

## DETERMINANT EMPLOYEE TURNOVER INTENTION

**Nazifah Husainah**

Universitas Muhammadiyah Jakarta, Indonesia

E-mail: nazifah.husainah@umj.ac.id

**ABSTRACT.** The purpose of this study is to find out and analyze the influence of leadership style on change intention, the influence of motivation on change intention, and the influence of recruitment process on PT change intention. Centana Group Inc. The research used in this study used a type of quantitative research. At the same time, the research method used in this study adopts association method. The data collection methods used in this study are literature research and field research. The sampling method used is non-probability sampling. Based on the results of this study, it is found that leadership style has no significant negative impact on turnover intention, motivation has a significant positive impact on turnover intention, and recruitment process has no significant negative impact on turnover intention. For this study, the authors made recommendations for different parties, including exogenous variables (leadership style, motivation, recruitment process). In this study, the effect on the endogenous variable (sales intention) was explained, was influenced by other unexplored exogenous variables. This should enable future researchers to also use other exogenous variables such as organizational culture, compensation and career development..

**Keywords:** Leadership Style; Motivation; Recruitment Process; Turnover Intention

## DETERMINAN *TURNOVER INTENTION* KARYAWAN

**ABSTRAK.** Tujuan dari penelitian ini adalah untuk mengetahui dan menganalisis pengaruh gaya kepemimpinan terhadap turnover intention, pengaruh motivasi terhadap turnover intention, dan pengaruh proses rekrutmen terhadap turnover intention PT. Sentana Group Corporation. Penelitian yang digunakan dalam penelitian ini menggunakan jenis penelitian kuantitatif. Sedangkan metode penelitian yang digunakan dalam penelitian ini mengadopsi metode asosiasi. Metode pengumpulan data yang digunakan dalam penelitian ini adalah penelitian kepustakaan dan penelitian lapangan. Metode pengambilan sampel yang digunakan adalah non-probability sampling. Berdasarkan hasil penelitian ini ditemukan bahwa gaya kepemimpinan tidak berpengaruh negatif signifikan terhadap turnover intention, motivasi berpengaruh positif signifikan terhadap turnover intention, dan proses rekrutmen tidak berpengaruh negatif signifikan terhadap turnover intention. Untuk penelitian ini, penulis memberikan rekomendasi kepada berbagai pihak antara lain variabel eksogen (Gaya Kepemimpinan, Motivasi, Proses Rekrutmen), penelitian ini hanya menjelaskan terdapat pengaruh terhadap variabel endogen (Turnover Intention), variabel eksogen belum dipelajari. Oleh karena itu, peneliti selanjutnya diharapkan dapat menggunakan variabel eksogen lain seperti budaya organisasi, kompensasi, dan pengembangan karir.

**Kata kunci:** Gaya Kepemimpinan; Motivasi; Proses Rekrutmen; *Turnover Intention*

## INTRODUCTION

PT. Sentana Group Corporation is a holding company with 2 subsidiaries, namely PT. Sentana Mitra Kualita and PT. Sentana Persada Indonesia. PT. Sentana Mitra Kualita is a company engaged in the field of insurance brokers and consultants. Meanwhile, PT Sentana Persada Indonesia is a company engaged in the service and administration of insurance products with a specialization in the implementation of health insurance programs in Indonesia. Employees at PT Sentana Group Corporation have fluctuating turnover intention rates. The table below is the employee turnover intention of PT Sentana Group Corporation.

In table 1 it can be seen that turnover intention has fluctuated from 2019 to 2022. In 2019 the company was formed and focused on absorbing labor in that year, so turnover intention is relatively small, namely only 6%. From 2020 to 2022, turnover

intention has increased in a row, namely 11% in 2020, 13% in 2021, and 16% in 2022.

According to Gallup as quoted by Smith & Rutigliano (2007), the turnover rate that can still be tolerated is 10 percent. When the turnover rate is too high, it is necessary to make improvements in the human resource management system, because as stated Yin-Fah, Foon, Chee-Leong, & Osman, (2010) that employee turnover is a serious problem, especially in the field of human resource management. The high turnover rate will cause a separate loss for the company, because the largest contribution to the turnover rate is voluntary turnover (employees who resign voluntarily).

Therefore, this phenomenon is not only a problem for individual employees, but a company problem. This is in line with the statement Pane, Simarmata, & Nufriзал (2021), that a high level of employee turnover intention is a measure used as an indication of an underlying problem in the

organization. This behavior certainly has a bad impact on the company. First, permanent employees will feel doubly burdened fulfil the vacancy of employees who have left their jobs. Second, the company will be disadvantaged as a result of having to spend on recruitment and training costs for new employees. Thus the existence of turnover intention will interfere with the company's path to achieving its goals.

