

DOI: <https://doi.org/10.31933/dijms.v3i4.1136>Received: 5<sup>th</sup> January 2022, Revised: 25<sup>th</sup> January 2022, Publish: 26<sup>th</sup> March 2022

## THE INFLUENCE OF LEADERSHIP STYLE, JOB SATISFACTION, AND WORK ENGAGEMENT ON TURNOVER INTENTION (STUDIES ON EMPLOYEES OF PT OLAM INDONESIA, JAKARTA)

Mas Ghea Mardian Dwiswara<sup>1</sup>, Andyan Pradipta Utama<sup>2\*</sup>

Faculty Economics and Business, Mercu Buana University, [masgheamardiand@gmail.com](mailto:masgheamardiand@gmail.com)

Faculty Economics and Business, Mercu Buana University, [andyanpradipta@mercubuana.ac.id](mailto:andyanpradipta@mercubuana.ac.id)

Corresponding Author: Andyan Pradipta Utama

**Abstract:** This study analyzes how leadership style, job satisfaction, and work engagement influence employee turnover intention at PT Olam Indonesia. The research object is employees of PT Olam Indonesia. This quantitative descriptive research was conducted on 145 respondents. Slovin formula was used to obtain a total sample of 106 employees. Survey was used as data collection method and questionnaire as research instrument. Structural Equation Model by using the Smart-PLS analysis tool was utilized to obtain research results which prove that both leadership style and job satisfaction have significant and negative influence on turnover intention.

**Keywords:** Leadership Style, Job Satisfaction, Work Engagement, Turnover Intention

### INTRODUCTION

What can happen if the company does not pay attention to one of the critical assets for every company, namely the employee. There are many factors behind the high turnover of employees/employees in and out. In order to manage the company resources as best as possibly could, employee's turnover rate needs to be minimized, one of which is by considering the various factors that could cause employees to have the desire to move out of the company (turnover intention) (Hafid and Prasetyo, 2017). Effective and efficient management of employees could have an important role in decreasing the high level of desires felt by employees to transfer other companies (turnover intention) (Fristiyanti, 2016). Organizations can reduce turnover intention, but they cannot eliminate it.

PT Olam Indonesia is an international company from Mumbai, India. Since 1996, the company has gradually built its presence in Indonesia from a simple trader to a large-scale midstream player who buys cocoa beans, coffee beans, sugar, palm oil, nutmeg, white pepper, and black pepper from more than 400,000 farmers, suppliers, and collectors across Indonesia. This company is the largest exporter of Arabic and Robusta coffee in Indonesia, with a total market share of around 15%. PT Olam Indonesia is also the largest exporter of cocoa products.

In total, this company provides direct employment for more than 1,000 employees and 1,325 seasonal workers who work with suppliers in North Sumatra, Java, and Sulawesi. Jakarta is the head office for branch management throughout Indonesia, located at Gandaria 8 office tower Gandaria, South Jakarta. The office has 80 employees who come from Indonesia, but there are some expatriates sent from outside Indonesia, namely from India and the Singapore branch.

From the data studied, it is said that there was an increase in employee turnover (turnover) every year in 2016-2019. In 2019 there was a high turnover. Indicating that there is a problem in the company, the data is the total number of employees who left because of their own will, were correctly issued, and some were poorly issued because of problems with employees. From the survey conducted to employees of PT Olam Indonesia by taking a sample of 30 respondents from various positions and data obtained from the google form application which was sent via email and a link that was distributed to respondents due to the COVID-19 coronavirus pandemic on 06-07 April 2020, the organization in meticulous are working from home (work from home) until April 19, 2010. The pre-survey results are the dependent variable "Y," with questions that have been adjusted to the aspects of "Turnover Intention" or employee turnover. The following is an analysis of the pre-survey results.

First point with the results showing a reasonably high Turnover Intention, namely 20 people out of 30 respondents here, and there is a very strong desire to leave the company. (Branham, 2012) Moreover, it argues that Turnover Intention could be defined as a measurement or an indicator of the employees' attitude tendency to leave the company in an unknown period of a few months, one year, or maybe even 2 years.

