JOB SATISFACTION AND TURNOVER INTENTION : THE MEDIATING EFFECT OF AFFECTIVE COMMITMENT

Galih Kartika & Debora E. Purba\*

Department of Psychology, University of Indonesia, Kampus Baru UI Depok, West Java, Depok 16424, Indonesia

Corresponding author: [eflina@ui.ac.id](mailto:galih.kartika@ui.ac.id)

Abstract

This study aims to investigate the mediating effect of affective commitment on the relationship between job satisfaction and turnover intention in international school teachers. Data were collected through questionnaire from 80 teachers in an international school in Jakarta, Indonesia, which indicated that affective commitment fully mediated the relationship between job satisfaction and turnover intention. Theoretical and practical implications were discussed.

*Keywords : Job satisfaction, affective commitment, turnover intention, international school teacher.*

**Introduction**

International school is an urban phenomenon in non-Western countries as a response to globalization. In the beginning, international schools were intended for foreigners and diplomats to ensure their children to get Western education. Nowadays, international schools also serve local wealthy families who want their children to have international education and continue their study abroad. Teachers are the most important employees that determine the quality of education at any school. Teachers’ competencies of international schools are particularly different from teachers of local schools in terms of educational curricula and intercultural competencies, so it is critical to retain teachers in international schools.

Teachers’ turnover negatively impacts international schools because of high replacement costs such as training costs of new employees, the loss of productivity until the new teachers reach the same level of productivity as teachers who left, and the loss of knowledge carried by teachers who left the school (Cascio, 2005; McKinney, Bartlett, & Mulvaney, 2007; Mobley, 2010).

Before leaving the organization, employees first have an intention to leave (Milovanovic, 2017). Turnover intention is an individual’s desire to leave the organization, comprises of thoughts of quitting, intention to search for another job, and intention to quit (Mowday, 1982). Previous literature has found turnover intentions to be a strong predictor of actual turnover (Jeswani & Dave, 2012). Bester argued that the turnover intention is the employee's last step in the decision-making process before the employee actually leaves the organization (Bester, 2012). Employees will show behavioral symptoms that show tendency to turnover, among others are trying to find alternative jobs, easily complaining, feeling unhappy, giving negative statements, are always absent, late and are unconcerned with the organization where they work (Azeez, Jayeoba, & Adeoye, 2016).

Previous research have categorized factors of turnover into two: internal as well as external factors. Internal factors include demographic characteristic (age, education, gender, marital status, income, working period), and personality (Alshammari, Qaied, Mawali, & Matalqa, 2016). External factors include the quality of work life, job attitudes, person organization fit, perceived organizational support, conflict and ambiguity of role, job insecurity, and self development (Alshammari et al., 2016; Azez et al., 2016; Guolaugsdottir, 2016; Mehmood, Ahmad, Irum, & Ashfaq, 2016; Reio & Segredo, 2013; Robbins & Timothy, 2015; Zito et al., 2018). This study is focused on job attitudes, namely job satisfaction and affective commitment, as predictor variables.

Job satisfaction is defined as the general expression of workers positive attitudes built up towards the jobs (Luthan, 2008). Based on turnover survey of international school teachers in USA, 62% of the teachers move to other international schools because of their low levels of job satisfaction (Odland & Ruzicka, 2009). Employees with higher job satisfaction will be happy with their work and are satisfied with their job which impacts the low levels of turnover intention (Amri, Marzuki, & Riyanto, 2017; Putra & Wibawa, 2015; Sutanto & Gunawan, 2013; Takase, Teraoka, & Kousuke, 2015; Waspodo, Handayani & Paramita, 2013; Youcef, Ahmed, & Ahmed, 2016; Firdaus, 2017).

