

The Influence of Job Insecurity, Organizational Climate and Work Stress on Turnover Intention of Non-Pns Employees in Sub-District and Sub-District Offices in East Ciputat District

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ABSTRACT

This study aims to determine the effect of Job Insecurity, Organizational Climate and Work Stress on Turnover Intention of Non-PNS Employees in District and Kelurahan Offices in East Ciputat District. This study uses primary data obtained from the results of distributing questionnaires. The population used in this study were 168 non-civil servant employees in the District and Kelurahan Offices of East Ciputat District, while the sample used was 118 non-civil servants in the District and Kelurahan Offices of East Ciputat District. The sampling technique used was the Purpose Sampling Method. This research method uses quantitative methods using multiple regression analysis formulas, multiple correlation coefficients, coefficient of determination, t test and f test. Data analysis used parametric statistics with the help of SPSS software. The results of this study indicate that Job Insecurity has a positive and significant effect on Turnover Intention. Organizational climate has a negative and significant effect on Turnover Intention. Job Stress has a positive and significant effect on Turnover Intention. Job Insecurity, Organizational Climate, Work Stress together have a positive and significant effect on Turnover Intention.

Keywords: Job Insecurity, Organizational Climate, Job Stress, and Turnover Intention.

PENDAHULUAN

Human resource management has a major role in meeting the smooth running of the organization. Organizations need human resources to develop their business. Human resource management is influenced by many things such as the existing system in the organization, work procedures and involvement.

According to Basuki (2017:1) The success of a company in achieving its goals does not only depend on the existing facilities and infrastructure but also depends on the performance of its employees. Every company and organization will always try to improve the performance of its employees by meeting employee needs such as paying attention to

subordinates and placing employees as part of the company, not merely considering employees as workers.

One of the problems that affect the workforce in a company is the high turnover rate. Turnover or workforce turnover is a tangible manifestation of Turnover Intention which can be a serious problem for companies or organizations, especially if those who come out are workers who have expertise, abilities, skilled and experienced or workers who occupy vital positions in the company, so that it can disrupt the effectiveness of the running of the company (Irvianti and Verina, 2015: 118).

Non-PNS employees in East Ciputat Sub-district include Non-PNS

employees in the District Office and Sub-District throughout East Ciputat District which includes Cireundeu Village, Cempaka Putih Village, Pisangan Village, Rengas Village, Rempoa Village and Pondok Ranji Village.

Non-PNS employees at the Kelurahan and Ciputat Timur sub-districts carry out a contract extension process every year. The process of extending the work decree for non-civil servant employees is carried out after undergoing an assessment by their immediate supervisor and co-workers. Non-PNS employees who have good performance scores will have their contracts extended for the next year. Employees who do not wish to continue their contract may submit a resignation process to the leadership. The following is the turnover data for Non-PNS employees at the Ciputat Timur Village and District Offices from 2016 to 2020.

Based on the turnover data for Non-PNS Employees at the Ciputat Timur District office for the last 5 years, it shows that the most turnover occurred in 2018 and 2020, which was 2 people, while in 2017 there were 1 person then in 2016 and 2019 there was no turnover of Non-PNS employees in the District. East Ciputat.

The highest turnover rate data for the last 5 years in Cireundeu Village was in 2017 and 2020, which was 2 people. While in 2019, only 1 non-civil servant employee left, then in 2016 and 2018 there was no non-civil servant employee who made a turnover.

If seen, the average turnover of non-civil servants in sub-districts and sub-districts only ranges from 1 to 2 people per year. This shows that the turnover that occurs is not too much. However, turnover intention or the intention and desire to change jobs turns out to be much desired by Non-PNS employees in East Ciputat District.

To find out how much the non-civil servant employee wants to change jobs, a pre-study has previously been carried out based on turnover intention indicators. The

pre-study was conducted on 55 people, namely 25 sub-district employees and 5 employees each in 6 sub-districts.

