



The effect of organizational commitment and personal organizational fit on turnover intention of contract employees at PT Asia Bandar Alam Jakarta

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ABSTRACT

Increasingly competitive business competition in the era of the industrial revolution 4.0 creates a competitive advantage. One of the company's efforts is to improve the quality of human resources, competing to provide good compensation for human resources. On the other hand, a number of things need to be of concern to companies related to HR. High turnover intention is a problem because they have to train new employees. Quantitative research method The sampling technique used is purposive sampling with 100 respondents. The sample is determined by considering certain characteristics the researcher has determined according to the research objectives. Characteristics of respondents in this study, namely: (1) status as contract employees; (2) Working period of fewer than 3 years; (3) Willing to be a respondent. The instrument used in this study was a questionnaire or questionnaire at PT Bandar Alam Jakarta. The study results show that organizational commitment negatively and significantly affects employee turnover intention. This means that the lower the employee's organizational commitment, the higher the employee turnover intention. Conversely, the higher the organizational commitment, the lower the employee turnover intention. The study results show that organizational commitment negatively and significantly affects employee turnover intention. This means that the lower the employee's organizational commitment, the higher the employee turnover intention. Conversely, the higher the organizational commitment, the lower the employee turnover intention.

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INTRODUCTION

Increasingly fierce business competition in the era of the industrial revolution 4.0 forced companies to create competitive advantage strategies, one of which was improving human resources' quality. Companies need not only human resources who are competent in their fields but also soft skills to

support work (Darda et al., 2022). These soft skills help employees develop their potential, motivate themselves, overcome work problems, adapt to the business and work environment, and self-actualize employees to achieve happiness in the workplace, affecting employee performance improvement. Soft skills that need to be developed by employees include problem-solving, creativity, innovation, emotional intelligence, communication and stress management (Kumar & Sharma, 2019; Mitsea et al., 2021). Collaboration between hard skills and soft skills can improve the quality of human resources so that employees can come up with ideas and create works or outputs that are unique and difficult to imitate by competing companies (Dorasamy, 2021). Companies need to improve the quality of human resources because no matter how sophisticated technology is, it is only useful with the support of qualified human resources with high commitment and integrity to their work and the company they work for (Li et al., 2021; Sanusi, 2022).

For this reason, it is not surprising that many companies compete to provide facilities such as competitive compensation ranging from salary schemes, benefits, bonuses, insurance, and promotions to permanent employee status (Greer, 2021; Stone et al., 2020). Create work or output that is unique and difficult to imitate by competing companies (Eldor, 2020). Companies need to improve the quality of human resources because no matter how sophisticated technology is, it is useless without the support of qualified human resources with high commitment and integrity to their work and the company they work for. For this reason, it is not surprising that many companies compete to provide facilities such as competitive compensation ranging from salary schemes, benefits, bonuses, insurance, and promotions to permanent employee status (Stone et al., 2020). They create work or output that is unique and difficult to imitate by competing companies. Companies need to improve the quality of human resources because no matter how sophisticated technology is, it is useless without the support of qualified human resources with high commitment and integrity to their work and the company they work for. For this reason, it is not surprising that many companies compete to provide facilities such as competitive compensation ranging from salary schemes, benefits, bonuses, insurance, and promotions to permanent employee status (Labrague et al., 2018; Nerson, 2023).

Permanent employee status is everyone's desire, but in reality, not all companies easily recruit new employees or even employees who have been working for a long time to become permanent employees, each company has different policies. There are companies that have a policy for new employees to go through a probation period of three or six months. If the employee's performance is good, consistent or even always increases, then the employee concerned has the opportunity to be appointed as a permanent employee. On the other hand, some companies only extend the term of their employees' work contracts with certainty and definite regulations for how long they will be appointed as permanent employees. Ironically, some employees do not have a work contract at all (Soadin, 2017b; Tnay et al., 2013).