However, results from previous research showed that job satisfaction had small correlation coefficients with turnover intention (*r* = 0.154 – 0.286) (Azeez et al., 2016; Kusumaningrum & Harsanti, 2015; Mathiu & Babiak, 2016; Riadi, 2016; Setiyanto & Hidayati, 2017; Yuda & Ardana; 2017). The above studies indicate that there is an underlying mechanism between job satisfaction and turnover intention. Indeed, previous studies showed that mediators were found between job satisfaction and turnover intention, among others are job stress, motivation, job involvement, perceived organizational support, organizational citizenship behavior, organizational justice and organizational commitment (Alshammari et al., 2016; Candra & Riana, 2017; Emerson, 2013; Saif-ud-Din, Ishfaq, & Adeel, 2016). Candra and Riana (2017) found that organizational commitment partially mediate the relationship between job satisfaction and turnover intention. In this study, we only use one of the components of organizational commitment, namely affective commitment, because affective commitment was found to have the strongest relation to turnover intention compared to normative and continuance commitments (Azez et al., 2016; Kalber & Cenker, 2007; Mehmood et al, 2016; Valéau, 2013; Yustina & Putri, 2017). For that reason, we argue that affective commitment mediates the relationship between job satisfaction and turnover intention. Affective commitment is an emotional attachment between the employee and the organization characterized by the employee’s identification with organizational values ​​and goals and involvement with the organization, which lead him or her to stay in the organization (Allen & Meyer, 2007). Thus, this study contributes to the literature by showing the specific mediating effect of affective commitment rather than the total score of organizational commitment.

We employ the theory of organizational identification (Ashforth & Mael, 2004) to explain the mediating effect of affective commitment. Organizational identification is the degree to which the company and the people in the organization share the same values, goals, desires, and aims. As employees share the values of the organization, they start working more like one big team. At this stage, employees identify with the aspects of the organization, and have more pride about the job they do and the organization they work for, thus leads to positive attachment with the organization (Ashforth & Mael, 2004). Based on the organizational identification theory, we argue that employees who are satisfied with aspects of their job, namely the work itself, pay, supervision, promotion, and co worker, will voluntarily identify themselves as part of the organization by adjusting to the values, vision, mission and goals of the organization (Ashforth & Mael, 2004; Haslam, 2004; Kovjavanic, Schuh, Jonas, Van Quaquebeke, & Van Dick, 2012). This identification thus leads to the intention to stay longer in the organization. Hence, they will have low turnover intention (Blader & Tyler, 2009; Kovjavanic et al, 2012). Based on the above argumentation, we hypothesize that: “*affective commitment will mediate the relationship between job satisfaction and turnover intention.*”

**Research Method**

**Participants and procedure**

We employed cross-sectional design with survei method to collect the data. The participants of this study are all 80 Indonesian-citizen teachers of an international school located in East Jakarta. Demographic details such as age, gender, education level, tenure and department were gathered to provide an understanding of the background information of the respondents participating in the study. The questionnaires were distributed by the Human Resources department to all school departments and completed within a time period of two days. All participants completed the questionnaires on a voluntary basis. Confidentiality of the survey was guaranteed to all respondents. The survey was anonymous and the results would only be used for research purposes.

**Measures**

*Turnover intention*

We used the six-item turnover intention scale developed by Mobley, Horner and Hollingsworth (1978) and modified by Lee, Hung and Chen (2012). The scale was adapted to Indonesian language by Rahmi Khalida (2014). A Likert-type scale with 5-point response ranging from Strongly Disagree (1) to Strongly Agree (5) was used. An example item is, ‘I am actively looking for another job.’ Coefficient *alpha* of the turnover intention was 0.86 with internal consistency coefficients ranging between 0.621-0.769; and range of mean’s score from 2.889 – 3.141.

*Job Satisfaction*

The 10-item Job Descriptive Index scale developed by Smith (1969) and revised in 2008 was used to measure five aspects of the job, namely the work it self, pay, supervision, promotion, and coworkers. This scale was adapted by Tonia (2012) to fit Indonesian culture. Items were rated on a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). An example item is, ‘The supervision has a very favorable influence to my attitude toward my job”. Coefficient *alpha* was 0.750 and the internal consistency coefficients ranging from 0.364-0.666; and range of mean’s score from 2.212 – 3.798.

*Affective commitment*

The 6-item *Affective* *Commitment Organization**Questionaire (ACQ)* developed by Meyer and Allen (2004) and adapted by Vicky Fitraza Kosmaya (Kosmaya, 2012) to fit Indonesian culture was used to measure affective commitment. Items were rated on a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). An example item from ACQ is, ‘I would be very happy to spend the rest of my career with this organization’. Coefficient *alpha* of the affective commitment scale was 0.753 and the internal consistency coefficients ranging from 0.476-0.647; and range of mean’s score from 2.434 – 2.919.

