

## The Influence of Job Stress and Job Satisfaction on Employee Turnover Intention with Organizational Commitment as an Intervening Variable at PT. Petronesia Benimel (HKI Group)

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### Abstract

*This research aims to see the influence of job stress and job satisfaction on employee turnover intentions with organizational commitment as an intervening variable at PT. Petronesia Benimel (HKI Group), the type of research used is quantitative, the research was carried out at the PT Organization. Petronesia Benimel (HKI Group), the population in this research is 70 employees, the sample used is the entire population, namely 70 employees, the sampling technique used is a saturated sampling technique, the research data source uses primary data, data collection by distributing questionnaires, research model What is used is analytical tools, and the research measuring tool uses Smart PLS version 3.3. The results of this research are as follows: Job Satisfaction has a positive and significant effect on Organizational Commitment with an original sample value of 0.787 and a p value of 0.000. Job Satisfaction has a positive and significant effect on Turnover Intention with an original sample value of 0.638 and a p value of 0.000. Organizational Commitment has a positive and significant effect on Turnover Intention with an original sample value of 0.264 and a p value of 0.029. Job Stress has a positive and insignificant effect on Organizational Commitment with an original sample value of 0.019 and a p value of 0.849. Job Stress has a negative and insignificant effect on Turnover Intention with the original sample -0.175 and p value 0.182. Job Satisfaction has a positive and significant effect on Turnover Intention through Organizational Commitment with the original sample being 0.208 and p value 0.017. Job Stress has a positive and insignificant effect on Turnover Intention through Organizational Commitment with the original sample of 0.005 and a p value of 0.896.*

**Keywords** Job Stress, Job Satisfaction, Turnover Intention, Organizational Commitment.

### INTRODUCTION

In a competitive work environment, companies must pay attention to factors that can influence employee intentions. A high level of employee turnover intention will have a negative impact on the company which can create instability and indicate that the company is ineffective. The desire to move (turnover intention) is a very serious problem in human resource management (Fah et al., 2010). Problems in HR will determine success in achieving a company's goals, where these goals will not be achieved if employees do not carry out their work well (Sylvia, et al., 2014). To realize this, quality human resources are needed in order to achieve the company's desired goals.

Quality human resources will certainly have a positive impact on every company. The main factor in the success of the organization itself is Human Resources, because Human Resources (HR) will manage all human resources owned by the company. One important aspect to consider is the level of job stress, job satisfaction, and organizational commitment.

PT. Petronesia Benimel, which operates in the construction sector, faces the challenge of maintaining competent and qualified employees and minimizing employee turnover rates. Initially PT. Petronesia Benimel was founded in 2005 by Paulus Benny Siagian together with



Imelda Theodora Pangaribuan. Petronesia Benimel Head Office is located at L'Avenue Office Tower, 20th Floor, Jalan Raya Pasar Minggu Kav. 16, Pancoran, South Jakarta, which has now been renamed Jalan KH. Teacher Amin by the Governor of DKI Jakarta. To strengthen the capital structure and accelerate business development, in 2020 PT Petronesia Benimel was acquired by PT Hutama Karya Infrastruktur, a subsidiary of BUMN Construction PT. Hutama Karya (Persero) whose address is at the HK Tower Building, 15th Floor, Jl. MT Haryono Kav. 8 Cipinang Cempedak, East Jakarta.

*Turnover Intentionis* a form of withdrawal behavior in the world of work, but at the same time it is also the right of every individual to determine their choice whether to remain employed or leave the company. However, behavior like that is not bad because it could be that an employee wants to leave the place where he works to get a much better opportunity to work elsewhere or also wants to leave because he can no longer stand the situation in his place of work at that time. Turnover Intention needs to receive serious attention from company management, especially the human resources division, because it will have negative consequences if not handled. A high level of employee turnover intention will have a negative impact on the company which can create instability and uncertainty in workforce conditions and in improving human resources.

There are many factors that influence Turnover Intention, including work stress, organizational commitment, job satisfaction and so on (Sutanto and Gunawan, 2013). Therefore, this research aims to analyze the influence of work stress levels, job satisfaction, and organizational commitment on employee turnover intentions at PT. Petronesia Benimel.

