



# **AN EXAMINATION OF THE VARIABLES THAT AFFECT EMPLOYEES' INTENTIONS TO LEAVE IN PT ANUGRAH**

**Wico Jontarudi Tarigan<sup>1</sup>**

[ico180285@gmail.com](mailto:ico180285@gmail.com)

**Djuli Sjafei Purba<sup>2</sup>**

[djulipurba484@gmail.com](mailto:djulipurba484@gmail.com)

**Sri Martina<sup>3</sup>**

[srimartina999@gmail.com](mailto:srimartina999@gmail.com)

Faculty of Economics, Simalungun University<sup>123</sup>

Corresponding author, email: [ico180285@gmail.com](mailto:ico180285@gmail.com)

| <b>Article history:</b>   | <b>Abstract:</b>  |
|---|---|
| <p><b>Received:</b> 20<sup>th</sup> December 2023</p> <p><b>Accepted:</b> 18<sup>th</sup> January 2024</p> <p><b>Published:</b> 20<sup>th</sup> February 2024</p> | <p>This research aims to find out the impact of Job Satisfaction, Work Stress and Organizational Commitment on the Turnover Intention on PT Anugrah. This research is descriptive research using a quantitative approach. This study is a population study using the census method with the number of respondents as many as 40 employees. The results of the work satisfaction study (<math>X_1</math>) and the Organizational Commitment (<math>X_2</math>) have no influence on turnover intention (<math>Y</math>). These results show that the program - program given to employees can give job satisfaction and increase the commitment of the organization to stay in the institution of PT Anugrah. While the work stress (<math>X_3</math>) has an influence upon the desire to move (<math>Y</math>) The results show the need for a program or concrete step - step from the management of PT anugrah to suppress or reduce work stress that occurs in employees.</p> |

**Keywords:** Job Satisfaction, Organizational Commitment, Work Stress, Turnover Intention

## **PRELIMINARY**

Humans are social creatures that are driven to interact with each other and are unable to avoid the influence of others. Therefore, social and organizational life will always be part of human existence. It is evident in all areas of life, including households, social groups, educational institutions, and even business associations. The performance of an organization in achieving its objectives cannot be separated from its primary component, the role of Human Resources (Ratnaningsih, 2021).

A resource is a potential value possessed by a certain material or element in life. These resources include natural resources, financial resources, scientific and technological resources, and human resources (Irvianti & Verina, 2015). The key factor in the success of the organization itself is Human Resources, because the Human Resource will manage all of the human resources owned by the company (Lestari & Mujiati, 2018). Employees are the corporate resource that is the backbone and driver of the company's activity. It has made employees have an important role to play in the well-being of the company, wherein the company is heavily determined by the conditions and behavior of the employees that the company has (Johartono & Widuri, 2013).

A turnover is an employee who resigns from the company/organization and moves to another company/organisation for a certain reason. According to (Wirawan, 2015) Research that has been conducted by some experts indicates the reasons for the shift are varied, among others: Theory of Organizational Balance, Economics, Employment Security, Labour burden, Incoherence between employment and staff, Career, Job satisfaction, Following a family, Wanting to set up your own business, Deciding your employment relationship, Continuing your education and Becoming a politician. The high turnover rate means that companies have to pay extra for recruitment to get a qualified workforce (Budiyono & Haryati, 2016).

Turnover is a condition in which an employee voluntarily quits work or moves work to another company (Lisan, 2016). If you look at it from an economic point of view, the company will cost a lot of money because it will often do recruitment, training and other factors that affect the work environment becoming less enjoyable. Turnover intention is the intensity of the employee's desire to leave the company, many of the reasons that led to the emergence of these turnover intentions and among them is the desire for a better job (Sari, Hakam, & Susilo, 2015).

Jewell and Siegel argue in (Wahyuni, Zaika, & Anwar, 2014) That there are several factors that influence the intention turnover which is then divided into two parts, namely:

1. Personal variables include job satisfaction, age, gender, education, length of time a person works, training in work, professionalism, disclosure of the employee's need for personal growth, geographical distance from the place of work, exposure of employee desire to settle in an organization.
2. Organizational variables such as the reward system in the organization. Other situation variables include wages or salaries, employee chances of getting promotion, and the extent to which working in a position becomes employee routine.