**Statistical Analysis**

The collected data was analyzed using the correlation and regression analysis. The SPSS v.23 was used to compute the correlation of the variables and result presented in table 2. Hayes’ PROCESS macro on SPSS v.23 was used to compute the mediation affect of affective commitment and result presented in table 3. Mediation effect model was tested using 5000 boostrap sample method with bias-corrected confidence were estimated (Hayes, 2012).

In this study, we controlled for gender, age, tenure and age level, since the variables have correlations. In previous study found that gender has correlation with turnover intention, Older employees (over 35 years of age) will prefer to stay in the organization than younger employees. (Teclaw, Osafuke, Fishman, Moore, & Dyrenforth, 2014); and employees with higher levels of education tend to have higher turnover intenion (Stanley, Vandenberghe, Vandenberg, & Bentein, 2013); and the most significant factor affecting of turnover intention is the relationship between male employees and female supervisors (Grissom, Nicholson & Keiser, 2012). Therefore, turnover intentin are more common in employees with shorter of working periode (Bothma & Roodt, 2013). Interactions with age differences, lack of initial socialization are the circumstances that allow of turnover intention within the organization (Bothma & Roodt, 2013).

**Result**

Table 1: Demographic characteristics of study participants

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Aspect | Varian | N |  | % |
| Gender | Male | 29 |  | 36.00% |
| Female | 51 |  | 64.00% |
| Age | 24-30 tahun | 27 |  | 34.00% |
| 31-44 tahun | 40 |  | 50.00% |
| 45-65 tahun | 13 |  | 16.00% |
| Tenure | 0 – 2 | 12 |  | 15.00% |
| 2 – 10 | 46 |  | 58.00% |
| ≥ 10 | 22 |  | 28.00% |
| Educational Level | S1 | 64 |  | 80.00% |
| S2 | 16 |  | 20.00% |
|  |  |  |  |

Table 1 presents the demographic characteristics of study participants (age, gender, educational level, and tenure), the majority of the respondents were 31-44 years old (*establishment stage*) (Morrow & McElroy, 2010; Pettit, Donohue, & Cieri, 2004), female (64%), bachelor degree holders (80%), and those who are relatively 2-10 working periode (58%).

The results of correlations of affective commitment on the relationship between job satisfaction and turnover intention variables are presented in Table 2.

Table 2: Result of correlations among study variables

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Variabel | M | SD | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|  |  |  |  |  |  |  |  |  |  |  |
| 1 | Age | 35, 96 | 8, 31 | - |
| 2 | Gender | 1, 64 | 0, 48 | -.044 | - |  |  |  |  |  |
| 3 | Educational Level | 3, 57 | 1, 21 | .230\* | .041 | - |  |  |  |  |
| 4 | Tenure | 6, 18 | 4, 87 | .309\*\* | .119 | .035 | - |  |  |  |
| 5 | **Predictor Variable** |  |  |  |  |  |  |  |  |  |
| Job Satisfaction | 2,67 | 0, 90 | -.086 | .168 | -.328\*\* | .285\*\* | - |  |  |
| 6 | **Mediator Variable** |  |  |  |  |  |  |  |  |  |
| Affective Commitment | 3,07 | 0, 66 | -.145 | .158 | -.331\*\* | .203\* | .638\*\* | - |  |
| 7 | **Outcome Variable** |  |  |  |  |  |  |  |  |  |
| Turnover intention | 3,08 | 0,92 | -.121 | -.049 | .224\*\* | -.370\*\* | -.429\*\* | -.495\*\* | - |

N=80. \*\**p<0.01,* \**p<0.05*

Note : Age and tenure were measured in years. Gender was dummy-coded (1 = male, 2 = female). Educational level was dummy-coded (1 = bachelor, 2 = post grad).

Table 2 presents the means, standard deviations and correlations between demographic variables (age, gender, educational level, and tenure), predictor variable, mediator variable and outcome variable. Results show that educational level is correlated negatively with job satisfaction and affective commitment (*r* = -.328, *p<0.001; r* = -.331, *p<0,001,* respectively) and positively correlated with turnover intention (*r* = .224, *p<0.001*). Tenure is correlated positively with job satisfaction and affective commitment (*r = -0.285, p< 0.001*; *r* = .203, *p=.003,* respectively), and correlated negatively with turnover intention (*r* = -.370, *p<0.001*).

