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The Effect of Job Satisfaction on Intention to Quit Mediated by Organizational Commitment (Study at PT. Bintang Sidoraya Denpasar)

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ABSTRACT: Intention to quit is an employee's desire to move from one workplace to another. The desire to leave is due to job satisfaction, not fulfilling employee expectations, seen from the aspect of social exchange theory, which triggers a reflection of the low organizational commitment of employees wanting to find other or new job alternatives. This study aims to examine the effect of job satisfaction on intention to quit mediating the organizational commitment of PT Bintang Sidoraya Denpasar. The number of samples used are 88 employees, using the saturated sample method. Data collection was carried out through interviews and questionnaires. The data analysis technique used was path analysis and sobel test. The results show job satisfaction has a negative and significant effect on intention to quit, organizational commitment has a negative and significant effect on intention to quit, job satisfaction has a positive and significant effect on organizational commitment, and organizational commitment mediates the relationship between job satisfaction and intention to quit.

Keywords -Job Satisfaction, Organizational Commitment, Intention to Quit

I. INTRODUCTION

PT Bintang Sidoraya as a company engaged in the mineral water business distributor with the Aqua and Vit brands uses delivery services to customers. PT Bintang Sidoraya is faced with challenges to improve the quality of its human resources in order to maintain the survival of the organization. PT Bintang Sidoraya needs a readiness to do tough competition. Companies that compete must have human resources as the most important asset for the company because of their role as the subject of implementing policies and operational activities. Organizations must be able to manage human resources well. Resources owned by companies such as capital, methods and machines cannot provide optimal results if they are not supported by resources that have optimum performance (Indrayanti & Riana, 2016). Employee turnover is something that cannot be avoided. High employee turnover rates can affect company performance and harm the organization because many employees want to leave the organization or be expelled by the organization (Candra & Riana, 2017). Organizations need to pay attention to and maintain their workforce, so that there is no desire for employees to leave the organization (Pertwi & Piartrini, 2020)

Intention to quit is a problem that often arises in an organization (Wang et al., 2017). Putra & Rahyuda (2016) state that the intention to quit is the desire of an employee to move, not yet at the realization stage, which is to move from one workplace to another. In the last few years, PT Bintang Sidoraya Denpasar has experienced the intention to quit, allegedly due to employee dissatisfaction. Since the last three years, more employees have left than employees have come in, triggering a company turnover. Based on the results of interviews conducted by researchers with the Human Resource Management of PT Bintang Sidoraya, all employees who left because they were not satisfied with the salary and appreciation from the company that were not proportional to the contributions made by the employees.

Through pre-research by conducting observations and interviews with 5 employees of PT Bintang Sidoraya Denpasar in the fields of helper, security guard, warehouse control, logistics warehouse, and drivers, it was found that the employee's intention to quit was high. This is because employee job satisfaction, such as the salary given is not in accordance with the number of employee contributions, bonuses are rarely given to employees, and promotions are rarely made to employees who have a position level where promotion should be carried out. This problem makes employees feel there is no balance and fairness in the company. This identifies that these employees have low job satisfaction and commitment, so that it has an impact on the high intention to quit among employees (Candra & Riana, 2017). Intention to quit is influenced by job satisfaction and organizational commitment (Azeez et al., 2016)

Social exchange theory can underlie this research which concerns job satisfaction, intention to quit, and organizational commitment, this theory states that social exchange creates feelings that lead to a shared perception of organizational goals in the future, employees will be motivated and committed to work if they are treated fair and balanced (Xianyin et al., 2017). Intention to quit is an employee's voluntary intention to leave the organization (Sari & Afnan, 2016). It can be identified about the factors that affect the intention to quit being an important thing in minimizing the high turnover in the company. Previous research on intention to quit has shown that job satisfaction and organizational commitment affect it (Anjani et al., 2018)

According to Indrayanti & Riana (2016) intention to quit is the emergence of an internal desire within the employee and the company to end the work relationship. The desire to leave employees affects job dissatisfaction, low levels of organizational commitment and high work stress (Anjani et al., 2018). Intention to quit is the last part of the employee's decision-making process (Huang & Su, 2016). A high level of intention to quit will lead employees to turnover, which will cause major losses for each company seen from the recruitment costs and work disruptions that occur. The desire of employees to leave the company can be reduced by managers or leaders paying more attention to employees, especially on job satisfaction (Machado et al., 2016). Attitudes related to work in the individual's desire to leave, namely job satisfaction and organizational commitment

