

Effect of Work Life Balance and Organizational Commitment on Turnover Intention of Employees of PT. Santosa Adi Perkasa

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ABSTRACT

This study aims to analyze the effect of work life balance and organizational commitment on employee turnover intention of PT. Santosa Adi Perkasa. The data used in this study are primary and secondary data obtained from companies and literature. The sampling technique in this study used the census method and the data collection techniques used in this study were interviews, questionnaires, observations, and questionnaires. Respondents in this study were company employees totaling 100 people. This research uses Multiple Correlation Analysis method. The results of this study indicate that work life balance has a significant effect on turnover intention, and organizational commitment has a significant effect on turnover intention, the results also show that work life balance and organizational commitment have a significant effect on turnover intention.

Keywords: Work Life Balance, Organizational Commitment, Turnover Intention

INTRODUCTION

Turnover intentions are defined as “a conscious and intentional willingness to leave the organization” (Tett & Meyer 1993: 262). In other words, the degree to which an employee plans to leave or stay with the organization (Bothma & Roodt 2013; Jacobs & Roodt 2011). According to Tett and Meyer (1993), intention to leave the organization is the final step in a series of cognitive withdrawals that lead to actual turnover. Job satisfaction and turnover intentions were found to be precursors in the withdrawal process that predict voluntary employee turnover (Du Plooy & Roodt 2010). (Oosthuizen, Coetzee, & Munro, 2016) Bothma (2011) concluded that the turnover phenomenon has significant costs and other negative consequences for any organization (Bluedorn, 1982; Greyling & Stanz, 2010; Mobley, 1982). The loss of a highly skilled employee may have disruptive implications for the organization, such as disruption of organizational functioning,

service delivery and administration. It can also contribute to an increase in the costs of recruiting new employees and training new employees (Roodt & Bothma, 1997; Sulu, Ceylan & Kaynak, 2010).

The problem that usually occurs in HR is usually Turnover Intention. Pareke's previous research on Turnover in Malna et al, (2014) defines turnover intentions as a person's intentions or tendencies to actually move (turnover) from an organization. Then at PT. Santosa Adi Perkasa also has a problem with the Work Life Balance where employees find it difficult to divide their time between the office and outside the office. The management of PT. Santosa Adi Perkasa is fully supported by experienced human resources in the electrical, mechanical, and telecommunications fields, aiming to develop the quality of infrastructure development in Indonesia. As a working partner of PT. Santosa Adi Perkasa in developing its business business, it becomes more concentrated and competent to participate in

building and maintaining electrical infrastructure, mechanical infrastructure and telecommunications, as well as being a reliable and trusted partner.

Work life balance (Westman, Brough, & Kalliath, 2009 in Widyasari et al., 2015) is the extent to which individuals are involved and equally satisfied in terms of time and psychological involvement with their roles in work life and personal life (eg with a partner). , parents, family, friends and community members) and the absence of conflict between the two roles. The factors causing work life balance on turnover intention according to previous research regarding the relationship between work-life balance and turnover intention conducted by Suifan et al (2016) in Jordan in the private health service industry showed a positive relationship between the effect of work-life balance to turnover intention. Meanwhile, the phenomenon studied is the level of employee turnover that occurs at PT. Santosa Adi Perkasa. The results of research from Cohen and Ronit (2007) stated that commitment to sustainability has a relationship with turnover intention. Because it is related to the costs incurred. In the business world, organizational commitment is a very important issue and therefore companies include elements of organizational commitment as a person to be able to work in the company concerned. In addition, Jehanzeb et al. (2015) showed a negative relationship between organizational commitment and turnover intention. Someone who gets job satisfaction is a company. Then their commitment will be high to the company (Hsiao and Chen,2015).

Organizational commitment is a condition in which an employee takes sides in a particular organization and its goals and intends to maintain membership in that organization (Cepi Triana,2015). Employee turnover rate at PT. Santosa Adi Perkasa is rated quite high. And according to Robbins and Judge (2013), "Organizational Commitment is a condition where employees side with a particular organization and

the goals and desires to maintain membership in the organization".