## **LITERATURE REVIEW**

### **Job Stress**

Stress is a consequence of every action and environmental situation that places excessive psychological and physical demands on a person (Sunyoto, 2015). Velnampy and Aravinthan (2013) stated that work stress is an emotional pattern of cognitive behavior and psychological reactions to adverse and dangerous aspects of any job, work organization and work environment. Job stress occurs when there is an imbalance between workplace demands and the worker's ability to overcome problems (Mosadeghrad, 2013). Work stress is a dynamic condition in which individuals face opportunities, constraints or demands related to what they really want and the results of which are perceived as uncertain but important (Robbins, 2006). Meanwhile, according to Mangkunegara (2016) work stress is the feeling of pressure experienced by employees in facing the work provided by the company.

So work stress can be defined as a physical and emotional response that arises due to a mismatch between work demands and the resources an individual has. Job stress can affect employees negatively, increasing levels of burnout, frustration, and job dissatisfaction. This can contribute to increasing employee turnover intentions. Work stress is something that concerns the interaction between individuals and the environment, namely the interaction between stimulation and response.

### Job Stress Indicators

According to Mangkunegara (2016) work stress has three indicators, including the following:

1. Workload

There is a mismatch between the expected role, the amount of time, and the resources available to fulfill these requirements.

2. Role conflict

Role conflict refers to differences in concepts between the employee concerned and his superior regarding the tasks that need to be carried out.

3. Role ambiguity

Role ambiguity is related to unclear tasks that must be carried out by an employee.

### Job satisfaction

According to Sutrisno (2016) job satisfaction is quite an interesting and important issue, because it has been proven to have great benefits for the interests of individuals, industry and society. Job satisfaction is a feeling that supports or does not support an employee's self related to their work or their condition, Mangkunegara (2016). In the same vein, but from a slightly different perspective, according to Afandi (2018), work attitude or job satisfaction is a general attitude towards a person's work that shows the difference between the amount of appreciation workers receive and the amount they believe they should receive. In other words, job satisfaction is a comparison between the contribution and rewards he gets based on the employee's own subjective opinion.

Job satisfaction refers to an individual's evaluation of their satisfaction and happiness with the work they do. Low job satisfaction can be an important factor in influencing employee turnover intentions. Companies that are able to fulfill employee rights can create employee loyalty and job satisfaction. Employees who are dissatisfied with their jobs tend to look for other job opportunities that offer better job satisfaction. Employees with a low level of satisfaction will show a negative attitude, both towards their work and towards their work environment, so that employees feel insecure about themselves and feel anxious, so that ultimately employees will intend to move and leave their jobs (Hanafiah, 2014).

### Job Satisfaction Indicators

Measuring job satisfaction must be carried out objectively through analysis and recognition of concrete symptoms that are indications of satisfaction itself. According to Afandi (2018), job satisfaction indicators include the following:

1. Work: Does the content of the work someone does have satisfying elements.
2. Wages/Salaries: The amount of payment a person receives as a result of carrying out work is in accordance with needs that are felt to be fair.
3. Promotion: The possibility that a person can develop through promotion.
4. Supervisor: Someone who always gives orders or instructions in carrying out work.
5. Coworkers: Colleagues who help each other in completing work.



## **Employee Turnover Intention**

Employee turnover intention refers to an individual's desire or intention to leave the organization where they work. High turnover rates can have a negative impact on organizational performance and result in high employee replacement costs. According to Mathis and Jackson (2008), turnover is a process where employees leave an organization and must be replaced. Turnover intentions are the level or intensity of the desire to leave the organization/company. There are many reasons that cause these turnover intentions to arise and one of them is the desire to get a better job (Maarif and Kartika 2014).

## **Employee Turnover Intention Indicator**

*Turnover intentions* characterized by various things related to employee behavior (Maarif and Kartika 2014). According to him, these indications can be used as a reference to predict employee turnover intention in a company, including:

1. Increased absenteeism.

Employees who wish to change jobs are usually marked by increasing absenteeism. The level of employee responsibility in this phase is very less compared to before.

2. Lazy to work.

Employees who wish to change jobs will be more lazy about working because the employee's orientation is to work in another place which is seen as more capable of fulfilling all the wishes of the employee concerned.

3. Increased violations of work regulations.

Various violations of rules and regulations in the work environment are often committed by employees who will make turnover. Employees leave the workplace more often during working hours, as well as various other forms of violations.