Job satisfaction is a pleasant feeling or not of a job an employee feels (Handoko, 2016). But according to (Robbins, 2003) Job satisfaction is the difference between the amount of reward they receive and the amount they believe they should receive. Employment satisfaction is the emotional state of an employee based on the comparison between the rate of return on employment from the company and the level of return of service expected by the employee himself (Lestari, 2022). Employees with low levels of satisfaction will show a negative attitude, both towards their work and their work environment, so that employees feel insecure in themselves and feel anxious, until eventually employees will be willing to move and leave their jobs (Hanafiah, 2013). Job satisfaction can be a reflection of the attitude of an employee's feelings towards his job. An employee who is satisfied with his job will have a positive impact on his job (Parashakti & Apriani, 2020).

Organizational commitment is an employee's attitude that leads to loyalty to the organization and involvement in many activities within the company (Meydiana, Prasetya, & Sulisty, 2018). A strong desire to remain an employee in a company, a desire for hard work in accordance with the desire of the company, as well as a certain belief and acceptance of the values and purposes of the organization (Nurandini & Lataruva, 2014). (Allen & Meyer, 1990) reveals three approaches to commitment, i.e. affective, normative and continuous, when an employee's inherent commitment is affective; normative commitment and a continuous commitment; then this will have an impact on the company's performance. (Santrock, 2011), explains that there are several theories that explain the motivational foundations of the emergence of individual commitment to work in an organization, among others group socialization theory, the theory of social exchange, and self-category theory. Organizations can implement commitment strategies to acquire committed workforce through the implementation of appropriate human resources policies (Kuean, Khin, & Kaur, 2010).

According to (Mualim & Adeko, 2020) Stress can be temporary or long-term, mild or severe, depending largely on how long the cause lasts, how strong it is, and how strong the employee's ability to cope with it. If the employee's work stress is left alone by the company, it will have a negative impact on the company itself (Supriadi, Trang, & Rogi, 2021). Stress has different meanings for each individual. Each person's ability to cope with the amount, intensity, type, and duration of stress varies (Ramasari & Wahyuningtyas, 2014). Conditions that arise from personal interaction with work as well as characterized by a change in someone who forces them to deviate from their normal functioning (Massie, Areros, & Rumawas, 2018).

According to (Wahyuni et al., 2014) The indicated factors affect the turnover intention of a company, namely employee relations and compensation. But according to (Etnaningtyas, 2011) that is personality-job fit, education, age, and gender. But according to (Firdaus, 2017) turnover intention is influenced by job satisfaction and organizational commitment. But according to (Ramasari & Wahyuningtyas, 2014) There are four factors that influence a company's turnover intention: job stress, job satisfaction, career development, and organizational commitment. But according to (Tedjo, 2016) Factors that can affect turnover intentions are work stress, employee relationships, compensation, work environment, job satisfaction, organizational culture, and organizational commitment.

## METHODOLOGY

Research methods include research tools and procedures. Research methods guide researchers according to the sequence of research work from the beginning of research to the end of a study (Sudaryono, 2019). The research method to be used is based on data measurement and data analysis using quantitative research based on the suitability of the research title submitted to the field conditions. Using a quantitative approach, the data will be more credible, complete, in-depth, meaningful and comprehensive. The research approach carried out in this study is a descriptive and quantitative approach in which this study attempts to study how a variable has a correlation or relationship with another variable, or whether one variable is the cause of change in other variables. This study explains the relationship influences and is influenced by the variables to be studied (Silalahi, 2006).

The method used in taking these samples is saturated sampling or census because the number of employees is still small. Data in query is collected from a variety of sources either directly from where we're observing or sources from within the organization or internal data and from outside the organisation or external data. The variables in this study are determined based on the theoretical basis of job satisfaction, work stress, organizational commitment and turnover intention. The instrument in this study is a lift, where there are four variables namely job satisfaction, work stress, organizational commitment and turnover intention.

## RESULTS AND DISCUSSION

### Descriptive Variable Research Statistical Analysis

In this study there are 40 respondent data collected and answered according to the research variable and described using the application of data analysis. The descriptive analysis of this variable aims to find out the picture of the respondent's answers to the variable. The variables found in this study are job satisfaction ( $X_1$ ), organizational commitment ( $X_2$ ), work stress ( $X_3$ ), and desire to move / turnover intention ( $Y$ ) on PT Anugrah.