The research was conducted at PT. Santosa Adi Perkasa, based on the results of observations made, researchers found a phenomenon where absenteeism increased in the last 5 months of 2019 as follows:

Table 1. Employee Attendance Data PT. Santosa Adi Perkasa, 2021

No	Month	Permission	Sick	Without explanation
1	January	2	2	7
2	February	3	6	6
3	March	3	2	6
4	April	0	3	7
5	May	0	2	6
6	June	1	2	7
7	July	4	1	8
8	August	4	3	9
9	September	4	3	12
10	October	4	1	15
11	November	5	2	15
12	December	6	3	17

Source: PT. Santosa Adi Perkasa

This is presumably due to the increase in absenteeism and employee delays in working illustrates some of the symptoms observed in employees such as decreased enthusiasm for work causing inefficient work and some employees seem unable to maximize the applicable working hours, and some employees are unable to share time between work and personal matters, resulting in a decrease in work enthusiasm.

Based on the results of interviews with as the HR manager of PT. Santosa Adi Perkasa, information was obtained that several problems were found at PT. Santosa Adi Perkasa, among others: The morale of employees at work which seemed to be declining; The number of employees who are not able to balance the company's affairs with those outside the company (personal matters); Some employees have started to be late for work, leaving work hours; The number of employees who do not complete their duties in accordance with the targets that have been set; High work achievement targets while

they must be carried out in a fairly short time; Appreciation from the company for employee performance which is suspected to be a trigger for the lack of employee morale.

Mobley (2011), suggests that turnover intention can be seen from the high and low intensity of not attending to his place of work, the employee will try to find a job outside his company that feels better. The following is the employee turnover data for PT. Santosa Adi Perkasa from 2019 to 2021.

Table 2. Employee Turnover Data of PT. Santosa Adi Perkasa 2019 to 2021

No	years	Total Employees	Employee Login	Employee Leave	Description
1	2019	61	8	6	High achievement targets in a short time.
2	2020	59	3	5	There is an internal conflict in the company, so the relationship between employees becomes tenuous.
3	2021	56	8	11	Employees get offers to work in other companies with higher salaries

Based on the table, it can be seen that the turnover rate from 2019 to 2021 has increased, it is noted that the number of employees is decreasing year by year and it can be seen that there is a fluctuating turnover rate from 2019 to 2021 and it is suspected that some employees decided to switch to the company. others because of the low level of organizational commitment and also uncooperative actions from employees of PT. Santosa Adi Perkasa such as being lazy to work and choosing to leave the company because they received an offer to work elsewhere with a higher salary. This indicates that employee commitment to the company is still considered low. during 2019 to 2021, only in 2020 and 2019 were able to

exceed the target set by PT. Santosa Adi Perkasa. However, the facilities are complete enough to perform these construction services. This indicates that the Work Life Balance in the company is still considered difficult to balance between personal and company matters and the Organizational Commitment is considered low, causing high Turnover Intention.

Mobley (2011:15), states that turnover intention is the result of an individual's evaluation of the continuation of his relationship with the company where he works but has not been realized in real action. Based on the description above, it can be seen that the main problem in this study is turnover intention, turnover intention must be addressed as an important phenomenon and behavior in company life from an individual and social point of view, given that the desire to change employees will have a significant impact on the company. and the employees concerned (Toly, 2001). Turnover intention can also have a negative impact on the organization because it creates instability in labor conditions, decreases employee productivity, a work atmosphere that is not conducive and also has an impact on increasing human resource costs (Dharma, 2012). Research on the relationship between work life balance and turnover intention conducted by Suifan et al (2016) in Jordan in the private health service industry shows a positive relationship between the effect of work-life balance on turnover intention. Karatepe and Azar (2013) in their research on the hotel industry in Turkey revealed that work-family facilitation has a significant negative effect on turnover intention. In addition to other factors, namely organizational commitment, employees with a strong affective commitment will stay in the organization because of desire, employees with a strong ongoing commitment will stay in the organization because of need, while employees with a strong normative commitment will stay in the organization because of necessity (Allen & Meyer in Musadieg, 2016).