4. Increased protests against superiors.

Employees who wish to change jobs more often protest company policies to their superiors. The protest material that is emphasized is usually related to remuneration or other rules that do not agree with the employee's wishes.

5. Positive behavior that is very different from usual.

Usually this applies to employees with positive characteristics. This employee has a high level of responsibility for the tasks assigned and if this employee's positive behavior increases significantly and is different from usual, this indicates that this employee will make a turnover.

## **Organizational Commitment**

With the demands of the workplace and work capabilities that require employees to work very well, this causes stress for employees, therefore before employees start working for a company, they must know the company's commitment. When a comfortable atmosphere is provided to employees they will be able to make their contributions effectively and efficiently. In an organization, every employee is required to always behave well towards the leadership and between employees.

According to Luthans (2005) in Edison, et al (2016) commitment is an attitude that reflects employee loyalty to their organization and an ongoing process in which organizational participants express their concern for the organization, success and welfare. Without good commitment, employees will not make maximum contributions to the organization. According to Edison, et al (2016) employee commitment is a form where employees are involved, accept existing environmental conditions, and strive to excel and serve.

Creating comfortable conditions for employees is the organization's goal in increasing employee commitment. Organizations provide programs as a form of improvement to arouse employee commitment. Employee contributions will increase if employee work commitment is better. Better employee commitment will benefit the organization by retaining quality employees. In order for employees' organizational commitment to be high, companies must try to fulfill employees' rights so that they have high loyalty and commitment.

### **Organizational Commitment Indicators**

Commitment is involvement between employees and the organization as a whole. Employees will have a high interest in work if they are satisfied with their work, and the workplace conditions are comfortable for developing employee knowledge, abilities and skills. To measure the high level of employee commitment, indicators are needed.

According to Edison, et al (2016) commitment indicators include:

1. Logical factors

Employees will stay in the organization because they see logical considerations, for example having a strategic position and earning enough income or because of the difficulty of finding another, better job.

2. Environment

Employees are committed to the organization because of a pleasant environment, feel appreciated, have the opportunity to innovate, and are involved in achieving organizational goals.

3. Hope

Employees/employees have ample career opportunities and the opportunity to achieve higher positions, through an open and transparent system.

4. Emotional bond

Employees/employees feel a high emotional bond. For example, you feel a family atmosphere in the organization, or the organization has provided extraordinary services to your life, or it could also be because you have a relative/family relationship.

Employees really need workplace conditions, working time, and active participation in the organization for work success. Organizations must guarantee that employees will have high commitment.



## METHOD

The research was carried out from May 2023 to September 2023. This research used a type of approach *associative* and *quantitative*. The population in this study were all employees at PT. Petronesia Benimel (HKI Group) totaling 70 people. The number of samples in this research was 70 employees (saturated sample) at the PT Organization. Petronesia Benimel (HKI Group) which consists of 54 contract employees and 16 permanent employees.

The data used in this research is primary data, namely data that is obtained and must be reprocessed, namely a questionnaire. Collecting data related to what will be discussed is carried out directly using the questionnaire method. Data processing in this research uses a program *software* Smart PLS .

## RESULTS AND DISCUSSION

### Outer Model Analysis

According to Ghozali (2014), the outer model, which is usually also referred to as (outer relation or measurement model), can describe how each indicator block is related to its latent variable.

#### 1. Convergent Validity

*Convergent validity* aims to determine the validity of each relationship between indicators and their constructs or latent variables. In this research, a loading factor limit of 0.60 will be used.