Furthermore, the second point from these results, the highest variable is if you have the opportunity to leave the job, 25 of the 30 respondents stated that in their book, Robbins and Judge (2015) stated that the definition of job satisfaction is a positive impression towards a job. It results from an assessment of a relatively wide range of characteristics.

Third point, and workers are looking for information on new job vacancies as many as 18 respondents out of 30 people do this, from these results regarding the theory of Robbins and Judge (2015) in their book that job satisfaction and worker turnover are more substantial than between satisfaction and absenteeism so that workers will search for new job information.

Fourth point shows high job dissatisfaction, namely 22 people out of 30 respondents. This indicates that there is a discrepancy with the rights and responsibilities given by the company and the incompatibility of providing facilities that support workers in the company. The definition of job satisfaction is a positive impression towards a job which comes from an assessment of a relatively wide range of characteristics so that the lack of understanding of managers who must carry out routine surveys could minimize the gap between the employees' feelings as perceived by managers and the employees' actual feelings (Robbins and Judge, 2015).

Fifth point, 19 out of 30 respondents responded that they felt a great opportunity to develop a career path. This indication is in his book, Robbins and Judge (2015) argue that job prospects also influence the satisfaction-turnover relationship. Suppose a worker is faced with an unwanted job offer. In that case, job satisfaction could be less predictive of turnover because the employee is more likely to leave the company when there are many job opportunities lining. After all, employees think of it as being accommodating and permissible to switch.

---

## LITERATURE REVIEW

### Human Resource Management

Flippo in Hasibuan (2016) defined personnel management as the formulating, regulating, coordinating, and controlling of employee acquisition, improvement, compensation, assimilation, maintenance, and termination to reach and actualize the goals and objectives of the organization, individual employees, and society. Human resource management refers to the process of procuring, coaching, educating, assessing, and remunerating employees and coordinating labor relations, health and safety, and matters connecting to equity (Desseler, 2015). Human Resources (HR) is one of the assets for the company, which also determines the effectiveness and productivity of the organization. The company's HR management could be considered as a crucial part in a company since human resources play a big role in determining the objectives and directions of the company (Hafid and Prasetio, 2007).

According to Lok and Crawford (2015), from the statement and researchers can conclude that people in the organization must have a vision and mission to be inspired to develop themselves beyond their abilities. Therefore, organizations need leadership because leadership is a universal phenomenon that is very important in organizations, whether business organizations, education, politics, religion, and society. A well-managed human resource could be an integral factor in the success of an organization.

### Leadership Style

According to Handoko (2014), although it differs from management, leadership style is still an integral part of management. Leadership is an individual's capacity to impact and influence others to work and accomplish the collective objectives. On the other hand, Robbins and Judge (2015) argued that leadership is the capability to impact a group for the purpose of accomplishing a vision or a set of objectives. Without leadership, an organization is just some people or machines confused without a clear direction. Rivai

et al. (2013) states that leadership is an action and conduct that is specifically aimed to influence the work of a group in order to accomplish shared objectives created to give benefits to the company and the individuals within the company.

From the above definition, it can be taken simply about the definition of leadership, namely Leadership Style is an individual's norm or attitude aiming to impact someone to behave by the wishes of the leader. The success of leadership could be assessed by the eagerness of a group to act and perform according to the objectives of the leader and the organization without any feeling of responsibility.

### Job satisfaction

High job satisfaction will be achieved if the factors that cause job satisfaction are available properly (Febrial and Herminingsih, 2020). Job satisfaction is not a stand-alone variable but is influenced by various factors, both from within the organization and from the employee himself (Khair, 2019). According to Wibowo (2015), job satisfaction is a person's level of feeling happy as a positive evaluation of his work and workplace. Meanwhile, according to Richard et al. (2012), job satisfaction refers to an individual's sentiments or mentalities about their work, compensation, career growth and development, training, management, work colleagues, job responsibility, and others.

Therefore, job satisfaction could be regarded as a significant factor that an organization or company must consider because it is one of the determinants of the company's success. A

general response shown by employees in the form of positive behavior, where this behavior refers to the perception of various things that workers receive related to their work, job satisfaction also refers to an individual's sentiments or mentalities about their work, compensation, career growth and development, training, management, work colleagues, job responsibility, and others.