Non-PNS employees in the Ciputat Timur sub-district have a fairly high level of desire to change jobs. In fact, male employees are more likely to change jobs than female employees. The reason is because the man is the head of the family and wants to get a better job to meet his household needs. Meanwhile, female employees tend to be comfortable working within the scope of the organization because their status only helps ease the financial burden of the head of the family in the household. Also they feel their work is more relaxed and less burdensome.

Most employees who intend to change jobs are in their 20s to 40s. They have this desire because they feel they are still able to find work elsewhere or open their own business. Meanwhile, those who are older than that prefer to stay in the organization because they feel that their age has begun to be unproductive in looking for other jobs. Therefore, most of the non-civil servant employees in East Ciputat District have the intention to change jobs based on certain situations and conditions that they are currently experiencing.

Symptoms that can be observed in employees who have turnover intentions in addition to trying to find job vacancies and feel uncomfortable working in the organization also have symptoms of frequent complaints, feeling unhappy with their work, negative statements, and not wanting to care about the company where they work. Employee turnover intentions can be seen from several indications, namely: increased absenteeism, starting to be lazy to work, increased courage to violate work rules, courage to oppose or protest to superiors, positive behavior that is very different from usual. Thus it is clear that turnover will have a negative impact on the organization because it creates instability in the condition of the workforce, decreases employee productivity, does not have a conducive

working atmosphere and also has an impact on increasing human resource costs (Septiari and Ardana, 2016: 3).

Job insecurity is considered as the first phase before job loss and occurs in the context of organizational change. (Bosman in Setiawan and Putra, 2016:2). Job insecurity is conceptualized as uncertainty and lack of control over the future continuation of employees' jobs (Kekesi and Collins in Septiari and Ardana, 2016: 3).

As news quoted from TangselNews said that "About 8,000 honorary workers in the South Tangerang City Government are threatened with unemployment after the central government approved the regulation to eliminate honorary workers and non-permanent employees working in the government."

Issues that often occur regarding regulations for the elimination of non-civil servant employees always create a feeling of insecurity in employees. Around 8,000 non-civil servant employees in South Tangerang City experience feelings of anxiety about the continuation of their employment status.

Employees experience increasing insecurity due to instability in their employment status and income levels that are increasingly unpredictable due to an increasing turnover, and age, length of service and organizational culture also play a role in Turnover Intention. In the short term Job Insecurity has an impact on job satisfaction, job involvement, organizational commitment and trust in leaders, such as reduced trust in leaders so that it has an impact on misunderstandings between leaders and subordinates in terms of opinions. In the long term, it will have an impact on physical health, mental health, work performance and intention to change jobs (turnover) (Septiari and Ardana, 2016: 4).

Besides Job Insecurity, one aspect of an organization is the organizational climate. The influence of organizational climate on work is real, every organization

has a different or ganizational climate. Organizational climate has a significant contribution to every individual in the organization which will ultimately affect employee morale (Akhmar, 2016:2).

Wirawan in Akhmar (2016:2) defines organizational climate broadly as the perception of organizational members (individually and organizationally) and they are in constant contact with the organization about what is or is happening in the organization's internal environment on a regular basis, which influences organizational attitudes and behaviors that affect the organization. then determine organizational performance. Organizational climate affects all basic conditions, work conditions and individual behavior in the organization and is closely related to the process of creating a conducive work environment, so that harmonious relationships and cooperation can be created among all members which will certainly affect the morale of the members of the organization.

The organizational climate that is felt in the organizational scope of the East Ciputat District seems to be quite good. The problem is the high level of absenteeism from non-civil servants in East Ciputat District which can ultimately affect other employees mentally. The following is the percentage of attendance data in the Ciputat Timur District and Urban Village in 2019. The interval for non-PNS employees from the sub-district and village to attend in one year is 82% to 84%. While sick, leave and neglect ranged from 4% to 6%. The high level of absenteeism can affect the behavior of other employees. Humans sometimes tend to follow what other people do. So if many are often absent, then it is possible that other employees will also often be absent. This greatly affects the organizational climate to be not conducive. Organizational climate according to Aryansah and Erika in Arnanta and Utama (2017: 5) has a significant influence on employees and a good environment creates good cultural and social values between

workers. With a good climate in an organization, each employee will feel at home and work optimally. Therefore, one of the various factors that need to be considered by the company to reduce employee turnover is how the company manages a good and conducive climate in employee work activities and efforts to manage human resources better and sustainably to reduce stress levels caused by employees can experience.

