The Effect of Job Satisfaction, Compensation, and Job Motivation on Turnover Intention at Pt Valdo Sumber Daya Mandiri

Umelah
Magister of Management
Mercu Buana University, Jakarta, Indonesia

Dr. Kasmir
A lecturer at Magister of Management
Mercu Buana University, Jakarta, Indonesia

Abstract:-The purpose of this study is to explore the simultaneous effect of job satisfaction, compensation, and job motivation on turnover intention at PT Valdo Sumberdaya Mandiri. This study uses a Partial Least Squares (PLS) 3.0 approach, where a qualitative survey is conducted using a purposive sampling sample of 102 full-time employees at PT Valdo Sumber Daya Mandiri who have good work experience. The survey is conducted using a questionnaire with a google form that is distributed randomly to see if there is a significant relationship between job satisfaction, compensation, job motivation, and turnover intention. The results of this study indicate that the three variables have a positive and significant effect, while for the F test, the results are that job satisfaction, compensation, and job motivation have the same effect on turnover intention.

Keywords:- Job Satisfaction, Compensation, Job Motivation, Turnover Intention.

I. INTRODUCTION

The success of the company in running its business cannot be separated from the human resource (HR) factor. Especially for a company that offers services, human resources play an important role as the spearhead of the company. Human resources (HR) is one of the most valuable assets in an organization that is formal or informal, both in profit and non-profit-generating organizations, because with human resources, all organizations can run. PT Valdo Sumberdaya Mandiri is a company engages in outsourcing services under the auspices of the company Valdo INC and this company continues to develop its services in services. As a company engages in the outsourcing service business, the company must be able to maintain employees so that they can provide the best service for their partners.

Regarding the problem of turnover intention, when employees ask about compensation status, career development as job motivation at PT Valdo Sumberdaya Mandiri, employees who do not get attention from the company and their needs are not satisfied will usually choose to leave work. The desire to leave work (turnover intention) is problematic in the scope of the company. Turnover intention is basically the employee's desire to leave one workplace to another, but has not yet reached the

realization stage, namely the movement of work from one place to another. Keith Davis in Mangkunegara (2009: 118) suggests that higher job satisfaction is associated with low employee turnover intention, while dissatisfied employees usually have higher turnover.

Data source: PT Valdo Sumber Mandiri in 2018 - 2020.
Figure 1. Graph of Turnover Intention Data at PT Valdo Sumber Daya Mandiri.
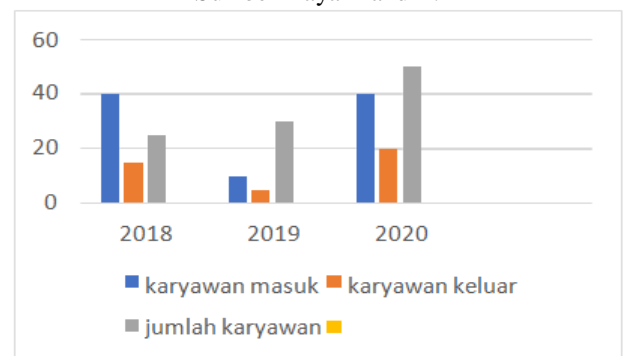
From the table above, it is clear that the number of employees who resigned at PT Valdo Sumberdaya Mandiri in 2018 is around 15 people, in 2019 there are 5 employees who resigned and in 2020 it is the most who resigned which reaches 20 people. However, all of these employees have resigned well - either with a letter request to the company, there are those who resign suddenly, there are also those who just joined in under 3 months and resigned without news. From several pre-surveys, it is concluded that there are 4 main factors which state that job satisfaction, compensation, and job motivation have a major effect on turnover intention at PT Valdo Sumberdaya Mandiri.