**Table 1. Cross Loading Stage 1**

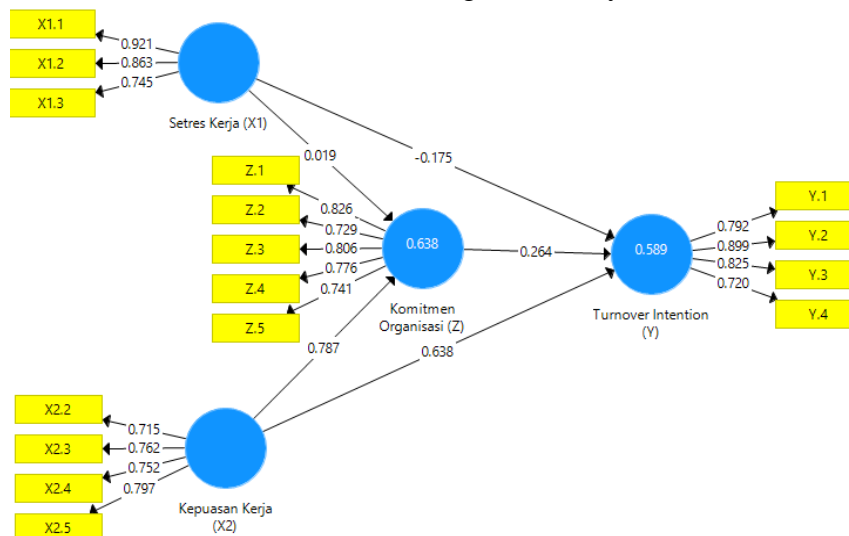
	Job Satisfaction (X2)	Organizational Commitment (Z)	Work Stress (X1)	Turnover Intention (Y)
X1.1			0.921	
X1.2			0.863	
X1.3			0.745	
X2.1	0.409			
X2.2	0.730			
X2.3	0.750			
X2.4	0.747			
X2.5	0.786			
Y.1				0.789
Y.2				0.899
Y.3				0.828
Y.4				0.718
Z.1		0.828		
Z.2		0.729		
Z.3		0.808		
Z.4		0.775		
Z.5		0.738		

The results of table 1 above show cross loading per indicator which has a value greater than 0.60 for each variable, but one indicator which is less than 0.60 is located in the Job Satisfaction variable in indicator X2.1 so the research cannot be continued, for can carry out further research. Invalid cross loading indicators must be deleted and recalculated. The results of the recalculation are as follows:

**Table 2. Cross Loading Stage 2**

	Job Satisfaction (X2)	Organizational Commitment (Z)	Work Stress (X1)	Turnover Intention (Y)
X1.1			0.921	
X1.2			0.863	
X1.3			0.745	
X2.2	0.715			
X2.3	0.762			
X2.4	0.752			
X2.5	0.797			
Y.1				0.792
Y.2				0.899
Y.3				0.825
Y.4				0.720
Z.1		0.826		
Z.2		0.729		
Z.3		0.806		
Z.4		0.776		
Z.5		0.741		

The results of the second stage of the cross loading research above, after the X2.1 value was deleted and recalculated, showed valid results for each construct variable. It can be concluded that the construct has met the convergent validity criteria.



**Figure 1. Outer Model**



The Smart PLS output for loading factors gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two substructures for substructure 1:

$$Z = b_1X_1 + b_2X_2 + e_1$$

$$Z = 0.019X_1 + 0.787X_2 + e_1$$

For substructure 2:

$$Y = b_3X_2 - b_4X_1 + b_5Z + e_2$$

$$Y = 0.638X_1 - 0.175 X_2 + 0.264 Z + e_2$$

## 2. Discriminate Validity

*Discriminant validity* This is done to ensure that each concept from each latent model is different from other variables. The table below shows the discriminant validity results of the research model by looking at the cross-loading values.

**Table 3. Discriminant Validity**

	Job Satisfaction (X2)	Organizational Commitment (Z)	Work Stress (X1)	Turnover Intention (Y)
X1.1	0.572	0.484	<b>0.921</b>	0.318
X1.2	0.474	0.399	0.863	0.267
X1.3	0.533	0.407	0.745	0.324
X2.2	0.715	0.490	0.427	0.547
X2.3	0.762	0.561	0.477	0.575
X2.4	0.752	0.662	0.455	0.515
X2.5	<b>0.797</b>	0.687	0.531	0.601
Y.1	0.523	0.429	0.287	0.792
Y.2	0.682	0.564	0.342	<b>0.899</b>
Y.3	0.657	0.713	0.283	0.825
Y.4	0.507	0.463	0.253	0.720
Z.1	0.726	<b>0.826</b>	0.475	0.623
Z.2	0.548	0.729	0.338	0.391
Z.3	0.698	0.806	0.522	0.553
Z.4	0.598	0.776	0.347	0.578
Z.5	0.490	0.741	0.257	0.471

From the cross loading results in the table above, it shows that the value of each indicator item is greater than the construct indicators of the other latent variables. With this, it can be concluded that all constructs or latent variables have better discriminant validity than the indicators in the other blocks.



