

The Role of Job Satisfaction Mediates the Effect of Organizational Climate on Employee Turnover Intention at Hotel Tjampuhan Ubud

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Abstract: Turnover Intention is a feeling where someone has the intention to leave the company. In reducing turnover intention to employees, companies must pay attention to the factors that influence the emergence of employees' intention to leave the company. Job satisfaction is an important thing in a company so that it can reduce the emergence of turnover intention by considering the organizational climate as a shaping aspect of job satisfaction. The higher the level of job satisfaction and the level of organizational climate, the lower the turnover intention of employees to the company. The purpose of this study was to determine the effect of organizational climate on turnover intention with job satisfaction as a mediating variable. This research was conducted at Hotel Tjampuhan Ubud. The study population was 160 people, using probability sampling techniques, namely simple random sampling. Data collection methods used were interviews and a 5-point Likert scale questionnaire to measure 14 indicators. The data were obtained by distributing questionnaires which were analyzed using path analysis techniques. The results of this study indicate that organizational climate has a positive and significant effect on job satisfaction, organizational climate has a negative and significant effect on turnover intention, job satisfaction has a negative and significant effect on turnover intention, and job satisfaction significantly mediates the relationship between organizational climate and turnover intention.

Keywords: job satisfaction, organizational climate, turnover intention.

I. INTRODUCTION

The progress of a company is highly dependent on reliable human resources, especially in the hotel service industry, hotels are service companies that prioritize the quality of human resources in order to achieve company goals (Ksama and Wibawa, 2016). Arimbawa and Dewi (2019) state that having quality human resources is important in determining the success of a company. In addition to capital which is an important element in a company, employees are also another important element that must be owned by a company, because without employees in a company, the company will not be able to achieve the desired goals. Hasibuan (2014: 9) states that one thing that must be considered in the company so that it is able to run according to the objectives expected by management is an employee, because with good support and management, employees will feel satisfaction at work and the company will make this happen as feedback to achieve company goals.

Putra (2016) states that turnover intention is a person's desire to leave their job which is related to dissatisfaction that causes the desire to leave their job to find another job. Turnover that occurs means the company loses a number of workers. These losses must be replaced with new employees (Kurniawan and Putra, 2019). The phenomenon of turnover intention that occurred at the Hotel Tjampuhan Ubud can be seen in Table 1, which from the 2017 to 2019 period experienced a high turnover. Turnover refers to the ultimate reality faced by an organization in the form of the number of employees who leave the organization in a certain period, while the intention of employees to move (turnover intention) refers to the results of individual evaluations regarding the continuation of relationships with the organization that have not been realized in definite action to leave the organization (Putra and Authority, 2015).

Employee turnover rates are higher in the tourism and hotel sectors than in other sectors (McGinley et al., 2017). The high level of turnover intention has become a serious problem for many companies, even some companies experience frustration when they find out that the recruitment process has succeeded in attracting qualified staff who have the desire to work for other companies (Hutagalung and Wibawa, 2018). High turnover intention can create instability in the existing workforce and lead to a waste of human resource management costs such as training costs and new employee recruitment costs (Sartika, 2014). Companies can reduce the turnover intention rate but cannot stop or eliminate it, a high turnover rate is not good for the company concerned so that companies try to retain employees and save company costs (Saeed et al., 2014). One of the reasons for employees to make the decision to leave the organization is low job satisfaction (Kristanto, et al. 2014). Although employee turnover is driven by different reasons, stressful working conditions are considered to be one of the most common factors in pushing employees out of the organization (Afsar and Rehman, 2017).

