

THE EFFECTS OF WORK STRESS AND JOB SATISFACTION ON TURNOVER INTENTION

(Case Study in One of Hospitals in Sukabumi)

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ABSTRACT---The purpose of this study is to determine the effect of the dimensions or variables, work stress and job satisfaction to turnover intention . The research method used survey method using questionnaires distributed to 95 samples of employees of Ridogalih Hospital. Quality testing instruments Techniques include validity, reliability and normality testing. Techniques of the data analysis using quantitative analysis , while for hypothesis testing using multiple linear regression analysis. **Results:** based on the *t* (partial) test conducted that the job stress variables have an effect on turnover intention with a significance value, for job satisfaction variables also affect turnover intention with a significance value . Based on the *F* test (simultaneous) job stress and job satisfaction simultaneously have a positive effect on turnover intention with a significance value . but, in terms of the relationship of the independent variable to the dependent variable, work stress and job satisfaction only has an effect of 20%, while 80% that effects beyond the variables examined in this study. Analysis of the study of the effects of work stress and job satisfaction is carried out in general, not focused on one part / one unit which has a high turnover rate, for example in the nursing unit.

Keywords---work stress , job satisfaction , turnover intention.

I. Introduction

The development of business in Indonesia is currently growing rapidly, this is marked by the emergence of new companies so that competition between industries both manufacturing and service industries becomes more stringent. Therefore, a company must have a good business strategy to be superior in the competition. One strategic approach in order to face competition in the business world is that every company must be able to improve the quality of its human resources.

The phenomenon that often arises in a company is when the performance of a company that has been good can be disrupted, both directly and indirectly by various employee behaviors that are difficult to prevent. One form of employee behavior is the desire to move (*turnover intention*). Turnover intention is a condition where workers have intentions or tendencies that are done consciously to look for other work as alternatives in different organizations (Abdullah et al., 2012). Ridogalih Hospital is one of the companies engaged in the field of health services located on Jalan Gudang No. 24

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Sukabumi City. From the results of data analysis, it can be seen that the *turnover* rate of employees at Ridogalih Hospital from 2014 to 2018 looks quite significant.

The following is the data of employee *turnover* of Ridogalih Hospital based on sources from the Ridogalih Hospital Personnel Section:

Table 1: Ridogalih Hospital Employee *Turnover* Data
 Year 2014 - 2018

EMPLOYEE'S TURNOVER DATA RIDOGALIH Hospital					
Yr	number of beginning of the year	OUT	IN	year-end number	%
2014	65	7	23	73	23.2%
2015	78	6	29	96	26.4%
2016	95	8	18	106	10.0%
2017	107	20	25	112	4.6%
2018	110	29	41	124	10.3%

Source: Ridogalih Hospital Personnel Section, 2019 data processing

From table 1 above it can be seen that the percentage of employee *turnover* at Ridogalih Hospital from 2014 to 2018 looks quite significant. In 2014 the employee *turnover* rate was 23.2%, followed by 2015 increasing to 26.4%, while in 2016 the *turnover* rate decreased significantly to from 23.2% to 10.0%, and the following year ie in 2017 the *turnover* rate decreased to 4.6%, but in 2018 the employee turnover rate at ridogalih again increased to 10.3%. The *turnover* rate in 2018 has exceeded the tolerated standard of 10% per year, As stated by (Harris , 2005) in (Sari , 2014) which states that the standards tolerated by each company differ, but if the *turnover* rate reaches more than 10 % per year is too high by many standards.

On the basis of the background described above, the researchers wanted to analyze whether there is influence between job stress and job satisfaction of employees to the level of *turnover intention* in Hospital Ridogalih by doing research with the title " **Effect of Job Stress and Job Satisfaction Against Turnover Intention (Case Study On One Hospital in the City of Sukabumi)** " .

Research purposes

This research to determine: 1) whether there are positive and significant relationship between *work stress* on *turnover intention*, 2) if there are positive and significant relationship between *job satisfaction* on *turnover intention* and 3) whether there are positive and significant relationship between *work stress* and simultaneous *job satisfaction* with *turnover intention*.