**3. AVE Test (Average Variance Extracted)**

To evaluate discriminant validity, it can be seen using the AVE (Average Variance Extracted) method for each construct or latent variable. The model has better discriminant validity if the square root of the AVE (Average Variance Extracted) for each construct is greater than the correlation between the two constructs in the model.

**Table 4. AVE (Average Variance Extracted)**

	Average Variance Extracted (AVE)
<b>Job Satisfaction (X2)</b>	<b>0.573</b>
<b>Organizational Commitment (Z)</b>	<b>0.603</b>
<b>Work Stress (X1)</b>	<b>0.716</b>
<b>Turnover Intention (Y)</b>	<b>0.658</b>

Based on table 4 above, it shows that the AVE (Average Variance Extracted) value for all constructs has a value greater than 0.50. Therefore, there is no convergent validity problem in the model tested.

**4. Composite Reliability Test and Cronbach Alpha Test**

*Composite Reliability* measures the true reliability value of a variable, while Cronbach Alpha measures the lowest value (lowerbound) of the reliability of a variable so that the Composite Reliability value is > 0.6 and the Cronbach Alpha value is > 0.60.

**Table 5. Composite Reliability Values**

	Cronbach's Alpha	Composite Reliability
<b>Job Satisfaction (X2)</b>	<b>0.751</b>	<b>0.843</b>
<b>Organizational Commitment (Z)</b>	<b>0.836</b>	<b>0.883</b>
<b>Work Stress (X1)</b>	<b>0.797</b>	<b>0.882</b>
<b>Turnover Intention (Y)</b>	<b>0.827</b>	<b>0.885</b>

Table 5 above shows the results of the Cronbach's Alpha and Composite Reliability values showing values greater than 0.60. Thus, research using Composite Reliability has reliability values using Cronbach's Alpha and Reliability.

**Structural Model Testing (Inner Model)**

**1. R-square value**

The R-squared value (R<sup>2</sup>) is used to assess how much influence a particular independent latent variable has on the dependent latent variable.



**Table 6. R-square value**

	R Square
<b>Organizational Commitment (Z)</b>	0.638
<b>Turnover Intention (Y)</b>	0.589

Table 6 above shows that the R square value for the Organizational Commitment variable shows a value of 0.638 and if the percentage is 63.8%, it means that the influence of work stress and job satisfaction is 63.8%, the rest is in other variables. The R square value for the Turnover Intention variable is 0.589 and if the percentage is 58.9%, this means that the influence of the work stress, satisfaction and organizational commitment variables on Turnover Intention is 58.9%, the remainder is on other variables.

## 2. Hypothesis Testing

In PLS, testing each relationship is carried out using simulation with the Bootstrapping method on the sample. This test aims to minimize the problem of abnormal research data. Test results using the Bootstrapping method from PLS analysis are as follows:

**Table 7. Path Coefficients (Direct Influence)**

	Original Sample (O)	T Statistics (  O/STDEV  )	P Values	Results
<b>Job Satisfaction (X2) -&gt; Organizational Commitment (Z)</b>	0.787	10,309	<b>0,000</b>	<b>Accepted</b>
<b>Job Satisfaction (X2) -&gt; Turnover Intention (Y)</b>	0.638	5,494	<b>0,000</b>	<b>Accepted</b>
<b>Organizational Commitment (Z) -&gt; Turnover Intention (Y)</b>	0.264	2,353	<b>0.019</b>	<b>Accepted</b>
<b>Job Stress (X1) -&gt; Organizational Commitment (Z)</b>	0.019	0.191	<b>0.849</b>	<b>Rejected</b>
<b>Work Stress (X1) -&gt; Turnover Intention (Y)</b>	-0.175	1,336	<b>0.182</b>	<b>Rejected</b>

In table 7 above there are direct results which will be explained as follows:

1. Job Satisfaction has a positive and significant effect on Organizational Commitment with an original sample value of 0.787 and a p value of 0.000. This means that employees feel satisfied with the work they have so that employees enjoy doing their work and increase their commitment to the organization. In this case, if job satisfaction increases, organizational commitment will increase and if it decreases, job satisfaction will decrease.
2. Job Satisfaction has a positive and significant effect on Turnover Intention with an original sample value of 0.638 and a p value of 0.000. This means that employees who are satisfied with their work will never think about leaving their job and have the desire