II. THEORETICAL REVIEW

A. Job Satisfaction

According to Richard et al., (2012), job satisfaction is related to one's feelings or attitudes about the work itself, salary, promotion or educational opportunities, supervision, co-workers, workload and others. In this case, what is meant by this attitude is all things related to work such as supervision, salary, working conditions, experiences with skills, fair and non-disadvantaging work assessments, good social relations in work, fast completion to complaints and good treatment from the leadership towards employees. Job

satisfaction according to Robbins theory (2015: 170), is a general attitude towards one's work as the difference between the amount of rewards received by workers and the amount of rewards that are believed to be received.

From several explanations of job satisfaction above, the researchers conclude that a general attitude towards one's work, salary, promotion or educational opportunities, supervision, co-workers, workload and others have different levels of job satisfaction according to the individual interests and expectations so that the level of perceived satisfaction is higher, and vice versa.

In this study the indicators that determine job satisfaction are: 1) Mentally challenging work, 2) Supportive working conditions, 3) Adequate salary or wages, 4) Personality compatibility with work, 5) Supportive coworkers (Robbins, 2015: 181-182).

B. Compensation

According to Hasibuan (2017: 119), compensation is all income in the form of money, goods received directly or indirectly by employees in return for services provided to the company. According to Marwansyah's theory (2016: 269), compensation is an award or reward directly or indirectly, financial or non- financial, that is fair and appropriate to employees, as a reward or contribution/service to the achievement of company goals.

From the theoretical understanding above, it is concluded by the researchers that compensation is all income in the form of money, direct or indirect goods, financial or non-financial, which is fair and appropriate to employees, to motivate employees to increase work productivity.

This research uses indicators that determine compensation: 1. Wages and salaries, 2. Incentives, 3. Allowances, 4. Facilities.

C. Job Motivation

According to the theory of Chukwuma & Obiefuna (2014), motivation is the process of generating behavior, maintaining behavioral progress, and channeling specific action behaviors. Thus, motives (needs, desires) encourage employees to act. In theory, Miftahun & Sugiyanto (2010) state that job motivation is an effort that can lead to something.

From some of the theories above, it can be concluded by researchers that job motivation is a person's behavior that creates an urge to act or work enthusiasm in the work environment within the organization.

In this study, the researchers used the following indicators: 1) Encouraging passion and work ethic, 2) Increasing discipline and reducing employee absenteeism, 3) Improving employee welfare, 4) Enhancing employees' sense of responsibility towards their duties.

D. Turnover Intention

Quoting Rivai's theory(2009) used by Yulius Irwanto Putera Suwandi Hutomo et al (2020), turnover intention is the desire of employees to be able to stop working from the company voluntarily or move from the beginning of their place of work to another place of work according to their own choice. Meanwhile, another theory, Sutanto and Gunawan (in Mujiati et al, 2016) suggest that turnover intention is a person's awareness to look for alternative jobs in other organizations.

In some of these theories, it is concluded that turnover intention is the desire of employees to be able to stop working from the company voluntarily or move because of their own awareness to look for alternative jobs in other organizations. In this theory, indicators are used: Thinking of Quitting, Intention to search for alternatives, Intention to quit.

E. Hypothesis

In order to develop a hypothesis based on previous research, the researchers describe the relationship between variables as follows:

1) Job satisfaction and turnover intention
According to research conducted by Joni Heruwanto, Heri Priyana, Rasipan Rasipan (2019), job satisfaction has a positive and significant effect on turnover intention. (H1)

2) Compensation and turnover intention
According to research conducted by Andriano Diego Setiawan, Prayekti, Kusuma Candra Kirana (2020), compensation has a significant positive effect on turnover intention, job motivation and turnover intention. (H2)

3) According to research conducted by Raka Harsa Wardana, Idham Cholid (2020), there is a positive and significant relationship between job motivation and turnover intention. (H3)

