# The Influence of Work Discipline, Work Motivation, and Work Environment on Turnover Intention (Study on Employees of CV. Harmoni Jaya Sentosa)

**Awaludin Nurramdhani[1], Dedi Gumilar[2], Astrin Kusumawardani[3], Listri Herlina[4], Muhammad Ihsan Muchtar[5]**

[12345]Universitas Indonesia Membangun

awaludinnuramdhani2@student.inaba.ac.id, dedi.gumilar@inaba.ac.id, astrin.kusumawardani@inaba.ac.id, Listri.herlina@inaba.ac.id, Ihsanjaeee@gmail.com

The corporate sector faces a significant challenge in employee turnover, notably in Indonesia and other Southeast Asian nations. This article discusses the issue of CV Harmoni Jaya Sentosa, an Indonesian firm, having excessive personnel turnover. A high staff turnover rate and delay are two of the signs associated with this phenomenon. A large amount of employees leave their positions each month, according to the data provided by the organisation. A combination of descriptive and verification procedures, as well as quantitative tools, were utilised in the study. In addition to receiving information from secondary sources, we also obtained information from business records, questionnaires, and in-person interviews. To analyse the data, statistical methods were utilised. Furthermore, the analysis findings, which were based on a significance level of 0.05, indicate that work environment and discipline have a significant relationship with turnover intention. On the other hand, work motivation and turnover intention do not have an important relationship at the level of significance that was specified. The findings of this study give the organisation's management with valuable information regarding how they may regulate the variables that determine the degree to which an employee wishes to resign. Work discipline and the environment of the workplace may be crucial determinants, even though work motivation does not have a substantial impact on the intention to leave the company.

**Keywords: Harmoni Jaya Sentosa, Turnover Intention, Work Discipline, Work Motivation, Work Environment**

**Introduction**

In the business world, there is a term turnover. Turnover is related to the dismissal of an employee either on his own or on the will of another party. Employees usually do turnover to get a new job opportunity in a new place. One of the causes of turnover is an unbalanced work-life balance. Turnover is a term that refers to the percentage of employees who quit during a certain period. Employee turnover can be calculated on a monthly or annual basis. Many things, such as dissatisfaction with working conditions, company financial problems, and others can cause employee turnover. Please note that turnover is the percentage of employees who leave or when they resign or quit. Employees who leave usually see opportunities for success elsewhere. Turnover refers to the propensity or extent to which a person is inclined to depart from the organisation,

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[1]Coressponden: Awaludin Nurramdhani. Universitas Indonesia Membangun. Jl. Soekarno Hatta No.448, Batununggal, Kec. Bandung Kidul, Kota Bandung, Jawa Barat 40266. awaludinnuramdhani2@student.inaba.ac.id

either by choice or by force, due to disinterest in their present position and the availability of other work opportunities (Robbins, 2019, p. 34).

Companies in Southeast Asia, including Indonesia, have difficulty retaining employees, proving that turnover events in Indonesia are still quite frequent. Dissatisfaction with salary, benefits, and career development are the main drivers of employee turnover (Mercer, 2021). Even based on the results of the Hay Group survey 2013, Indonesia ranked third in the country with the highest turnover at 25.8% (Tjahyanti & Anggita, 2017).

*The turnover* event indeed begins with the employee's desire to leave the company or *turnover intention*. *Turnover intention* is the behaviour or extent to which the workforce thinks of voluntarily leaving their job (Mapasa et al., 2020). Although *turnover is* a common thing in an organisation, when *turnover is* too high, this is a problem for the organisation's continuity. Human resources are crucial for every successful business since people are the primary force behind using existing resources within the firm's operations and routines. According to Sutrisno (2019, p. 3), "Human resources are the only resources that possess emotions, aspirations, expertise, knowledge, motivation, authority, and productivity (efficiency, preference, capability). These various human resource capabilities have an impact on the organization's endeavors to accomplish its objectives". This remark implies that even with sophisticated technology, information development, availability of cash, and enough resources, an organization will struggle to fulfill its objectives without human resources.

One definition of turnover is "the tendency or level at which an employee has the possibility of leaving the company either voluntarily or involuntarily due to the lack of interest in the current job and the availability of other job alternatives" (Robbins, 2019, p. 34). Turnover can occur either voluntarily or involuntarily. According to Akgunduz and Ermilyaz (2018), Tett and Mayer determine that turnover intention is defined as the awareness and purposeful desire of an employee to leave the organization in which he is employed. However, turnover intention can also be understood as a disclosure of employee awareness or ideas regarding employees quitting their positions. This is another definition of turnover intention. Therefore, the tendency of an employee to intentionally wish to quit the firm, both psychologically and behaviourally, is what we mean when we talk about turnover intention.