### **Work Engagement**

Hafid and Prasetyo (2017) defines work engagement as a positive attitude from employees and the company (commitment, involvement, and attachment) to cultural values and achieving company success. Work engagement moves beyond satisfaction by combining the various perceptions of employees who collectively show high performance, commitment, and loyalty.

From the theoretical explanation according to the expert above, it can be concluded that work engagement is an individual's attitude and behavior in carrying out his work role by expressing himself physically, intelligently, mentally, and emotionally. Individuals who have discovered meaning in their work and felt the honor to belong in the organization where the individual or employee works would work to accomplish the long-term and short-term goals of the company. Such individuals would be willing to go above and beyond to strive for their work further than expected from them, both in time and energy, characterized by vigor, dedication, and absorption.

### ***Turnover Intention***

The turnover intention could bring a negative effect on companies since it has the potential to cause instability in employee condition and workplace relationships between co-workers which could then reduce employee productivity, causing unfavorable workplace environment, and even lead to a rise in costs (Soelton and Atnani, 2018). According to Robbins and Judge (2015), the turnover intention is a voluntary or involuntary permanent resignation from an organization. High turnover rates result in inflated recruitment, selection, and training costs.

In conclusion, the definition of turnover intention is the employee's intention or wish to move from one workplace to another but not yet at the realization stage. It refers to how employees feel about the prospect of staying with or leaving a company or organization that employs them. Turnover intention could result in disadvantages for the company by losing talented human assets.

### **How Leadership Style Influences Turnover Intention**

The above concept is reinforced by the opinion of Rivai et al. (2013), which states that leadership is an action and conduct that is specifically aimed to influence the work of a group in order to accomplish shared objectives created to give benefits to the company and the individuals within the company. Therefore, leadership style in a company or organization is an integral factor that could determine the accomplishment of organizational objectives.

H1: Leadership Style has a Negative and Significant Effect on Turnover Intention

### **How Job Satisfaction Influences Turnover Intention**

Job satisfaction can reflect a person's intentions in his work. It can also be seen from the positive attitude of employees. It can also face everything in his work environment, such as research by Robbins and Judge (2015) in his book that job satisfaction and employee turnover

are more substantial than between satisfaction and job satisfaction. absent so that workers will search for new job information. From there, it can be seen whether employees will stay or seek information about new jobs.

H2: Job Satisfaction has a Negative and Significant Effect on Turnover Intention

### How Work Engagement Influences Turnover Intention

In the context of a workplace environment, prior to their decision to leave the company, employees would experience a period called turnover intention (Prihandini, 2011; Hermawan et al. 2019). Whitman (in Hermawan et al. 2019) defined turnover intention as employees' thoughts regarding leaving the company of their own free will. This is in line with the opinion of Suwandi and Indriantoro (in Hermawan et al. 2019). They stated turnover intention to be defined as individual's desire to leave the old company (place of work) and look for other new alternative jobs (company).

According to Wills (in Hermawan et al. 2019), companies can reduce the high turnover intensity rate for company employees is to growing an attachment to employees towards the organization or company (work engagement). According to Federman (in Hermawan et al. 2019), work engagement could be defined as the degree to which an individual can commit to a company or an organization. This commitment could be established from their work habit and how long they have worked at the company.