4) Job satisfaction, compensation, job motivation, turnover intention
According to previous research conducted by Mar'atus Sherly Iemalia, Mahmudah Enny Widyaningrum, Anggraeni Rahma Sari (2017), both are simultaneous or partial.
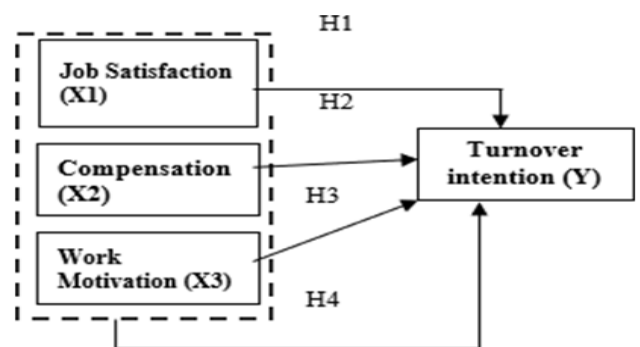
F. Framework of Thinking

Figure 2 Framework of Thinking

III. RESEARCH METHOD

A. Research design

According to his theory of Sekaran & Bougie (2019), causal design is the core of a scientific approach to research that examines whether one variable causes another variable to change or not.

According to Sugiono (2019: 27), the research method used is the quantitative method in which researchers can arrange research instruments. This research instrument is used as a data collection tool that can be in the form of tests, questionnaires/questionnaires for interview/observation guidelines.

B. Variable Operations

According to Sugiyono (2017: 68), research variable is an attribute or nature or value of people, objects, organizations or activities that have certain variations set by researchers to be studied and then drawn conclusions.

Based on the research from the background, the researchers give the title "The Effect of Job Satisfaction, Compensation, and Job Motivation on Turnover Intention at PT Valdo Mandiri Resources.

In this study, there are four variables which are divided into two, namely the independent variable, including job satisfaction (X1), compensation (X2), work motivation (X3) and the dependent variable, namely Turnover Intention (Y). Of the four variables, both the independent variable and the dependent variable have each indicators that will be measured on an ordinal scale.

C. Population and Sample

According to the theory of Cooper, Donald, R. Schindler, Pamela (2003) in Sugiyono (2019:126), population is the entire element that will be made into a generalization area, the population element is the whole subject to be measured, which is a unit researched.

To determine the sample, the theory of Hair, Anderson, Tatham, & Black, (2010) is used. The size of the sample, if it is too large, will be difficult to get a suitable model, and it is recommended that an appropriate sample size between 100-200 respondents can be used to estimate interpretation with the Structural Equation Model. (SEM).

For this reason, the number of samples will be determined based on the results of the calculation of the minimum sample. Determination of the minimum sample size for SEM according to Hair et al (2010) is: (Number of indicators + number of latent variables) x (5 to 10 times).

Based on these guidelines, the maximum number of samples for this study is:
Number of Samples = Number of Indicators (n) x 5
= 17 x 6
= 102 respondents

D. Data Collection Method

In this study, a quantitative method by using a questionnaire survey to respondents using Google Form and measuring the relationship between variables using a Likert scale of 1 to 5 is used. The sampling technique is probability sampling using simple random sampling.

E. Data Analysis Method

Data analysis is a process of simplifying data into a form that is easier to read and interpret. According to the theory of Sekaran & Bougie (2019a), descriptive analysis is used to collect data that describes the characteristics of people, events, or situations. This involves collecting quantitative data such as job satisfaction, compensation, job motivation on turnover intention.

In this study, the SEM Partial Least Square analysis tool with measurement test (Outer model) and structural model (Inner model) is used. For the measurement of the Hypothesis, p values must be < 0.05, it is considered that there is an influence of exogenous variables on endogenous variables. According to the theory of Hair (2017), T-Statistics is used to see whether there is a significant relationship between variables or not, provided that the statistical value is > 0.96.

IV. RESULTS AND DISCUSSION

A. Respondent's Descriptive Analysis

This study uses a quantitative method which explains the results of the research to the respondents. The following explains the statistics of respondents according to gender, age, level of education, and years of service along with their descriptions:

1. Description of Respondents by Gender Table 1.

No	Gender	F	Percentage
1	Male	50	48 %
2	Female	52	52 %
	Total	**102**	**100%**

Source: Data calculation by researcher (2021)

Based on the results above, it can be seen that out of 102, most of the respondents are female, 52 responses (52%) and the remaining 50 respondents are male respondents (48%).