The results of mediation effect of affective commitment on the relationship between job satisfaction and turnover intention variables are presented in Table 3.

Table 3: Mediation effect of affective commitment

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  | Outcome | |  |  |  |
|  |  | M (Affective Commitment ) | | |  | Y (Turnover Intention) | | |
| Antecedent | | Coeff | SE | P |  | Coeff | SE | P |
|  |  |  |  |  |  |  |  |  |
| Control variables | |  |  |  |  |  |  |  |
| Educational Level | | -.083 | .044 | .064 |  | .055 | .064 | .394 |
| Tenure |  | .0241 | .0106 | .025 |  | -.0408 | .0154 | .009 |
|  |  |  |  |  |  |  |  |  |
| Job Satisfaction | a | .404 | .061 | .000 | c | -.305 | .088 | .001 |
| Affective Commitment | | - | - | - | c´ | -.154 | .104 | .143 |
| Constant | i₁ | 21.385 | .262 | .000 | b | -.376 | .145 | .001 |
|  |  |  |  |  | i₂ | 40.919 | .381 | .000 |
|  |  |  |  |  |  |  |  |  |
|  |  | R² = 0,4527 | | |  | R² = 0,3209 | | |
|  | F (3, 95) = 26,1914, P = 0.0000 | | | | F (4, 94) = 11,1047, P = 0.000 | | | |
|  | | | |  |  |  |  |  |

Note. c = *total effect.* c' = *direct effect;* i₁ =  *Constant X to M;* i₁ = *Constant X to M and Y; a = effect X to M, b = effect M to Y*

*Indirect effect* = -.152, *Boot SE =* .070, *95% CI* [-0.299, -.025]

Our hypothesis stated that the relationship between job satisfaction and turnover intention would be mediated by affective commitment. Results as shown in Table 2 showed that the indirect effect of job satisfaction on turnoverr intention via affective commitment was significant (*indirect effect =* = -.152, *SE =* .070, *95% CI* [-.299, -.025). Therefore, our hypothesis was supported by our data. Moreover, we found that affective commitment fully mediated the relationship between job satisfaction and turnover intention, as the direct effect between job satisfaction and turnover intention became nonsignificant (*direct effect* = -.154, *SE* = .104*, 95% CI* [-.359, .053]).

**Discussion**

This study aims to investigate the mediating effect of affective commitment on the relationship between job satisfaction and turnover intention in international teachers in Jakarta. Our findings showed that affective commitment fully mediated the relationship between job satisfaction and turnover intention.

Our study contributes to the literature by revealing the contribution of affective commitment as an underlying mechanism in job satisfaction-turnover relationship. Both job satisfaction and affective commitment were found to be consistent predictors of turnover variables (Griffeth, Hom, & Gaertner, 2000; Perryer, Leighton, Firns and Travaglione, 2010), but to our knowledge, this is the first study in Indonesia to investigate the relative contribution of affective commitment over job satisfaction on turnover intention. Previous studies employed social exchange theory to explain the relationship between job attitudes and turnover intention, in which employees who are satisfied with their job will reciprocate the positive feelings by staying in the organization. This type of relationship may last longer only when employees are satisfied with one or more aspects of their job. However, our findings showed that satisfaction with the job may lead to identification with the organization, in which employees feel that they belong to the organization, thus lead to their intention to stay in the organization. This type of relationship is not easy to break even if employees are not satisfied with one or more aspects of their job.

We found affective commitment to fully mediate the relationship between job satisfaction and turnover intention. This is in contrast with previous findings from Hidayat (2018). He found that organizational commitment partially mediate the relationship between job satisfaction and turnover intention.

*Limitations and future research direction*

There are some limitations of this study that need to be mentioned. First, this study used specific samples of one school. Thus, the findings may not be generalizable to other populations. Future research are suggested to replicate the study to other populations to confirm the predictive validity of the study variables. Second, we employed cross-sectional design that limited our ability to confirm the causal relationships between variables. Future research is suggested to use longitudinal studies or experimental studies to establish causal relationship between study variables. Third, we used self-reported measures to measure all study variables that raised the possibilities of the common method bias and social desirability bias (Podsakof, MacKenzie, Lee & Podsakoff, 2003). In this study, several precautions were taken to minimize common method bias by ensuring the participants that our research was voluntary, anonymous, and confidential. To minimize social desirability issue, we ensured them that there were no correct or incorrect answers for the given items in the survey. However, future research is suggested to use others-rating or objective data to minimize the biases.