Work stress is an adaptive response, limited by individual differences and psychological processes, namely the consequences of each activity (environment), external situation or event that imposes excessive psychological or physical demands on someone where the individual is (Fauzi in Septiari and Ardana, 2016: 5).

Job stress is an inseparable and difficult part of an employee's life. Job stress can be triggered by demands that pressure and burden the employee more than his abilities and adjustments can achieve. Not to mention the problems regarding the environment and organizational culture that feel inadequate to make employees feel pressured and uncomfortable with the working conditions around them.

Employees who are physically and psychologically experiencing work stress can be characterized by characteristics such as less communicative with fellow colleagues and superiors, irritability, loss of spontaneity and creativity, often physically tired and often procrastinating on work. According to Nugroho (in Septiari and Ardana, 2016: 6) work stress can cause job dissatisfaction, increase the number of employees who leave (turnover) and lose workers recruited by other companies or organizations. Similarly, Mamewe's research (Arnanta and Utama, 2017:7) found that work stress affects employees' intention to leave, the higher the level of work stress felt by employees, the greater the employee's intention to leave the organization.

The occurrence of turnover is something that is never desired by the company even though it is a classic problem that has been faced by the company for a long time. There are only factors that make employees have the intention to change jobs and leave the company such as a bad work environment, organizational culture that feels less comfortable, low wages compared to a high workload, also due to the stress of pressure and work insecurity felt by employees. the employees.

Therefore, along with the times, companies must continue to improve themselves to prepare for all the consequences that may occur. Companies must be able to create a good and comfortable organizational environment and climate so that employees feel safe at work and are able to improve the quality of their performance so as to reduce the turnover rate in the organization. the.

The problems experienced by non-civil servant employees in East Ciputat District are generally due to uncertainty over careers which can be terminated at any time so that there is a fear of the powerlessness of employees in maintaining their careers. In addition, the lack of attention from the government on inadequate career development makes some employees feel burdened due to age, circumstances and situations being faced so that work stress is the most common problem experienced by employees which results in reduced performance and intends to leave. organization.

Based on several factors and the description above, the researcher is interested in conducting research with the title "The Effect of Job Insecurity, Organizational Climate and Work Stress on Turnover Intention of Non-Pns Employees in Sub-District and Sub-District Offices in East Ciputat District".

Metodologi Penelitian

This research method is a quantitative method, which aims to determine the effect of the independent

variable, namely Job Insecurity (X1), organizational climate (X2) and work stress (X3) on the dependent variable, namely Turnover Intention (Y).

This type of research is descriptive quantitative. This research was conducted to provide a more detailed description of a symptom or phenomenon. Sugiyono (2012:7) states that quantitative methods are referred to as "positivistic methods because they are based on the philosophy of positivism. "This method is a scientific/scientific method because it has complied with scientific principles, namely concrete/empirical, objective, measurable, rational and systematic. This method is also called the discovery method, because with this method, various new science and technology can be found and developed. This study uses quantitative methods because the research is in the form of numbers and analysis uses statistics.

The scale used for measuring the independent and dependent variables is a Likert scale, which is a scale that contains 5 levels of answer preferences. Each question item is measured using a 5-point ratio, where the more leading to point 1 indicates a low level or strongly disagrees, while more points to point 5 indicates a higher level or strongly agrees.

The sampling technique used in this research is purpose sampling, which is a technique that is carried out based on criteria that are adjusted to the research objectives or considerations of the research. In other words, prospective respondents who match the characteristics of the desired sample.