2. Description of Respondents by Type of Age Table 2.

Age	F	Percentage
20 - 25	32	38 %
26 - 30	50	44 %
31 - 35	20	18 %
Total	102	100%

Based on the results above, it can be seen that of the 102 respondents, most of the respondents are aged 26 - 30 years with 50 respondents (40%).

Respondents aged 20 - 25 years are 32 respondents (32%), and respondents aged 31 to 35 are 20 respondents (18%).

3. Description of Respondents Based on Education Level

Table 3.

Level of education	F	Percentage
Diploma 3	40	30 %
Bachelor Degree	62	70 %
Total	**102**	**100%**

Based on the results of the data above, it can be seen that out of 102 respondents, most of the employees have an undergraduate, 62 respondents (70%) and the last education is Diploma 3 in the company, 40 responses (30%).

4. Description of Respondents based on Years of Service Table 4.

Years of service	F	Percentage
3 – 6 months	10	12 %
7 – 12 months	52	42%
12 years old	25	26 %
2.1 months – 3 years	15	20%
Total	102 Respondents	100%

Based on the results of the data above, it can be seen that of the 102 respondents, the data for which employees who work for 3 to 6 months are 10 respondents (12%), for 7 to 12 months, it reaches 52 respondents (42%), for 12 years, there are 25 respondents (26%), and for 1-2 years of service there are 15 respondents (20%).

B. Outer Model Test Results
1. Convergent Validity Test
According to Ghozali's theory (2014) , Convergent Validity is the value of the loading factor on the latent variable with its indicators by looking at the outer loadings table. The loading factor limit is 0.5. If the loading factor value is > 0.5, then convergent validity is met, if the loading factor value is <0.5, then the construct must be dropped from the analysis.

Table 5

Variable	Indicator	Outer loading	Requirement	Description	AVE
Job satisfaction	KK1	0.878	>0.5	Valid	0.727
	KK2	0.852	>0.5	Valid	
	KK3	0.845	>0.5	Valid	
	KK4	0.851	>0.5	Valid	
	KK5	0.836	>0.5	Valid	
Compensation	KP1	0.875	>0.5	Valid	0.566
	KP2	0.816	>0.5	Valid	
	KP3	0.560	>0.5	Valid	
	KP4	0.613	>0.5	Valid	
	KP5	0.843	>0.5	Valid	
Job Motivation	MK1	0.773	>0.5	Valid	0.677
	MK2	0.872	>0.5	Valid	
	MK3	0.822	>0.5	Valid	
	MK4	0.822	>0.5	Valid	
Turnover in tention	TI1	0.885	>0.5	Valid	0.665
	TI2	0.908	>0.5	Valid	
	TI3	0.622	>0.5	Valid	

From the table above, the loading factor value on the latent variable with its indicators by looking at the outer loadings table is appropriate, and the AVE value per variable is more than 0.5, then the results are valid.

2. Discriminant Validity Test Table 6.

Indicator	Job Satisfaction	Compensation	Job Motivation	Turnover Intention
KK1	0.878	0.707	0.666	0.677
KK2	0.852	0.577	0.568	0.622
KK3	0.845	0.644	0.648	0.649
KK4	0.851	0.679	0.612	0.618
KK5	0.836	0.620	0.660	0.634
KP1	0.735	0.875	0.624	0.691
KP2	0.661	0.816	0.601	0.666
KP3	0.251	0.560	0.431	0.316
KP4	0.383	0.613	0.490	0.424
KP5	0.659	0.843	0.648	0.607
MK1	0.605	0.743	0.773	0.633
MK2	0.705	0.598	0.872	0.669
MK3	0.497	0.527	0.822	0.559
MK4	0.611	0.587	0.822	0.682
TI1	0.658	0.643	0.745	0.885
TI2	0.734	0.725	0.701	0.908
TI3	0.389	0.417	0.395	0.622

Based on the table above, all indicators in the study have a greater correlation coefficient with each construct compared to the correlation coefficient value of indicators in the construct block in other columns, it is concluded that each indicator for the variables job satisfaction, compensation, job motivation and turnover intention in the block is the constructor of the column in that column.