*Turnover intention* PT. Sentana Group Corporation is allegedly influenced by Leadership Style. Leadership style is a process of behavior and strategy that is preferred and often applied by a leader in order to achieve organizational goals (Rivai & Mulyadi, 2010, p. 132). The factors that a leader can influence the leadership style he has can be seen from personal abilities, this ability comes from what he has been born with and continues to grow with the leadership education process obtained in his environment. After that, it can be seen from the position where in this factor even though a person has good abilities, if he does not have a good position, his ability in leadership will be limited, and the last is the situation and conditions that can influence the style of leadership in which a leader must can put his leadership style based on the situation in his environment so that organizational goals can run well and according to what is desired.

*Turnover intention* PT. Sentana Group Corporation is suspected to be influenced by the variable Motivation. Motivation is the power that exists within a person, which drives his behavior to take action (Widodo, 2015, p. 187). Employees who have high morale will improve the life of the organization or company. Employees who have high work motivation will give more attention, imagination and skill to their work. Thus a motivator is needed for employees, namely in the form of fulfilling physical and non-physical needs. With the fulfilment of these needs, employees will be willing to work and carry out their duties properly. They will focus more on their duties and responsibilities, so that the results of the work achieved can increase. For this reason, an encouragement is needed for employees in carrying out activities in a company that encouragement is called motivation. This is in line with the results of

the study Wardana & Cholid (2020) about the Effect of Employee Motivation on Turnover Intention at PT Arina Multikarya Samarinda.

*Turnover intention* at PT Sentana Group Corporation which is quite high is also suspected to be influenced by the Recruitment Process. According to Simamora (2015, p. 212) Recruitment refers to the process of sourcing and engaging potential job candidates who possess the necessary skills, knowledge, expertise and the right attitude to fill any gaps in the organization's workforce plan. The ultimate goal of recruitment is to fill vacant positions within a company. Typically, labor can be sourced either externally or internally. Withdrawal of employees, on the other hand, is a set of actions carried out by an organization to hire new employees through various stages, such as evaluating and identifying sources of labor withdrawal, determining workforce needs, selecting suitable candidates, placing them in relevant roles, and providing orientation. Among these stages, recruitment and selection of employees stand out as crucial steps in identifying the ideal candidates who align with the company's mission and vision. The ultimate goal is to screen and select human resources suitable for the company's growth and success.

This is in line with the results of the study Ihsan (2019) regarding the Effect of Recruitment Process, Selection, and Turnover Intention on Employee Performance (Case Study at PT FIF Group Taman Palem Branch) that the recruitment process has a positive and significant effect on employee performance which is ultimately a determining aspect of Turnover intention.

*Turnover intention* which are suspected to be influenced by leadership style, motivation, and the recruitment process, are suspected to be influenced by variables not examined and the variables suspected are organizational culture, compensation, and career development variables, as research results Husaynah & Yusuf (2019) in his journal entitled The Influence of Organizational Culture and Career Development Towards The Turnover Intention on The Foodhall of DKI Jakarta Province. Remuneration is generally interpreted as any form of remuneration, wages or

**Table 1. turnover intention PT Sentana Group Corporation Year 2019 – 2022**

Year	Number of Employees Beginning of the Year	Enter Employee	Employee Exit	Number of Year-End Employees	Turnover intention (%)
2019	24	17	2	39	6%
2020	39	15	5	49	11%
2021	49	14	7	56	13%
2022	56	20	10	66	16%

Source: PT Sentana Group Corporation

incentives paid to an employee for employing him, and it consists of two parts, financial incentives or direct financial payments or cash in the form of wages, salaries, incentives, commissions, and commissions Bonuses and non-financial incentives or indirect payments, depending on company culture Robbins (2003) A system of common meaning held by members that distinguishes one organization from another.

Leadership style as a way that can be taken by a leader to control and improve the performance of its employees so that employees feel comfortable in carrying out their work so that they can reduce the level of employee turnover intention(Wibowo, 2014, p. 73). If the leadership style has been applied properly, the level of employee desire to leave the company is lower, because if the leader has motivated his employees and provided employee incentives, then employees will feel satisfied with their work and can reduce the level of employee desire to leave the company. In previous research by Shukron (2014) has a result where the leadership style variable has an influence on turnover intention and previous research by Iskandar, Marhanah, & Kusumah (2015)which has the result that leadership style has an effect on turnover intention.