II. LITERATURE REVIEW

Work Stress

Stress is a dynamic condition in which individuals are confronted with an opportunity, request, or sources related to what people want and where results are felt equally uncertain and important. (Robbins and Judge , 2013)

Another opinion says that stress is a condition of tension that affects emotions, thought processes and a person's condition. (Mangkunegara , 2011) . While **Rival and Mulyadi** (2010) employee stress is a condition of tension due to differences in individual character which can result in reduced employee performance.

From the three definitions that have been presented by several experts, it can be concluded that work stress is a condition in which an employee is in a state of tension towards his work, and also support work that is not in accordance with what he expected that affects the work that can be caused by differences in the personal character of employees the.

Job Satisfaction

Job satisfaction is a positive feeling towards work resulting from the evaluation of the characteristics-k arakteristiknya fairly broad (Robbins and Judge , 2015) . Workrequires interaction with coworkers and superiors, follows organizational rules and policies, meets performance standards, poor working conditions, and so on.

Another definition views job satisfaction as a complex emotional reaction. Each individual will have a different level of satisfaction in accordance with the value system that applies to him (Sutrisno , 2009) .

Meanwhile, according to Ricahard, Robert and Gordon asserted that job satisfaction is related to one's feelings or attitudes regarding the work itself, salary, promotion or education opportunities, supervision, work colleagues, workloads and others (Ricahard, Robert and Gordon , 2012) .

From the opinions of the experts above, it can be concluded that, job satisfaction is a positive feeling or an emotional reaction to the work itself, salary, promotion or education opportunities, supervision, work colleagues, workloads and others.

Turnover Intention

Turnover intention is a condition where workers have intentions or tendencies that are done consciously to look for other jobs as alternatives in different organizations (Abdullah et al , 2012).

Another understanding, *turnover intention* is the desire of someone to leave the company and look for another job that is expected to be better than before, *turnover intention* itself refers to the results of an individual evaluation of the continuation of its relationship with a company that has not been realized in the actual actions of leaving the company. (Waspodo et al , 2013).

Whereas according to **Rivai** turnover is the desire of employees to stop working from the company voluntarily or move from one place to another according to their own choice (Rivai , 2009) .

From the three definitions above, it is concluded that *turnoverintention* is a tendency made consciously to leave the company and look for alternative employment better in other organizations / companies.

Referring to the priority framework outlined above, it can be stated the analysis model as listed in the figure below:

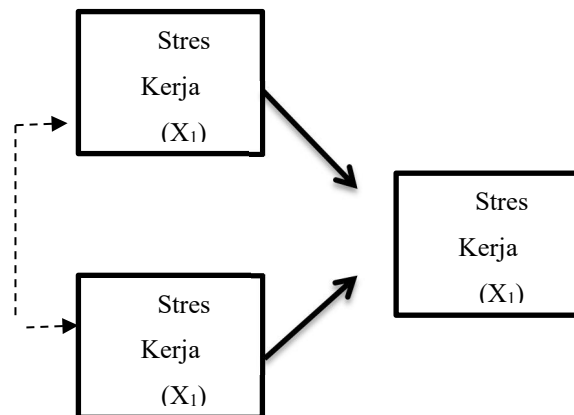


Figure 1: Framework for Thinking

Source: Author, 2018

Hypothesis

Based on the theoretical basis and framework of thought above, the research hypothesis is formulated as follows:

Zero Hypothesis (H_0)

1 $H_{0.1}$ = There is no positive and significant effect of work stress on turnover intention

2 $H_{0.2}$ = There is no positive influence and significant job satisfaction on turnover intention

3 $H_{0.3}$ = There is no positive influence and significant *work stress* and *job satisfaction* on *turnover intention*

Alternative Hypothesis (H_a)

H_{a-1} = There are positive influences and significant *work stress* on *turnover intention*

H_{a-2} = There are positive influences and significant *job satisfaction* on *turnover intention*

H_{a-3} = There are positive influences and significant *work stress* and *job satisfaction* on *turn over intention*

III. Research methods

The method used in this study is to use a quantitative method, by taking three objects of analysis or 3 variables, namely: *work stress* (X_1), *job satisfaction* (X_2) and *turnover intention* (Y). This research was conducted at Ridogalih Hospital, Jalan Gudang No. 24 Sukabumi City with a population of 124

employees and a sample of 95 people based on calculations using the Slovin formula. The research technique used is to use a questionnaire (*questioner*) with primer and secondary data sources, namely data sourced from Ridogalih Hospital and from the literature obtained by researchers .