Darmawan in Sianipar & Haryanti (2014) explains that commitment means the desire of employees to maintain their membership in the

organization and are willing to make high efforts to achieve organizational goals. According to Luthan in Nurandini (2014) organizational commitment is a strong desire to remain as a member of a particular organization, a desire to strive in accordance with the wishes of the organization, as well as certain beliefs and acceptance of organizational values and goals.

Based on scientific research conducted by Nafiudin (2015) states that work-life balance and job satisfaction have a simultaneous and partial effect on intention to change jobs. In addition, scientific research conducted by Siti Nur Azizah (2019), Hendi Darmawan (2017), Rindi Nurlaila Sari (2014) which states that organizational commitment has a negative and significant effect on turnover intention. The opinion of Arina Nurandini, Eisha Backgrounduva (2014) entitled "The Effect of Job Satisfaction and Organizational Commitment on Turnover. Ulil Amri, et al (2017) that Organizational Commitment has a significant and partial negative effect on turnover intentions.

Looking at the explanation above, the formulation of the problem in this study is:

1. How does Work Life Balance affect Turnover Intention at PT. Santosa Adi Perkasa?
2. How does Organizational Commitment affect Turnover Intention at PT. Santosa Adi Perkasa?
3. What is the effect of Work Life Balance and Organizational Commitment on Turnover Intention at PT. Santosa Adi Perkasa?

METHOD

The research method used in this study uses descriptive and verification methods. The

population in this study were employees of PT. Santosa Adi Perkasa. The sampling technique in this study used a purposive sampling technique, with the characteristics of sampling, namely employees who have worked for at least 1 year. The sample calculation in this study used the Lemeshow formula, so the number of samples in this study was 100 respondents. The collection of data that has been taken is based on sources, namely there are primary sources and secondary sources (Sugiyono, 2018). Primary sources are taken from the data taken which has been obtained through observations, questionnaires, and interviews. The secondary data sources were obtained but not taken directly through media related to the company or other parties (Indriantoro, 1999). Statistical processing method using multiple linear regression method using software (SPSS). Data processing with SPSS application produces outputs in the form of normality, correlation, linearity, multiple linear regression values.

RESULTS AND DISCUSSION

Validity test

Validity test is used to measure whether a questionnaire is valid or not. A questionnaire is said to be valid if it is able to reveal something that will be measured by the questionnaire (Ghozali, 2001). In this study using 100 respondents with a significance level of 0.05, in order to obtain an r table of 0.1638. An item is considered valid if $r_{count} > r_{table}$ based on a 0.05 significance test.

Table 1 Validity Test Results

Variable	No Item	r-test	r-table	Description
1	2	3	4	5
Work Life Balance (X1)	1	0.805	0.1638	Valid
	2	0.760	0.1638	Valid
	3	0.919	0.1638	Valid
	4	0.913	0.1638	Valid
	5	0.928	0.1638	Valid
	6	0.884	0.1638	Valid
	7	0.853	0.1638	Valid
	8	0.925	0.1638	Valid

Variable	No Item	r-test	r-table	Description
1	2	3	4	5
Komitmen Organisasi (X2)	9	0.892	0.1638	Valid
	10	0.918	0.1638	Valid
	1	0.731	0.1638	Valid
	2	0.720	0.1638	Valid
	3	0.466	0.1638	Valid
Turnover Intention (Y)	4	0.881	0.1638	Valid
	5	0.887	0.1638	Valid
	1	0.650	0.1638	Valid
	2	0.813	0.1638	Valid
	3	0.821	0.1638	Valid
	4	0.808	0.1638	Valid
	5	0.842	0.1638	Valid

Source: Primary Data Processed, 2022

Reliability Test

Reliability Test, is a tool to measure a questionnaire which is an indicator of a variable or construct. A construct is said to be reliable if the Cronbach Alpha value is > 0.70 according to (Ghazali, 2011).