Job satisfaction is an attitude that an individual has in general at his job that shows the difference between the number of awards received by employees and the amount they believe they should receive (Sahyoni & Supartha, 2020). Job satisfaction as a strong influence on individuals with various jobs in the organization, there is that dissatisfied employees will leave the organization faster (Sari & Afnan, 2016). Factors that can make individuals less satisfied at work are conditions of wages, job security, working conditions, status, company procedures, quality of personal relationships with the organization and its colleagues (Anggita & Ardana, 2020). Employees are encouraged to take more control in the progress of their organization to obtain a satisfaction by themselves. It can be concluded that job satisfaction is something that makes employees happy or unhappy with their work and can show employee attitudes when doing their job (Kurniawan & Satrya, 2020). Job satisfaction is the effectiveness of employees' emotional responses to aspects of their work. Increasing employee satisfaction is the key to success for organizations to see what they want through the output and input that the organization provides to workers. Input is something that employees provide to the company such as energy, thoughts, time, personal equipment and others and outputs such as social relations in the work environment, salary and rewards (Saputra & Suwandana, 2020)

Organizational commitment is an organization that has an active relationship and the desire of employees to make a meaningful contribution to the organization. Commitment shows a strong belief and support for the values the organization wants to achieve (Devyanti & Satrya, 2020). This commitment variable can grow due to individuals who have emotional ties to organizations that have moral support. Workers who are committed are less likely to leave because they have a sense of loyalty and interest in the organization. Organizational commitment can be seen in employees who serve the organization wholeheartedly and they will maintain their membership in the organization. There are three organizational dimensions, namely affective commitment, ongoing commitment, and normative commitment (Alsughayir, 2021).

Job satisfaction has a significant negative attitude effect on intention to quit (Redondo et al., 2019). In addition to job satisfaction, there are other factors that influence the employee's intention to leave the company, namely a decrease in organizational commitment. Candra & Riana (2017) state that there is a negative and significant difference between job satisfaction and the intention to quit. In addition to job satisfaction, another factor is the desire of employees to leave the organization, namely from organizational commitment. Huang & Su (2016) state that organizational commitment has a close relationship with employees' intention to quit. Sari & Afnan (2016) stated that organizational commitment has a negative effect on intention to quit and job satisfaction has a negative effect on intention to quit. Job satisfaction has a positive effect on organizational commitment (Singh & Onahring, 2019)

II. HYPOTHESIS DEVELOPMENT

Job satisfaction can satisfy employees from their internal and external emotional states, so job satisfaction has a significant negative effect on intention to quit (Sari & Afnan, 2016). Huang & Su (2016) state that job satisfaction is one of the strongest variables related to intention to quit, this variable has a significant negative effect. Individuals who are satisfied in their work tend to stay in the organization, job satisfaction can reduce the intention of employees to move from the company, this makes satisfaction has a significant negative effect on intention to quit (Redondo et al., 2019). Azeez et al. (2016), Susilo & Satrya (2019) Yuda & Ardana (2017) Sentana & Surya (2017) state that the effect of job satisfaction with intention to quit is negative and significant. Candra & Riana (2017) state that the relationship between job satisfaction and intention to quit has a negative and significant effect. Thus, based on the description above, it can be concluded through the hypothesis:

H1: Job satisfaction has a significant effect on intention to quit

Machado et al. (2016), Henry Haris (2017), Hidayat (2018) state that job satisfaction has a significant positive effect on organizational commitment. Putradiarta & Rahardja (2016) state similarly the relationship between job satisfaction and organizational commitment is significant. Sari & Afnan (2016) stated that job satisfaction has a positive and significant effect on organizational commitment. According to Candra & Riana (2017) and Azeez et al. (2016) state that there is a significant positive relationship to job satisfaction and organizational commitment. Thus, based on the description above there is a hypothesis:

H2: Job satisfaction has a significant effect on organizational commitment.