3. Reliability Test Table 7.

Variable	Cronbach's Alpha	Composite Reliability	Description
Job Satisfaction	0.906	0.930	Reliable
Compensation	0.808	0.864	Reliable
Work Motivation	0.840	0.893	Reliable
Turnover Intention	0.744	0.853	Reliable

Based on the table above, the construct is declared reliable because the composite reliability value is above 0.7 (Ghozali, 2014). Thus, it can be concluded that all of the variables of this study are declared to be reliable or reliable.

And according to Ghozali's theory (2014), if the Cronbach alpha test aims to test the reliability of the instrument in a research model or measure internal consistency and the value must be 0.60 then it is declared reliable.

C. Structural Model Test (Inner Model)

1. R^2 test results Table 8.

Variable	R Square	Description
Turnover intention	0.695	Strong

Based on the table above, the R-Square (R^2) value or the coefficient of determination of the Y1 Turnover intention construct is 0.695. This result indicates that the endogenous variable turnover intention can be explained by exogenous variables, namely job satisfaction, compensation, and job motivation by 30.5%, while the rest is explained by other exogenous variables outside of this study.

2. Uji *F Square* (F^2)

Table 9.

Variable	F Value	Amount of Influence
Job Satisfaction– Turnover Intention	0,089	Small
Compensation – Turnover intention	0.072	Small
Work Motivation – Turnover Intention	0,180	Moderate

Based on the table above, the substantive effect of job satisfaction on turnover intention of 0.089 is small, while the effect of compensation on turnover intention of 0.072 is small and job motivation on turnover intention of 0.180 is large.

3. Predictive Relevance Test (Q^2) Table 10.

	SSO	SSE	Q2
Job Satisfaction	300,000	300,000	
Compensation	300,000	300,000	
Job Motivation	240,000	240,000	
Turnover Intention	180,000	119,624	**0,335**

Based on the table above, the value of Q2 > 0, then this model has a predictive relevance value that is relevant to the number of Q^2 that is 0.335.

4. Test Goodness of Fit (Gof) index

According to the theory of Ghozali and Latan (2015), GoF values range from 0 to 1 with the interpretation of values: 0.1 (small GoF), 0.25 (moderate GoF), and 0.36 (large GoF).

	R sqaure	average communality	GOF
GOF	0,828	0,619	0,512

Based on the table above, the Gof value is 0.512, it is declared good because the value is greater than 0.36.
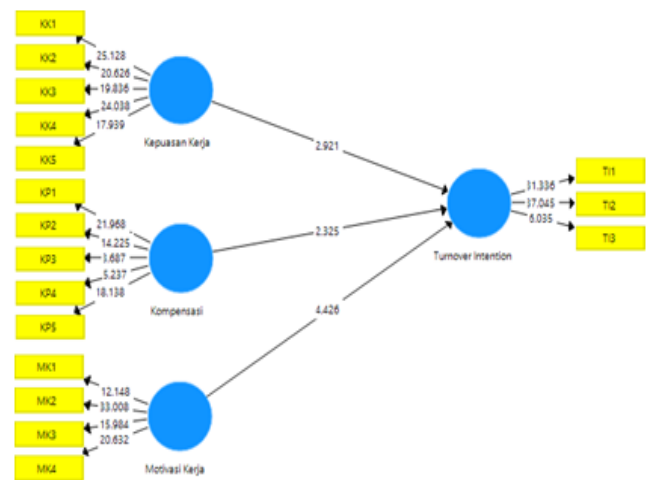
D. Hypothesis test

Figure 3. Inner Model Test Results (Bootstrapping Model)

Based on the picture above, it explains the input results from the inner test on SmartPLS. The structural model was evaluated using R Square and t-test as well as the significance of the coefficients of the structural path parameters.