Table 2 Reliability Test Results

No	Variable	Cronbach's Alpha	Standart Score	Description
1.	Work-life Balance	0.967	0.7	Reliable
2.	Komitmen Organisasi	0.975	0.7	Reliable
3.	Turnover Intention	0.940	0.7	Reliable

Source: Primary Data Processed, 2022

Based on the results of the reliability test of the Work-life Balance, Job Satisfaction, and Turnover Intention variables in table 2, Cronbach's Alpha > 0.70 so it can be concluded that the instruments used are all reliable.

Normality test

Normality test aims to test whether the data is normally distributed or not. normality test in this study using the One Sample Kolmogrov-Smirnov Test (with SPSS version 20 program). The data can be said to be normally distributed if the significance value is > 0.05 .

Table 3. Kolmogrov Smirnov Normality Test Results (K-S)

One-Sample Kolmogorov-Smirnov Test	
	Unstandardize d Residual
N	100

Normal Parameters ^{a,b}	Mean	0E-7
	Std. Deviation	7,44386491
Most Extreme Differences	Absolute	,089
	Positive	,089
	Negative	-,069
Kolmogorov-Smirnov Z		,888
Asymp. Sig. (2-tailed)		,409
a. Test distribution is Normal.		
b. Calculated from data.		

The Kolmogrov-Smirnov (K-S) test results show the asymp value. Sig > 0.05 , which is 0.409, so $0.409 > 0.05$ (0.409 is greater than 0.05) which means that this data is normally distributed.

Multicollinearity Test

A good model is that there is no correlation between the independent variables. To identify the presence or absence of multicollinearity in the regression model, the tolerance value > 0.10 and the VIF value < 10.00 then there is no multicollinearity (Ghozali, 2013).

Table 4 Multicollinearity Test Result

MODEL	Collinearity Statistic		Description
	Tolerance	VIF	
Work-life Balance	.841	1.189	Multicollinearity does not occur
Organizational Commitment	.841	1.189	Multicollinearity does not occur

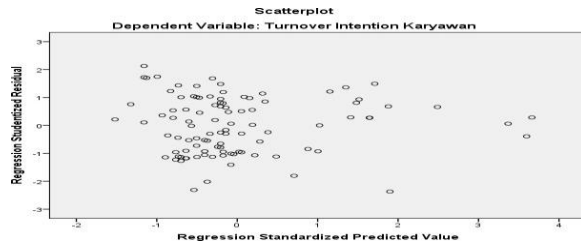
Source: Primary Data Processed, 2022

Based on the results in table 4, the independent variables, namely work-life balance and organizational commitment, have tolerance values of 0.841 and 0.841, which means that the two independent variables have the same value. This value is greater than 0.1, namely $0.841 >$

0.10. Then the data produces data that does not occur Multicollinearity.

Heteroscedasticity Test

In this study, the researcher used (scatterplot graph test) and statistical analysis (Glesjer test). A good model is that there is no heteroscedasticity.



Source: Primary Data Processed, 2022
 Figure 1 Heteroscedasticity Test Results Scatterplot Graph

Based on Figure 1 above, it can be seen that there is no clear pattern, and the points spread above and below the number 0 on the Y axis. This identifies that the data in this study does not occur heteroscedasticity.

Glesjer test

To be more convincing and improve the results of the heteroscedasticity test that there is no heteroscedasticity in the graph regression model, the glesjer test was carried out. The Glesjer test is carried out by regressing the absolute value of the residual on the independent variable (Imam Ghozali, 2013). If the SPSS output shows a sig > 0.05 or 5%, then there is no heteroscedasticity.

Table 5 Heteroscedasticity Test Results With Glesjer test.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.944	2.003		1.469	0.145

Work-life Balance	0.046	0.042	0.117	1.075	0.285
Organizational Commitment	0.021	0.025	0.092	0.846	0.4

a. Dependent Variable: ABS_RES

Source: Primary Data Processed, 2022

Based on Table 5, it can be seen that the Work-life Balance variable produces Sig > 0.05 or 5%, namely 0.285, which means that in this regression model there is no heteroscedasticity.

