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Investigating Turnover Intention: The Role Of Counterproductive Work Behavior And Job Stress

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Abstract: This study aims to analyze the effect of job stress on turnover intention with counterproductive work behavior as a mediating variable among employees of Food Company in Sidoarjo. Data were collected from 97 permanent employees through a questionnaire. The analysis method used is Partial Least Square (PLS) to test the relationships between variables. The results show that job stress has a significant positive effect on turnover intention. Additionally, counterproductive work behavior is found to mediate the relationship between job stress and turnover intention. These findings indicate that increased job stress not only directly raises employees' intentions to leave the company but also enhances counterproductive behavior, which ultimately strengthens turnover intention. This research provides implications for company management in developing strategies to reduce job stress and counterproductive behavior to lower employee turnover rates.

Keyword: Job Stress, Turnover Intention, Counterproductive Work Behavior

INTRODUCTION

In today's increasingly competitive work environment, companies are required to continuously adapt and improve the quality of their products, services, and human resources. Changes within companies, such as management shifts, organizational structure alterations, business strategy updates, and new technologies, often create work pressure for employees. This pressure can increase job stress, counterproductive work behavior (CWB), and the intention to leave the job (turnover intention).

The company being studied in this research is a Food Company in Sidoarjo. The company operates in the dry noodle production industry, producing egg noodles and curly noodles. Currently, the noodle production has spread both nationally and internationally. To date, this company has 97 permanent employees divided into seven departments: warehousing, quality control, human resources (HR), finance, sales, and purchasing.

The observed phenomenon at the Food Company in Sidoarjo shows an increasing number of employees resigning year after year. Data indicate that the employee turnover rate at this

company is quite high, with the main reason being job stress. The labor turnover rate has increased annually, categorized as high, with 8.07% in 2021, 8.39% in 2022, and 11.2% in 2023. According to Harris & Cameron (2005), a turnover rate of 10% annually is considered high. This is exacerbated by high absenteeism. The absenteeism rate at the Food Company also exceeded 3% for three consecutive years. According to Mahrizal (2019), an absenteeism rate is considered high if it exceeds the maximum limit of 3%. This means that if the absenteeism rate of a company's employees exceeds 3%, it will be categorized as high. In this context, a normal absenteeism rate is below 3%, while a high absenteeism rate is in the range of 3% to 10%. An absenteeism rate exceeding 10% is considered very high. The average absenteeism rate of employees at the Food Company itself reaches 8-10% annually.

Furthermore, employees are required to work from 07.00 AM to 03.00 PM from Monday to Friday and from 07.00 AM to 12.00 PM on Saturdays, resulting in a mandatory workweek of 45 hours. This violates the Omnibus Law on Job Creation, which regulates working hours in Article 81 number 23 of the Job Creation, modifying Article 77 of the Labor Law, stating that the maximum working hours are 8 hours per day and 40 hours per week, with work conducted over 5 days a week. However, due to the demands and targets they must meet, especially at the end of the month, these mandatory working hours are insufficient for employees to meet their production targets. Consequently, most employees have to work overtime to meet their daily and monthly targets.

The main issue identified is the high level of job stress experienced by employees and how it affects their intention to leave the company. Additionally, there is an indication that counterproductive work behavior acts as a mediating factor that strengthens the relationship between job stress and turnover intention. Phenomenon in the Food Company is there has been an increase in the number of warning letters issued by HRD, from 7 in 2021 to 12 in 2023, indicating rising issues with employee performance and behavior. The reasons for issuing these warning letters vary widely, ranging from performance decline, deviant work behavior, negligence that could endanger safety, and, in extreme cases, theft.

The gap faced is between a healthy and productive work environment with minimal stress, which is expected to reduce turnover intention. However, research shows that high job stress causes counterproductive work behavior and increases the desire to leave the job, leading to a high turnover rate.

This study aims to fill the gap in the literature regarding the relationship between job stress, counterproductive work behavior, and turnover intention in the manufacturing sector, specifically at the Food Company. Previous studies such as those by Hochstein et al. (2017) and Gim et al. (2015) show that job stress affects turnover intention. However, this study adds a new dimension by exploring the mediating role of counterproductive work behavior in this relationship, an aspect that has not been widely discussed in previous research.