Candra & Riana (2017) state that organizational commitment has a significant negative effect on intention to quit. Supported by Sari & Afnan (2016) stated that a high level of organizational commitment has an effect on intention to quit, which is significant negatively. Azeez et al. (2016) stated that employees who have high commitment will have a low desire to move, meaning that organizational commitment has a significant negative effect on the intention to quit. Anjani et al. (2018) state that the relationship between commitment and intention to quit has a significant negative effect. Thus, based on the description above, it can be concluded through the hypothesis:

H3: Organizational Commitment has a significant effect on Intention to Quit

According to Anjani et al. (2018), job satisfaction has an indirect variable on the intention to quit through a mediating variable, namely organizational commitment, meaning that this variable significant organizational commitment mediates the effect of job satisfaction. Similar research conducted by Azeez et al. (2016) states that job satisfaction on intention to quit has an indirect effect on organizational commitment. Sari & Afnan (2016) state that the effect of job satisfaction affects the intention to quit which is mediated by significant negative organizational commitment. Candra & Riana (2017) state that the mediation variable through organizational commitment, job satisfaction, has an indirect effect on intention to quit. Thus, based on the description above, it can be concluded through the hypothesis:

H4: Organizational commitment significantly mediates the effect of job satisfaction on Intention to quit

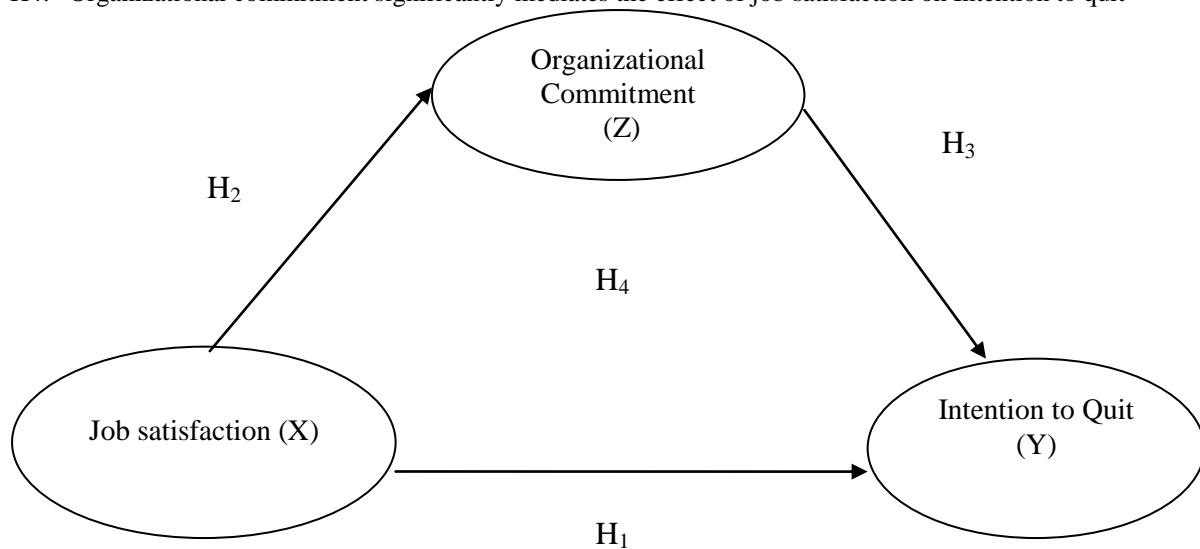


Figure 1 Conceptual Model

III. METHODS

This study used an associative causal research design, namely analyzing the influence between variables. In this study, the variables studied were intention to quit (Y) as the endogenous variable, job satisfaction (X) as the variable variable and organizational commitment (Z) as the mediating variable. The research instrument in the form of a questionnaire, measured using a Likert scale with a scale of 1 to 5. The method used in determining the sample is the nonprobability sampling method in which there is a saturated sampling method, which is where all members of the population are used as research samples so that the population and research sample are all employees. with a total of 88 employees. The data collection methods used were interviews and questionnaires and analyzed by path analysis

Operational Definition of Variables

Intention to Quit (Y) has 3 indicators of intention to quit to gather information about the respondent's wishes. These indicators consist of: thoughts to get out; The desire to find other job vacancies; Intend to leave if you get a better job

Job Satisfaction (X) has several indicators used: Wages are rights that must be received by every employee in the form of money; Supervision is the attention given by the leader for the work that has been done by his employees; Work is an obligation imposed by the company to employees; Colleagues are people who are in the company and are invited to work together to realize the company's goals; Promotion is a program created by a company with the aim of motivating employees to reach higher positions within the company.