Turnover intention is the desire possessed by employees to change jobs, meaning that it is only a wish and there has been no realization that the employee has left the company (Jolly & Self, 2020). Turnover intentions can be indicated by the behaviour of employees in the office, such as increased absenteeism, arriving late, laziness in work, neglected work, work sloppy, lots of mistakes at work, to protests against superiors (Güzel, 2019; Shaleh & Firman, 2018). Turnover actions will usually follow the high turnover intention. If an employee decides to leave the company, it will usually be followed by other employees who also leave it. This will be a particular problem for companies, where they have to find and train new employees. Based on interviews conducted by researchers with the company's HRD department, the turnover intention is caused by: salary, high work targets, stuck careers, long distances, (rolling system), bosses who only emphasize targets, bored with work or work environment, want to develop a business or focus on taking care of the household.

Every employee has a tendency to maintain their existence in the company, especially in today's era where it is very difficult to get a job, the large workforce that is not absorbed by the

industry and the condition of the Indonesian economy, which has just recovered after Covid-19, has made the unemployment rate increase (Ardan & Jaelani, 2021). So it is unsurprising that to reduce the company's operational costs, many companies have to adopt a Termination of Employment policy. To maintain employee status, employees must of course continue to improve their performance and competence, thus psychologically these employees have high organizational commitment. Organizational commitment can be created when employees feel comfortable with the work environment and management and have a strong attachment to the job or the company where they work (Ginting & Tamam, 2023).

One factor that influences turnover intention is the discrepancy between norms and characteristics between individual values and the company where they work (Zhang et al., 2019). An individual tends to choose and be chosen by organizations that have a value match with him and leave an organization that does not have a match with him. This term is known as Person Organizational Fit. The level of individual suitability with the company depends on how the company can meet the needs of employees, which can be in the form of compensation, work environment, opportunities for advancement or promotions in a fair and transparent position. On the other hand, companies need employee contributions in the form of commitment, expertise, competence, and performance (Herwanto & Radiansyah, 2022; Soadin, 2017a).

PT Asia Bandar Alam is a cosmetic retail company that sells skin care, body care and perfume with a French brand, L'Oréal Paris. The large number of cosmetic retail companies of the same type both domestically and abroad, makes companies have to compete by improving product and service quality, product development, utilization of information technology and human resources, which in this case are Beauty Advisors (BA). A Beauty Advisor (BA) is the company's first base that directly interacts with customers. They do not only rely on their beauty but also must be able to communicate effectively and persuasively, provide problem-solving according to customer needs, work with a team, have a leadership spirit, and innovate in selling products to achieve sales targets. To reduce the turnover rate, the company provides facilities such as benefits or competitive health insurance, continuous training or workshops, and events such as gatherings or outbound, which are routinely held every company anniversary and other celebrations. The event was held so managers could get closer to employees and maintain cohesiveness and teamwork. Unfortunately, this did not affect some employees to resign, even though they had to pay a final fine. In contrast, other employees chose to stay at the company until their work contracts ended or got a new, better job (Dewi, 2019).

Training or workshops are conducted continuously, and events such as gatherings or outbound are held routinely for every company anniversary and other celebrations. The event was held so managers could get closer to employees and maintain cohesiveness, teamwork, and other similar things. Unfortunately, this did not affect some employees to resign, even though they had to pay a final fine, while other employees chose to stay at the company until their work contracts ended or got a new, better job (Wuryaningrat, 2020). Training or workshops are conducted continuously, and events such as gatherings or outbound are held routinely for every company anniversary and other celebrations. The event was held so managers could get closer to employees and maintain cohesiveness, teamwork, and other similar things. Unfortunately, this did not affect some employees to resign from the company, even though they had to pay a final fine, while other employees chose to stay at the company until their work contracts ended or got a new, better job. The event was held so managers could get closer to employees and maintain cohesiveness, teamwork, and other similar things. Unfortunately, this did not affect some employees to resign from the company, even though they had to pay a final fine, while other employees chose to stay at the company until their work contracts ended or got a new, better job. The event was held so managers could get closer to employees and maintain cohesiveness, teamwork, and other similar things. Unfortunately, this did not affect some employees to resign, even though they had to pay a final fine, while other employees

chose to stay at the company until their work contracts ended or got a new, better job (Febriansyah & Henndy Ginting, 2020).