Statement items in the *work stress* variable use 8 statements one of which is the workload received, while the *job satisfaction* variable uses 6 statements with the wrong statement is salary satisfaction received by employees, while on the *turnover intention* variable the number of statements given is 6, one of which is there or not the thoughts of employees to leave the company. Testing cauldron bags instrument or statement - a statement that there is use validity, reliability test and classical assumption, and to test the hypothesis using the test regression analysis multiple linear coefficient of determination (R^2), T test (partial) and F test (Simultaneous), In the implementation of this research using the help tools of *Microsoft Excel 2013 software* and *IBM SPSS v.25 (Statistical Product and Service Solution)*.

IV. RESULTS AND DISCUSSION

Characteristics of respondents

Based on the analysis of respondents' classification, the following classifications are the most dominant among employees at Ridogalih Hospital

Table 2: Classification of Respondents

Demographic Factors	Classification	Number of Respondents	%
Gender	Male	48	51%
Age	18-25	45	47%
Length of work	15 years	39	41%
Education	High school	39	41%
Profession	Health Workers (NAKES)	51	54%

Source: 2019 data processing results

Testing instrument quality

Validity test results

Imam Ghozali stated that the validity test was used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the question or statement on the questionnaire is able to reveal something that will be measured by the questionnaire.

Work stress

Table 3: Validity Test Results for *Work Stress* Variable Indicators

Indicator	r count	r table	Ket
TB.1	0.501	0.202	VALID

TB.2	0.683	0.202	VALID
TP.1	0.716	0.202	VALID
TP.2	0.505	0.202	VALID
PK.1	0.621	0.202	VALID
PK.2	0.365	0.202	VALID
SO.1	0.517	0.202	VALID
SO.2	0.576	0.202	VALID

Source: 2019 data processing results

From the results of the validity test above it can be concluded that all statement items on the *work stress* variable are valid.

Job satisfaction

Table 4: Validity Test Results of *Job Satisfaction* Variable Indicators

Indicator	r count	r table	Ket
GJ.1	0.741	0.202	VALID
GJ.2	0.677	0.202	VALID
RK.1	0701	0.202	VALID
RK.2	0.647	0.202	VALID
PN	0.768	0.202	VALID
PN.2	0.735	0.202	VALID

Source: 2019 data processing results

From the results of the validity test above it can be concluded that all statement items on the *job satisfaction* variable are valid.

Turnover intention

Table 5: The results of the validity test of *turnover intention* variable indicators

Indicator	r count	r table	Ket
PPUK.1	0.783	0.202	VALID
PPUK.2	0848	0.202	VALID
KMPL.1	0891	0.202	VALID
KMPL.2	0887	0.202	VALID
KUMO.1	0835	0.202	VALID
KUMO.2	0.779	0.202	VALID

Source: 2019 data processing results

From the results of the validity test above it can be concluded that all statement items on the *turnover intention* variable are valid.

Reliability Test

Imam Ghozali defines the reliability test as a tool to measure a questionnaire that can be said to be reliable or reliable if one's answer to a statement is consistent or stable over time.

Table 6: Reliability test results

Variable	Cronbach Alpha	Cronbach Alpha as required	Ket
<i>Work stress (X1)</i>	0.694	> 0.6	Reliable
<i>Job Satisfaction (X2)</i>	0.802	> 0.6	Reliable
<i>Turnover Intention (Y)</i>	0.914	> 0.6	Reliable

Source: 2019 data processing results

From the reliability test results above, it can be concluded that the three variables in this study are *reliable* or reliable.