- to leave the organization, because they are comfortable with what they have got, in this case it means that if job satisfaction increases then turnover intention will decrease if job satisfaction decreases, turnover intention increases.
3. Organizational Commitment has a positive and significant effect on Turnover Intention with an original sample value of 0.264 and a p value of 0.029. This means that every employee who has a commitment to their organization will never think of leaving their job or organization, the employee will definitely be happy to be in that organization, in this case it means that if organizational commitment increases then turnover will decrease, if organizational commitment decreases then turnover will decrease.
  4. Job Stress has a positive and insignificant effect on Organizational Commitment with an original sample value of 0.019 and a p value of 0.849. This means that employees who feel stressed at work are due to internal and external problems that they experience, which makes them feel stressed at work, but this does not necessarily mean that employees do not have commitment to their organization.
  5. Job Stress has a negative and insignificant effect on Turnover Intention with the original sample -0.175 and a p value of 0.182. This means that excessive work stress has a very bad impact on employees so that it can make employees do their work not well and will think about leaving where they work and looking for work. new job, in this case often occurs because of problems between employees and other employees, problems with superiors.

**Table 8. Path Coefficients (Indirect Influence)**

	Original Sample (O)	T Statistics (  O/STDEV  )	P Values	Results
<b>Job Satisfaction (X2) -&gt; Organizational Commitment (Z) -&gt; Turnover Intention (Y)</b>	0.208	2,391	<b>0.017</b>	<b>Accepted</b>
<b>Job Stress (X1) -&gt; Organizational Commitment (Z) -&gt; Turnover Intention (Y)</b>	0.005	0.165	<b>0.869</b>	<b>Rejected</b>

In the research above there is an indirect influence and the explanation is as follows:

1. Job Satisfaction has a positive and significant effect on Turnover Intention through Organizational Commitment with the original sample being 0.208 and p value 0.017. This means that the Organizational Commitment variable is an intervening variable and can influence the Job Satisfaction and Turnover Intention variables. This means that employees who feel satisfied with their work and workplace will increase their organizational commitment so that no more employees will think about leaving their organization.
2. Job Stress has a positive and insignificant effect on Turnover Intention through Organizational Commitment with the original sample of 0.005 and a p value of 0.896. This means that Organizational Commitment cannot be an intervening variable because



it cannot influence the work stress and Turnover Intention variables. Without organizational commitment, employees who are stressed in their work will think about wanting to leave their job.

## **CLOSING**

### **Conclusion**

The conclusions from the direct and indirect research results above are as follows:

1. Job Satisfaction has a positive and significant effect on Organizational Commitment PT. Petronesia Benimel (HKI Group)
2. Job Satisfaction has a positive and significant effect on Turnover Intention in PT. Petronesia Benimel (HKI Group)
3. Organizational Commitment has a positive and significant effect on Turnover Intention in PT. Petronesia Benimel (HKI Group)
4. Job Stress has a positive and insignificant effect on Organizational Commitment in PT. Petronesia Benimel (HKI Group)
5. Job Stress has a negative and insignificant effect on Turnover Intention in PT. Petronesia Benimel (HKI Group)
6. Job Satisfaction has a positive and significant effect on Turnover Intention through Organizational Commitment PT. Petronesia Benimel (HKI Group)
7. Job Stress has a positive and insignificant effect on Turnover Intention through Organizational Commitment PT. Petronesia Benimel (HKI Group)

### **Suggestion**

Suggestions from this research are as follows:

1. Organizations must increase good attention to their employees who participate in building and improving the organization so that employees feel satisfied in working in the organization.
2. Organizations must be able to reduce the level of stress in working for employees to avoid the risk of work errors and reduced employee performance resulting in employee shortages.
3. Organizations must increase employee organizational commitment by providing what employees need and listening to employee complaints so that employees are convinced that the organization really cares about its employees.
4. Organizations must reduce the number of employees leaving the organization and provide motivation to employees not to want to leave the organization by providing confidence that the organization will treat them well and according to work rules.

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