


The Effect Of Organizational Climate And Workload On Turnover Intention With Job Satisfaction As An Intervening Variable

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Article Info	ABSTRACT
Keywords: organizational climate, workload, turnover intention, job satisfaction,	This study aims to determine the effect of Organizational Climate and Workload on Turnover Intention with Job Satisfaction as an Intervening Variable in the PT Nasmoco Study in Pekalongan. The sample technique in this study uses saturated samples, that is, the entire population is used as a sample. The data collection technique in this study used a questionnaire in the form of a Google Form and collected as many as 103 respondents. This study used a data analysis technique, namely path analysis with the SPSS program version 21.0. The results of this study show that organizational climate has a positive and significant effect on job satisfaction, Workload has a significant negative effect on job satisfaction, Organizational climate has a significant negative effect on turnover intention, workload has a positive and significant effect on turnover intention, Job satisfaction has a significant negative effect on turnover intention, Job satisfaction is able to mediate the influence of organizational climate on turnover intention, Job satisfaction is able to mediate the effect of workload on turnover intention.
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INTRODUCTION

The automotive industry is one of the commodities that contributes as much as 20% of the non-oil and gas sector to the national economy. The competitive environment of the automotive industry in Indonesia is a risk that must be faced by company management to increase the potential demand of the community and maintain its business market. These changes are based on various factors including, increasing economic growth, developing types of market demand, product innovation competition and assessing performance indicators of company productivity assets (Yuliana et al., 2021).

Based on the survey results at PT. Nasmoco Pekalongan has a phenomenon, namely the high work target set by the company causes many employees to experience pressure at work so that it can cause turnover intention. In recent years, companies have faced challenges in retaining experienced and qualified employees.

In addition to the phenomenon, there are also differences in findings in previous studies by (Lompoliu et al., 2020) stated The organizational climate has a significant negative effect on *turnover intention* while according to (Dasopang et al., 2023) stated that the organizational climate has a significant positive effect on *turnover intention*. And also the results of previous findings by (Fitriani & Yusiana, 2020) which states that workload has a positive and significant effect on turnover intention while according to (Agustine & Nawangsari, 2020) stated Workload has a negative and significant effect on turnover intention.

Definition of organizational climate Each organization or company has its own way of presenting its business. An organizational climate characterized by several factors such as environment, conflict and communication between employees will not necessarily be a guarantee that there is no desire to move owned by employees. (Ependi et al., 2020) organizational climate is the behavior, attitudes and feelings about the characters that live in the organization. Organizational climate is a reflection of the internal situation and conditions of the organization that can directly or indirectly affect employee performance (Zamzam et al., 2021). The climate in an organization develops from the collective perception of employees on various aspects of the organization's working life. It is shaped through their daily experiences while dealing with various aspects of organizational reality such as goals and objectives, policies and practices, leadership, structure, work design, technologies adopted, people, dominant modes of communication, motivation and reward mechanisms and working conditions.

Workload is a feeling felt by employees related to their work and their condition. Understanding workload is a process carried out by someone in completing the tasks of a job or group of positions that are carried out under normal circumstances within a certain period. According to (Gawron, 2019) Workload is a term used to describe a series of task demands as efforts and activities or achievements. Where the task demands are the goals to be achieved, the time allotted to complete the task, and the level of performance of task completion. Workload is a set or number of activities that must be completed by an organizational unit or office holder within a certain period of time (Hutabarat, 2017).

Job satisfaction or in English we call job satisfaction is a positive feeling about the job produced by an evaluation of its characteristics (Robbins & Judge, 2015). Every employee has a sense of satisfaction with something experienced or faced. In the theory put forward by (Robbins & Judge, 2015) the positive satisfaction that has been generated by employees is called job satisfaction, meaning that employees do not complain about completing their work. Here are experts who suggest job satisfaction, namely: (Sinambela, 2017) According to him, job satisfaction is a person's feeling about what has been done to complete his work, from within himself (internal) and supported by other things from outside (external).

Turnover intention is an intention to quit and leave the company with a consciousness and deliberate and intend to find another alternative job. This definition is put forward by (Mobley et al., 1978). According to (Paramita & Hendratmoko, 2021), *turnover intention* is the possibility of a desire or intention to leave the company where he works for another workplace due to many factors, one of which is no satisfaction felt with the job.

The definition of *turnover intention* is also explained in the study (Akgunduz & Eryilmaz, 2018) Which states that turnover intention leads to the emergence of thoughts or awareness to leave the company where he currently works. Another definition explains that *turnover intention* is the first sign to make a turnover and withdrawal of individuals from their jobs or organizations (Haque et al., 2019).