By analyzing the effect of job stress on turnover intention with counterproductive work behavior as a mediator at the Food Company, this study aims to provide recommendations to company management in developing strategies to reduce job stress and counterproductive work behavior to lower employee turnover rates. Given the data indicating an increase in resignations, absenteeism, overtime hours, and warning letters, it is crucial for the company to address these issues to maintain a healthy and productive work environment.

REVIEW OF LITERATURE

1. Dewi dan Sriathi (2019) conducted a study titled "Pengaruh Stres Kerja terhadap Turnover intention yang Dimediasi oleh Kepuasan Kerja," involving 72 hospital employees as the sample. They employed path analysis and the Sobel test to analyze the data. The study's results indicate that job stress has a positive and significant impact on turnover intention. This suggests that increased job stress correlates with a higher likelihood of employees

- intending to leave their positions, highlighting the direct relationship between stress and turnover.
2. Wahyuningtyas dan Munauwaroh (2022) performed research titled "Pengaruh Lingkungan Organisasi, Stres Kerja dan Kepuasan Kerja terhadap Turnover intention Karyawan pada PT. Sempurna Sejahtera," which involved 60 employees using a saturated sampling technique. The study utilized multiple linear regression analysis. Their findings show that job stress positively and significantly affects turnover intention, reinforcing the understanding that stress contributes directly to employees' desire to exit the organization.
 3. Akdemir et al., (2022) investigated "Job Stress and Turnover intention in the Hotel Employees," aiming to determine the moderating role of gender in the relationship between job stress and turnover intention among hotel employees. They administered a questionnaire to 271 hotel employees and performed statistical analysis using SPSS 23 for Windows and AMOS-18. The study concluded that job stress positively affects turnover intention, with gender playing a moderating role in this relationship. This implies that the impact of job stress on turnover intention varies depending on the employee's gender.
 4. Roxana (2013) conducted research titled "Antecedents and Mediators of Employees' Counterproductive Work Behavior and Intentions to Quit," involving 139 service workers in Romania. Participants were grouped into small teams, and questionnaires were distributed during working hours. The study found that job stress can influence turnover intention through counterproductive work behavior, with counterproductive work behavior acting as a mediator in this relationship. This highlights the indirect effect of job stress on turnover intention mediated by counterproductive behaviors.
 5. Bicer (2022) explored the "Broken Windows Effect in Organizations: A Focus on Counterproductive Work Behaviors that Lead to Employee Burnout and Employee Turnover and Solutions." This conceptual study concluded that counterproductive work behavior significantly influences employees' intentions to leave the organization. The study emphasizes that understanding and managing counterproductive work behavior is crucial for reducing turnover intention, suggesting that effective management of such behaviors can mitigate the likelihood of employees departing.
 6. Shao et al. (2022) conducted a review titled "The Mechanism and Causes of Counterproductive Work Behavior: Organizational Constraints, Interpersonal Conflict, and Organizational Injustice." This literature review combined various theories from other researchers. The findings indicate that job stress can indirectly contribute to turnover intention by increasing the likelihood of engaging in counterproductive work behavior. This, in turn, creates a negative work environment that encourages employees to consider leaving their jobs. The study underscores the role of counterproductive work behavior as a critical factor in the indirect relationship between job stress and turnover intention.

Job Stress

Job stress has been extensively studied in industrial and organizational psychology. It is defined as cognitive, emotional, or physical responses to excessive demands or pressures from the work environment (Adiguzel, 2022). Stressors are categorized into individual factors, organizational factors, and environmental factors (Robbins & Jugde, 2013). Individual factors include personal issues, economic difficulties, and personality traits. Organizational factors involve aspects of the work environment such as task demands, roles, and interpersonal relationships. Environmental factors refer to broader external influences like economic instability, political changes, and technological advancements. Job stress indicators include workload, leadership attitudes, working hours, conflicts, communication quality, and job authority (Hasibuan, 2017).