CV Harmoni Jaya Sentosa has various indications of human resource issues, such as frequent employee tardiness and high staff turnover rate. Through the analysis of observations and interviews with the management of CV. Harmoni Jaya Sentosa, it has been determined that there is a significant issue of excessive employee turnover. This conclusion is based on the data collected from the organization.

Table 1. Number of incoming and outgoing employees in March-August 2023 at CV. Harmoni Jaya Sentosa

| Month | Employee Sign-in | Employee Exit | Number of Employees | Percentage of Employees Resigning |
|---|---|---|---|---|
| March | 2 | 2 | 32 | 11,76% |
| April | 3 | 4 | 31 | 23,53% |
| May | 3 | 2 | 32 | 11,76% |
| June | 3 | 4 | 31 | 23,53% |
| July | 2 | 3 | 30 | 17,65% |
| August | 3 | 2 | 31 | 11,76% |

Source: CV. Harmoni Jaya Sentosa

Work discipline refers to the mindset of adhering to the rules and conventions established inside a firm, with the aim of promoting consistent employee performance in attaining the objectives of the organization (Agustini, 2019, p. 89).

Work discipline is often a problem in company operations, such as employees often coming late to work, not completing work on time, and leaving before the specified time. This will have an impact on the effectiveness and efficiency of work in the company if there is a lack of work

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discipline on the rules and norms that exist in the company. If work discipline is not improved, then the company will find it difficult to achieve the goals set by the company.

There are a number of phenomena or difficulties that can develop in businesses, and one of them is work discipline. Work discipline is one of the markers of turnover intention. When a person exhibits an attitude and behaviour that demonstrates obedience, compliance, loyalty, order, and order to the rules and social norms that are applicable in the firm or organization, they are said to have demonstrated work discipline. For the sake of the company, it is of utmost importance to enforce work discipline. The existence of work discipline guarantees the upkeep of order and the efficiency with which the company's work is carried out, so permitting the achievement of the best possible results. Work discipline creates a pleasant working environment for employees, which in turn boosts their morale and ultimately leads to increased productivity.

Motivation is an internal drive that originates from an individual's inspiration, encouragement, and enthusiasm to engage in activities with genuine dedication, enjoyment, and sincerity, ultimately leading to favourable and high-quality outcomes (Afandi, 2018, p. 23).

Work motivation at CV Harmoni Jaya Sentosa was observed to be lacking. Researchers also interviewed several employees to find out the causes of the lack of motivation of the employees, this happened due to the lack of motivation or encouragement from the leadership or management and also the many new rules that burdened one party such as differences in working hours, decreased work incentives, and other rights that were eliminated such as special leave and provisions for working on national holidays which caused many employees to be absent and late for work.

The work environment encompasses the surroundings in which employees operate, and it has the potential to impact employee job satisfaction and productivity. By providing essential work facilities, the work environment can effectively support employees in accomplishing their assigned tasks and ultimately enhance their overall performance within the company (Afandi, 2018, p. 66).

The method is how influential the work is both individually and in groups. The company needs to pay attention to employees' work environment, because then employees will be more enthusiastic in working so that the company can achieve its goals well.
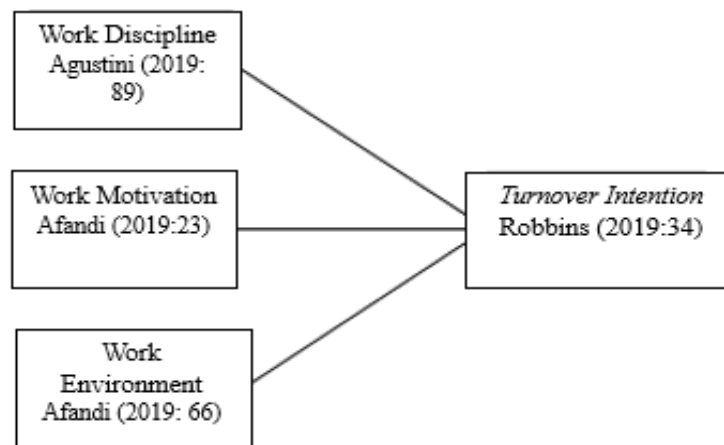