The most likely thing for companies to do is to keep them motivated to keep doing their jobs well at the company because when the motivation of employees in a company is no longer there to work, then it is certain that employees will not last long according toWibowo (2014, p. 73). If the employee's work motivation decreases, the level of desire to leave the organization will be higher, because if there is encouragement in the form of enthusiasm to continue carrying out his work from within the employee, it will reduce the employee's desire to leave the organization. In previous research by Putrianti (2014) has a result where the motivational variable has an influence on Turnover intention.

For a company that wants to increase the comfort of its employees and organizational satisfaction, a filtering process must be initiated from the start of the recruitment process in order to reduce the intention of employees to leave a company or organization. If the organization is successful in implementing a good recruitment process from the start, this will have an effect on the psychological state of employees and will lead to them remaining in the organization.

(Situmorang, 2016) defined motivation as the capacity to harness the persistence, direction, and intensity of an employee in order to achieve a organizational goal. The scientific management theory of (Vera et al., 2016)described the relationship

between employee motivation and increased output as a management function that should be studied further. Today, the modern study of motivation theory is rooted in the work of English (Situmorang, 2016) investigated how to in still motivation in individuals while taking into account the dynamic psychological landscape. He was one of the first to recognize the notion that a leader must motivate individuals based on their inherent uniqueness via individualized methods of motivation. (Anik Herminingsih, 2017) studied the motivation of radicalism, which provided insight into the unique nature of motivation. (Gagné & Deci, 2005) investigated the biological-social reality of motivation and found the theory to have merit. Specifically, basic impulses associated with biology (safety, shelter, food, water, etc.) can have a significant effect on employee motivation. These biological impulses were later referred to as lower requirements. These early researchers were the first to recognize the importance of motivation to overall productivity, the link between managers and employee motivation, and the different strategies necessary to motivate inherently unique employees.

(Stoyanov, 2017) theorized that as people reached lower levels of need on the pyramid, they would naturally ascend to higher levels. In other words, if the needs of the workers are satisfied and constant, they will begin to focus on satisfying higher needs (Tjoen Hok et al., 2014). McGregor related these theories regarding theories X and Y (Rahmawati et al., 2019), which described employees as being extrinsically or intrinsically motivated, and the general theory that linked them. A theory X worker was described as difficult to work with, they required high levels of supervision and were intrinsically motivated by money (Rahmawati et al., 2019). A theory-bound employee was generally motivated intrinsically and had a higher propensity to succeed (McGregor, 2006). McClelland's theory of human motivation (Situmorang, 2016) involved a need for power, belonging, and achievement, and generally followed previous research on human motivation. Ultimately, (McCleskey, 2014) stated that employees desired power (the ability to control others), affiliation (the desire to belong), or achievement (the desire to be fulfilled). Many of the top-ranked employees were naturally drawn to either the power or achievement groups, with achievement being the more significant influence among the top-ranked employees. Regarding how to manage top employees with disparate needs for motivation, (Puspitasari & Prahawan, 2018) investigated the ideal dynamic between a manager and employee in order to achieve the highest levels of motivation.

Recruitment is one of the HR functions that concerns itself with the acquisition of employees, this process specifically selects the most appropriate candidate based on the requirements of the position. One of the requirements is through the recruitment process. All of these are the primary obligations and responsibilities of the human resources department. The quality of the company's human resources is dependent on the quality of the recruitment process. According to (Henry, 2003), recruitment is the process of finding and influencing potential employees in order to apply for jobs offered by a company. Meanwhile, according to (Bharata et al., 2016), recruitment or withdrawal is concerned with the search and withdrawal of a certain number of potential employees who will be selected to fulfil the needs of the organization. A similar definition was also proposed by (Stoyanov, 2017) which defined recruitment as the process of finding new employees to fill existing positions in units of the company. According to (Ratnasari, 2017), recruitment is a series of actions that begins when a company needs workers and posts job openings, this continues until it recruits the desired candidate or fulfils the requirements for the existing position or vacancy.

The dissatisfaction of employees is derived from complaints about the issues they are experiencing, such as: in the UFI department, the Marketing Credit Executive (MCE) complains about issues related to credit for marketing. Employees believe their workload is excessive because they are required to do work that is outside of their interests, they are being driven by high goals, and their salary is not commensurate with the initial agreement, in which operating funds are derived from their basic salary, these funds were originally derived from deductions from their base salary. additional income that is not derived from their primary salary.