Turnover Intention

Turnover intention is the likelihood of an employee choosing to leave their job voluntarily. This inclination often stems from dissatisfaction or a desire for better opportunities (Irbayuni & Ardiansyah Pranata, 2021). (Gunawan & Andani, 2020) describe it as a complex psychological state where employees contemplate leaving their current job but have not yet acted on it. (Lestari & Margaretha, 2021) further clarify that turnover intention is a response to various factors like job dissatisfaction, limited career growth, or changing personal needs.

Key factors influencing turnover intention include job aspects, job satisfaction, work stress, age, education, work culture, job pressure, workload, marital status, and job insecurity (Apriani et al., 2023). Indicators of turnover intention involve increased absenteeism, decreased motivation, rule violations, complaints to supervisors, and noticeable behavioral changes (Harnoto, 2016). (Mobley, 1986) identifies further indicators such as thinking about quitting, searching for alternatives, and the intention to leave.

Turnover is generally categorized into voluntary and involuntary types. Voluntary turnover occurs when employees leave on their own accord, usually due to unmet needs or dissatisfaction, and is often less disruptive. Involuntary turnover happens when employees are forced to leave by the employer due to performance issues, policy violations, or organizational changes, which can be more disruptive and costly Robbins & Jugde, (2013); Mohyi, (2021).

Counterproductive Work Behavior (CWB)

Counterproductive work behavior refers to employee actions that harm the organization or its members. This complex phenomenon poses significant challenges for organizations and business executives. It includes a range of deviant actions that can lead to financial losses and disrupt both individual and organizational functions (Michelberger, 2017). Counterproductive behavior is considered deviant because it leads employees to break company rules and norms, resulting in significant losses (Sawitri, 2018). CWB is driven by dispositional factors such as negative emotions, impulsive personality traits, and substance abuse. Situational factors, including inadequate supervision and perceived injustice, also play a crucial role (Yoseanto, 2018). Stress at work can exacerbate CWB as employees might resort to such behaviors as coping mechanisms (Nakato, 2019). CWB encompasses various behaviors such as abuse, production deviance, theft, withdrawal, and sabotage (Spector et al., 2006).

Relationship Between Variables

Previous research has demonstrated a direct relationship between job stress and turnover intention (Santoso et al., 2024). Studies have shown that job stress positively influences turnover intention and that CWB mediates this relationship (Hochstein et al., 2017); (Gim et al., 2015). This suggests a complex interplay between job stress, CWB, and turnover intention. The current study aims to extend this understanding by exploring the mediating role of CWB in the relationship between job stress and turnover intention within the manufacturing sector, particularly at Food Company. This research not only confirms previous findings but also broadens the comprehension of the dynamics between job stress and turnover intention.

METHOD

This research is a quantitative study to analyze the effect of job stress on turnover intention with counterproductive work behavior as a mediating variable among employees of the Food Company. Data were collected through questionnaires distributed to 97 permanent employees of the company. The data collection technique used is a survey employing a structured questionnaire instrument that has been tested for validity and reliability. The data analysis method used is Partial Least Square (PLS), which allows researchers to simultaneously test the relationships between latent variables and identify the mediating role of

counterproductive work behavior in the relationship between job stress and turnover intention. The data analysis results are interpreted to test the research hypotheses and provide practical recommendations for company management. Primary data refers to information collected directly by the researcher from the field or the research subject, aligned with the variables under study. In this research, primary data is gathered through questionnaires distributed to respondents and interviews. This data is then processed for further analysis. In this study, secondary data includes journals, books, and administrative documents sourced from the administration staff.

RESULTS AND DISCUSSION

This section details the empirical findings of the study on the impact of job stress on turnover intention with counterproductive work behavior as a mediator. The results are analyzed systematically and critically, supported by statistical tables and figures.