**Figure . Research Model**
Source: Processed by Researchers, 2024

**Hypothesis**

Hypotheses are temporary answers to research problems, the truth of which must be tested empirically. Based on the identification of the problem, the framework and related sampling, the authors propose the following hypothesis:

1. There is an effect of Work Discipline on *Turnover Intention.*
2. There is an effect of Work Motivation on *Turnover Intention.*
3. There is an influence of Work Environment on *Turnover Intention.*

4. There is an influence of Work Discipline, Work Motivation, and Work Environment on *Turnover Intention*

## Method

A research technique refers to the specific approach or procedure used in conducting a research study. Sugiyono (2018, p. 1) defines research methodology as a systematic Methodology for collecting data for specific objectives and uses. This study utilizes a quantitative research approach that incorporates descriptive and verification approaches. Sugiyono (2018, p. 5) defines quantitative techniques as approaches rooted in the positivist ideology, with the objective of describing and testing hypotheses proposed by researchers. Sugiyono (2018, p. 226) defines a descriptive approach as a methodology for analysing data by accurately and objectively summarizing the acquired data without seeking to draw overarching conclusions or generalizations. The verification method refers to a research study done on a specific population or sample to understand the formulation of issues connected to the impact of work discipline, work motivation, and work environment on turnover intention among workers at CV. Harmoni. Jaya Sentosa.

## Operational Variables

In this study, there are two types of variables studied, namely *independent variables* and *dependent variables*. The operational definition of each variable is as follows:

1. The dependent variable (*independent* variable) is a variable that is influenced or that becomes the result of the independent variable. The dependent variable studied in this study is *Turnover Intention* (Y).
2. *The dependent* variable is a variable that affects or causes changes or the emergence of the dependent variable (*independent variable*). The independent variables studied in this study are Work Discipline ($X_1$), Work Motivation ($X_2$), and Work Environment ($X_3$).

A description of the variable operations can be seen in the following table:

**Table 2. Operational Research Variables**

| Variables | Variable Concept | Dimensions | Indicator | Questionnaire | Scale |
|---|---|---|---|---|---|
| Turnover Intention (Y) | Turnover refers to the propensity or rate at which an employee may choose to depart from the organization, either willingly or unwillingly, owing to a loss of interest in their present position and the availability of other work opportunities (Robbins, 2019, p. 34). | 1.Thinking of quiting | 1. Frequent thoughts of leaving the company | 1 | |
| | | | 2. Thinking about finding a new work environment | 2 | |
| | | 2.Searching for other job alternatives (Search of another job) | 1. Interested in finding a new job | 3 | |
| | | | 2. Actively looking for other jobs outside the company | 4 | Ordinal |
| | | 3.Intention to quit | 1. The level of individual willingness to leave the company | 5 | |
| | | | 2. Will be leaving the company in the near future | 6 | |
| | | | 3. Quit the company immediately because you were treated badly | 7 | |

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| Variables | Variable Concept | Dimensions | Indicator | | Questionnaire | Scale |
|---|---|---|---|---|---|---|
| Work Discipline $(X)_1$ | Work discipline refers to the mindset of adhering to the rules and standards established inside a firm, with the aim of enhancing employees' commitment to attaining the objectives of the organization (Agustini, 2019, p. 89). | 1.Adhere to time rules | 1. | Always arrive on time when you come to work | 1 | Ordinal |
| | | 2.Obeying company regulations | 1. | Never leave the workplace unless my duties are completed. | 2 | |
| | | | 2. | Comply with existing policies | 3 | |
| | | 3. Obey the rules of behaviour | 1. | Always work according to the SOP that has been implemented | 4 | |
| | | | 2. | Never skip work | 5 | |
| | | | 3. | Never postpone work that has been given | 6 | |
| | | | 4. | Always responsible at work | 7 | |
| Work Motivation $(X)_2$ | Motivation is an intrinsic drive that originates from an individual's inspiration, encouragement, and enthusiasm to engage in activities with earnestness, enjoyment, and authenticity, hence yielding favourable and high-quality outcomes (Afandi, 2018, p. 23). | 1.Physiological needs | 1. | I feel that my food needs have been met as expected | 1 | Ordinal |
| | | | 2. | I feel safe working in the company because the company provides protection to employees | 2 | |
| | | 2.The need for self-esteem | 1. | I feel comfortable because the company rewards me for my achievements. | 3 | |
| | | | 2. | I feel valued because the company appreciates and respects my work. | 4 | |
| | | 3. Self-actualizing needs | 1. | I don't feel out of place because the company allows employees to express their ideas. | 5 | |
| Physical Work Environment $(X)_3$ | The work environment encompasses the surroundings in which employees operate, and it has the potential to impact their job satisfaction and overall performance. A conducive work environment includes facilities and resources that aid employees in | 1.Lighting | 1. | Lighting is very supportive in completing work | 1 | Ordinal |
| | | 2. Color | 1. | The color layout in the workplace is suitable | 2 | |
| | | | 2. | The decoration in the workplace is well organized and neat according to the comfort of employees. | 3 | |
| | | 3.Air | 1. | Employees feel comfortable because the | 4 | |