**Table 1.**

Analysis of variables of job satisfaction, organizational commitments, work stress and desire to move /turnover intention

| Descriptive Statistics    |    |         |         |       |                |
|---------------------------|----|---------|---------|-------|----------------|
|                           | N  | Minimum | Maximum | Mean  | Std. Deviation |
| <b>X<sub>1</sub></b>      | 40 | 38      | 75      | 58,15 | <b>8,871</b>   |
| <b>X<sub>2</sub></b>      | 40 | 38      | 75      | 59,00 | <b>8,461</b>   |
| <b>X<sub>3</sub></b>      | 40 | 19      | 74      | 49,08 | <b>12,658</b>  |
| <b>Y</b>                  | 40 | 9       | 45      | 25,15 | <b>8,997</b>   |
| <b>Valid N (listwise)</b> | 40 |         |         |       |                |

From table 1 it can be inferred that the lowest score (minimum) was 38 and the highest (maximum) score was 75 with the number of respondents 40. The average answer score of the variable is 58.15 and the standard deviation is 8.871 so the standard deviation is smaller than the average. This indicates that the data spread to respondents on the job satisfaction variable ( $X_1$ ) of PT Anugrah employees is good. The organization's commitment can be interpreted as having a lowest (minimum) score of 38 and a highest score (maximum) of 75 with a total of 40 respondents. The average answer score of the variable is 59.00 and the standard deviation is 8.461 so the standard deviation is smaller than the average. This indicates that the data spread to respondents on the Organizational Commitment variable ( $X_2$ ) of PT Anugrah employees is good.

From the above table it can be inferred that the lowest score (minimum) is 19 and the highest (maximum) score is 49,08 with the number of respondents 40. The average answer score of the variable is 49,08 and the standard deviation is 12,658 so the standard deviation is smaller than the average. This shows that the data spread to respondents against the Working Stress Variable ( $X_3$ ) in PT Anugrah employees is good. As well as desire to move / turnover intention can be explained that the lowest score (minimum) is 9 and the highest point (maximum) 45 with the number of respondents 40. The average answer score of the variable is 25.15 and the standard deviation is 8.997 so the standard deviation is smaller than the average. It shows that the data spread to the respondent against the variable Desire to Move / turnover intention ( $Y$ ) in the employee PT Anugrah is good.

**Results of Regression and Correlation Analysis**

There are three factors that influence the turnover intention of PT Anugrah: job satisfaction, organizational commitment and work stress. In the basis of the theory described that each variable in this study interacts with each other, between the factors that influence and the ones that become the variables that are influenced.

**Correlation and Regression Analysis Simple Variable Job Satisfaction  $X_1$  and Turnover Intention ( $Y$ )**

**Table 2.**

Model Summary Correlation and Simple Regression Job Satisfaction versus Turnover Intention

| Model    | R                       | R Square    | Adjusted R Square | Std. Error of the Estimate |
|----------|-------------------------|-------------|-------------------|----------------------------|
| <b>1</b> | <b>,401<sup>a</sup></b> | <b>,161</b> | <b>,139</b>       | <b>8,349</b>               |

**a. Predictors: (Constant), Job Satisfaction ( $X_1$ )**

**Tabel 3.**

Correlation Coefficients and Simple Regression Job Satisfaction versus Turnover Intention

| Model    |                            | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig.        |
|----------|----------------------------|-----------------------------|------------|---------------------------|--------|-------------|
|          |                            | B                           | Std. Error |                           |        |             |
| <b>1</b> | (Constant)                 | 48,813                      | 8,863      |                           | 5,508  | <b>,000</b> |
|          | Job Satisfaction ( $X_1$ ) | -,407                       | ,151       | -,401                     | -2,700 | <b>,010</b> |

**a. Dependent Variable: Turnover Intention ( $Y$ )**

The value of the correlation coefficient  $r = 0.401$  indicates that job satisfaction has a strong relationship to the employee's turnover intention at PT Anugrah. The value of the determination coefficient  $r^2 = 0.161$  shows that the variation in the employee's turnover intention ratio in PT Anugrah 16.1% is influenced by the magnitude of job satisfaction, while the remaining 83.9% is affected by other factors. The regression equation between the job satisfaction variable ( $X_1$ ) and the turnover intention ( $Y$ ) is  $Y = 48,813 - 0,407 X$  indicates that the presence of changes in employee intention turnover at PT Anugrah is determined by employee satisfaction perceived by employees. The influence that occurs between job satisfaction and turnover intention can be said to be a negative influence because, when employment satisfaction is lowered by one unit then will increase the turnover of employee intention on PT

Anugrah by 0.407 and vice versa. It can be concluded that there is a negative influence of employment intersection on the employee's turnover intention on PT Anugrah.