Descriptive Statistics

Descriptive statistics were calculated to understand the general characteristics of the data. Table 1 presents the means and standard deviations for the primary variables:

| Table 1. Descriptive Statistics | | |
|---------------------------------|------|--------------------|
| Variable | Mean | Standard Deviation |
| Job Stress | 3.65 | 0.78 |
| Turnover Intention | 3.42 | 0.85 |
| Counterproductive Work Behavior | 3.28 | 0.91 |

Source: PLS Data, 2024

The mean scores from the survey indicate that employees generally experience moderate levels of job stress, turnover intention, and counterproductive work behavior. This suggests that while these factors are present, they are not at extreme levels. Specifically, the moderate level of job stress implies that employees face a balanced level of workplace pressures and challenges, without being overwhelmed. Similarly, moderate turnover intention reflects that employees are neither highly committed nor highly inclined to leave the company but are somewhere in between. The moderate levels of counterproductive work behavior indicate that while some employees engage in behaviors that undermine organizational effectiveness, these behaviors are not pervasive across all employees. Overall, these moderate scores highlight a need for ongoing attention to these factors, as they suggest areas where improvements could be made to reduce job stress, enhance employee satisfaction, and minimize counterproductive actions, thereby potentially improving overall workplace stability and employee retention.

Composite Reliability and Validity

The reliability and validity of the constructs were assessed using Cronbach's Alpha and Composite Reliability. Table 2 shows the results:

| Table 2. Composite Reliability | | |
|---------------------------------|------------------|-----------------------|
| Variable | Cronbach's Alpha | Composite Reliability |
| Job Stress | 0.954 | 0.964 |
| Turnover Intention | 0.946 | 0.959 |
| Counterproductive Work Behavior | 0.948 | 0.955 |

Source: PLS Data, 2024

The results from testing Cronbach's alpha and Composite Reliability indicate that the

variables of Job Stress (X), Turnover Intention (Y), and Counterproductive Work Behavior (Z) all have Cronbach's alpha values exceeding 0.60 and Composite Reliability values exceeding 0.70. These findings suggest that each variable in this study demonstrates a high level of internal consistency and reliability. Specifically, a Cronbach's alpha value above 0.60 indicates that the scale items within each variable are reasonably consistent in measuring the same construct. Likewise, a Composite Reliability value above 0.70 signifies that the constructs are well-represented by the measurement items, ensuring that the variables are robust and dependable (Hasibuan, 2017). Therefore, it can be concluded that all variables in this research—Job Stress, Turnover Intention, and Counterproductive Work Behavior—are reliable and suitable for further analysis. This reliability of the variables supports the validity of the study's findings and enhances the credibility of the research outcomes.

Structural Model Evaluation

The structural model was evaluated for its goodness-of-fit using R-Square values. Table 3 presents these findings:

Table 3.R-Square

| Indicator | R Square | R Square Adjusted |
|----------------------------------|----------|-------------------|
| Turnover Intention | □□□□□ | 0.905 |
| Counterprod uctive Work Behavior | 0.834 | 0.833 |

Source: PLS Data, 2024

The R-Square value for Turnover Intention, which is 0.907, indicates that 90.7% of the variance in turnover intention is explained by the combined effects of Job Stress and Counterproductive Work Behavior. This high R-Square value suggests that the model provides an excellent fit for the data, capturing the majority of the variation in turnover intention through these two key variables. It demonstrates that the relationship between job stress and counterproductive work behavior significantly influences employees' intention to leave the company.

Similarly, the R-Square value of 0.834 for Counterproductive Work Behavior indicates that 83.4% of the variance in counterproductive work behavior is explained by job stress alone. This substantial proportion of explained variance underscores the strong impact that job stress has on fostering counterproductive behaviors among employees. Both of these findings, as noted in (Harnoto, 2016), highlight the robustness of the model in illustrating how job stress and counterproductive work behavior interplay to affect turnover intention. Overall, the strong explanatory power of these models reinforces the significance of addressing job stress and counterproductive behaviors to effectively manage and reduce turnover intention.