The sample used in this study was some non-civil servants at the District and Sub-District Offices in East Ciputat District in 2020. In determining the number of samples using the slovin formula with an error rate of 5%..

Hasil dan Pembahasan

1. Effect of Job Insecurity on Turnover Intention

The results showed that Job Insecurity partially had a positive and significant effect on Turnover Intention of Non-PNS employees at the Sub-District and Sub-District Offices in East Ciputat District. These results are based on the results of partial hypothesis testing with $t_{count} 5.152 > t_{table} 1.980$ and sig value $0.000 < 0.05$, so H1 in this study "Job Insecurity has a positive and significant effect on Turnover Intention" is accepted. The result of t-count is positive and the multiple linear regression coefficient of Job Insecurity (X1) is 0.398, it can be said that the direction of the influence of Job Insecurity on Turnover Intention is positive or unidirectional.

This indicates that if Job Insecurity increases, Turnover Intention also increases. This means that if Non-PNS employees in the Sub-District and Sub-District Offices in East Ciputat District have higher feelings of insecurity and helplessness regarding the continuity of their work, their intention or desire to change jobs will increase. Vice versa, if Non-PNS employees in the Sub-District and Sub-District Offices throughout the Ciputat Timur District have feelings of insecurity and powerlessness that are getting lower for the continuity of their work, then their intention or desire to change jobs will decrease.

The results of this study are in line with the research of Ni Ketut Septiari and I Komang Ardana (2016) entitled "The Effect of Job Insecurity and Work Stress on Employee Turnover Intention at Hotel Asana Agung Putra Bali" that job insecurity has a positive and significant effect on employee turnover intention.

2. The Effect of Organizational Climate on Turnover Intention

The results showed that Organizational Climate had a negative and significant effect on Turnover Intention of Non-PNS employees at the Sub-District and Sub-

District Offices in East Ciputat District. These results are based on the results of partial hypothesis testing with a negative t value, namely $t_{count} -2.113 > t_{table} 1.980$ and sig value $0.037 < 0.05$, so H2 in this study "Organizational Climate has a positive and significant effect on Turnover Intention" is rejected. The result of t-count is negative and the multiple linear regression coefficient of Organizational Climate (X2) is -0.108 , it can be said that the direction of the influence of Organizational Climate on Turnover Intention is negative or not in the same direction.

This indicates that if the Organizational Climate increases, the Turnover Intention will also decrease. That is, if Non-PNS employees in the Sub-District and Sub-District Offices in East Ciputat Sub-district feel that the environment, situation and office conditions are getting better and better, the intention or desire of the employees to change jobs will decrease. On the other hand, if the organizational climate in the Sub-District and Sub-District Offices in East Ciputat District is getting lower, the desire or intention to change jobs will increase.

The results of this study are in line with the research of I Gede Putra Arnanta and I Wayan Mudiarta Utama (2017), entitled "The Effect of Job Stress, Job Satisfaction and Organizational Climate on Turnover Intention of Cv. Dharma Siadja" that Organizational Climate has a negative and significant effect on employee turnover intention.

3. The Effect of Job Stress on Turnover Intention

The results showed that work stress partially had a positive and significant effect on Turnover Intention of Non-PNS employees in the District and Sub-District Offices of East Ciputat District. These results are based on the results of partial hypothesis testing with $t_{count} 5.791 > t_{table} 1.980$ and sig value $0.000 < 0.05$, so H3 in this study "Work Stress has a positive

and significant effect on Turnover Intention" is accepted. The result of t-count is positive and the multiple linear regression coefficient of work stress (X3) is 0.368 , it can be said that the direction of the influence of work stress on turnover intention is positive or unidirectional.

This indicates that when work stress increases, turnover intention also increases. That is, if the level of work stress for non-civil servants at the Sub-District and Sub-District Offices in East Ciputat District is higher, then their intention or desire to change jobs will increase. Vice versa, if the level of work stress on non-civil servants in the Sub-District and Sub-District Offices throughout the East Ciputat District is lower, then their intention or desire to change jobs decreases.