**Correlation and Regression Analysis Simple Variable Organizational Commitment X<sub>2</sub> and Turnover Intention Y**

**Table 4.**

Model Summary Correlation and Simple Regression Organizational Commitment to Turnover Intention

| Model    | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|----------|-------------------|----------|-------------------|----------------------------|
| <b>1</b> | ,448 <sup>a</sup> | ,201     | ,180              | <b>8,148</b>               |

**a. Predictors: (Constant), Organizational Commitment (X<sub>2</sub>)**

**Table 5.**

Correlation Coefficients and Simple Regression Organizational Commitment to Turnover Intention

| Model                                       | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig.        |
|---|-----------------------------|------------|---------------------------|--------|-------------|
|   | B                           | Std. Error | Beta                      |        |             |
| <b>1</b> (Constant)                         | 53,276                      | 9,188      |                           | 5,798  | <b>,000</b> |
| Organizational Commitment (X <sub>2</sub> ) | -,477                       | ,154       | -,448                     | -3,092 | <b>,004</b> |

**a. Dependent Variable: Turnover Intention (Y)**

The value of the correlation coefficient  $r = 0.448$  indicates that the organization's commitment has a strong relationship to the employee's turnover intention in PT Anugrah. The value of the determination coefficient  $r^2 = 0.201$  indicates that the variation in employee intentions in PT Anugrah 20.1% is influenced by the size of the organization's commitment, while the remaining 79.9% is influenced by other factors. The regression equation between the organization's commitment variable (X<sub>2</sub>) to the turnover intention (Y) is  $Y = 53,276 - 0,477X$  indicating that the presence of changes in the employee's turnover intent in PT Anugrah is determined by the organizational commitment perceived by employees. The impact that occurs between the organization's commitment to turnover intention can be said to be a negative influence because, when job satisfaction is lowered one unit then will increase the turnover of employee intention on PT Anugrah by 0.477 and vice versa. It can be concluded that there is a negative influence between the organization's commitment to the employee's turnover intention on PT Anugrah.

**Correlation and Regression Analysis Simple Variable Work Stress X<sub>3</sub> and Turnover Intention Y**

**Table 6.**

Model Summary Correlation and Regression Simple Stress Work versus Turnover Intention

| Model    | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|----------|-------------------|----------|-------------------|----------------------------|
| <b>1</b> | ,664 <sup>a</sup> | ,440     | ,426              | <b>6,819</b>               |

**a. Predictors: (Constant), Work Stress (X<sub>3</sub>)**

**Table 7.**

Correlation Coefficients and Simple Regression Stress Work versus Turnover Intention

| Model                         | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig.        |
|-------------------------------|-----------------------------|------------|---------------------------|-------|-------------|
|                               | B                           | Std. Error | Beta                      |       |             |
| <b>1</b> (Constant)           | 2,001                       | 4,368      |                           | ,458  | <b>,649</b> |
| Work Stress (X <sub>3</sub> ) | ,472                        | ,086       | ,664                      | 5,469 | <b>,000</b> |

**a. Dependent Variable: Turnover Intention (Y)**

The value of the correlation coefficient  $r = 0.664$  suggests that work stress has a strong relationship to the employee's turnover intention in PT Anugrah. The value of the determination coefficient  $r^2 = 0.440$  indicates that the variation in the employee's turnover intention ratio in PT Anugrah 44% is influenced by the magnitude of work stress, while the remaining 56% is affected by other factors. The regression equation between the organization's commitment variable (X<sub>3</sub>) to the turnover intention (Y) is  $Y = 2,001 + 0,472X$  indicating that the presence of changes in the employee's turnover intent at PT Anugrah is determined by the work stress perceived by employees. The impact that occurs between work stress on turnover intention can be said to be a positive effect because, when work stress is raised by one unit then will increase the turnover of employee intention on PT Anugrah by 0.472 and vice versa. It can be concluded that there is a positive influence between work stress on employee turnover intention on PT Anugrah.

