitment does not significantly mediate the influence of compensation on employee turnover intention at Dinas Pariwisata and Kebudayaan DKI Jakarta, so hypothesis 7 is rejected.

#### **RECOMMENDATION**

To reduce employee turnover intention, the organization should focus more on handling employee job stress which has been proven to be the cause of turnover intention. The strategy that can be applied by organizations is to improve the employee financial situation through providing financial compensation such as salaries, bonuses, commissions and incentives. By focusing on providing financial compensation, the organization is expected to be able to cope with job stress and can reduce the level of employee turnover intention. In addition to causing turnover intention, job stress can also have

adverse effects on employees' physical and mental health such as anxiety, emotion being sensitive, reduced ability to concentrate, etc.

To handle these problems, organizations should also implement a wellness program by providing counselling centre or holding health seminars such as how to deal with job stress, how to achieve work-life balance or a seminar about healthy living strategies.

The next researcher must be able to redevelop the variables and indicators that have not been used in this study. Besides, the next researcher who will conduct research in the same title and use this thesis as a reference, then it needs to be re-examined because of the possibility that there are still statements that are not appropriate and I as the writer feel there are still many limitations in completing this thesis.

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