H3: Work Engagement has a Negative and Significant Effect on Turnover Intention

### Conceptual Framework.

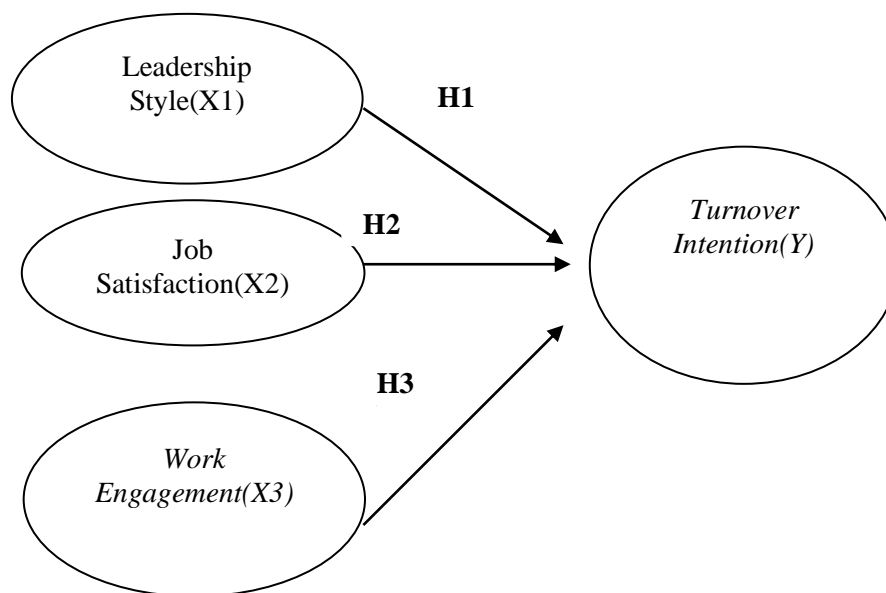


Figure 1. Conceptual Framework

Description:

H1: The Influence of Leadership Style (X1) on Turnover Intention (Y)

H2: There is an effect of Job Satisfaction (X2) on Turnover Intention (Y)

H3: There is an effect of Work Engagement (X3) on Turnover Intention (Y)

## RESEARCH METHODS

This study was conducted at an international agribusiness company, namely, PT Olam Indonesia Jakarta branch, the head office for Indonesia located at Gandaria 8 office tower Gandaria, South Jakarta. This research design is quantitative research with a descriptive approach to describe the objectives of the object of research or the results of this study (Sugiyono, 2013). This study uses Likert. The population in this study were employees of PT Olam Indonesia in Jakarta is 145 people by determining the sample using the Slovin formula. In this study, a sampling technique was used using simple random sampling, and this was done because members of the population, namely employees of PT Olam Indonesia in Jakarta has an equal chance of being selected as a sample. So, at this time, the researchers determined a sample of 106 people who were considered to be samples that could represent (representative) members of the population. This study made use of Component or Variance Based Structural Equation Model as the analytical method in which the data was processed using Partial Least Square (PLS), which is an alternative model for covariance-based SEM, through Smart-PLS version 3.2.8 program.

## FINDINGS AND DISCUSSION

### Structural Model Testing or Hypothesis Testing (Inner Model)

#### R-square. Value Test Results

Look at the R-square value, which is the goodness-fit test of the model.

**Table 1**  
**Endogenous Variable Value R<sup>2</sup>**

Endogenous Variables	R Square Adjusted
<i>Turnover Intention</i>	0.840

Source: PLS Output, 2020

Based on the R Square Adjusted value of 0.840 for the *Turnover Intention* variable, it could be inferred that the current structural model is strong. This 0.840 value represents the effect of exogenous latent variables (leadership style, job satisfaction, and work engagement) on Turnover Intention. This indicates that the variability of the Turnover Intention construct could be explained by leadership style, job satisfaction and work engagement by as much as 84.0%. Meanwhile, the rest 16.0% are explainable by other variables outside of this study.

#### The goodness of Fit Model Test Results

Testing the Goodness of Fit Structural model on the inner model uses the predictive-relevance ( $Q^2$ ) value. A Q-square value greater than 0 (zero) indicates that the model has predictive relevance. The R-square value of each endogenous variable in this study can be seen in the following calculations:

The formula obtains the predictive relevance value:

$$Q^2 = 1 - (1 - R1)(1 - R_p)$$

$$Q^2 = 1 - (1 - 0.840)$$

$$Q^2 = 1 - (0.16)$$

$$Q^2 = 0.840$$

The calculation results above show the predictive-relevance value of 0.840, greater than 0 (zero). This means that the independent variable used explains 84.0% of turnover intention (dependent variable). Thus the model is said to be feasible to have relevant predictive value.