(Chrisienty, 2015) describes Turnover Intention as the desire by employees to leave their jobs for a different position. Meanwhile, Matias and (Wardana & Cholid, 2020) state that the intention to turnover causes additional costs to be incurred by the company, these costs include the costs of recruiting, training, productivity, and terminating employees. Various expenditures dedicated to HR development are considered wasted, the company will have to spend the same amount of money again in order to hire employees. From the chart above, it is evident that the recognition of issues, the first thing that occurred was the process of identifying problems that was not optimal or in accordance with the job description, this would lead to employees who worked contrary to the company's wishes in order to achieve the goals that were set. Second, the lack of maximum employees

because they are placed in departments that are not under their direct control because of the training that is not aligned with their expectations. As a result, employees tend to lack enthusiasm, be reluctant, and have a fear of making decisions.

Third, the desire to leave work or the organization causes employees to do work that is inconsistent with the organization's procedures, this causes employee performance to decrease automatically. Given the aforementioned issues.

## METHODS

The research used in this study used a type of quantitative research. At the same time, the research method used in this study adopts association method. The association method is a study that seeks a causal relationship between one or more independent variables and a dependent variable. (Sugiyono, 2011, p. 24). The primary data used in this study were interview data and responses to PT staff questionnaires. Sentana Group Inc. Secondary data used in this study came from previous research journals and books on leadership styles, job motivation, and sales intentions. The population in this study were all PT employees. Sentana Group Corporation has a total of 60 employees. The sample for this study is all employees of PT. Sentana Group Corporation has a total of 60 employees. The sampling method used is non-probability sampling. The data analysis method uses SmartPLS version 3.0 because PLS-SEM (Partial Least Squares-Structural Equation Modeling) does not require large samples, between 30 and 100 are enough. (Ghozali & Latan, 2015, p. 51).

## RESULTS AND DISCUSSION

From the results of the construct reliability and validity tests, it can be seen that all variables meet the minimum quantities required for testing Cronbach's Alpha, composite reliability and average variance extracted (AVE). The minimum value for Cronbach's Alpha and composite reliability is 0.7 while the minimum average variance extracted (AVE) is 0.5. Of all the variables, there are 2 variables that do not meet the requirements, namely the exogenous variables of motivation and the recruitment process can be seen from Figure 4.6, then the smallest outer loading value is removed until it is fulfilled.

From Figure 1 above the outer loading value for the exogenous variable motivation (M) is M8 and the exogenous recruitment process (PR) variables that are removed are PR2 and PR7. The result is that after the outer loading values for the items from each of these variables are deleted, all variables meet the requirements as shown in table 2 below.