Hypothesis Development

1. The Effect of Organizational Climate on Job Satisfaction

Research conducted by (Choiriyah et al., 2017), shows that one of the factors that influence low employee job satisfaction is the organizational environment. This illustrates that when implementing a good organizational climate with values, principles and norms created in accordance with actual conditions, it will create a high sense of satisfaction in employees in the company.

This hypothesis is in line with research conducted by (Maharani & Budiono, 2023) which says that there is an organizational climate as a picture that occurs in the organization and if the condition is good, it will illustrate the feeling of satisfaction possessed by employees.

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

2. The Effect of Workload on Job Satisfaction

Illustrates that when an employee has a high workload such as experiencing pressure because the workload is not in accordance with the employee's capacity will cause discomfort, decreased productivity so that it will make the satisfaction of the employee go down / low.

This hypothesis is in line with research conducted by (Fitriani & Yusiana, 2020) which says that the implementation of workload makes employees required to release their potential. The higher the target that must be achieved by employees, this indicates a heavy workload and the more difficult employees are to achieve it, employees tend to experience a decrease in job satisfaction.

H2: Workload has a significant negative effect on job satisfaction.

3. The Effect of Organizational Climate on Turnover Intention

Illustrate that when implementing a good organizational climate with values, principles and norms created in accordance with actual conditions, it will reduce the desire to leave the workplace (turnover intention) in employees in the company.

This hypothesis is in line with research conducted by (Maharani & Budiono, 2023) which said that the organizational climate is depicted as very supportive and shows a good work environment for employees, so that it will indirectly continue to provide a sense of comfort between employees and reduce employee intentions to move.

H3: Organizational climate has a significant negative effect on turnover intention.

4. The Effect of Workload on Turnover Intention

Illustrates that when an employee has a high workload such as experiencing pressure because the workload is not in accordance with the employee's capacity, it will cause discomfort, decreased productivity so that it will increase the desire to leave the workplace or what is called *turnover intention*.

This hypothesis is in line with research conducted by (Setyawati & Setyowati, 2021) who said that the responsibility handed over to employees is also too great, which will result in an increased workload and affect employee performance to be not optimal and result in an increase in changing jobs.

H4: Workload has a significant positive effect on turnover intention.

5. The Effect of Job Satisfaction on Turnover Intention

Illustrates that when employees are satisfied with the performance they produce and the work environment created, it will reduce the desire to quit their jobs (turnover intention).

This hypothesis is in line with research conducted by (Fitriantini et al., 2020) That said, if the job satisfaction felt by an employee is high or satisfied, then the employee will be less likely to want to leave the organization where he works and be more committed to the organization.

H5: Job satisfaction has a significant negative effect on *turnover intention*.

6. The Effect of Organizational Climate on Turnover Intention through Job Satisfaction

Illustrates that when the company implements a good organizational climate with values, principles and norms created in accordance with actual conditions, it will increase job satisfaction in these employees so that it will also have an impact on low turnover intention in employees.

This hypothesis is in line with research conducted by (Tadampali et al., 2016) who said that through a comfortable organizational climate will create job satisfaction for employees, so it will discourage the intention to move (*turnover intention*) for employees.

H6: Job satisfaction mediates the effect of organizational climate on turnover intention.

7. The Effect of Workload on Turnover Intention through Job Satisfaction

Illustrates that when employees in the company have a high workload, it will have an impact on the employee's job satisfaction, so it can also affect the employee's desire to change workplaces (turnover intention).

This hypothesis is in line with research conducted by (Jayasri & Annisa, 2023) That said, a high workload will decrease job satisfaction, make employees uncomfortable and bored, and increase employees' desire to leave the workplace or company.

H7: Job satisfaction mediates the effect of workload on turnover intention.

METHODS

Object and subject of study

The object in this study is PT. Nasmoco Pekalongan located on Jl. Raya Kalibanger No.KM. 3, Sokorejo, Kec. Pekalongan Tim., Pekalongan City, Central Java. The research subjects who will be respondents are all employees at PT. Nasmoco Pekalongan.

Data Collection Techniques

The data used in this study are primary data and data collection techniques using survey techniques through questionnaires.

Population and sample

The population in this study is employees at PT. Nasmoco Pekalongan. The use of samples in this study used the saturated sample method. Where all members of the population are used as samples. The number of samples to be used in this study is 103 respondents.