To see whether a hypothesis can be accepted or rejected, among others, by paying attention to the significance value between constructs, t-statistics, and p-values. The hypothesis testing of this research is carried out with the help of SmartPLS (Partial Least Square) 3.3.3 software.

Table 12

Hypothesis	Original sample (O)	Sample Mean (M)	Standard deviation (STDEV)	T statistic (OSTDEV)	P Values	Result
Job Satisfaction -> Turnover Intention	0.276	0.265	0.094	2.921	**0.004**	**Accepted**
Compensation -> Turnover Intention	0.251	0.256	0.108	2.325	**0.020**	**Accepted**
Work Motivation -> Turnover Intention	0.385	0.388	0.087	4.426	**0.000**	**Accepted**

Based on the table above, it can be concluded that the results of the research model hypothesis testing are as follows:

1. Job satisfaction has a significant positive effect on turnover intention as indicated by the original sample parameter coefficient of 0.276. The significant value of the P value is 0.004 which is smaller than the 5% alpha level. This is also indicated by the T-statistical value of 2,921 which is greater than 1,989 (t- table), then the H1 result is accepted.

2. Compensation has a significant positive effect on turnover intention as indicated by the original sample parameter coefficient of 0.251. The significant value, from the P value, is 0.020, which is smaller than the 5% alpha level. This is also indicated by the T-statistical value of 2,325, which is greater than 1,989 (t-table), so H2 is accepted.

3. Job motivation has a significant positive effect on turnover intention is indicated by the original sample parameter coefficient of 0.385. The significant value of P value is 0.000 which is smaller than the 5% alpha level. This is also indicated by the T-statistical value of 4.426 921 which is greater than 1.989 (t- table), then the result of H3 is accepted.

4. Job satisfaction, compensation, and job motivation simultaneously affect turnover intention.

$$Fhit = \frac{R^2(n - k - 1)}{(1 - R^2)k}$$

$$Ehit = \frac{0,695(102 - 3 - 1)}{(1 - 0,695)\,3}$$

$$Ehit = \frac{68.80}{10.06}$$

$$= 6.84$$

Testing with the F test is to compare the value of F-table with F-count. The F- count value of 6.84 F-table is 2.69 (see Table F), thus the result of F arithmetic (6.84) > F table (2.69), then H4 is accepted.

E. Discussion

1. The Effect of Job Satisfaction on Turnover Intention.

Based on the results of the study, the job satisfaction variable has a significant positive effect on turnover intention in accordance with the indicators that are domains in the research, mentally challenging jobs. Due to the work in all services at PT Valdo Sumberdaya Mandiri, every employee must be ready to be assigned according to the instructions of the superior, where there will always be changes in regulations and duties and responsibilities, making the mental attitude of employees to be challenged in working in the company. This is in line with previous research by Syahronica (2015). The effect of job satisfaction and job stress on turnover intention (study on employees of the fantasy world department of PT Pembangunan Jaya Ancol, tbk) there is a significant influence of job satisfaction on employee turnover intention of the Fantasy World Department of PT Pembangunan Jaya Ancol , Tbk, and here it can be seen that the two independent variables have the dominant influence on Turnover Intention.

2. Effect of Compensation on Turnover Intention.

Based on the research results, the compensation variable has a positive and significant effect on turnover intention. In accordance with the dominant indicators, I receive wages and salaries that are in accordance with the latest education and work experience, at PT Valdo Sumberdaya Mandiri, the employees give the same basic salary, which differs from the allowance only. This is in line with previous research from Arin Dewi Putrianti (2014) "the influence of compensation and job motivation on turnover intention" on employees of PT Tiki Jalan Nugraha Ekakurir Malang which states that there is a significant influence of compensation and job motivation on turnover intention.

3. The Effect of Work Motivation on Turnover Intention

Based on the results of the study, the job motivation variable has a positive and significant influence with previous research in accordance with the dominant indicator, namely regulations. Improving discipline and reducing employee absenteeism, because this has a big influence in companies, superiors pass regulations and attendance systems every day with fingerprint absences, so it can be seen who is disciplined and who is late, and it can be seen from the leader's recap every month.