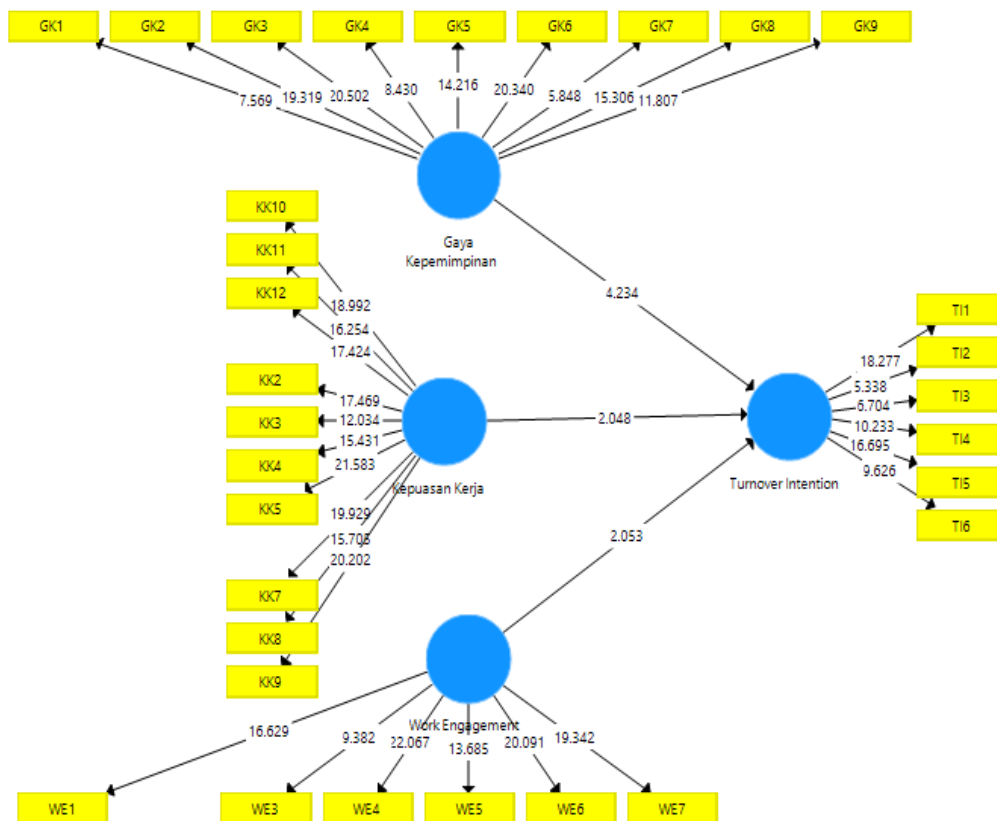
**Hypothesis Testing Results (Estimated Path Coefficient)**

The estimated value for the path relationship in the structural model must be significant. The bootstrapping procedure can obtain the significance value of this hypothesis. The algorithms from the bootstrapping report gave values for parameter coefficient and T-statistics, which then represent the hypothesis significance. The determination for the significance of the hypothesis could be gathered from the value for T-table at  $\alpha=0.05$  (5%) which is equal to 1.96. The next step is to compare this 1.96 value with the T-statistic (T-count) value.

**Table 2**  
**Hypothesis Testing Results**

Variable	Original Sample	Sample Mean	Standard Deviation	T. Statistics	P Values	Significance
Leadership Style → Turnover Intention	-0.460	-0.472	0.109	4.234	0.000	Significant Negative
Job satisfaction → Turnover Intention	-0.234	-0.229	0.114	2,048	0.041	Significant Negative
Work Engagement → Turnover Intention	-0.248	-0.245	0.121	2,053	0.041	Significant Negative

Source: Data in PLS Processing, 2020.



**Figure 2. Bootstrapping Test Results**

Source: PLS Output, 2020

## Discussion of Research Results

### How Leadership Style Influences Turnover Intention

The results of the first hypothesis test conducted in this research gave values for T-Statistic, original sample, and P-Value to be 4.234, -0.460, and 0.000 respectively. It could be seen that the value for T-statistic is higher than 1.96, which is the value for T-table. With a positive value of original sample and P-Value of lower than 5%, it could be concluded from these results that the first hypothesis is accepted, namely leadership style has a negative and significant influence on turnover intention. This result implied that as the perceived leadership style of the employee increases, the turnover intention decreases.

This is similarly evidenced by research conducted by Paripurna et al. (2017) shows that leadership style significantly and negatively influences turnover intention. Choiril et al. (2018) research shows that leadership style significantly and negatively influences turnover intention.