Theory of Reasoned Action (TRA) was first introduced by Ajzen, et al. (1980) stated that a person's intention is highly dependent on the attitude and subjective norms for the behavior. Broadly speaking, it can be said that a person's intention is influenced by internal factors (individual) and external factors (social environment). Internal factors are reflected in a person's attitude and external factors are reflected in external influences (subjective norms) on the behavior that is carried out. The attitude referred to in this study is employee job satisfaction and subjective norms are the climate of an organization. The intention of an employee to leave a company can be influenced by the organizational climate and the level of job satisfaction. A person's intention to leave an organization will arise when that person feels uncomfortable at work caused by an organizational climate that is not conducive and the existence of employee job satisfaction which tends to be low. Likewise, vice versa, a person's intention to leave an organization will be low if an organization can create a conducive organizational climate and ensure job satisfaction of every employee.

Turnover intention can be influenced by several factors, both from the individual employee itself and from outside the individual, namely the conditions of the work environment in an organization or company, such as organizational climate. An organizational climate that is conducive to employees can provide a sense of comfort at work which has an impact on loyalty and decreases the intention to leave the company (Pranata and Utama, 2019). Organizational climate is a condition or characteristics or traits that describe an organizational psychological environment that is felt by people within the organization. Organizational climate is influenced by the perceptions of existing members in the organization. If an employee feels that the climate in the organization where he takes shelter is conducive and pleasant enough for him to work well, this will make the employee feel satisfied (Tadampali et al., 2016). Several studies examining the effect of organizational climate on turnover intention have been carried out, including research conducted by Tadampali et al. (2016), Putra and Suwandana (2017) state that organizational climate has a negative effect on turnover intention. In contrast to the results of research conducted by Fitria (2014) and Katno and Fauzan (2014) which state that organizational climate has no effect on turnover intention.

Apart from organizational climate, there are other factors that can influence a person's desire to leave a company, namely factors that come from within the individual. The individual factor in question is job satisfaction. Companies must pay attention to the job satisfaction of each employee so that employees do not have the intention to leave the company. Job satisfaction is a situation related to an emotional reaction from the view of someone who has got their needs from the work done, so that when employees feel comfortable at work and are able to develop their potential (Darmawati and Indartono, 2015). (Kaur et al., 2020) stated that job satisfaction refers to the general attitudes and feelings of employees towards work and job characteristics. Job satisfaction is an individual thing and depends on a person's perception of what he feels about work (Aruan and Fakhri, 2015). According to (Hoboubi et al., 2017) job satisfaction is an employee's affective orientation towards his job, it is considered as an employee's feelings about his job or related attitudes about various aspects of work. Several studies have examined the effect of job satisfaction on turnover intention, including research conducted by Saeed et al. (2014) and Candra and Riana (2017) state that job satisfaction has a negative effect on turnover intention. If an employee feels dissatisfied with his job, then the employee may want to make a turnover or leave the company.

This research was conducted at Hotel Tjampuhan Ubud. Hotel Tjampuhan Ubud is one of the accommodations engaged in the hospitality sector. Hotel Tjampuhan Ubud is located on Jalan Raya Campuhan, Sayan, Ubud District, Gianyar Regency. The number of employees who work at Hotel Tjampuhan Ubud has 160 employees. In the situation experienced by the hotel industry in general, Hotel Tjampuhan Ubud also experiences several problems, one of which is high turnover.

This can be seen from the data on the employee turnover rate of Tjampuhan Hotel Ubud for the period 2017 - 2019 which is presented in Table 1 below.

TABLE 1: HOTEL TJAMPUHAN UBUD EMPLOYEE TURNOVER DATA FOR 2017 - 2019

Year	Number of Employees at the beginning of the year (person)	Employee Enter (person)	Outgoing Employee (person)	Employee Entry (%)	Leave Employees (%)
2017	173	13	18	7,51	10,40
2018	168	9	17	5,36	10,12
2019	160	11	19	6,88	11,88

Source: HRD of Hotel Tjampuhan Ubud, 2020

Table 1 shows the data on the employee turnover rate of Tjampuhan Hotel Ubud in the period 2017 - 2019 which tended to increase and was the highest in 2019 at 11.88. Employee turnover is said to be normal if the value ranges from 5 to 10 percent per year, and is high if the value exceeds 10 percent per year according to Gillies (1994) in (Dewi and Riana, 2019). Tripathi and Pandey (2017) explain that turnover intention has a positive effect on turnover, the higher the employee's desire to move, the greater the employee turnover rate that will occur.