**Hypothesis Test**

**Results of testing the X<sub>1</sub> Job Satisfaction Hypothesis against Turnover Intention (Y)**

**Table 8.**

Correlation Coefficients and Simple Regression Job Satisfaction versus Turnover Intention

| Model                              | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig.        |
|------------------------------------|-----------------------------|------------|---------------------------|--------|-------------|
|                                    | B                           | Std. Error | Beta                      |        |             |
| <b>1</b> (Constant)                | 48,813                      | 8,863      |                           | 5,508  | <b>,000</b> |
| Job Satisfaction (X <sub>1</sub> ) | -,407                       | ,151       | -,401                     | -2,700 | <b>,010</b> |

a. Dependent Variable: Turnover Intention (Y)

Based on Table 8 of the Labor Satisfaction Variable with a  $t_{hitung}$  -2,700 smaller than the table 1,685 then  $H_0$  accepted  $H_a$  rejected means is a partially satisfaction variable has no significant influence on the Turnover Intention of Employees at PT Anugrah.

This means that the higher the employee's job satisfaction, the lower the willingness to move. This is because with increased job satisfaction, the employees will feel like their job and duty and feel enthusiastic and give full energy in the workmanship resulting in the rate of desire to turnover intention will decrease.

**Results of testing the Organizational Commitment (X<sub>2</sub>) hypothesis to Turnover Intention (Y)**

**Table 9.**

Correlation and Simple Regression Coefficients Organizational Commitment to Turnover Intention

| Model                                       | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig.        |
|---|-----------------------------|------------|---------------------------|--------|-------------|
|   | B                           | Std. Error | Beta                      |        |             |
| <b>1</b> (Constant)                         | 53,276                      | 9,188      |                           | 5,798  | <b>,000</b> |
| Organizational Commitment (X <sub>2</sub> ) | -,477                       | ,154       | -,448                     | -3,092 | <b>,004</b> |

a. Dependent Variable: Turnover Intention (Y)

The Organization Commitment variable with the  $t_{hitung}$  -3,092 is smaller than the table 1,685 then  $H_0$  accepted  $H_a$  rejected means that is a variable Organization commitment partially has no significant influence on the Turnover Intention of Employees on PT Anugrah.

Based on the study of the existence of such influence shows that the attitude of employees who feel possessed and being part of the organization, feel that the organization has its own meaning for the employee's personality and the loyalty that employees have makes employees willing to give all their abilities for the organization's progress.

**Output of work stress hypothesis testing (X<sub>3</sub>) against Turnover Intention (Y)**

**Table 10.**

Correlation Coefficients and Simple Regression Stress Work versus Turnover Intention

| Model                            | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig.        |
|----------------------------------|-----------------------------|------------|---------------------------|-------|-------------|
|                                  | B                           | Std. Error | Beta                      |       |             |
| <b>1</b> (Constant)              | 2,001                       | 4,368      |                           | ,458  | <b>,649</b> |
| Working stress (X <sub>3</sub> ) | ,472                        | ,086       | ,664                      | 5,469 | <b>,000</b> |

a. Dependent Variable : Turnover Intention (Y)

The work stress variable with a  $t_{hitung}$  of 5,469 is greater than the table of 1,685 then  $H_0$  rejected  $H_a$  accepted means is the work stress Variable partially significantly influenced the turnover of the employee's intention on PT Anugrah.

The results of this study show that the problem that the employee's workload causes a fairly high work stress and affects his desire to leave the organization. Work stress should be the focus for the management of PT Anugrah to be able to find its solution as soon as possible, because at the moment in addition to the stabilization of the profit of the company is also not less important stability of the performance of employees, because the work stress will cause a decrease in productivity generated by employees so image and development will be at stake, human resources management needs to be tightened so that productiveness can run in balance with the aimed.

**CONCLUSION**

Job Satisfaction (X<sub>1</sub>) and Organizational Commitment (X<sub>2</sub>) have no influence on the desire to move /turnover intention (Y). These results show that programmes given to employees can provide job satisfaction and increase the organization's commitment to stay in PT Anugrah institutions. While work stress (X<sub>3</sub>) affects the desire to move /turnover intention (Y). These results indicate the need for programmes or concrete measures from the management of PT Anugrah to suppress or reduce the work stress that occurs in employees. While work stress (X<sub>3</sub>) affects the desire to move / turnover intention (Y). These results indicate the need for programmes or concrete measures from the management of PT Anugrah to suppress or reduce the work stress that occurs in employees.