Organizational Commitment (Z), in this study measured by: Affective Commitment is employee behavior which refers to emotional feelings and involvement in the organization; Continuance Commitment is the employee's perception of the benefits obtained when he chooses to stay with the organization and the losses felt if he leaves the organization; Normative Commitment is the willingness of employees to be involved in work activities for the benefit of the organization to achieve goals.

IV. RESULTS AND DISCUSSION

Respondents in the study were dominated by male employees (56.8%), then respondents with an age range of 21-30 years dominated the sample of this study (40.9%), this shows that the employees of PT BintangSidoraya are mostly in productive periods and respondents with secondary school diplomas dominating (52.3%).

Intention to quit (Y) is the dependent variable in this study and is measured using 3 indicators. Y3's statement, "I intend to leave the company if I get a better job" gets the lowest score (1.90), this means that PT BintangSidoraya employees tend to disagree with statements regarding the desire to move to work elsewhere if there is an opportunity or offering works better. Y2's statement, "I wish to find a new job at another company" has the highest score (2.14), this clarifies that PT. BintangSidoraya tends to agree with statements about looking for career opportunities elsewhere, this also means that PT BintangSidoraya employees are willing to find other job vacancies.

Organizational Commitment (Z) is a mediating variable in this study and measures it using 5 indicators. Z2's statement, "I have involvement with the company" got the lowest score (4.11), this clarifies that PT BintangSidoraya employees are not fully involved in making decisions or strategic company activities. Z3's statement, "I get benefits while at the company" gets the highest score (4.45), this clarifies that PT BintangSidoraya employees feel that their presence is working in the company, causing them to get the benefits they get while working at the company.

Job Satisfaction (X) is the independent variable in this study and measures using 5 indicators. X4's statement, "My colleagues and I work together well to achieve the company's goals" gets the lowest score (3.73), this explains that PT BintangSidoraya employees tend to disagree with good relationships between their colleagues, this of course can a note for the company management so as not to hinder the effectiveness and efficiency of team performance. The X5 statement, "I want to reach a higher position in the company" has the highest score (4.24). This proves that PT BintangSidoraya employees tend to agree that they want good career progress at work.

Table 1. Substructural Path Analysis 1

Variable	Unstandardized Coefisients		Standardized Coefisients	t	Sig.
	B	Std. Error	Beta		
(Constant)	9.914	1.392		7.121	0.000
Job Satisfaction (X)	0.574	0.069	0.670	8.362	0.000

Source: Primary data (processed data), 2020

$$Z = 0.670X + e1 \dots\dots\dots (1)$$

The regression coefficient value of the job satisfaction variable has a positive value with a significance t test of less than 0.05. This shows that the job satisfaction variable has a positive and significant effect on organizational commitment. The magnitude of the influence of the independent variables on the dependent variable can be seen through the total determination value (R-Square) of 0.448 which means that 44.2% of the variation in organizational commitment is influenced by variations in job satisfaction, while the remaining 55.8% is explained by other factors. not included in this research model

Table 2. Substructural Path Analysis 2

Variable	Unstandardized Coefisients		Standardized Coefisients	t	Sig.
	B	Std. Error	Beta		

(Constant)	21.566	1.560		13.832	0.000
Job Satisfaction (X)	-0.348	0.082	-0.413	-4.241	0.000
Organizational Commitment (Z)	-0.397	0.096	-0.403	-4.142	0.000

Source: Primary data (processed data), 2020

$$Y = -0,413X + -0,403Z + e2 \dots\dots\dots (2)$$

The significance value of each independent variable is less than 0.05. This shows that all independent variables have a significant effect on the dependent variable. The magnitude of the influence of the independent variables on the dependent variable can be seen through the total determination value (R-Square) of 0.556 which means that 55.6% of the variation in intention to quit is influenced by variations in job satisfaction and organizational commitment, while the remaining 44.4% is explained by other factors not included in this research model. The total determination value is 0.756, which means that 75.6% of PT BintangSidoraya employees' intention to quit variation is influenced by variations in job satisfaction and organizational commitment, while the remaining 24.4% is explained by other factors not included in the research model. The direct effect of the job satisfaction variable on organizational commitment is 0.670. The direct effect of organizational commitment on intention to quit is -0.403 and the direct effect of job satisfaction on intention to quit is -0.413. This means that the intention to quit variable is more influenced by the job satisfaction variable than the organizational commitment variable. Meanwhile, the indirect effect of job satisfaction on intention to quit through organizational commitment as a mediating variable is -0.270, so the total effect of job satisfaction on intention to quit through organizational commitment as a mediating variable is -0.683.