### How Job Satisfaction Influences Turnover Intention

The results of the second hypothesis test conducted in this research gave values for T-Statistic, original sample, and P-Value to be 2.048, -0.234, and 0.041 respectively. It could be seen that the value for T-statistic is higher than 1.96, which is the value for T-table. With a positive value of original sample and P-Value of lower than 5%, it could be concluded from these results that the second hypothesis is accepted, namely job satisfaction has a negative and significant effect on turnover intention. The increasing job satisfaction received by employees will reduce turnover intention. If the company provides a clear career path and promotes employees, employees will feel satisfied, so that the turnover intention will decrease.

This is similarly evidenced by Choiril et al. (2018) research showing that job satisfaction has a significant negative effect on turnover intention. Research conducted by Alzailai and Almeshal (2019) shows that job satisfaction significantly negatively affects turnover intention. In line with research conducted by Ibrahim et al. (2016), shows that job satisfaction has a negative effects on turnover intention

### How Work Engagement Influences Turnover Intention

The results of the third hypothesis test conducted in this research gave values for T-Statistic, original sample, and P-Value to be 2.053, -0.248, and 0.041 respectively. It could be seen that the value for T-statistic is higher than 1.96, which is the value for T-table. With a positive value of original sample and P-Value of lower than 5%, it could be concluded from these results that the first hypothesis is accepted, namely work engagement has a negative and significant impact on turnover intention. The more work engagement increases, the lower the turnover intention.

This is similarly evidenced by the previous study by Supartha and Sutra (2016) which shows that work engagement has a significant and negative impact on turnover intention. Studies conducted by Rival and Vadil (2019) also proves that work engagement has a significant and negative impact on turnover intention. Similarly, Yunita and Putra (2015) also proved that work engagement significantly and negatively influences turnover intention.

## CONCLUSION

Based on the formulation of the problem along with the data analysis and discussion presented in the previous chapters, conclusions could then be drawn as follows:



1. Leadership style negatively and significantly influences turnover intention. This proves that leadership style plays a significant role in turnover intention, which means that as leadership style led improves, turnover intention decreases.
2. Job satisfaction negatively and significantly influences turnover intention. This proves that job satisfaction plays a significant role in turnover intention, which means that as job satisfaction improves, turnover intention decreases.
3. Work engagement negatively and significantly influences turnover intention. This proves that work engagement plays a significant role in turnover intention, which means that as work engagement improves, turnover intention decreases.

### **Suggestion**

Based on the results of research, discussion, and conclusions, researchers would like to propose some suggestions or input to companies and subsequent researchers, including:

### **Suggestions for PT Olam Indonesia**

From the results of this study, researchers offer some suggestions for the company, which are explained below:

- a) Since leadership style that gets the lowest mean is in the statement "My leader places subordinates in a clear division of tasks" therefore, the company must be able to place subordinates in a clear division of tasks, by recognizing the strengths and weaknesses of subordinates, conducting a feasibility test or selection either openly or secretly in order to predict the division of tasks from people in the company and carry out task delegation gradually, so that the leader can place subordinates with a clear division of tasks.
- b) Since job satisfaction gets the lowest mean contained in the statement "My boss always gives high attention to his subordinates" therefore the leader must be able to give great attention to subordinates, by inviting lunch together. Hence, the relationship with the subordinates becomes more intimate, guiding subordinates who need so that subordinates have adequate knowledge of the concept of work to be completed, conducting discussions with subordinates, and providing support to subordinates.
- c) Since work engagement has the lowest mean contained in the statement "I feel the work I do has a purpose" therefore, the company should give appreciation to subordinates who achieve achievements, keep the promises that the company gives to employees by giving promotions and giving rewards for outstanding employees.

### **Suggestions for future researchers**

The results of this study offer a suggestion for further research to focus on other variables that affect turnover intention, such as discipline and motivation that experts and previous researchers have carried out.

### **BIBLIOGRAPHY**

- Alzailai, MS., & Almeshal, SA. (2019). The Impact of Pay Level Satisfaction and Company Reputation on Work Engagement: A Study on Employees Graduated Between 2010 and 2017 working in Saudi Arabia Universities. *Journal of Management Research*, 11(3),36.
- Ayu, DR, Maarif, MS, & Sukmawati, A. (2015). The effect of job demands, job resources, and personal resources on work engagement. *Journal of Business and Management Applications (JABM)*, 1(1), 12-22.