In this study, the researchers found that work stress has more influence on the employee's desire to leave at PT Anugrah than on job satisfaction and organizational commitment. In order to reduce the level of employee stress, it is best for management to increase the number of employees because the current work is already felt to be hard done by the employees, adjust the rest time to the employee's working hours, etc. As well as creating activities outside the company such as outbond or religious so that employees will feel the presence of a different atmosphere, relax the mind and body

### REFERENCES

1. Allen, Natalie J., & Meyer, John P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1–18. <https://doi.org/10.1111/j.2044-8325.1990.tb00506.x>
2. Budiyo, Rokhmad, & Haryati, Titik. (2016). Analisa Pengaruh Kepuasan Kerja, Stress Kerja, Dan Komitmen Organisasi Terhadap Turnover Intention (Studi Pada PT. Duta Service Semarang). *Jurnal STIE Semarang (Edisi Elektronik)*, 8(1), 36–52.
3. Etnaningtyas, Aningeti Prihandini. (2011). Faktor - faktor yang mempengaruhi intensi turnover pada karyawan PT: Alenatex Bandung.
4. Firdaus, Ahmad. (2017). Faktor - faktor yang mempengaruhi turnover intention (studi pada karyawan perusahaan jasa multi finance di kota jambi). *Ekonomis: Journal of Economics and Business*, 1(1), 1 – 9.
5. Girsang, R. M., Tarigan, W. J., & Sipayung, T. (2023). The effect of recruitment and selection on employee performance. *Enrichment: Journal of Management*, 13(1), 95-106
6. Hanafiah, Mohammad. (2013). Pengaruh kepuasan kerja dan ketidakamanan kerja (job insecurity) dengan intensi pindah kerja (turnover) pada karyawan pt. buma desa suaran kecamatan sambaliung kabupaten berau. *Psikoborneo: Jurnal Ilmiah Psikologi*, 1(3).
7. Handoko, T.Hani. (2016). Manajemen personalia dan sumberdaya manusia. Bpfe.
8. Irvianti, Laksmi Sito Dwi, & Verina, Renno Eka. (2015). Analisis Pengaruh Stres Kerja, Beban Kerja dan Lingkungan Kerja terhadap Turnover Intention Karyawan pada PT XL Axiata Tbk Jakarta. *Binus Business Review*, 6(1), 117. <https://doi.org/10.21512/bbr.v6i1.995>
9. Johartono, Johartono, & Widuri, Retnaningtyas. (2013). Analisa pengaruh stres kerja, kepuasan kerja, budaya organisasi, dan komitmen organisasi terhadap turnover intention karyawan kantor konsultan pajak di Surabaya. *Tax & Accounting Review*, 3(2), 162.
10. Kuean, Wan Li, Khin, Edward Wong Sek, & Kaur, Sharon. (2010). Employees' turnover intention to leave: the Malaysian contexts. *The South East Asian Journal of Management*, 4(2), 2.
11. Lestari, Ni Nyoman Yani Sri, & Mujiati, Ni Wayan. (2018). Pengaruh stres kerja, komitmen organisasi, dan kepuasan kerja karyawan terhadap turnover intention. Udayana University.
12. Lestari, Novi Ayu. (2022). Pengaruh Kepuasan Kerja Dan Motivasi Kerja Terhadap Kinerja Karyawan (Studi Pada PT. Bank Aceh Syariah Cabang Jeuram). UIN Ar-Raniry.
13. Lisan, Wilson. (2016). Analisis pengaruh turnover karyawan, motivasi, dan pengayaan pekerjaan, terhadap kepuasan kerja karyawan pada PT. Enseval Megatrading tbk Manado. *Jurnal Berkala Ilmiah Efisiensi*, 16(3).
14. Massie, Rachel N., Atheros, William A., & Rumawas, Wehelmina. (2018). Pengaruh stres kerja terhadap kinerja karyawan pada kantor pengelola It Center Manado. *Jurnal Administrasi Bisnis (JAB)*, 6(2).
15. Meydiana, Evita, Prasetya, Arik, & Sulisty, Cahyo Widyo. (2018). Analisis Faktor - Faktor Yang Mempengaruhi Turnover Intention Pada Karyawan Generasi X Dan Generasi Y (Studi pada Karyawan PT ABC Sidoarjo). *Jurnal Administrasi Bisnis*, 61(3).
16. Mualim, Mualim, & Adeko, Riang. (2020). Faktor - faktor yang berhubungan dengan stres kerja pada pekerja bagian dryer pt. bukit angkasa makmur (bam) di kabupaten bengkulu tengah. *Journal of Nursing and Public Health*, 8(1), 79–86.
17. Nurandini, Arina, & Lataruva, Eisha. (2014). Analisis pengaruh komitmen organisasi terhadap kinerja karyawan (studi pada pegawai perum PERUMNAS Jakarta). Fakultas Ekonomika dan Bisnis.
18. Parashakti, Ryani Dhyana, & Apriani, Firda. (2020). Pengaruh Kepuasan Kerja, Komitmen Organisasi Dan Stres Kerja Terhadap Turnover Intention Karyawan Pt Daya Eka Samudera Jakarta. *Jurnal Perspektif Manajerial Dan Kewirausahaan (JPMK)*, 1(1), 53–70.
19. Ramasari, Putri Febrian, & Wahyuningtyas, Ratri. (2014). Analisis faktor - faktor yang mempengaruhi turnover intention karyawan outsourcing kisel di PT. Telkomsel regional jawa barat. *eProceedings of Management*, 1(3).
20. Ratnaningsih, Dina Sabta. (2021). Pengaruh Kepuasan Kerja, Stres Kerja, dan Komitmen Organisasional terhadap Turnover Intention. *Jurnal Ilmu Manajemen*, 9(3), 1267–1278.
21. Robbins, P.Stephen. (2003). Perilaku Organisasi. Edisi Sembilan, Jilid 2. Edisi Bahasa Indonesia. PT Indeks Kelompok Gramedia, Jakarta
22. Sekaran, umadan, Roger Bougie.(2010). Edisi 5, Research Method For Business: A Skill Building Approach. John Wiley@ Sons, New York.
23. Santrock, John W. (2011). Educational psychology. McGraw-Hill.
24. Sari, Nita Ratna, Hakam, M.Soe'oe, & Susilo, Heru. (2015). Pengaruh kepuasan kerja terhadap turnover