Research and measurement variables

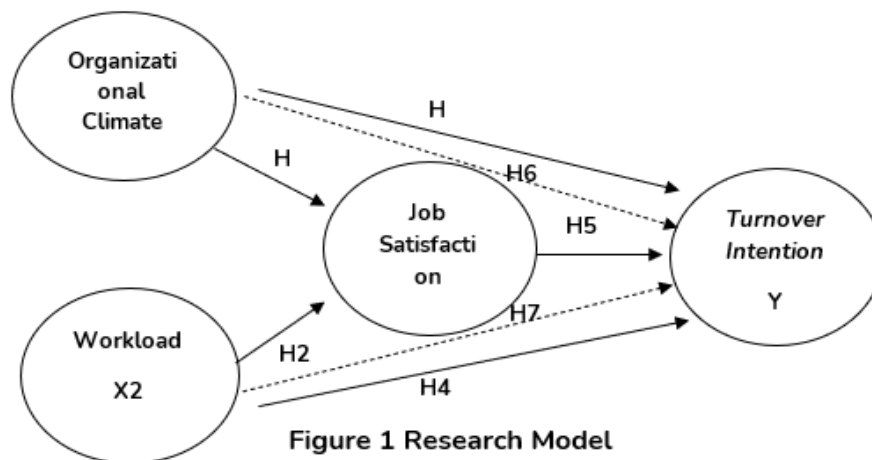
The total of all question items for each variable is 33, with Organizational Climate totaling 6 question items, Workload 15 question items, Job Satisfaction having 9 question items, and *Turnover Intention* totaling 3 question items, and all measurements using a 5-point Likert scale.

Instrument Quality Test

- Validity Test to test and measure objects correctly, is said to be valid if the significance value is <0.05
- Reliability Test to test the consistency of variables, can be said to be reliable if the value of *Cronbach's Alpha* >0.6

Data Analysis Techniques

The analytical techniques used in this study are *path analysis* to test direct and indirect influences and *sobel test* which is used to determine the influence of mediating variables from the hypothesis studied.



RESULTS AND DISCUSSION

The data collection of this study used survey techniques through questionnaires given to employees of PT Nasmoco Pekalongan. The number of questionnaires filled out was 103 questionnaires. Furthermore, the data will be processed using SPSS 21.

Characteristics of Respondents

Table 1 Respondent Characteristics Test Results

Characteristic	Category	Sum	(%)
Gender	Man	89	86,4%
	Woman	14	13,6%

Characteristic	Category	Sum	(%)
Age	20-30 year	53	51,5%
	31-40 year	37	35,9%
	41-50 year	11	29,3%
	> 51 years	2	1,9%
Job Position	Accounting	1	1,0%
	Admin	2	1,9%
	Admin Sales	2	2,9%
	Admin Stock Unit	1	1,0%
	Administration Section Head	1	1,0%
	After Sales	3	2,9%
	Branch Manager	1	1,0%
	Control Room GRP	1	1,0%
	Customer Relation Coordinator	1	1,0%
	Finance	2	1,9%
	Finance and Insurance	1	1,0%
	Foreman Body	1	1,0%
	Foreman GRP	3	2,9%
	Foreman Paint	1	1,0%
	GRP Instructor	1	1,0%
	Kasir	1	1,0%
	Marketing	22	21,4%
	Marketing Counter	2	1,9%
	Marketing Section Head	2	1,95%
	MRA	3	2,9%
	OB	5	4,9%
	Partman Body Paint	1	1,0%
	Partman GRP	2	1,9%
	Security	8	7,8%
	Service Advisor Body Paint	2	1,9%
	Service Advisor GRP	7	6,8%
	Service Section Head	1	1,0%
	Technical Leader	1	1,0%
	Technical Body	4	3,9%
	Techncal GRP	13	12,6%
	Technical Paint	5	4,9%
	Tool Keeper GRP	1	1,0%
Washing	1	1,0%	
Length of Work	1-10 year	84	81,6%
	11-20 year	13	12,6%
	21-30 year	6	5,8%

Source: processed data

Instrument and Data Quality Test
Descriptive Statistics

Table 2 Descriptive Statistics

Variable	N	Min.	Max.	Mean
Iklm Organisasi	103	1	5	4,05
Beban Kerja	103	1	5	3,69
Kepuasan Kerja	103	1	5	3,73
Turnover Intention	103	1	5	2,38

Source: processed data

Based on Table 2, in PT Nasmoco the level of Organizational Climate, Workload, Job Satisfaction, and *Turnover Intention* is high.