The results of this study are in line with the research of Ni Ketut Septiari and I Komang Ardana (2016) entitled "The Influence of Job Insecurity and Work Stress on Employee Turnover Intention at Hotel Asana Agung Putra Bali" that work stress has a positive and significant effect on employee turnover intention.

4. Effect of Job Insecurity, Organizational Climate and Job Stress on Turnover Intention

The results showed that Job Insecurity, Organizational Climate and Work Stress simultaneously had a positive and significant effect on Turnover Intention of Non-PNS employees at the Sub-District and Sub-District Offices in East Ciputat District. These results are based on the results of simultaneous hypothesis testing with $F_{count} 104.539 > F_{table} 2.70$ and sig value $0.000 < 0.05$, so H4 in this study "Job Insecurity, Organizational Climate and Work Stress have a positive and significant effect on Turnover Intention" is accepted.

In the correlation coefficient test, if the R value is getting closer to one, it means the relationship is getting stronger, on the contrary the value is getting closer to 0 then the relationship is getting weaker. The result is an R value of 0.856 or 85.6% . This shows that there is a strong relationship

between the dependent variable and the independent variable, which is 85.6%.

Then in the coefficient of determination test, the Adjusted R Square value gets a value of 0.726 or 72.6%. The test aims to determine how big the percentage of the influence of the independent variables simultaneously on the dependent variable. Thus, the independent variables, namely Job Insecurity, Organizational Climate and Job Stress, can explain the dependent variable, namely Turnover Intention of Non-PNS employees in Sub-District and Sub-District Offices throughout East Ciputat District by 72.6%. While the remaining 27.4% is explained by other variables that are not included in the regression model of this study.

Kesimpulan

This quantitative study used a sample of 118 non-civil servants in the District and Sub-District Offices throughout the East Ciputat District. The variables studied were divided into two, namely the independent variable and the dependent variable. The independent variables in this study are Job Insecurity, Organizational Climate and Job Stress. Meanwhile, the dependent variable in this study is Turnover Intention.

This study aims to examine whether Job Insecurity, Organizational Climate and Job Stress have an effect on Turnover Intention. The following is the conclusion of this research:

1. The results of hypothesis testing on the job insecurity variable show that job insecurity (X1) has a positive and significant effect on turnover intention (Y), so this proves that Ho is rejected and H1 is accepted. These results are based on the results of partial hypothesis testing with a tcount value of 5.152 > ttable 1.980 and a sig value of 0.000 < 0.05, so that the H1 in this study "Job Insecurity has a positive and significant effect on Turnover Intention" is accepted.
2. The results of hypothesis testing on organizational climate variables show that organizational climate (X2) has a negative and significant effect on turnover intention (Y), so this proves that Ho is accepted and H2 is rejected. These results are based on the results of partial hypothesis testing with a negative t-count, namely tcount -2.113 > ttable 1.980 and sig value 0.037 < 0.05, so H2 in this study "Organizational Climate has a positive and significant effect on Turnover Intention" is rejected.
3. The results of hypothesis testing on the work stress variable show that work stress (X3) has a positive and significant effect on turnover intention (Y), so this proves that Ho is rejected and H3 is accepted. These results are based on the results of partial hypothesis testing with tcount 5.791 > ttable 1.980 and sig value 0.000 < 0.05, so H3 in this study "Work Stress has a positive and significant effect on Turnover Intention" is accepted.
4. The results of hypothesis testing on the variables of job insecurity, organizational climate and work stress indicate that the variables of job insecurity, organizational climate and work stress have a positive and significant effect on turnover intention (Y), so this proves that Ho is rejected and H4 is accepted. These results are based on the results of simultaneous hypothesis testing with Fcount 104.539 > Ftable 2.68 and sig value 0.000 < 0.05, so H4 in this study "Job Insecurity, Organizational Climate and Work Stress have a positive and significant effect on Turnover Intention" is accepted.

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