***Practical Implications***

The findings of this study suggested that it is imperative for the organization who wants to retain their employee to give more attentions to job aspects such as the work it self, pay, work group, supervision, promotion. Employees’ satisfaction with these aspects increases the identification with the organization, and in turn decreases their turnover intention. HR initiatives to increase job satisfaction include increasing supervisor support both on-the-job and off-the job, increasing employees competence, in this case teachers, by sending them to conferences, workshops and any other forms or learning and training, providing clear career path for employees as most of the respondents were discouraged by the lack of progression/promotion opportunities ((Lee & Eliette, 2011; Rhodes & Togood, 2016). Other HR initiatives related to rewards are reward for performance and employee recognition for the best teacher of the month.

*Conclussion*

The purpose of this study was to investigate the mediating effect of job satisfaction and relationship between affective commitment and turnover among international school teachers. This study indicated that there was a significant relationship of affective commitment, job satisfaction and turnover intention among international school teachers. The mediation effect model indicated that job satisfaction fully mediates the relationship between affective commitment and turnover intention. We assume, less affective commitment and also less job satisfaction drive people to think about quitting their job. Findings of the study suggested that support of principal was dominantly affecting the turnover intention of the international school teachers.

This study is subject to limitation in terms of sample size and unit of analysis (only one company); thus, the findings should not be generalized in comparison with other international school teachers. Studies of similar nature using bigger number of respondents in all international school located at Jakarta may provide further insight into how to manage and perhaps reduce turnover intention in the international school context.

**References**

Alshammari, Marwan, Ahmad., Al Qaied, Bader, Ayed., Al-Mawali, Hamzah., & Matalqa, Mohammad. (2016). What Drives Employee’s Involvement and Turnover Intentions: Empirical Investigation of Factors Influencing Employee Involvement and Turnover Intentions?. *International Review of Management and Marketing,* 6, 298-306. Allen, Natalie. J., and Meyer, John. P. (2007). The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization. J*ournal of Occupational Psychology*, 63, 1-18. doi: https://doi.org/ 10.1111/j.2044-8325.1990.tb00506.x.

Amri, U., Marzuki, A., & Riyanto, S. (2017). Pengaruh Kepuasan Kerja, Stres Kerja, dan Komitmen Organisasi terhadap Turnover Intention pada Head Office PT. Thamrin Brothers Palembang (The effect of Job Satisfaction, Job Stress and Organizational Commitment on Turnover Intention at Head Office PT. Thamrin Brothers Palembang). *E Jurnal of Management University of Udayana*, 6, 5319-5347. ISSN: 2302-8912.

Anari, Nahid Naderi. (2012). Teachers: Emotional Intelligence, Job Satisfaction, And Organizational Commitment, 24, 256–269. doi: https://doi.org/10.1108/13665621211223379.

Ashford, B.E., & Mael, F. (2004). Social Identity Theory and the Organization. Organizational Identity: A Reader (Oxford Management Reader). 1st edition. New York: Oxford University Press. ISBN-13: 978-0199269471.

Aydogdu, Sinem & Asikgil, Baris. (2011). An Empirical Study of the Relationship Among Job Satisfaction, Organizational Commitment and Turnover intention. International Review of Management and Marketing, l, 43-53. ISSN: 2146-4405.

Azeez, Rasheed Olawale., Jayeoba, olusoIlesanmi., & Adeoye, Abayomi Olarewaju. (2016). Job Satisfaction, Turnover Intention and Organizational Commitment. *Journal of Management Research,* 8, 102- 114*.* doi: https://doi.org/10.1108/SAJBS-05-2016-0046.

Bester, F. (2012). A Model Of Work Identity In Multicultural Work Settings*.* *Unpublished DPhil thesis* : University of Johannesburg.

Blader, S. L., & Tyler, T. R. (2009). Testing And Extending The Group Engagement Model: Linkages Between Social Identity, Procedural Justice, Economic Outcomes, And Extrarole Behavior. *Journal of Applied Psychology*, 94, 445-464. doi: 10.1037/a0013935.