Path Coefficients

Path coefficients were estimated to examine the direct effects of job stress on turnover intention and counterproductive work behavior. Table 4 summarizes the results:

Table 4. Path Coefficient

| Indicator | Original Sample (O) | Sample Mean (M) | P Values |
|---------------------------------------|---------------------|-----------------|----------|
| Job Stress > CWB > Turnover Intention | □□□□□ | 0.370 | 0.00 |

Source: PLS Data, 2024

These coefficients strongly indicate that job stress has a significant and positive impact on both turnover intention and counterproductive work behavior. Specifically, the data demonstrates that higher levels of job stress are associated with an increased likelihood of

employees intending to leave their jobs and engaging in counterproductive work behavior. Moreover, counterproductive work behavior serves as a significant mediator in the relationship between job stress and turnover intention. This means that the effect of job stress on turnover intention is partly channeled through the employees' engagement in counterproductive actions, such as absenteeism, inefficiency, and workplace conflicts. The findings are consistent with those of Hochstein et al. (2017), who highlight the crucial role of counterproductive work behavior as an intermediary factor. Their research supports the notion that while job stress directly affects turnover intention, it also influences turnover intention indirectly by fostering counterproductive behaviors among employees. Thus, addressing and mitigating job stress not only directly reduces turnover intention but also curbs counterproductive behaviors that exacerbate the likelihood of employees leaving their positions.

Mediating Effect

To further understand the mediating role of counterproductive work behavior, a Sobel test was conducted. Table 5 presents the results:

| Table 5. Mediating Path | | | | |
|-------------------------|---|------|------------------------|-----------------------------|
| Indicator | | | Original Sample (O) | Sample Mean (M) P Values |
| Job Stress | > | □□□□ | 0.575 | 0.00 |
| Turnover Intention | | | | |

Source: PLS Data, 2024

The Sobel test confirms that the mediating effect of counterproductive work behavior is significant, demonstrating that job stress indirectly influences turnover intention through its impact on counterproductive work behavior. This means that job stress does not only affect turnover intention directly, but also operates through an intermediary mechanism.

Specifically, when employees experience high levels of job stress, they are more likely to engage in counterproductive work behaviors, such as violating company rules, showing decreased productivity, or creating conflicts within the workplace. These counterproductive behaviors, in turn, increase the employees' intention to leave the company. Therefore, counterproductive work behavior serves as a crucial link in the chain through which job stress exerts its effects on turnover intention. This finding underscores the importance of addressing job stress not only as a direct factor influencing employee retention but also as a catalyst that can exacerbate counterproductive behaviors, thereby indirectly driving employees to consider quitting their jobs.

Discussion

The Influence of Job Stress on Employee Turnover Intention

Based on the results of the questionnaires and hypothesis testing, it can be concluded that job stress has a positive and significant influence on employee turnover intention at the Food Company. This indicates that employees experiencing high levels of job stress tend to have a higher intention to leave the company. The indicators used in this study (Harnoto, 2016) align closely with (Mobley, 1986) indicator categories related to different phases. For instance, behaviors such as the violation of work discipline and protests against superiors reflect the phase of searching for alternative jobs, as these actions often arise when employees are dissatisfied with their current work environment and seek alternatives elsewhere. Similarly, increased absenteeism and a lack of motivation are more associated with the phase of thinking about quitting, as employees who begin to consider leaving their jobs often exhibit such symptoms. Significant positive behavioral changes can also indicate employees' responses to job stress or dissatisfaction, which ultimately contribute to the intention to quit phase. These

changes might suggest employees' adaptation or coping strategies in dealing with high work tension, but they can also be a sign that they are seeking solutions or other alternatives.

Thus, the indicators found in (Harnoto, 2016)) research can be seen as manifestations or symptoms of internal processes reflected in Mobley's (1986) turnover intention model indicators. The results of this study are also supported by previous research showing that job stress has a positive and significant impact on turnover intention (Dewi & Sriathi, 2019); (Fitri Wahyuningtyas & Datul Munauwaroh, 2022)). Overall, managing job stress becomes crucial for companies to reduce employee turnover intention. Factors such as excessive workload, lack of authority in task execution, conflicts with coworkers, and poor communication quality can exacerbate the level of job stress experienced by employees. Therefore, companies need to pay attention to and manage the working environment conditions and provide adequate support to employees to reduce job stress levels and maintain better employee retention.