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| Variables | Variable Concept | Dimensions | Indicator | Questionnaire | Scale |
|---|---|---|---|---|---|
| | effectively fulfilling their assigned tasks, thereby enhancing their productivity within the company (Afandi, 2018, p. 66). | | workspace has good air circulation | | |
| | | 4.Sound | 1. Music in the workplace does not interfere with work | 5 | |

Source: Processed by Researchers, 2024

## Population

Sugiyono (2018, p. 85) defines saturated sampling as a strategy where every member of the population is included as a sample. This is often used when the population size is quite small, typically less than 100 individuals; thus, the sample encompasses all individuals in the population. The sample size in this research consisted of all individuals from the population, namely 31 CV workers. Harmony Jaya Sentosa.

## Data Analysis Techniques

The study used a quantitative descriptive methodology. Sugiyono (2018, p. 137) states that sampling procedures are often conducted randomly, data gathering involves research tools, and quantitative or statistical data analysis is used to evaluate pre-established hypotheses. According to Sugiyono (2018, p. 157), in data processing, a measuring scale is used to categorise variables for accurate data analysis and as a reference for future research, ensuring no mistakes in the determination of data analysis.

## Results
### General Overview

This investigation was carried out at a fashion firm, namely CV. Harmoni Jaya Sentosa, sometimes referred to as Charol.Id, is a corporate entity that was founded in Indonesia. The company was founded in 2018 by a group of local entrepreneurs with the aim of utilizing online communities and technology to offer innovative solutions and advancements. The company's primary objective is to enhance the well-being of individuals globally by creating and enhancing services. The services provided include a range of sectors, including financial, healthcare, education, consulting, technology, and other areas. The firm also endeavours to promote global technical progress and harness technology to stimulate worldwide economic development. Their objective is to become a prominent local brand in the fashion industry, achieving excellence on both national and worldwide scales. Their missions are as follows: (1) To produce high-quality products that adhere to global standards, (2) To lead in the development of innovative products by emphasizing functionality and adaptability in all endeavours, (3) To actively participate in national and global socio-cultural initiatives, (4) To create and enhance business products and consulting services that assist retail entrepreneurs in advancing and prospering together, (5) To cultivate exceptional and skilled human resources with strong character, competence, and the ability to thrive.

### Case Processing Summary

**Table 3. Case Processing Summary Results**

| Case Processing Summary | | N | % |
|---|---|---|---|
| Cases | Valid | 31 | 100.0 |
| | Excluded[a] | 0 | .0 |
| | Total | 31 | 100.0 |

Source: Processed by Researchers, 2024

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In this analysis, a total of 31 cases were processed and all were considered valid, so no cases were excluded or left out of the analysis. Thus, all 31 processed cases were included in the final results without any exclusions. The percentage of excluded cases was 0%, confirming that all available data was used in the analysis. This entire process demonstrates the integrity and reliability of the analysis results, as no data was lost or ignored, ensuring that the results obtained truly reflect the entire sample.