Validity Test

Table 3 Validity Test Results

Variable	Item	Pearson Correlation	Sig. (2-Tailed)	Information
Organizational Climate	IO1	.874**	0,000	Valid
	IO2	.813**	0,000	Valid
	IO3	.904**	0,000	Valid
	IO4	.838**	0,000	Valid
	IO5	.860**	0,000	Valid
	IO6	.843**	0,000	Valid
Workload	BK1	.905**	0,000	Valid
	BK2	.902**	0,000	Valid
	BK3	.858**	0,000	Valid
	BK4	.879**	0,000	Valid
	BK5	.832**	0,000	Valid
	BK6	.903**	0,000	Valid
	BK7	.922**	0,000	Valid
	BK8	.894**	0,000	Valid
	BK9	.902**	0,000	Valid
	BK10	.876**	0,000	Valid
	BK11	.859**	0,000	Valid
	BK12	.921**	0,000	Valid
	BK13	.858**	0,000	Valid
	BK14	.913**	0,000	Valid
	BK15	.851**	0,000	Valid
Job Satisfaction	KK1	.893**	0,000	Valid
	KK2	.863**	0,000	Valid
	KK3	.909**	0,000	Valid
	KK4	.769**	0,000	Valid
	KK5	.769**	0,000	Valid
	KK6	.737**	0,000	Valid

Variable	Item	Pearson Correlation	Sig. (2-Tailed)	Information
	KK7	.790**	0,000	Valid
	KK8	.866**	0,000	Valid
	KK9	.903**	0,000	Valid
<i>Turnover Intention</i>	TI1	.910**	0,000	Valid
	TI2	.911**	0,000	Valid
	TI3	.926**	0,000	Valid

Source: processed data

Based on Table 3, it is known that all question items of the four variables are valid because their significance value is <0.05.

Reliability Test

Table 4 Reliability Test Results

Variable	Cronbach's Alpha	Information
Organizational Climate	0,925	Reliabel
Workload	0,980	Reliabel
Job Satisfaction	0,966	Reliabel
<i>Turnover Intention</i>	0,903	Reliabel

Source: processed data

Based on Table 4, it is known that all four variables are reliable because Cronbach's alpha value is >0.60.

Classical Assumption Test

Normality Test

Table 5 Normality Test Results

<i>One-Sampel Kolmogorov-Smirnov Test</i>	
Path Analysis	<i>Asymp. Sig. (2-tailed)</i>
Model 1	860
Model 2	102

Source: processed data

Based on Table 5 above, it can be seen that the data of both regression models are normally distributed with significance values greater than 0.05.

Heteroscedastisity Test

Table 6 Heteroscedasticity Test Results

	Variable	Sig. (2-tailed)
Model 1 Path Analysis	Organizational Climate	0,235
	Workload	0,870
Model 2 Path Analysis	Organizational Climate	0,475
	Workload	0,228
	Job Satisfaction	0,060

Source: processed data

Based on Table 7, it is found that there are no symptoms of heteroscedasticity because the significance value is greater than 0.05.

Multicollinearity Test

Table 7 Multicollinearity Test Results

	Variable	Collinearity Statistics	
		Tolerance	VIF
Model 1 Path Analysis	Organizational Climate	0,907	1,103
	Workload	0,907	1,103

Dependent Variable: Kepuasan Kerja

Source: processed data

Based on Table 7, shows the results that there are no symptoms of multicollinearity, because the *Tolerance* value of both variables is greater than 0.10 and the VIF value of both variables is also smaller than 10.00.

Analisis Regresi

Table 8 Regression Analysis

	Variabel	Standardized Coefficients Beta	Sig.
Model 1 Path Analysis	Organizational climate <i>Dependent variable:</i> Workload	0,544	0,000
Model 2 Path Analysis	Workload <i>Dependent variable:</i> Turnover Intention	0,431	0,000
Model 3 Path Analysis	<i>Turnover Intention</i> <i>Dependent variable:</i> Job Satisfaction	0,124 0,890	0,000 0,000

Source: processed data

Based on Table 8, it is known that in the analysis of model path 1 Organizational climate has a positive effect on workload as seen from the beta value of 0.544 and the significance value of <0.05. Model path analysis 2 Workload has a positive effect on turnover intention as seen from the beta value of 0.431 and the significance value of <0.05.

Likewise, in the analysis of model 3 pathway, it is known that *Turnover intention* has a positive effect on job satisfaction as seen from the beta value of 0.124 and the significance value of <0.05, Job Satisfaction has a positive effect on Organizational Commitment which is seen from the beta value of 0.890 and the significance value of <0.05.