Job stress experienced by employees can be seen from several indicators (Hasibuan, 2017) used in this study, including excessive workload, lack of authority in task execution, conflicts with coworkers, and poor communication quality. When employees are given too many tasks within a limited time, they tend to feel overwhelmed and stressed. Similarly, when employees feel they do not have control or authority over their work, it can lead to feelings of helplessness and stress. Tension and conflict with coworkers can create an uncomfortable and stressful work environment, while ineffective communication and lack of support from management can increase feelings of stress in the workplace. If the job stress experienced by employees increases due to these factors, then employee turnover intention will also be higher. This means that companies need to pay attention to and manage the factors causing job stress to reduce employees' intention to leave.

At the Food Company, employees with a tenure of 6-10 years and more than 10 years only account for 35.1% of the total employees. This indicates that the majority of employees have relatively short tenures at the company, which could be a sign of dissatisfaction or high turnover intention. The sales division is one of the divisions experiencing high turnover intention, followed by the warehousing and quality control divisions. Most employees in these divisions report experiencing high levels of job stress, which then leads to the intention to leave the company. According to the highest loading factor results, some reasons employees experience job stress include unfair leadership/supervisor attitudes, conflicts with coworkers or even supervisors, and poor communication quality within departments or teams.

The Influence of Job Stress on Employee Turnover Intention through Counterproductive Work Behavior

Based on the results of hypothesis testing, it can be concluded that job stress has a positive and significant influence on turnover intention through counterproductive work behavior among employees at the Food Company. This indicates that employees experiencing high levels of job stress tend to exhibit high levels of counterproductive work behavior, which ultimately increases their intention to leave the company. This research is supported by several previous studies. For instance, a study conducted by (Roxana, 2013) titled "Antecedents and Mediators of Employees' Counterproductive Work Behavior and Intentions to Quit" found that job stress can indirectly influence turnover intention through counterproductive work behavior. The study found that employees experiencing high job stress tend to exhibit counterproductive behaviors such as arriving late, intentionally working inefficiently, or engaging in conflicts with coworkers. These behaviors ultimately increase their intention to leave the company. Another study by (Shao et al., 2022) titled "The Mechanism and Causes of Counterproductive Work Behavior: Organizational Constraints, Interpersonal Conflict, and Organizational Injustice" also supports these findings. This research states that job stress can increase the likelihood of employees engaging in counterproductive work behavior, which in turn creates a

negative work environment and encourages employees to consider leaving their jobs.

Counterproductive Work Behavior (CWB) refers to negative actions carried out by employees in the workplace that harm the organization or other individuals within the organization. Counterproductive Work Behaviors (CWBs) in companies are deliberate actions that undermine the organization's rules (Sawitri et al., 2021). Forms of counterproductive work behavior can be assessed through several indicators used in this study, such as inefficient actions where employees intentionally work slowly or make deliberate mistakes, increased frequency of absenteeism or arriving late to work, engaging in conflicts with coworkers or management, and sabotage actions that damage or hinder the work of others. The results of this study show that job stress not only directly affects turnover intention but also indirectly through the increase in counterproductive behavior. Employees experiencing high job stress may feel frustrated and dissatisfied with their work, which can drive them to engage in counterproductive work behavior. These behaviors create a negative work environment, ultimately increasing their intention to leave the company.

At the Food Company, employees in the sales department, followed by the warehousing and quality control divisions, are the most involved in counterproductive work behavior. According to the highest loading factor results, some examples of counterproductive work behavior exhibited by employees include not following SOPs, completing tasks beyond the given deadlines, taking home office supplies, requesting longer working hours than necessary to receive extra pay, wasting company supplies, and intentionally littering in the company environment.

CONCLUSION

This study concludes that job stress significantly influences turnover intention at the Food Company, with counterproductive work behavior as a mediator that strengthens this relationship. Employees experiencing job stress tend to exhibit counterproductive behaviors, ultimately increasing their intention to leave the company. The implications of these findings underscore the importance for company management to develop effective strategies to reduce job stress and minimize counterproductive work behaviors in order to lower employee turnover rates. Recommendations for companies include creating a more supportive work environment, providing stress management training, and enhancing communication between management and employees to understand and address sources of job stress. By doing so, companies can enhance job satisfaction and employee loyalty, while reducing turnover intentions.

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