Classical Assumptions

Normality test

According to Danang Sunyoto normality test, is one of the classic assumptions tests which will test the independent variable data (X) and the dependent variable data (Y) in the resulting regression equation. Normal distribution or walkin k (Danang Sunyoto , 2016) .

Table 7: Normality Test Results
 One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		95
Normal Parameters ^a	The mean	0000000
	Std.Deviation	4,32970294
Most Extreme Differences	Absolute	050
	Positive	050
	Negative	-, 049
Statistical Test		050
Asymp. Sig. (2-tailed)		, 200 ^{c, d}

Source: 2019 Data Process Results

The results of the table data above show that in the Kolmogrov-Smirnov column a significance value (Asyump.sig 2 tailed) can be seen that is equal to 0.200 (0.200 > 0.05), then the residual value is normal.

Multicollinearity test

Imam Ghozali stated that the indicator of a good regression model is the absence of correlation between independent variables, to detect the presence or absence of multicollinearity in the regression model .

From the multicollinearity test using SPSS , it can be seen that the variable X1 (*Job Stress*) and the X2 variable (*Job satisfaction*) have the same VIF output value of 1,489 and the output tolerance value of each variable also shows the same number that is 0.671. Each independent variable has a VIF value <10 and tolerance value e> 0.1. So it can be concluded that there is no multicollinearity between independent variables in this regression model.

Heteroscedasticity test

Heteroscedasticity test according to Imam Ghozali aims to find out whether in the regression model there is an inequality of variance from one observation residual to another.

From the results of the heteroscedasticity test above, namely through a scater plot graph it can be concluded that in the regression model the influence of variables X1 and X2 together on the Y variable does not occur Heteroscedasticity because the points spread randomly and do not form certain patterns.

Hypothesis test

Multiple linear regression test

The results of the analysis using the SPSS program version 25 for Windows above obtained the results of multiple regression equations as follows:

$Y = 3.978 + 0.331 X1 + 0.325 X2$ The regression equation has the following meanings:

1) Constants = 3.978

If the *work stress* and *job satisfaction* variables are equal to zero, then the *turnover intention* variable is 3.978

2) Coefficient X1 = 0.331

If the *work stress* variable increases by one unit, while *job satisfaction* is considered constant, it will cause an increase in *turnover intention* of 0.331

3) Coefficient X2 = 0.325

If the *job satisfaction* variable increases by one unit, while *job stress* is considered constant, it will cause an increase in *turnover intention* of 0.325

Test The coefficient of determination (R²)

T abel 8: Test Results The coefficient of determination (R²)

Summary Model ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,466 ^a	,217	,200	4,377

a. Predictors: (Constant), TOTAL_X2, TOTAL_X1

b. Dependent Variable: TOTAL_Y

Source: 2019 data processing results

The table above shows the acquisition of Adjusted R Square (R²) value of 0.200 = 20%, it can be concluded that the variable job stress and job satisfaction together affect the turnover intention variable by 20%, while the remaining 80% is influenced by other factors in outside the research variables studied.

T Test (Partial)

According to Ghozali basically, the T test is used to show how far the influence of one independent variable partially explains the variation of the independent variable.

Table 9: T Test Results (Partial Test)

oefficients^a

Model		t	Sig.
1	(Constant)	1,295	,199
	WORK	2,544	,013
	STRESS		
	JOB	2,116	,037
	SATISFACTION		

a. Dependent Variable: TOTAL_Y

From the results of the T test using the SPSS Version 25 application, it can be seen that the value of t calculated *work stress* variable is greater than the value of t table ($2.544 \geq 1.986$) with a significant level below 0.05 which is equal to 0.013 ($0.013 \leq 0.05$) **then Ha accepted and Ho refused**. The t value of the *Job satisfaction* (X₂) variable is greater than the value of t table ($2.116 \geq 1.986$) with a significant level below 0.05, 0.037, then **Ha is accepted and Ho is rejected**. How to make partial test decision in regression analysis can be concluded as follows:

- 1) *Work stress* variable (X₁) partially significantly positive effect on *turnover intention* (Y)
- 2) Variable *job satisfaction* (X₂) partially positive significant effect on *turnover intention* (Y).