This attracted researchers' attention to analyzing organizational commitment, person organizational fit and turnover intention more deeply. Assuming whether the turnover intention is caused by the lack of organizational commitment or the presence of a suitability factor between the existing values in the company and individual characteristics known as person organizational fit. Based on this idea, the hypotheses put forward in this study are as follows: (1) There is an influence of organizational commitment on employee turnover intention; (2) There is an effect of personal, organizational fit on turnover intention; (3) There is an influence of organizational commitment and person organizational fit on employee turnover intention (Yusuf & Syarif, 2018).

The results of this study are expected to contribute to the development of science, particularly in Management and Organizational Industrial Psychology regarding organizational commitment, person organizational fit and turnover intention. The results of this study can serve as information material and reference for further research as well as consideration for organizations or institutions in mitigating or minimizing employee turnover and turnover intentions.

RESEARCH METHOD

The type of research used is quantitative. The sampling technique used is purposive sampling, in which the sample is determined by considering certain characteristics determined by the researcher on the subject according to the research objectives. Characteristics of respondents in this study, namely: (1) status as contract employees; (2) Working period of fewer than 3 years; (3) Willing to be a respondent. The instrument used in this study was a questionnaire or questionnaire (Ghozali, 2018).

All scales used in this study use the Likert scale model. The number of answer choices consists of 4 choices which indicate the tendency of the quality of the variable as measured by the stage and the choices that are positive to the negative choices. The respondent's answer is assessed following the direction of the statement to be answered. For positive statements, the score is Very Appropriate (SS) with a score of 4, Appropriate (S) with a score of 3, Not Appropriate (TS) with a score of 2 and Very Unsuitable (STS) with a score of 1. For negative statements Very Suitable (SS) with a score of 1, According to the score (2), Not Appropriate (TS) score of 3 and Very Not Appropriate (STS) score of 4 (Sugiyono, 2018). Data obtained from the questionnaire were analyzed using multiple linear regression statistical techniques with the help of the SPSS (Statistical Package for Social Science) application program (Ghozali, 2012).

RESULTS AND DISCUSSIONS

Overview of Respondents

The following is an explanation of the characteristics of the respondents in this study.

Table 1. Profile of respondents by gender

No	Gender	Amount	(%)
1	Man	7	11
2	Woman	58	89
	Total	65	100

Source: Results of data processing (2023)

Based on the output, it can be seen that the majority of respondents are female. This is understandable considering that PT Asia Bandar Alam is a retail company for skin care, body care, and perfume, where the majority of consumers are women.

Table 2. Profile of respondents by age

No	Respondent Age	Amount	(%)
1	20 – 30 Years	56	86
2	31 – 41 Years	9	14
	Total	65	100

Source: Results of data processing (2023)

From the information above it is known that most of the respondents involved in this study were of productive age.

Table 3. Profile of respondents based on marital status

No	Respondent Status	Amount	(%)
1	Single	52	80
2	Married	11	17
3	Divorced	2	3
	Total	65	100

Source: Results of data processing (2023)

Validity test

Validity is the ability of an instrument to measure what it is supposed to measure. Based on the results of the validity test, it was found that all statement items on the scale of organizational commitment, person organizational fit and turnover intention were valid.

Table 4. Validity test

Variable	Corrected Items
Organizational Commitment	0.371 – 0.536
Person Organizational Fit	0.482 – 0.673
Turnover Intention	0.458 – 0.619

Source: Processed data (2022)

Based on the output, it can be concluded that all items on the organizational commitment scale are valid, and items have item differentiability values that range from 0.371 to 0.536. As for salesperson Organizational Fit, The result shows that all items are valid, with the differential power of items moving from 0.482 to 0.673. For the Turnover Intention variable, it can be concluded that all items are valid. Items have different power values that move from 0.458 to 0.619.

Reliability Test

The reliability test is used to test the constancy of a research instrument. A reliable questionnaire, marked by the consistency of the results, even if taken several times, will still give the same results.