II. CONCEPTUAL MODEL AND HYPOTHESES

Organizational climate is the perception of employees regarding the quality of their internal work environment that affects their attitudes and behavior towards the organization. Organizational climate has a positive and significant effect on job satisfaction, meaning that the more conducive the organizational climate of a company is, the higher the level of job satisfaction (Permadi and Mudiarta Utama, 2016). Employees who feel that the organizational climate in which they work is good enough and enjoyable for them to work causes these employees to feel satisfied with their work (Tadampali et al., 2016). Yuliana (2016) states that organizational climate has a positive and significant effect on job satisfaction. This opinion is supported by research conducted by Subawa and Surya (2017) which states that organizational climate collectively shows a very strong and positive relationship to job satisfaction. Organizational climate is an important factor that determines the survival of an organization (Saridewi and Dewi Adnyani, 2018). Astina (2016) in her research at PT. Billabong Indonesia proves that organizational climate has a positive effect on employee job satisfaction. Permadi (2016) in his research on employees of Bank Rakyat Indonesia Gajah Mada Denpasar Bali Branch stated that the organizational climate had a positive and significant effect on job satisfaction of employees of Bank Rakyat Indonesia, Gajah Mada Branch, Denpasar Bali.

H₁: Organizational climate has a positive and significant effect on job satisfaction

The organizational climate factor is said to be significant in influencing turnover intention, one of which is in the research of Zeytinoglu et al. (2007) stated that the theoretically defined organizational climate will affect the organizational conditions and employee behavior. From employee turnover intention behavior will arise because the organization is not in line with the employees' views. Park and Shaw (2013) also argue that a good organizational climate can increase employee job satisfaction, and can reduce employee intention to move to another company. Ambrose et al. (2007) also argue that a good organizational climate will make employees work well for their organization, and if the organizational environment is not in line with employees, employees will be less harmonious and look for other jobs with organizational conditions that are considered good. Several studies examining the effect of organizational climate on turnover intention have been carried out, including research conducted by Tadampali et al. (2016), Putra and Suwandana (2017) state that organizational climate has a negative effect on turnover intention. Mamewe (2015) states that organizational climate has a negative effect on turnover intention. In contrast to the results of research conducted by Fitria (2014) and Katno and Fauzan (2014) which state that organizational climate has no effect on turnover intention. Research from Rahimic (2013) states that organizational climate and job satisfaction are two different constructs, but they both affect employee performance and intention to leave. This indicates that the better the organizational climate of a company, the less turnover intention a company has.

H₂: Organizational climate has a negative and significant effect on turnover intention

Dwi Putra and Surya Putra (2019) state that the higher the level of job satisfaction, the lower the desire to leave the company, this means that job satisfaction has a negative and significant effect on turnover intention. Decreased job satisfaction has a negative effect on their own physical and mental health and can increase turnover intention (Heponiemi et al., 2014). Januarta and Dewi Adnyani (2019) stated that higher job satisfaction can result in lower turnover intention and vice versa, lower job satisfaction can increase employee turnover intention. Hafeez (2019) states that job satisfaction has a negative effect on turnover intention. Research conducted by Saeed et al. (2014) and Candra and Riana (2017) state that job satisfaction has a negative effect on turnover intention. If an employee feels dissatisfied with his job, then the employee may want to make a turnover or leave the company. Dewi and Sriathi (2019) in their research state that job satisfaction has a significant negative effect on turnover intention, meaning that the higher job satisfaction is felt, it will reduce the desire of employees to leave their company.