**Validity Test**

**Table 4. Validity Test Results**

| Variable | Item No. | Pearson Correlation |
|---|---|---|
| Turnover Intention (Y) | Y1 | 0.867 |
| | Y2 | 0.692 |
| | Y3 | 0.906 |
| | Y4 | 0.599 |
| | Y5 | 0.810 |
| | Y6 | 0.585 |
| | Y7 | 0.550 |
| Work Discipline $(X)_1$ | X1.1 | 0.665 |
| | X1.2 | 0.597 |
| | X1.3 | 0.803 |
| | X1.4 | 0.639 |
| | X1.5 | 0.564 |
| | X1.6 | 0.628 |
| | X1.7 | 0.748 |
| Work Motivation $(X)_2$ | X2.1 | 0.642 |
| | X2.2 | 0.837 |
| | X2.3 | 0.905 |
| | X2.4 | 0.555 |
| | X2.5 | 0.743 |
| Work Environment $(X)_3$ | X3.1 | 0.766 |
| | X3.2 | 0.634 |
| | X3.3 | 0.686 |
| | X3.4 | 0.611 |
| | X3.5 | 0.529 |

Source: Processed by Researchers, 2024

Given that the value of the r table is 0.355, it is possible to draw the conclusion that all of the identified correlations are greater than this significant threshold. When all is said and done, the findings of the validity test indicate that there is a strong and positive connection between the Turnover Intention (Y) factor and the variables of Work Discipline (X1), Work Motivation (X2), and Work Environment (X3). In light of this, there is a clear connection between the amount to which taxpayers comply with tax legislation and the level of taxation knowledge, taxpayer awareness, and tax penalties that they possess.

**Reliability Test**

**Table 5. Reability Test Results**

| Variable | Cronbach Alpha | Critical Value | Conclousion |
|---|---|---|---|
| Turnover Intention (Y) | 0.846 | 0.60 | Reliable |
| Work Discipline (X1) | 0.782 | 0.60 | Reliable |
| Work Motivation (X2) | 0.799 | 0.60 | Reliable |
| Work Environment (X3) | 0.651 | 0.60 | Reliable |

Source: Processed by Researchers, 2024

In the analysis presented above, you have conducted a reliability test using Cronbach Alpha to measure the reliability of the scales used in the study. You have also provided the Cronbach Alpha values for each variable and the critical values used to make inferences.

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The reliability test results show that the scales used to measure the various variables in this analysis can be considered reliable. For Turnover Intention (Y), the Cronbach Alpha value obtained is 0.846, which exceeds the critical value of 0.60, indicating good internal consistency and reliability in producing accurate data. For Work Discipline (X1), the Cronbach Alpha value was 0.782, also exceeding the critical value of 0.60, indicating that this instrument has sufficient internal consistency to accurately measure work discipline. Work Motivation (X2) shows a Cronbach Alpha value of 0.799, which exceeds the critical value of 0.60, so it can be concluded that this scale is also reliable. Finally, Work Environment (X3) has a Cronbach Alpha value of 0.651, which also exceeds the critical value of 0.60, indicating that the instrument to measure this work environment is reliable. Thus, all scales used in this analysis show an adequate level of internal consistency and can be trusted in the measurement of each variable.

Thus, the overall conclusion from the reliability test results is that all variables, namely Turnover Intention (Y), Work Discipline (X1), Work Motivation (X2), and Work Environment (X3), have an adequate level of reliability. Therefore, the data collected using these scales can be considered reliable enough for further analysis.

**Normality Test**
**Kolmogorov-Smirnov Test**

**Table 6. Normality Test Results**

| | |
|---|---|
| Test Statistic | .120 |
| Asymp. Sig. (2-tailed) | .200[c,d] |

Source: Processed by Researchers, 2024

Due to the fact that the two-tailed asymptotic significance value of 0.200c,d is greater than 0.05, we do not have adequate evidence to reject the null hypothesis. This is because the significance level is set at 0.05. It is not possible to conclude that the sample does not come from a normal distribution because there is not enough evidence provided. On the basis of these findings, it may be concluded that there is not sufficient evidence to refute the hypothesis that the samples are drawn from a distributed normal distribution.

**Multicollinearity Test**

**Table 7. Multicollinearity Test Results**

| Collinearity Statistics | |
|---|---|
| **Tolerance** | **VIF** |
| .657 | 1.522 |
| .723 | 1.384 |
| .633 | 1.579 |

Source: Processed by Researchers, 2024

In the multicollinearity analysis, the first variable shows a Tolerance value of 0.657 and a VIF (Variance Inflation Factor) of 1.522. Since the Tolerance value is more than 0.1 and the VIF value is below 10, there is no substantial evidence of multicollinearity problems in this variable. The second variable has a Tolerance value of 0.723 and a VIF of 1.384, which also shows that the Tolerance value exceeds 0.1 and the VIF is below 10, so there is no indication of a multicollinearity problem in this variable. Similarly, the third variable has a Tolerance value of 0.633 and a VIF of 1.579, with a Tolerance value greater than 0.1 and a VIF below 10, indicating that there is no significant multicollinearity problem in this variable. Thus, all variables analysed indicate that there is no significant multicollinearity problem.