Figure 1 Model of Causal Relations Between Variables

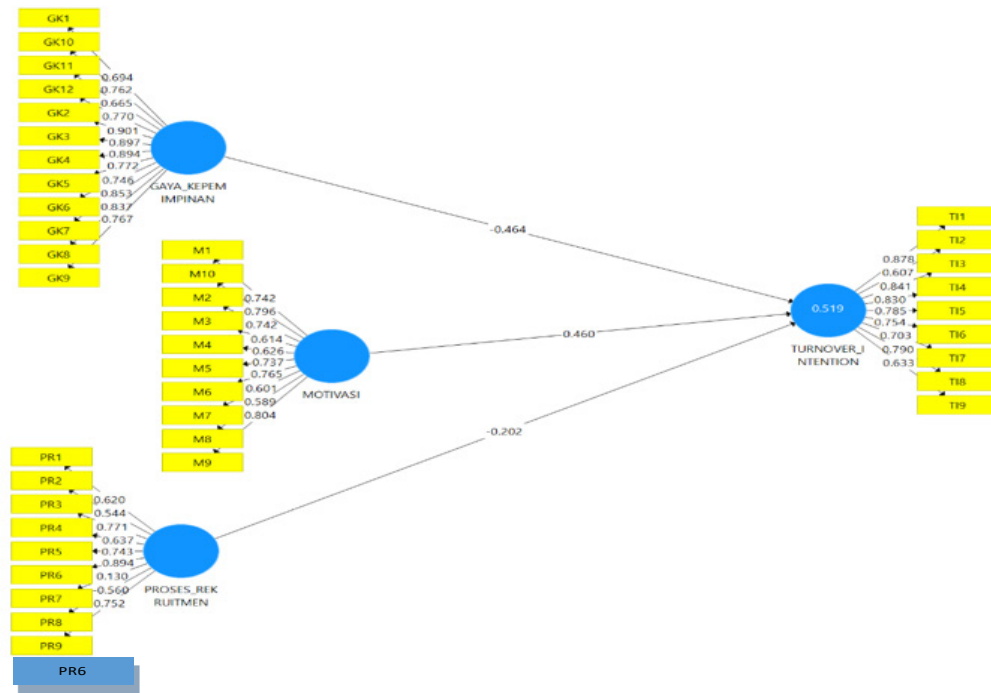


Figure 2 Model of Causal Relations Between Variables

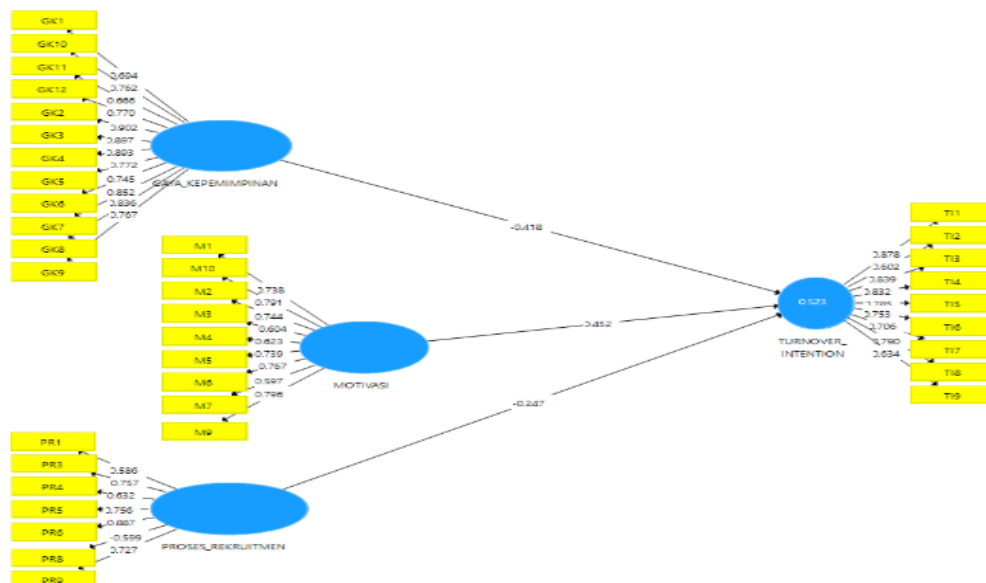


Table 2. Construct Reliability and Validity Test

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extract...	Copy to
	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)	
GAYA_KEPEMIMPINAN	0.949	0.970	0.955	0.640	
MOTIVASI	0.896	0.742	0.903	0.511	
PROSES_REKRUITMEN	0.756	0.856	0.803	0.509	
TURNOVER_INTENTION	0.909	0.926	0.925	0.582	

Source : Samrtp3, 2022

The results above show that all variables have fulfilled the requirements in construct reliability and validity testing. Then the appropriate model is obtained and the outer loading results are seen as follows in figure 2.

During the hypothesis testing phase, the objective is to analyze if the independent variables

have a significant impact on the dependent variable. The testing process involves examining path coefficients, which reveal parameter coefficients and the statistical significance value of t. The estimated parameter values' significance can provide key information on the relationship between research variables. The hypothesis is accepted or rejected based on the probability, which should be less than 0.05. To test the structural model, the table below presents the estimated output (Table 3).

Basis for decision: (based on significance value):

- If the probability value (P values) < 0.05 then the hypothesis is accepted (significant effect).

- If the Probability value (P values) > 0.05 then the Hypothesis is rejected (insignificant effect).

**Table 3. Hypothesis Test based on Path Coefficient**

Mean, STDEV, T-Values, P...	Confidence Intervals	Confidence Intervals Bias ...	Samples	Copy to Clipboard	
	Original Sample (O)	Sample ...	Standard ...	T Statistics ...	P Values
GAYA_KEPIMPINAN -> TURNOVER_INTENTION	-0.418	-0.350	0.216	1.930	0.054
MOTIVASI -> TURNOVER_INTENTION	0.452	0.412	0.184	2.460	0.014
PROSES_REKRUITMEN -> TURNOVER_INTENTION	-0.247	-0.268	0.221	1.114	0.266

Source: SmartPLS, 2022

Description of statistical data (Table 3):