H₃: Job satisfaction has a negative and significant effect on turnover intention

Theory of Reasoned Action (TRA) was first introduced by Ajzen et al. (1980) which states that a person's intention is highly dependent on the attitude and subjective norms for the behavior. The attitude referred to in this study is employee job satisfaction and subjective norms are the climate of an organization. The intention of an employee to leave a company can be influenced by the organizational climate and the level of job satisfaction. A good organizational climate will increase employee job satisfaction and have an impact on lower turnover intention. Research conducted by Jyoti (2013), Tadampali et al. (2016) and Putra (2017) state that job satisfaction can mediate the influence of organizational climate on turnover intention. These results are consistent with the results of research conducted by Mudiarta et al. (2015) which states that job satisfaction can mediate the effect of job security on turnover intention.

H₄: Job satisfaction mediates the influence of organizational climate on turnover intention

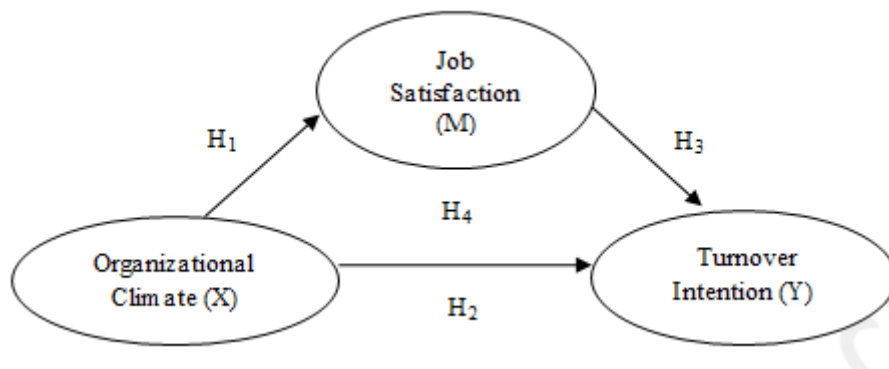


Figure 1: Conceptual Model

III. RESEARCH METHODS

This research was conducted at the Hotel Tjampuhan Ubud, which is located on Jalan Raya Campuhan, Sayan, Ubud District, Gianyar Regency. The population in this study were 160 employees of Hotel Tjampuhan Ubud. The samples taken in the study were 160 employees. The method of determining the sample in this study uses the Probability Sampling technique, namely Simple Random Sampling. The number of samples in this study was determined based on the Slovin approach so that the number of samples was 114 employees of Hotel Tjampuhan Ubud. Data collection methods used in this study were interviews and questionnaires. Measurement of respondents' answers is measured using a Likert scale. This study uses path analysis techniques. Testing the mediation hypothesis can be done with the Sobel Test. The sobel test is used to test the strength of the indirect effect of the organizational climate variable (X) on the turnover intention (Y) variable through the job satisfaction variable (M).

IV. RESULTS AND DISCUSSION

This study used 114 employees of Tjampuhan Hotel Ubud as respondents. Characteristics of respondents seen from 4 variables, namely gender, age, last education and position as follows.

TABLE 2: RESPONDENT CHARACTERISTIC

No.	Variable	Classification	Total (person)	Percentage (%)
1	Gender	Male	52	45,6
		Female	62	54,4
		Total	114	100
2	Age	18-25 years old	59	51,8
		26-35 years old	48	42,1
		> 35 years old	7	6,1
		Total	114	100
3	Latest Education	Senior High School	32	28,1
		Diploma	43	37,7
		S1	37	32,5
		S2	2	1,7
		Total	114	100
4	Position	Accounting	2	1,7
		Security	5	4,4
		Restaurant dan Bar	19	16,7
		Kitchen	21	18,4
		Office	8	7,0
		Housekeeping	22	19,3
		Room Service	25	21,9
		Spa	12	10,6
Total			114	100

Source: Primary data processed, 2020

Table 2 shows the characteristics of the respondents, the first characteristic is gender, the percentage of male respondents was 45.6 percent and female respondents were 54.4 percent. This shows that there are more female respondents than men. The second characteristic is age, the dominant age of the respondents is 18-25 years with a percentage of 51.8 percent, while the lowest percentage is 6.1 percent with an age range > 35 years. The third characteristic is the latest education, the highest percentage of the respondent's latest education is at the diploma level with a percentage of 37.7 percent, while the lowest is at S2 with a percentage of 1.7 percent. The fourth characteristic is position, the highest percentage of respondent's position is room service with a percentage of 21.9 percent, while the lowest is accounting with a percentage of 1.7 percent.