Table 5. Reliability test

Variable	Cronbach's α
Organizational Commitment	0.796
Person Organizational Fit	0.835
Turnover Intention	0.827

Source: Processed data (2022)

Calculation of the reliability of the measuring instrument produces a reliability coefficient of more than 0.6 so it can be concluded that the three instruments are reliable as measuring tools.

Classic Assumption

Normality test

The normality test is used to see the extent to which the research data is close to normal and has a normal distribution if the Kolmogorov-Smirnov Z value obtained is more than 0.05. Meanwhile, if the value obtained is lower than 0.05, the data distribution is said to be abnormal. The Kolmogorov-Smirnov test results obtained a result of 0.653, so it can be concluded that the data is normally distributed. Thus the normality assumptions or requirements in the regression have been fulfilled and can be used for decision-making.

Multicollinearity Test

The multicollinearity test results show the tolerance value of the organizational commitment variable of 0.758 and Person Organizational Fit of 0.839, or it can be said that the Tolerance value of each independent variable is > 0.10 . Whereas the VIF value for the organizational commitment variable is 1.325 while the Person Organizational Fit variable is 1.447, it can be concluded that the VIF value obtained is < 10 . This means that the regression equation model is free from multicollinearity cases, thereby emphasizing the feasibility of running the regression model.

Heteroscedasticity Test

Heteroscedasticity testing used the Glejser Test and obtained a significance value for each independent variable: the organizational commitment variable is 0.326, and the Person Organizational Fit variable is 0.313. These results indicate that the test model is free from heteroscedasticity. This can be seen from the significance value greater than $\alpha 5\%$.

Hypothesis testing

Coefficient of Determination (R²)

Based on the output, the R Square (R²) value was 0.671, meaning that the percentage influence of organizational commitment and Person Organizational Fit was 67.1%. In comparison, the remaining 32.9% was influenced by other variables not included in this study.

Simultaneous Significance Test (F Statistical Test)

The results of the F test obtained a value of 42,583 with a significance value of 0.002 < 0.05 . It can be concluded that organizational commitment and Person Organizational Fit simultaneously affect employee turnover intentions. It is suggested that employees increase their commitment to the company by developing a sense of belonging to it to increase employee motivation and impact employee performance. Improving employee performance can affect company turnover, a good relationship with customers, a positive image of the company in the public eye and customer loyalty. It also influences company performance. It is hoped that Managers or Supervisors can pay more attention to or support their subordinates by always motivating them to keep working hard and positive thinking to increase sales targets even during post-pandemic recovery conditions. If there are complaints or problems about work, they can be discussed with superiors or co-workers both in daily activities and during meetings or morning briefings. In addition, there should be a solid teamwork attitude to increase sales turnover.

Individual Parameter Test (t-test)

The purpose of the t-test is to find out whether partially the independent variable has a significant effect on the dependent variable. This test was conducted to examine further which independent variables significantly affect employee turnover intentions.

Hypothesis 1: Effect of organizational commitment on turnover intention

The organizational commitment variable has a t value of -3.349 with a significance value of 0.001 < 0.05 , so it can be concluded that it has a negative and significant influence on turnover

intention. Thus H1 "Organizational Commitment Has a Negative and Significant Influence on Turnover Intentions" Accepted.

An employee with low organizational commitment has a high turnover intention. Low organizational commitment can be caused by companies that do not accommodate the wishes or needs of employees so that employees do not want to continue their work contracts even though the consequence is having to pay a fine. Companies are expected to pay attention to compensation management schemes that are fair, transparent and objective following employee performance. In addition, the importance of transparency regarding employee career development so that employees always feel motivated to improve their performance and always have a sense of loyalty to the company because it has facilitated the needs or desires of employees.