- Leadership style has no significant negative effect on turnover intention. This can be seen from the P values > 0.05 (0.054 > 0.05), so the hypothesis is rejected. The coefficient value (column of the original sample) is -0.418, which means that it has a non-significant negative effect, that is, if the leadership style increases by 0 units, turnover intention will also decrease by 0.418 units.
- Motivation has a significant positive effect on turnover intention. This can be seen from the P values < 0.05 (0.014 < 0.05), so the hypothesis is accepted. The coefficient value (column of the original sample) is 0.452, which means that it has a significant positive effect, that is, if motivation increases by one unit, turnover intention will also increase by 0.452 units.
- The recruitment process has no significant negative effect on turnover intention. This can be seen from the P values > 0.05 (0.266 > 0.05), so the hypothesis is rejected. The coefficient value (column of the original sample) is -0.247, meaning that it has a non-significant negative effect, that is, if the recruitment process increases by 0 units, turnover intention will also decrease by 0.247 units.

Based on table 4.13 above, it can be seen in the structural equation as follows

$$Y = b_0 - 0.418X_1 + 0.452X_2 - 0.247X_3 + \varepsilon$$

### The Effect of Leadership Style on Turnover Intention

Based on the results of this study it was found that leadership style has no significant negative effect on turnover intention, this is reflected by the value of the loading factor variable Leadership Style which is greater than the other loading factors, namely 0.901 (GK 2) with the indicator “leaders behave well in everyday life”. So that it refers to Table 3.2, where the category included with the loading factor value is the Participatory Leadership Style dimension. Therefore it is the Participative Leadership Style that

has the most influence on turnover intention with the largest loading factor value of 0.878 (TI 1), namely the intention to quit dimension with the indicator “thinking about leaving work”.

Leadership style as a way that can be taken by a leader to control and improve the performance of its employees so that employees feel comfortable in carrying out their work so that they can reduce the level of employee turnover intention (Wibowo, 2014). The results of this study do not strengthen the results of research from Shukron (2014), Iskandar et al., (2015) has a result where the leadership style variable has an influence on turnover intention.

Leadership style as a way that can be taken by a leader to control and improve the performance of its employees so that employees feel comfortable in carrying out their work so that they can reduce the level of employee turnover intention (Wibowo, 2014, p. 73). If the leadership style has been applied properly, the level of employee desire to leave the company is lower, because if the leader has motivated his employees and provided employee incentives, then employees will feel satisfied with their work and can reduce the level of employee desire to leave the company. In previous research by Shukron (2014) has a result where the leadership style variable has an influence on turnover intention and previous research by Iskandar, Marhanah, & Kusumah (2015) which has the result that leadership style has an effect on turnover intention.

### Effect of Motivation on Turnover Intention

According to the results of this study, motivation was found to have a significant positive effect on sales intention. This is reflected in the value of the stress factor of the incentive variable, which is greater than the other stress factors, namely 0.804 (M9) with the indicator “motivated to socialize”. So referring to Table 3.2, the categories included with the loading factor value are the motivational dimensions of the Need to Expand Associations. Therefore the motivation for the Need to Expand Associations is the most influential on turnover intention with a loading factor value that is greater than the other loading factors, namely 0.878 (TI 1), with the dimension of Desire to Leave (intention to quit), the indicator “thinking of getting out of work”.

The most likely thing for a company to do is to keep employees motivated to keep doing their jobs well at the company because when the motivation of employees in a company is no longer there to work, then it is certain that employees will not last long according to Wibowo (2014). The results of this study strengthen the results of research from Putrianti

(2014) has a result where the motivational variable has an influence on Turnover intention.

*Turnover intention* which are suspected to be influenced by leadership style, motivation, and the recruitment process, are suspected to be influenced by variables not examined and the variables suspected are organizational culture, compensation, and career development variables, as research results Husaynah & Yusuf (2019) in his journal entitled *The Influence of Organizational Culture and Career Development Towards The Turnover Intention on The Foodhall of DKI Jakarta Province*. Remuneration is generally interpreted as any form of remuneration, wages or incentives paid to an employee for employing him, and it consists of two parts, financial incentives or direct financial payments or cash in the form of wages, salaries, incentives, commissions, and commissions Bonuses and non-financial incentives or indirect payments, depending on company culture Robbins (2003) A system of common meaning held by members that distinguishes one organization from another.