This is in line with previous research from Raka Harsa Wardana, Idham Cholid (2020), The Effect of Employee Job Motivation on Turnover Intention at PT Arina Multikarya Samarinda which states that the hypothesis test uses the t-test and the results show that there is a positive and significant relationship between job motivation and turnover intention.

4. The Effect of Job Satisfaction, Compensation, Job Motivation on Turnover Intention.

Based on the research results, the variables of job satisfaction, compensation and job motivation simultaneously have a positive and significant effect, in accordance with the dominant indicator, namely doing a search for alternative jobs because at PT Valdo Sumberdaya Mandiri, they are not satisfied with the compensation that basic salary is evenly distributed between new graduates and experienced and also the use of office facilities that are less optimal such as the office internet suddenly crashes while this company engage in services in the field of call centers and telemarketing.

This is in line with previous research, Mar'atus Sherly Iemaliamahcepat, Enny Widyaningrum, Anggraeni Rahma Sari (2017) which states that both simultaneously or partially, job satisfaction, compensation and motivation have a significant influence on turnover intention.

V. CONCLUSIONS AND SUGGESTIONS

A. Conclusions

Based on the results of the hypothesis analysis, the following conclusions can be drawn:

1. Job satisfaction has a positive and significant effect on turnover intention at PT Valdo Sumberdaya Mandiri. This means that employees are likely to look for other, more challenging alternative jobs because the work at this company is indicated to be unsatisfactory and the career development process is not promising.

2. Compensation has a significant positive effect on turnover intention at PT Valdo Sumberdaya Mandiri. This means that the wage and salary factors are not in accordance with the latest education and work experience, where the basic salary compensation is the same average, standard compensation alone does not make employees prosperous with several policies regarding compensation in the company.

3. Job motivation has a positive and significant effect on turnover intention at PT Valdo Sumberdaya Mandiri. This means that the bonus or incentive factor in the company cannot improve employee welfare, and also does not motivate morale in this company.

4. Job satisfaction, compensation, job motivation simultaneously have a positive and significant effect on turnover intention at PT Valdo Sumberdaya Mandiri. This means that increasing job satisfaction and attractive compensation and employee work motivation will reduce the level of employee turnover percentage in the company. However, employees have searched for alternative jobs as a sense of dissatisfaction, compensation is not as expected and the employee's work motivation decreases.

B. Suggestions

1. Theoretically:

a. In this research that has been done, there are limitations. With the discovery of these limitations, it is hoped that further researchers can make improvements for future research. The limitations in this study include:

❖ For job satisfaction, compensation, job motivation, 69.5% of turnover intention can be explained, the remaining 30.5% is explained by constructs outside of the variables studied in this study. So the next researcher can explain the shortcomings of this study, other 30.5%.

❖ The number of respondents of 102 people is certainly not enough to describe the research. So the next researcher can change the formula in determining the respondent.

❖ In collecting data, the information provided by the respondent through the questionnaire does not show an honest opinion of the respondent or probably because the question of the questionnaire does not agree with the respondent.

b. For further research, it is expected to examine job satisfaction, compensation and job motivation on turnover intention by using mediating variables such as organizational commitment and others.

2. Practically:

a. For companies, co-workers must support each other in fulfilling employee job satisfaction so as to create comfort at work and motivate from superiors to subordinates and fellow co-workers in the company.

b. For companyies, give new tasks and responsibilities so that employees don't look for other, more challenging alternative jobs

c. For companies, consider that employees get attendance incentives, productivity and bonuses from the company so that they can increase motivation at work

d. For companies, please provide employees' salaries based on their work experience and latest education

e. For companies, have regulations to increase discipline and reduce employee absenteeism, so that they can see employees whose productivity is good and which ones are ordinary and create discipline at work.

f. For companies, how you make employees who intend to leave can be reduced by giving a sense of satisfaction in working comfortably in working at PT Valdo Sumberdaya Mandiri.

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