Table 9 Sobel Test Results

Uji Sobel 1	<i>Test Statistic</i>	3,175
	<i>Standard Error</i>	0,026
	<i>p-value</i>	0,000
Uji Sobel 2	<i>Test Statistic</i>	3,644
	<i>Standard Error</i>	0,026
	<i>p-value</i>	0,000

Source: processed data

Because the results of statistical tests are greater than 1.993 and p-values smaller than 0.05, it can be concluded that the workload variable can play a mediating role in the influence of organizational climate on turnover intention. And also the variable Job Satisfaction can act as a mediator of the influence of organizational climate on turnover intention.

The results of the first hypothesis testing show that organizational climate has a positive and significant effect on job satisfaction. This is because the results of testing the significance of the first hypothesis show that there is a value of the Beta coefficient of organizational climate on job satisfaction, which is 0.343, which means that the influence produces a positive value. Then the significance value is 0.000 (sig. 0.000 < 0.05) which means there is a significant influence. It can be proven that the organizational climate has a positive and significant effect on the job satisfaction of employees working at PT. Nasmoco Pekalongan.

Based on the results of testing, the second hypothesis shows that workload has a negative and significant effect on job satisfaction. This is because the results of testing the significance of the second hypothesis show that there is a value of the workload Beta coefficient on job satisfaction, which is -0.455, which means that the influence produces a negative value. Then the significance value is 0.000 (sig. 0.000 < 0.05) which means there is a significant influence. It can be proven that the workload has a negative and significant effect on the job satisfaction of employees working at PT. Nasmoco Pekalongan.

The results of testing the third hypothesis show that organizational climate has a negative and significant effect on turnover intention. This is because the results of testing the significance of the third hypothesis show that there is a value of the Beta coefficient of organizational climate to *turnover intention* which is -0.334 which means that the influence produces a negative value. Then the significance value is 0.000 (sig. 0.000 < 0.05) which means there is a significant influence. It can be proven that the organizational climate has a negative and significant effect on the *turnover intention* of employees working at PT. Nasomoco Pekalongan.

Based on the results of testing, the fourth hypothesis shows that workload has a positive and significant effect on turnover intention. This is because the results of testing the significance of the fourth hypothesis show that there is a value of the workload Beta coefficient against turnover intention which is 0.168 which means that the influence produces a positive value. Then the significance value is 0.040 (sig. 0.040 < 0.05) which means there is a significant influence. It can be proven that the workload has a positive and significant effect on the turnover intention of employees working at PT. Nasmoco Pekalongan.

Based on the results of testing the fifth hypothesis shows that job satisfaction has a negative and significant effect on turnover intention. This is because the results of testing the significance of the fifth hypothesis show that there is a Beta coefficient value of job satisfaction to turnover intention which is -0.413 which means that the influence produces a negative value. Then the significance value is 0.000 (sig. 0.000 < 0.05) which means there is a significant influence. It can be proven that job satisfaction has a negative and significant effect on the turnover intention of employees working at PT. Nasmoco Pekalongan.

Based on the results of testing the sixth hypothesis shows that job satisfaction can mediate the influence of organizational climate *on turnover intention*. This is because the

results of sobel testing on the significance of the sixth hypothesis show that there is a p value (probability two tailed) of organizational climate on turnover intention through job satisfaction of 0.001 (sig. 0.001 < 0.05), which means that the influence of organizational climate on *turnover intention* mediated by job satisfaction is significant. It can be proven that job satisfaction is able to mediate the influence of organizational climate on the *turnover intention* of employees working at PT. Nasmoco Pekalongan.

The results of the sixth hypothesis test show that me This is because the results of the sobel test on the significance of the sixth hypothesis show that there is a p value (probability two tailed) of workload on *turnover intention* through job satisfaction of 0.000 (sig. 0.000 < 0.05), which means the effect of workload on *turnover intention* That mediated by job satisfaction is significant. It can be proven that job satisfaction is able to mediate the effect of workload on *the turnover intention* of employees working at PT. Nasmoco Pekalongan.

CONCLUSION

For Model 1, organizational climate has a positive and significant effect on job satisfaction. Meanwhile, workload has a negative and significant effect on job satisfaction. For Model 2, organizational climate and job satisfaction negatively and significantly affect turnover intention. While workload has a positive and significant effect on turnover intention. Job satisfaction is able to mediate the effect of organizational climate on turnover intention, and the effect of workload on turnover intention. For future researchers, it is hoped that future studies can consider data collection by combining other instruments such as more in-depth interviews with respondents to get clearer and maximum information about the influence of variables in this study, which may not be well seen. And it is expected for future researchers to expand variables related to the factors driving employee job satisfaction in the company so that in the results of the study there is a comparison value which is more influential on turnover intention.

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