- intention (studi pada AJB Bumiputera 1912 Kantor Wilayah Jatim II/Malang). *Jurnal Administrasi Bisnis*, 27(1).
25. Silalahi, Ulber. (2006). *Metode penelitian sosial*. Unpar press.
  26. Sudaryono, D. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan Mix Method*. Edisi Kedua, 216.
  27. Supriadi, Koko Valentino, Trang, Irvan, & Rogi, Mirah H. (2021). Analisis Faktor - Faktor Yang Menyebabkan Turnover Intention Di PT. Sinar Galesong Prima Cabang Boulevard Manado. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 9(3), 1215–1224.
  28. Tarigan, V., & Tarigan, W. J. (2020). Analisis Budaya Organisasi Dan Kepuasan Kerja Yang Mempengaruhi Kinerja Karyawan Pada Bank Mega Kantor Cabang Pematangsiantar : Analysis Of Organizational Culture And Job Satisfaction That Affect Emoloyee Performance In The Bank Mega Branch Office Trading Siantar. *Jurnal Edueco*, 3(2), 38-50
  29. Tarigan, W. J., Girsang, R. M., & Martina, S. (2022). Pengaruh Lingkungan Kerja Fisik Dan Non Fisik Terhadap Produktivitas Karyawan Pt Astra Honda Pematangsiantar. *Manager: Jurnal Ilmu Manajemen*, 5(3), 363-371
  30. Tedjo, Putri Fortunata. (2016). Analisis Faktor - Faktor Turnover Intentions Di CV. Sekawan Cosmetics Sidoarjo. *Agora*, 4(2), 238 – 243.
  31. Wahyuni, Ana Sri, Zaika, Yulvi, & Anwar, Ruslin. (2014). Analisis faktor-faktor yang mempengaruhi turnover intention (keinginan berpindah) karyawan pada perusahaan jasa konstruksi. *Rekayasa Sipil*, 8(2), 89–95
  32. Wirawan, W. (2015). *Manajemen Sumber Daya Manusia Indonesia: Teori, Psikologi, Hukum Ketenagakerjaan, Aplikasi dan Penelitian: Aplikasi dalam Organisasi Bisnis, Pemerintahan dan Pendidikan*. Jakarta: Raja Grafindo Persada.