F Test (Simultaneous)

Table 10: T Test Results (Partial Test)

ANOVA^a

Model		F	Sig.
1	Regression	12,746	,000 ^b
	Residual		
	Total		

a. Dependent Variable: TOTAL_Y

b. Predictors: (Constant), TOTAL_X2,

TOTAL_X1

The SPSS output results in the Anova table above show that the *work stress* and *job satisfaction* variables have a calculated F value of 12,746 with a significant value of 0,000. The f-table value can be searched using a confidence level of 5% or 0.05 . The hypothesis acceptance criteria, namely H_0 , are rejected if the significance value is less than the error level of 5% (0.05) and the calculated F value $\geq F$ table. Significant value on the variable *work stress* and *job satisfaction* is less than 5% or 0.05 that is equal to 0,000 ($0,000 \leq 0.05$) and the calculated F value is greater than the F table ($12,746 \geq 3.10$) so it can be concluded that H_0 is rejected and H_a received or *work stress* and *job satisfactions* simultaneously positive and significant impact on *turnover intention* .

V. DISCUSSION

Effect of Work stress on Turnover

The results of research conducted by researchers in testing whether there is an effect of *work stress* on *turnover intention* at Ridogalih Hospital, Sukabumi, showed that there is an effect of *work stress* on *turnover intention* at Ridogalih Hospital. This can be seen from the results of respondents' responses to the statements in the questionnaire (*questionnaire*) and the results of SPSS calculations .

From the results of the descriptive analysis that was done, i ndikator at variable *work stress* that most influence the thinking of employees to exit one of the most high are the demands of the role. The number of workloads that are given that causes employees to work not in accordance with the *job description* makes the role of employees in the company unclear . The lack of clarity on this role is capable of generating thoughts to leave the company.

Apart from the results of respondents' responses above, the effect of *work stress* on *turnover intention* can be seen from the results of data processing using SPSS application version 25 which shows that there is an influence between *work stress* on *turnover intention* seen from the results of the t test (partial test). Where based on the results of the t test (partial) shows that $r_{\text{arithmetic}} \geq r_{\text{table}}$ ($2,544 \geq 1,986$) and a significant value of 0.013 ($0.013 \leq 0.05$) which means that H_{a-1} is accepted. So it can be concluded that "There is a positive and significant effect between *work stress* on *turnover intention* in Ridogalih City Hospital, Sukabumi".

The Effect of Job Satisfaction on Turnover Intention

The results of research conducted by researchers in testing whether there is an effect of *job satisfaction* on *turnover intention* at Ridogalih Hospital, Sukabumi City. The results showed that the influence of *job satisfaction* on *turnover intention* at Ridogalih Hospital. This can be seen from the results of respondents' responses to the statements in the questionnaire (*questionnaire*) and the results of SPSS calculations .

From the results of the descriptive analysis that was done, i ndikator at variable *job satisfaction* that most influence the thinking of employees to exit one of the most high are indicators coworkers. In a company a relationship with a colleague becomes one of the most important for creating a comfortable situation at work. Relationships between coworkers (in this case between the implementer and the unit head / section head) are able to cause thoughts to come out if this relationship is not established properly. One of the factors that caused the relationship between coworkers to not be intertwined either was the lack of communication and motivation given to implementers at Ridogalih Hospital.

Apart from the results of the responses of respondents above, the effect of *job satisfaction* on *turnover intention* can be seen from the results of data processing using the SPSS version 25 application which shows that there is an effect of *job*

satisfaction on *turnover intention* in Ridogalih Hospital, Sukabumi City, seen from the results of *t* (partial test). Where based on the results of the *t* test (partial) shows that $r_{\text{arithmetic}} \geq r_{\text{table}}$ ($2.116 \geq 1.986$) and a significant value of 0.037 ($0.037 \leq 0.05$) which means that H_{a-2} is accepted. So it can be concluded that "There is a positive and significant effect between *job satisfaction* on *turnover intention* at Ridogalih Hospital, Sukabumi City".