Based on this interpretation, there is no strong evidence to suggest a multicollinearity problem between the independent variables as indicated by the Tolerance and VIF values. Therefore, it can be assumed that the regression model is not affected by multicollinearity problems at this stage.

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**T test**

**Table 8. T test Results**

| T | Sig. | Model |
|---|---|---|
| 3.025 | .005 | Work Discipline |
| 1.326 | .196 | Work Motivation |
| -2.268 | .032 | Work Environment |

Source: Processed by Researchers, 2024

In the regression analysis, it is found that the regression coefficient (T) for Work Discipline is 3.025 with a significance value (Sig.) of 0.005. Since the t value (3.025) exceeds the t table value (1.699) and the significance value (0.005) is less than the set significance level (generally 0.05), it can be concluded that there is a significant relationship between Work Discipline and the dependent variable. For Work Motivation, the regression coefficient (T) is 1.326 with a significance value (Sig.) of 0.196. Since the t value (1.326) does not exceed the t table value (1.699) and the significance value (0.196) is greater than the set significance level (generally 0.05), there is not enough evidence to conclude that there is a significant relationship between Work Motivation and the dependent variable. As for Work Environment, the regression coefficient (T) is -2.268 with a significance value (Sig.) of 0.032. Since the t value (-2.268) exceeds the negative value of t table (-1.699) and the significance value (0.032) is less than the set significance level (generally 0.05), it can be concluded that there is a significant relationship between Work Environment and the dependent variable.

Thus, based on the results of the analysis using the given t table value, Work Discipline and Work Environment can be considered as significant predictors of the dependent variable, while Work Motivation does not have a significant relationship at the specified significance level.

**F test**

**Table 9. F test Results**

| Model | | F | Sig. |
|---|---|---|---|
| 1 | Regression | 6.148 | .003[b] |
| | Residuals | | |
| | Total | | |

Source: Processed by Researchers, 2024

The F value obtained in the analysis is 6.148 with a significance of 0.003, indicating that there is at least one independent variable that significantly affects the dependent variable in the regression model. To confirm the overall significance of the regression model, we compare the F value with the F table value. In this case, the F value (6.148) is greater than the F table value (2.93). Since the observed F value is higher than the table F value, it can be concluded that the overall regression model is statistically significant at the set significance level.

Thus, at a set significance level (generally 0.05), we can conclude that the regression model as a whole is significant, which means that at least one independent variable significantly affects the dependent variable in the model.

**Discussion**

1. Work Discipline: There is a significant relationship between Work Discipline and the dependent variable at the 0.05 level of significance. This is indicated by a t value that exceeds the t table value and a significance value that is smaller than the specified significance level.
2. Work Motivation: There is no significant relationship between Work Motivation and the dependent variable at the 0.05 level of significance. This can be seen from the t value which does not exceed the t table value and the significance value which is greater than the set significance level.
3. Work Environment: There is a significant relationship between Work Environment and the dependent variable at the 0.05 level of significance. This is indicated by a t value that

exceeds the t table value and a significance value that is smaller than the specified significance level.

In conclusion, based on the analysis results using the given t table values, Work Discipline and Work Environment can be considered as significant predictors of the dependent variable. However, Work Motivation does not show a significant relationship at the set significance level.

## Conclusion

In order to evaluate whether or not there is a connection between work discipline, work motivation, and work environment and turnover intention among employees at CV. Harmoni Jaya Sentosa, the purpose of this research is to investigate the relationship between these factors. Accordingly, it is possible to draw the conclusion that Work Discipline and Work Environment are fundamental factors that play a significant role in predicting the level of Turnover Intention among employees working for the firm. In spite of this, the level of Work Motivation does not have a significant influence on the degree of Turnover Intention when the criterion for statistical significance is considered. Executives at corporations can benefit from this information since it provides them with important perspectives on properly controlling these aspects to reduce employee turnover rates. Based on these findings, it appears that businesses should prioritize and improve aspects such as work environment and work discipline in order to reduce the amount of employees who leave their jobs. Moreover, companies may also consider the possibility of employing strategies to boost the job motivation of their employees, despite the fact that such strategies do not have a direct impact on the level of turnover intention.

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