- Azeem, SM (2010). Job satisfaction and organizational commitment among employees in the Sultanate of Oman. *Journal of Psychology*, 1(4), 295-300.
- Branham, L. (2012). *The 7 Hidden Reasons Employees Leave: Recognize The Subtle Signs and Act Before It is Too Late* (2<sup>nd</sup> Ed). New York: AMACOM.
- Choiril, C., Soetriono, S., & Hani, ES (2018). Analysis of Socio-Economic Factors Affecting Farmers Behavior in Facing Potato Farming Risks. *Highlights Journal*, 13(1), 15-27.
- Dessler, G. (2015). *Human Resource Management*. (14<sup>th</sup> Ed). Jakarta: Salemba Empat.
- Fajrin, IQ, & Susilo, H. (2018). The Influence of Leadership Style on Employee Performance with Work Motivation as an Intervening Variable (Study on Employees of Kebon Agung Malang Sugar Factory). *Journal of Business Administration*, 61(4), 117-124.
- Febrial, E. & Herminingsih, A. (2020). The Effect of Organizational Communication and Job Satisfaction on Employee Engagement and Employee Performance at PT. Abyor International. *Dynasty International Journal of Education Management and Social Science*, 1(4), 479-489.
- Hafid, M., and Prasetyo, AP (2017). Work-Life Balance Against Turnover Intention (Study on Employees of the Food Division & Influence of Beverage Hotel Indonesia Kempinski Jakarta). *SMART-Study and Management Research*, 14(3), 54.
- Hamali, AY (2016). *Understanding of Business Strategy and Entrepreneurship*. Jakarta: Prenadamedia Group.
- Handoko, TH (2014) *Personnel Management & Human Resources* (2<sup>nd</sup> Ed). Yogyakarta: BFEE-Yogyakarta.
- Hermawan, IPD, Hartika, LD, & Simarmata, N. (2019). Relationship between Work Engagement and Turnover Intention: A Study on Employees of PT. X. *Journal of Mandala Psychology*, 1(2).
- Hero. (2015). *Indonesian Human Resource Management: Psychological Theory, Employment, Applications and Writing: Applications in Government Business Organizations and Education*. Jakarta: PT Raja Grafindo Persada.
- Ibrahim, MG, Abdullah, HH, & Kaliappen, N. (2016). Effect of job satisfaction on turnover intention: an empirical investigation on the Nigerian banking industry. *International Journal of Organizational & Business Excellence*, 1(2), 1-8.
- Irvianti, L. and Verina, R. (2015). Analysis of the Effect of Work Stress, Workload and Work Environment on Employee Turnover Intention at PT XL Axiata Tbk Jakarta. *Binus Business Review*, 6(1), p.117.
- Khair, H. (2019). The Effect of Leadership and Compensation on Job Satisfaction Through Work Motivation. *Maneggio: Scientific Journal of Masters in Management*, 2(1), 69-88.
- Khanin, D. (2013). *How to Reduce Turnover Intentions in the Family Business*. *Business Horizons*, Vol.56, No.1, pp.63-73
- Kreitner, R., & Kinicki, A. (2014). *Organizational Behavior* (translation). Jakarta: Salemba Empat.
- Lok, P., & Crawford, J. (2015). Organizational culture and leadership style on job satisfaction and organizational commitment: A cross-national comparison. *The Journal of Management Development*.3(5) 115-126.
- Mangkunegara, AA., & Prabu, A. (2017). *HR Performance Evaluation*. Bandung: PT Refika Aditama
- Mobley, WH (2011). *Employee Change: Cause, Effect and Control* (Translation). Jakarta: PT Pustaka Binaman Pressindo.