The Effect of Simultaneous Work Stress and Job Satisfaction on Turnover Intention

The results of research conducted by researchers in testing whether there is an influence between work stress (*job stress*) and *job satisfaction* (*job satisfaction*) on *turnover intention* at Ridogalih Hospital, Sukabumi City. The results showed that the influence of *work stress* and *job satisfaction* simultaneously on *turnover intention* at Ridogalih Hospital. This can be seen from the results of respondents' responses to the statements in the questionnaire (*questionnaire*) and the results of SPSS calculations .

From the results of descriptive analysis that has been done, it is known that the variable *work stress* and *job satisfaction* can affect the *turnover* rate at Ridogalih Hospital. Analysis conducted to find out the desire of employees to leave the company is formulated in 3 indicators. The indicator of the variable *turnover intention* that has the highest response is the desire to leave the company. That is, *work stress* and *job satisfaction* can influence employees to leave the company.

Apart from the results of the responses of respondents above, to find out the effect of *work stress* and *job satisfaction* simultaneously on *turnover intention* can be seen from the results of data processing using SPSS version 25. From the results of the *F* test (simultaneous) it can be concluded that *work stress* and *Job Satisfaction* are Simultaneous able to influence *turnover intention* in Ridogalih Hospital, Sukabumi City . Based on the results of the *F* test that has been done shows that the two independent variables simultaneously influence the *turnover intention* $F_{\text{calculated}} \geq F_{\text{table}}$ ($12.746 \geq 3.10$) and a significant value of less than 0.05 ($0.000 \leq 0.05$) which means that the third hypothesis (H_{a-3}) is received, and it can be concluded that the *work stress* and *job stress* simultaneously positive and significant impact on the *turnover intention* .

VI. Conclusion

Based on the results of the *t* test (partial) showed that there is a positive influence of *work stress* on *turnover intention* at Ridogalih Hospital. This shows that the higher the level of work stress, it will further increase the *turnover* rate at Ridogalih Hospital.

Based on the results of the *t* test (partial) showed that there is a positive influence between *job satisfaction* on *turnover intention* at Ridogalih Hospital. This shows that although the level of job satisfaction of employees increased, which was indicated by the satisfaction of employees with salaries and organizational structure at Ridogalih Hospital, the *turnover* rate at Ridogalih Hospital also increased. Job satisfaction in question is that factors - job satisfaction factors can influence the thinking of employees to leave the company.

Based on the results of the *F* test (simultaneous) shows that there is a significant influence between *work stress* and *job satisfaction* on *turnover intention* at Ridogalih Hospital, Sukabumi City.

Theoretical Suggestions

From the results of research conducted using two independent variables and one dependent variable, both the independent variable X_1 (*work stress*) and the variable X_2 (*job satisfaction*) have a partial and simultaneous influence on

the dependent variable Y (*turnover intention*) at home sick Ridogalih, but then, based on test results of determination (R^2) the independent variable (X) has a low relation to the dependent variable (Y) is equal to 20%, in other words, 80% are influenced by other variables not examined in this study . For researchers who will conduct research in the future it is advisable to focus more on 1 unit of analysis in a company or on the part that has the most *turnover intention* (for example in the nursing section) .

Practical Suggestions

Based on the results of research that has been obtained from the Ridogalih Hospital, it is expected that the management of the Ridogalih Hospital, will make concrete, ongoing efforts to reduce employee stress levels, for example by providing adequate work infrastructure. In addition, the thing that needs to be considered in reducing the level of work stress on employees at Ridogalih Hospital is by ensuring that the number of employees is in accordance with the standards so that the division of responsibilities can be evenly distributed and there is no longer one person with multiple positions, including a clear division of duties for each employee .

Whereas efforts that need to be made to further improve employee job satisfaction one of them is by maintaining good relations between superiors and executors, regulating good work patterns between employees, ensuring there is a two-way communication and good cooperation between the implementer with the head and / or head of the unit. *turnover* rate at Ridogalih Hospital.

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