The Results of Path Analysis

This study uses data analysis techniques with path analysis to test the hypothesis of the direct and indirect effects of organizational climate, job satisfaction and turnover intention.

- 1) Formulate hypotheses and structural equations
 - a) The effect of organizational climate on job satisfaction

TABLE 3: RESULTS OF PATH ANALYSIS OF REGRESSION EQUATION I

Model		Coefficients ^a				t	Sig.
		Unstandardized Coefficients		Standardized Coefficients			
		B	Std. Error	Beta			
1	(Constant)	.362	1.969			.184	.854
	Organizational Climate	.734	.080	.655		9.180	.000

Source: Primary data processed, 2020

Equation of sub-structure 1:

$$M = \beta_1 X + e_1$$

$$M = 0,655 X + 0,755$$

Information:

M = Job satisfaction

X = Organizational climate

$$e_1 = \sqrt{1 - R^2} = \sqrt{1 - 0,429} = 0,755$$

b) The effect of organizational climate and job satisfaction on turnover intention

TABLE 4: RESULTS OF PATH ANALYSIS OF REGRESSION EQUATION II

		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta		
1	(Constant)	10.814	.715		15.117	.000
	Organizational Climate	-.142	.038	-.301	-3.079	.003
	Job Satisfaction	-.220	.034	-.599	-6.417	.000

Source: *Primary data processed, 2020*

Equation of sub-structure 2 :

$$Y = \beta_2 X + \beta_3 M + e_2$$

$$Y = -0,301 X - 0,599 M + 0,742$$

Information:

Y = Turnover intention

M = Job Satisfaction

X = Organizational Climate

$$e_2 = \sqrt{1 - R^2} = \sqrt{1 - 0,448} = 0,742$$

2) The form of the path coefficient diagram

(1) Direct Effect

a) The effect of organizational climate (X) on job satisfaction (M) is 0.655.

b) The effect of organizational climate (X) on turnover intention (Y) is -0.301.

c) The effect of job satisfaction (M) on turnover intention (Y) is -0.599.

(2) Indirect Effect

The effect of organizational climate (X) on turnover intention (Y) with job satisfaction (M) as a mediating variable is:

$$\text{Indirect effect} = \beta_1 \times \beta_3 = 0,655 \times (-0,599) = -0,392$$

(3) Total Effect

The total influence of the organizational climate variable (X) on turnover intention (Y) with job satisfaction (M) as an intermediary variable:

$$\text{Total effect} = \beta_2 + (\beta_1 \times \beta_3)$$

$$= -0,301 + (-0,392)$$

$$= -0,693$$

The calculation of the direct, indirect and total effects between variables can be seen in table 5.

TABLE 5: DIRECT AND INDIRECT EFFECTS AND TOTAL EFFECTS OF ORGANIZATIONAL CLIMATE(X), TURNOVER INTENTION (Y), AND JOB SATISFACTION (M)

Effect of Variables	Direct Effect	Indirect Effect Through Job Satisfaction (M) ($\beta_1 \times \beta_3$)	Total Effect
X → M	0,655	-	0,655
X → Y	-0,301	-0,392	-0,693
M → Y	-0,599	-	-0,599