### **Effect of Recruitment Process on Turnover Intention**

Based on the results of this study, it can be determined that the recruitment process has no significant negative impact on turnover intention. This is reflected by the value of the Recruitment Process variable loading factor which is greater than the other loading factors, namely 0.878 (PR 2) with the indicator “the interviewer can understand the job requirements needed”. So that it refers to Table 3.2, where the category included with the loading factor value is the Selection Stage dimension. Therefore the selection stage has the most influence on turnover intention with the largest loading factor value of 0.878 (TI 1), namely the intention to quit dimension with the indicator “thinking about leaving work”.

For an organization that wants to increase employee comfort and organizational job satisfaction, it is necessary to apply filtering from the start at the recruitment stage to reduce the level of turnover intention in a company or organization. If the company can implement a good selection process from the start, this will have an effect and have a psychological impact on employees to remain in the organization.

### **The Effect of Leadership Style on Turnover Intention**

Based on The results of this study found that leadership style has no significant negative effect on turnover intention. The Participative Leadership

Style dimension with good leadership indicators in everyday life is the one that has the most influence on turnover intention with the Intention to Quit dimension. Therefore, if the participative leadership style has been implemented properly, the level of employee desire to leave the company will be lower, especially if this good attitude is reflected through providing motivation and providing incentives to employees, then employees will feel satisfied with their work and can reduce the level of employee desire to leave the company.

The most likely thing for companies to do is to keep them motivated to keep doing their jobs well at the company because when the motivation of employees in a company is no longer there to work, then it is certain that employees will not last long according to Wibowo (2014, p. 73). If the employee's work motivation decreases, the level of desire to leave the organization will be higher, because if there is encouragement in the form of enthusiasm to continue carrying out his work from within the employee, it will reduce the employee's desire to leave the organization. In previous research by Putrianti (2014) has a result where the motivational variable has an influence on Turnover intention.

For an organization that wants to increase employee comfort and organizational job satisfaction, it is necessary to apply filtering from the start at the recruitment stage to reduce the level of turnover intention in a company or organization. If the organization succeeds in implementing a good recruitment process from the start, this will have an effect and have a psychological impact on employees to remain in the organization.

## **CONCLUSION**

According to the results of this study, motivation was found to have a significant positive effect on sales intention. The motivational dimension of the need to expand association with the indicator of being motivated to socialize is the one that has the most influence on turnover intention with the intention to quit dimension. Effect of Recruitment Process on Turnover Intention. This has the meaning that if the employee's need to expand social relations increases, then the level of employee desire to leave the organization will be higher. Therefore companies must be able to increase employee satisfaction and comfort in the internal environment to be able to reduce the level of employee turnover intention. Based on the results of this study it was found that recruitment process has no significant negative effect on turnover intention. The Dimension of Selection

Stages with the indicator that the interviewer can understand the job requirements needed, is the most influential on turnover intention with the intention to quit dimension. This explains that the better recruiters are at carrying out the selection stages according to the required criteria, the smaller the potential desire of employees to leave in the future.