- Nuryana, I., & Alfinur, A. (2016). Effect Of Organizational Culture and Compensation on Employee Job Satisfaction at PT Rokok Cakra Guna Cipta. Reference: Journal of Management Science and Accounting, 4(1), 59-76.
- Pariipurna, IGD, Supartha, IWG, & Subudi, M. (2017). The Influence of Leadership and Job Satisfaction on Turnover Intention and Its Impact On Employee Performance at PT Agung Automall Kuta. E-Journal of Economics and Business Udayana University, 2441-2474.
- Pepra-Mensah, J., Adjei, LN., & Yeboah-Appiagyei, K. (2015). The effect of work attitudes on turnover intentions in the hotel industry: The case of Cape Coast and Elmina (Ghana). European Journal of Business and Management, 7(14), 114-121.
- Puni, A., Agyemang, CB., & Asamoah, ES (2016). Leadership styles, employee turnover intentions and counterproductive work behaviors. International Journal of innovative research and development, 5(1), 1-7.
- Purba, DC., Lengkong, VP., & Loindong, S. (2019). Analysis of the Effect of Job Satisfaction, Work Motivation and Work Discipline on Employee Performance at the State Printing Public Company of the Republic of Indonesia Manado Branch. EMBA Journal: Journal of Economic Research, Management, Business and Accounting, 7(1).
- Richard, L., Robert, HCJ, Gordon, CG 2012. Leadership Enriches Lessons From Experience. Salemba Humanika, Jakarta.
- Rivai, V., Basir, S., Sudarto, S., & Veithzal, AP (2013). Commercial bank management: Banking management from theory to practice. Jakarta: PT. King Grafindo Persada.
- Robbins, SP., and Judge, TA. (2015), Organizational Behavior, 16th Edition, Indonesian Edition, Translation of Ratna Saraswati and Febriella Sirait. Salemba Empat, Jakarta.
- Rony, ZT (2016). Who Should Leave, Who Should Stay (Gen-Y Employee Turnover Strategy).
- Saeed, I., Waseem, M., Sikander, S., & Rizwan, M. (2014). The relationship of turnover intention with job satisfaction, job performance, leader member exchange, emotional intelligence and organizational commitment. International Journal of Learning and Development, 4(2), 242-256.
- Saefullah, ET (2012). Introduction to Management (Vol. 1). Jakarta: Prenenda Media Group.
- Saif, MI., Malik, MI., & Awan, MZ (2011). Employee work satisfaction and work-life balance: A Pakistani perspective. Interdisciplinary journal of contemporary research in business, 3(5), 606-617.
- Siagian, SP. (2015). Human Resource Management, Twenty-third Printing. Jakarta: Earth Literacy.
- Sidharta, N., & Margaretha, M. (2011). The impact of organizational commitment and job satisfaction on turnover intention: an empirical study on employees of the operator at a garment company in Cimahi. Journal of Management, 10(2), 129-142.
- Soelton, M., & Atnani, M. (2018). How Work Environment, Work Satisfaction, Work Stress on the Turnover Intention Affect University Management. *Indonesian Journal of Business Management*, 5(3), 439-448.
- Susanto, AB. (2010). 60 Management Gems. Jakarta: Gramedia Pustaka Utama.
- Sutikno, S. (2014). Leaders and leadership. Lombok: Holistica.
- Sutrisno, E. (2014). Human Resource Management, Sixth Printing. Jakarta: Pranada Media Group.
- Tabroni, T., & Maksum, C. (2018). The Influence of Leadership Style and Organizational Culture on Turnover through Employee Job Satisfaction at PT. Muara Wisesa Samudra in

- Jakarta. Executive Journal, 15(1), 191-215.
- Tan, TH, & Waheed, A. (2011). Herzberg's motivation-hygiene theory and job satisfaction in the Malaysian retail sector: The mediating effect of love of money.
- Tussoleh, R. (2016). Who Should Go Who Should Stay Strategy for Preventing Gen Y Employee Turnover (Vol. 1). Jakarta: Center for the Study of Human Resources.
- Wibowo, IGP, Riana, G., & Putra, MS. (2015). The effect of job stress on job satisfaction and employee organizational commitment. E-Journal of Economics and Business, Udayana University, 4(2), 125-145.
- Yunita, N. K. L., & Putra, M. S. (2015). Pengaruh Keadilan Organisasi dan Lingkungan Kerja terhadap Turnover Intention. E-Jurnal Manajemen Universitas Udayana, 4(5).
- Zaki, H., Suandevin, HTH., & Binangkit, ID. (2019). Transformational and Transactional Leadership on Work Engagement: An Empirical Study of Lecturers at the University of Muhammadiyah Riau. Journal of Accounting and Economics, 9(2), 193-202.