Source: Primary data processed, 2020

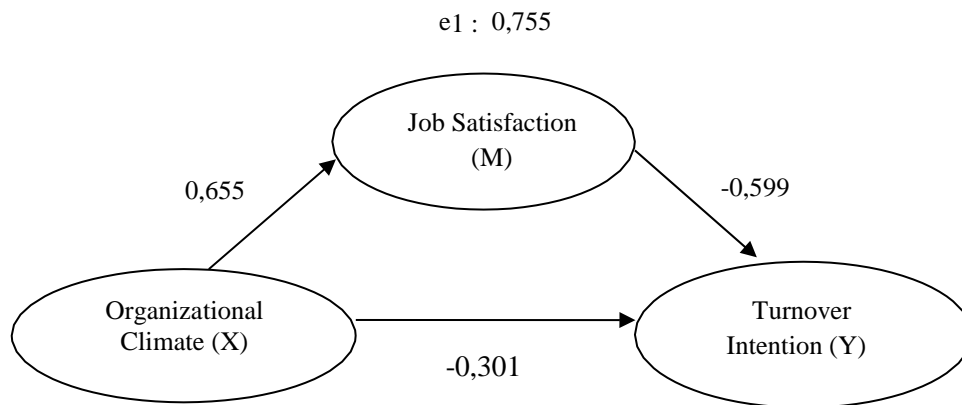


Figure 2: Path Analysis Model Diagram

Sig. F test results is 0.000 which is smaller than the significant value 0.05 ($0.000 < 0.05$). These results indicate that organizational climate has a simultaneous effect on job satisfaction. Results of the sig. test. F model II of 0.000 which is smaller than the significant value of 0.05 indicates that H_1 is accepted so that it can be concluded that organizational climate and job satisfaction have a simultaneous effect on turnover intention. The sig.t value of 0.000 is less than the significant value used ($0.000 < 0.05$), and the beta value on the standardized coefficients is 0.655 which indicates a positive direction. This shows that organizational climate has a positive and significant effect on job satisfaction, which means that organizational climate has a positive and significant effect on job satisfaction. The comparison of the sig.t value of 0.003 is less than the significant value used ($0.003 < 0.05$) and the beta value on the standardized coefficients is -0.301 which indicates a negative direction. This shows that organizational climate has a negative and significant effect on turnover intention, which means that organizational climate has a negative and significant effect on turnover intention. The comparison of the sig.t value of 0,000 is less than the significant value used ($0,000 < 0.05$), and the beta value on the standardized coefficients is -0.599 which indicates a negative direction. This shows that job satisfaction has a negative and significant effect on turnover intention, which means that job satisfaction has a negative and significant effect on turnover intention.

Sobel Test

The sobel test is an analytical tool to test the significance of the indirect relationship between the independent variable and the dependent variable which is mediated by the mediator variable.

$$Z = \frac{ab}{\sqrt{b^2S_a^2 + a^2S_b^2 + S_a^2S_b^2}} \dots\dots\dots(1)$$

Information:

a = 0,655

$S_a = 0,080$

b = 0,599

$S_b = 0,034$

$$Z = \frac{0,655 \cdot 0,599}{\sqrt{(0,599^2 \cdot 0,080^2) + (0,655^2 \cdot 0,034^2) + (0,080^2 \cdot 0,034^2)}}$$

$$Z = \frac{0,392}{0,052}$$

$$Z = 7,415$$

Based on the results of the Sobel test, it shows that the tabulation results are $Z = 7,415 > 1.96$, which means that the job satisfaction variable significantly mediates the relationship between organizational climate and turnover intention. Thus, the fourth hypothesis is accepted, job satisfaction is stated to mediate the relationship between organizational climate and turnover intention.

The Effect of Organizational Climate on Job Satisfaction

The magnitude of the influence of organizational climate (X) on job satisfaction (M) is 0.655 with a sig.t value comparison of 0.000 less than the significant value used ($0.000 < 0.05$). This figure shows that organizational climate has a positive and significant effect on job satisfaction. This means that a good organizational climate will increase employee job satisfaction. This is evidenced by the results of the average score of respondents' answers to the organizational climate variable of 4.06 which is in the good category and the average score of the answers to the job satisfaction variable of 3.65 which is in the high category. These results support previous research conducted by Yuliana (2016), Subawa and Surya (2017), Astina (2016), and Permadi (2016) which show that organizational climate has a significant effect on job satisfaction.