## REFERENCES

- Bharata, A., Sofyan, D. K., Munparidi, Sugiyono, Anwar Prabu, M., Rivai, V., Edison, E., Anwar, Y., Komariyah, I., Sedarmayanti, Hasibuan, M. S. P., Zainal, V. R., Handoko, T. H., Nitisemito, & A. S., Elqadri, Z. M., Priyono, P., Suci, R. P., Chandra, T., & Ghozali, I. (2016). *Manajemen Sumber Daya Manusia. Manajemen Sumber Daya Manusia Untuk Perusahaan Dari Teori Ke Praktik*.
- Chrisienty, W. (2015). Pengaruh quality of work life terhadap komitmen organisasional karyawan di CV Sinar Plasindo. *Agora*.
- Gagné, M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of Organizational Behavior*. <https://doi.org/10.1002/job.322>
- Ghozali, I., & Latan, H. (2015). *Konsep, Teknik, Aplikasi Menggunakan Smart PLS 3.0 Untuk Penelitian Empiris*. BP Undip.
- Henry, S. (2003). *Manajemen Sumber Daya Manusia In Manajemen Sumber Daya Manusia. In Edisi Revisi Jakarta: Bumi Aksara*.
- Hermingsih, A., K. (2017). The Influence Of Training, Work Motivation And Organizational Culture On The Performance Of Civil Servants. *Management Mercu Buana Jakarta*.
- Husainah, N., & Yusuf, M. (2019). The Influence of Organization Culture and Career Development Towards The Turnover Intention on The Foodhallof DKI Jakarta Province. *KnE Social Sciences*, 834–848.
- Ihsan, N. (2019). *Pengaruh Proses Rekrutmen, Seleksi, Dan Turnover Intention Terhadap Kinerja Karyawan (Studi Kasus Pada PT FIFGROUP Cabang Taman Palem)*. Universitas Mercu Buana Jakarta.
- Iskandar, S., Marhanah, S., & Kusumah, A. . G. (2015). Pengaruh kepemimpinan terhadap turn over intention karyawan departemen front office di Hotel Ibis Bandung Trans Studio. *Jurnal Manajemen Resort Dan Leisure*, 12(2).
- McCleskey, J. (2014). Situational, transformational, and transactional leadership and leadership development. *Journal of Business Studies Quarterly*.
- Pane, M., Simarmata, P. P., & Nufriзал. (2021). Pengaruh Komitmen Organisasi, Lingkungan Kerja dan Kepuasan Kerja Terhadap Intensi Turnover intention Karyawan pada Dinas Perikanan Kota Tanjungbalai. *Manajemen Dan Bisnis*, 3(1), 78–87.
- Puspitasari, A., & Prahiawan, W. (2018). Pengaruh Disiplin Preventif Dan Motivasi Ekstrinsik Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel Intervening Pada Pt. Natura Indoland. *Tirtayasa Ekonomika*. <https://doi.org/10.35448/jte.v13i2.4322>
- Putrianti, A. D. (2014). Pengaruh Kompensasi dan Motivasi Kerja Terhadap Turnover Intention (Studi pada karyawan PT. TIKI Jalur Nugraha Ekakurir Pusat Malang). *Jurnal Administrasi Bisnis (JAB)*, 12(2).
- Rahmawati, R., Hernawan, D., Darusman, D., & Sektiono, D. (2019). Kinerja Implementasi Tata Kelola Hutan Taman Nasional Gunung Halimun Salak. *Sosiohumaniora*, 21(3), 305–315. <https://doi.org/10.24198/sosiohumaniora.v21i3.7328>
- Ratnasari, K. C. K. R. T. (2017). Evaluasi Kinerja Sumber Daya Manusia. In *Evaluasi Kinerja Sumber Daya Manusia*.
- Rivai, V., & Mulyadi, D. (2010). *Kepemimpinan dan Perilaku Organisasi*. Jakarta.
- Robbins, S. P. (2003). *Perilaku Organisasi*. PT Indeks kelompok Gramedia.
- Simamora, H. (2015). *Manajemen Sumber Daya Manusia* (3rd ed.). Sekolah Tinggi Ilmu Ekonomi YKPN.
- Situmorang, A. N. (2016). *Manajemen Sumber Daya Manusia “Msdm Internasional.” Angewandte Chemie International Edition*, 6(11), 951–952., 5–24.
- Smith, & Rutigliano, T. (2007). *Discover Your Sales Strength (edisi terjemahan)* (Y. I. Wahyu & S. Suriyanto (eds.)). Karisma Publishing Group.
- Stoyanov, S. (2017). A theory of human motivation. In *A Theory of Human Motivation*. <https://doi.org/10.4324/9781912282517>
- Sugiyono. (2011). *Metode Penelitian Pendidikan*. Alfabeta.



- Tjoen Hok, T., Vitayala S Hubeis, A., & Kuswanto, S. (2014). Pengaruh Pelatihan Dan Motivasi Terhadap Kinerja Karyawan Kasus Perusahaan Distributor Alat Berat. *Sosiohumaniora*, 16(2), 215. <https://doi.org/10.24198/sosiohumaniora.v16i2.5735>
- Vera, O., Simbolon, H., Seno Andri, H., & Si, M. (2016). Pengaruh Pemberian Motivasi Dan Disiplin Kerja Terhadap Kinerja Karyawan Pada Pt. Posindo (Persero) Kantor Cabang Pekanbaru. *Jom Fisip*.
- Wardana, R. H., & Cholid, I. (2020). Pengaruh Motivasi Kerja Karyawan terhadap Turnover Intention pada PT. Arina Multikarya Samarinda. *Borneo Student Research (BSR)*, 1(2), 977–981.
- Wibowo. (2014). *Manajemen Kinerja* (4th ed.). Rajawali Pers.
- Widodo, S. E. (2015). *Manajemen Pengembangan Sumber Daya Manusia*. Pustaka Pelajar.
- Yin-Fah, B. C., Foon, Y. S., Chee-Leong, L., & Osman, S. (2010). An exploratory study on turnover intention among private sector employees. *International Journal of Business and Management*, 5(8), 57.