Low organizational commitment can also occur when employees need a strong attachment to the job and company. Low levels of employees are also one of the causes of low organizational commitment. Companies need to hold training, workshops or other activities to support employees' work, both hard skills and soft skills. Thus employees feel cared for by the company, improving their skills, competence or performance to increase organizational commitment workshops or other activities to support the work of employees, both hard skills and soft skills. Thus employees feel cared for by the company, improving their skills, competence or performance to increase organizational commitment workshops or other activities to support the work of employees, both hard skills and soft skills. Thus employees feel cared for by the company, improving the skills, competence or performance of employees to increase organizational commitment.

Hypothesis 2: Effect of Person Organizational Fit on Turnover Intentions

Based on the output, the t value obtained for the variable Person Organizational Fit is -3.763 with a significance value of $0.002 < 0.05$. This shows that Person's Organizational Fit negatively and significantly affects Turnover Intentions. Thus H2 "Person Organizational Fit Has a Negative and Significant Influence on Turnover Intentions" Accepted.

When there is an increase in the fit between employees and the organization, it will reduce the level of desire of employees to leave the company. Person Organization Fit can be associated with an individual's personality, goals and values. In this case, the suitability between individual and organizational values depends on how the organization can meet the needs of employees. The greater the level of Person Organization Fit, the greater the impact on the results desired by the company, including employee performance, work motivation, and loyalty, thereby reducing employee turnover intentions. As long as the employee and the company can maintain compatibility, similarity or interest, the employee will stay in the company. If the company or employees at one time do not have a match with the company, then the employee will leave the company involuntarily or voluntarily.

Employees who want to stay with the company must have a philosophy of values and preferences similar to or close to the company. Fewer conflicts related to values and more similarity or suitability in preferences and goals will result in lower turnover intentions. One way that PT Asia Bandar Alam does to increase the compatibility of company values with employees is through a program of activities such as outbound, briefing, eating together, celebrating company birthdays and other ceremonial events to increase work motivation, teamwork.

Multiple Linear Regression Analysis

The linear equation between organizational commitment and Person's Organizational Fit to turnover intention is as follows:

$$Y = 10.116 - 0.374 X_1 - 0.368 X_2 \quad (1)$$

The constant α of 10,116 is positive, which means that if organizational commitment and person organizational fit are considered constant or have a fixed value, then the average employee turnover intention is 10,116. This figure indicates high employee turnover intentions. For this reason,

companies need to know what factors influence turnover intentions as material for evaluating or restructuring management policies.

The regression coefficient of the organizational commitment variable (b1) is -0.374, stating that if organizational commitment decreases by one unit and the person organizational fit variable is constant, employee turnover intention will increase by 0.374 points. The negative relationship indicates that the lower the organizational commitment, the higher the turnover intention, and vice versa.

The regression coefficient of the person organizational fit variable (b2) is -0.368. It can be assumed that for every decrease in Person Organizational Fit by one unit value, the turnover intention will increase by 0.368 points, assuming the other independent variables, namely organizational commitment, are constant or fixed. The results of these tests show a negative and significant relationship. An increase in the suitability of employees and the organization will reduce the level of employee desire to leave the organization, and vice versa.

CONCLUSION

Based on the study results, organizational commitment negatively and significantly affects employee turnover intention. It means that the lower the employee's organizational commitment, the higher the employee turnover intention. Conversely, the higher the organizational commitment, the lower the employee turnover intention. It is proven that a person's organizational fit has a negative and significant effect on turnover intention. It means the lower person the organizational fit owned by employees, the higher the turnover intention, and vice versa. This research has practical implications; management is expected to support subordinates in technical and non-technical matters by creating an open communication climate where employees can proactively discuss and share work or other matters that affect target promotions. Management companies are also expected to be able to accommodate the needs of financial and non-financial employees, including paying attention to a fair and transparent installer and promotion structure and the need for efforts to improve competency and welfare, which have an impact on employee performance. Employees are advised to further increase their commitment to the company by developing awareness of a sense of belonging to the company, along with responsibility and work ethic, and internalizing it into work attitudes so that it will improve employee performance. Improving employee performance will undoubtedly affect the sensitivity or other facilities that will be received by the employee concerned. Further research is expected to use a sample of several companies in one industry so that the research results can be more generalizable because the conclusions of this study are limited to one company.

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