The effect of job satisfaction on the intention to quit employees of PT BintangSidoraya obtained a negative beta coefficient of -0.413 with a significance value of 0.000 <0.05, **H1 accepted**, which means that job satisfaction has a negative and significant effect on the intention to quit employees of PT BintangSidoraya, this is in other words, it can explain that when employees get job satisfaction, the employee's intention to leave the organization will decrease. The effect of job satisfaction on the organizational commitment of employees of PT BintangSidoraya obtained a positive beta coefficient of 0.670 with a significance value of 0.000 <0.05, **H2 accepted** which means that job satisfaction has a positive and significant effect on organizational commitment of employees of PT BintangSidoraya, this is in other words. can explain that when employees get their job satisfaction, they will be emotionally tied to or committed to their organization or in this case the company PT BintangSidoraya. The effect of organizational commitment on the intention to quit employees of PT BintangSidoraya obtained a negative beta coefficient of -0.404 with a significance value of 0.000 <0.05, **H3 accepted** which means that organizational commitment has a negative and significant effect on the intention to quit employees of PT BintangSidoraya, this is in other words, it can explain that when employees are committed to the company, the employee's intention to leave the organization will decrease. The role of organizational commitment in mediating the effect of job satisfaction on employee intention to quit is based on the results of the single test to get the Z count is 4.22 > 1.96, **H4 accepted**, it can be concluded that organizational commitment is a variable that can mediate the effect of job satisfaction on intention to quit. This explains that when employees have job satisfaction and are committed organizationally to the organization, the employee's intention to leave the company will decrease.

This study confirms that the theory of social exchange theory has been confirmed in this study because this study reveals that social exchange in the context of the relationship between employees is closely related in the sense that when employees get job satisfaction, they will commit to work so that the reciprocal relationship that occurs is these employees tend to be loyal to the company and the employee's intention to leave the organization will decrease. Based on the research that has been done, there are several limitations that need to be described as follows: This research was only limited to the scope of PT BintangSidoraya Denpasar so that these results cannot be used in different companies in similar or unequal business fields and Factors because there are many other factors that can influence it based on the available literature

V. CONCLUSION

Job satisfaction has a negative and significant effect on the intention to quit employees of PT BintangSidoraya. This finding explains that when employees get job satisfaction or in other words, the higher the employee's job satisfaction, the lower the employee's intention to quit. Organizational commitment has a negative and significant effect on the intention to quit employees of PT BintangSidoraya. These findings explain that the higher the level of organizational commitment of employees of PT BintangSidoraya, the less the employee's intention to quit. Job satisfaction has a positive and significant effect on organizational commitment. These findings clarify that the better the employee's job satisfaction, the better the organizational commitment of

PT BintangSidoraya's employees. Organizational commitment significantly mediates the effect of job satisfaction on the intention to quit employees of PT BintangSidoraya. This finding means that organizational commitment is able to mediate the effect of job satisfaction on the intention to quit employees of PT BintangSidoraya.

Management is expected to focus more on the indicators of promotion to employees so that job satisfaction does not decrease. Managers are expected to carry out promotions to maintain the continuity of the company in order to prevent employee turnover and with promotions to bind employees so they can work more optimally to get a promotion, therefore indirectly job satisfaction will increase. Management needs to maintain the organizational commitment of its employees by fully involving employees in the activities of the company, such as the manager asking several employees to create groups or groups to channel aspirations and suggestions or suggestions that are useful and deemed necessary by the company. This can provide direct involvement to employees for future development of the company. Management is expected to be able to maintain indicators of employees wanting to find new jobs at other companies. If this problem occurs, the manager must be able to handle the employee's reasons for looking for other job alternatives and the manager must provide a solution regarding this in order to reduce the employee's intention to quit.

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