The Effect of Organizational Climate on Turnover Intention

The magnitude of the influence of organizational climate (X) on turnover intention (Y) is -0.301 with a sig.t value ratio of 0.003 less than the significant value used ($0.003 < 0.05$). This figure shows that organizational climate has a negative and significant effect on turnover intention. This means that the better the organizational climate, the lower turnover intention will be. This is evidenced by the results of the average score of respondents' answers to the organizational climate variable of 4.06 which is in the good category and the average answer score of the turnover intention variable is 1.92 which is in the low category. These results support previous research conducted by Tadampali et al. (2016), Putra and Suwandana (2017), and Mamewe (2015) who state that the organizational climate variable has a negative effect on turnover intention.

The Effect of Job Satisfaction on Turnover Intention

The magnitude of the effect of job satisfaction (M) on turnover intention (Y) is -0.599 with a sig.t value ratio of 0.000 less than the significant value used ($0.000 < 0.05$). This figure shows that job satisfaction has a negative and significant effect on turnover intention. This means that the higher the employee's job satisfaction, the lower the turnover intention will be. This is evidenced by the results of the average score of respondents' answers to the job satisfaction variable of 3.65 which is in the high category and the average answer score of the turnover intention variable is 1.92 which is in the low category. These results support previous research conducted by Dwi Putra and Surya Putra (2019), Januartha and Dewi Adnyani (2019), Hafeez (2019), Saeed et al. (2014) and Candra and Riana (2017) and Dewi and Sriathi (2019) which show that job satisfaction has a negative and significant effect on turnover intention.

The Role of Job Satisfaction Mediates the Effect of Organizational Climate on Turnover Intention

Based on the results of the Sobel test, it shows that the tabulation results are $Z = 7,415 > 1.96$, which means that the job satisfaction variable significantly mediates the relationship between organizational climate and turnover intention. This means that higher employee job satisfaction through a good organizational climate will reduce employee turnover intention. This is evidenced by the results of the average score of respondents' answers to the organizational climate variable of 4.06 which is in the good category, the average score of respondents' answers to the job satisfaction variable is 3.65 which is in the high and average category. The answer score for turnover intention variable is 1.92 which is in the low category. These results support previous research conducted by Jyoti (2013), Tadampali et al. (2016) and Putra (2017) which state that job satisfaction is able to mediate the influence of organizational climate on turnover intention.

V. CONCLUSION AND SUGGESTIONS

Based on the results of data analysis, it can be concluded that organizational climate has a positive and significant effect on job satisfaction. This means that a good organizational climate will increase employee job satisfaction. Organizational climate has a negative and significant effect on turnover intention. This means that the better the organizational climate, the lower turnover intention will be. Job satisfaction has a negative and significant effect on turnover intention. This means that the higher the employee's job satisfaction, the lower the turnover intention will be. Job satisfaction significantly mediates the relationship between organizational climate and turnover intention. This means that higher employee job satisfaction through a good organizational climate will reduce employee turnover intention.

Suggestions that can be given based on the results of research to reduce turnover intention, Hotel Tjampuhan Ubud should increase employee job satisfaction by improving the organizational climate such as clarifying the division of tasks within the organization according to the roles and positions of employees and employees are given appropriate rewards for their hard work in completing work. In addition, it is also necessary to pay attention to the attitudes of superiors towards subordinates and fellow colleagues so that it is well-established for the creation of a good organizational climate as well. With a good organizational climate and satisfied employees, the employees' desire to seek new professions at other companies will decrease. For the next researcher, it is necessary to consider the variables, factors, and other indicators studied outside the organizational climate and job satisfaction that affect employee turnover intention. Such as variables of organizational commitment, compensation, communication, and others.

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