Coefficient of Determination Test

According to Ghozali (2012) the coefficient of determination (R^2) is a measuring tool to measure how far the model's ability to explain the variation of the dependent variable.

Table 6 Results of the Coefficient of Determination (R Square)T

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,553 ^a	,306	,292	7,520

a. Predictors: (Constant), Organizational Commitment, Work-life Balance
 b. Dependent Variable: Turnover Intention

Source: Primary Data Processed, 2022

Based on Table 6 above, the amount of Adjusted R Square (R^2) is 0.306 or 30.6%. This shows that the percentage of the effect of work-life balance and job satisfaction on turnover intention is 30.6%. There is still a remaining 60.4% which is explained by other variables outside the model.

Partial Test (t Test)

The t-test was conducted to test whether Work-life balance (X_1) and Organizational Commitment (X_2) partially or each had a significant effect on Turnover Intention (Y)

Table 7 t test results Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	54.848	3.938	13.926	0	
	Work-life Balance	0.327	0.083	-0.362	3.922	0
	Organizational Commitment	0.161	0.05	-0.298	3.234	0.002

a. Dependent Variable: Turnover Intention

Based on Table 7, it can be seen the influence of each variable work-life balance and job satisfaction on turnover intention as seen in table t and the significance value. The work-life balance variable has an effect on turnover intention, which means the first hypothesis is accepted. It can be seen from the significance value <0.05 , which is 0.000 which means $0.000 <0.05$. Likewise with the second hypothesis, namely the organizational commitment variable has an influence on turnover intention, this can be seen from the significance value of 0.02, which means <0.05 , therefore the second hypothesis is also accepted. That means that hypotheses 1 and 2 in this study are accepted

H1: Work-life Balance affects Turnover Intention
 H2: Organizational commitment has an effect on Turnover Intention

F Test (Simultaneous Test)

Simultaneous significance test (F statistic test) aims to test whether the independent variables simultaneously (simultaneously) affect the dependent variable.

Table 8 Simultaneous Hypothesis Testing Results

A N O V

A						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2418.809	2	1209.404	21.385	
	Residual	5485.701	97	56.554		
	Total	7904.510	99			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Organization Commitment, Work-life Balance

Source: Primary Data Processed,

2022

Based on Table 8, it can be seen that the F test results show a significance value of 0.000 which means $0.000 <0.05$, it can be interpreted that all independent variables, namely work-life balance and organizational commitment, simultaneously or jointly have a positive effect on the dependent variable (turnover intention). That means that the hypotheses in this study are all proven.

H3 : Work-life balance and organizational commitment have an effect on Employee Turnover Intention

CONCLUSIONS and RECOMMENDATIONS

Conclusion

Work-life balance has a significant negative effect on turnover intention, meaning that the higher the work-life balance, the lower the level of wanting to change employees (turnover intention). This study shows that partially the work-life balance or work-life balance of employees has been categorized as fulfilled. Organizational commitment has a significant negative effect on employee turnover intention, meaning that the higher the organizational commitment, the lower the employee turnover intention (turnover

intention). This research partially shows that the employee's organizational commitment is as expected.

Work-life balance and organizational commitment simultaneously have a significant positive effect on turnover intention, meaning that the higher the work-life balance and organizational commitment of employees, the higher the turnover intention. This study simultaneously shows that the work-life balance and organizational commitment of employees have not been able to reduce the turnover intention of PT. Santosa Adi Perkasa.

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Suggestion

Based on the research that has been done, there are several suggestions that can be used as input and consideration, namely employees at PT. Santosa Adi Perkasa should give assignments not only in the room, but also for the field so that employees are not bored in the room so they can do their job properly and on time that has been determined by the company, by increasing the number of events or activities. -social service activities or family gathering events and others, both from the retired generation or still in office, so as to reduce confusion between co-workers and superiors and subordinates..

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