Bothma, C. F., & Roodt, G. (2013). The Validation of the Turnover Intention Scale. *Journal of Human Resource Management*, 11, 1-12. doi: 10.4102/sajhrm.v11i1.507.

Candra, P.D. Kartika & Riana, G, I. (2017). Peran Komitmen Organisasional Memediasi Pengaruh Kepuasan Kerja Terhadap *Turnover Intention* (the role of organizational commitment mediate the effect of job satisfaction on turnover intention). E Jornal of Management University of Udayana, 6, 5287-5318. ISSN : 2302-8912.

Cascio, W. F. (2005). Human Resource Management. Boston: Kent Publishing Company. doi: <https://doi.org/10.1002/hrm.20058>.

Chordhiya, R., Sabharwal, M., & Goodman, D. (2017). Affective Organizational Commitment and Job Satisfaction : A Cross-National Comparative Study. Journal of *Public Administration,* 95,178-195. doi: https://doi.org/10.1111/padm.12306.

Emerson, D. (2013). Organizational Culture, Job Satisfaction and Turnover Intentions: The Mediating Role of Perceived Organizational Support. . *Dissertations Publishing*: Virginia Commonwealth University.

Gautam, T., Dick, R. V., & Wagner, U. (2004). Organizational Identification and Organizational Commitment: Distinct Aspects of Two Related Concepts. *Journal of Social Psychology,* 7, 301-315. doi: https://doi.org/10.1111/j.1467-839X.2004.00150.

Guolaugsdottir, A. L. (2016). Turnover Intention : What Influences Turnover among Employees in Healthcare. *Thesis Department of Psychology:* School Of Business.

Griffeth, Rodger., Hom, Peter W., & Gaertner, Stefan. (2000). A Meta-Analysis of Antecedents and Correlates of Employee Turnover: Update, Moderator Tests, and Research Implications for the Next Millennium. [*Journal of Management*](https://www.researchgate.net/journal/0149-2063_Journal_of_Management), 26, 463-488. [doi: 10.1016/S0149-2063(00)00043-X](http://dx.doi.org/10.1016/S0149-2063(00)00043-X).

Grissom, J. A., Nicholson-Crotty, J., & Keiser, L. (2012). Does My Boss's Gender Matter Explaining Job Satisfaction And Employee Turnover In The Public Sector. *Journal of Public Administration Research & Theory*, 22, 649 - 673. doi:10.1093/jopart/mus004.

Haslam, Alexander S. (2004). Psychology in Organizations: The Social Identity Approach (2nd edition). London: Sage Publications Ltd. doi: 10.4135/9781446278819.

Hayes L.J., O’Brien-Pallas L., Duffield C., Shamian J., Buchan J., Hughes F., Laschinger H.K., & North N. (2012). Nurse Turnover: A Literature Review – An Update. *International Journal of Nursing Studies*, 49, 887– 905. doi: 10.1016/j.ijnurstu.2011.10.001.

Hidayat, A. S. (2018). Pengaruh Kepuasan Kerja terhadap Komitmen Organisasi dan Turnover Intention (Influence of Job Satisfaction and Organizational Commitment on Turnover Intention). *Jurnal of Management and Pemasaran Jasa,* 11, 51-66. doi: http://dx.doi.org/10.25105/jmpj.v10i1.2516.

Iftikhar, M., Shahid, M. U., Shahab, M. H., Mobeen, M., & Qureshi, M. I. (2016). Exploring the Relationship among Organizational Citizenship Behavior, Psychological Empowerment and Turnover Intensions with the Mediating Role of Affective Commitment. *International Review of Management and Marketing*, 6, 296-304. ISSN : 1949-4912.

Jeswani, S. & S. Dave. (2012). Impact of Individual Personality on Turnover Intention : A Study on Faculty Members. *Management and Labour Studies*, 37, 253–265. doi: <http://dx.doi.org/10.1177/0258042x13484837>.

Kalbers, L. P., & Cenker, W. J. (2007). Organizational Commitment and Auditors In Public Accounting. *Managerial Auditing Journal,* 22*,* 354-375. ISSN: 2454-1362.

Khalida, R. (2014). Pengaruh Person-Organization Fit terhadap Turnover Intention dengan Kepuasan Kerja sebagai Variabel Mediasi (Studi Pada Karyawan Tetap Kantor Pusat PT Bank Syariah). The Effect of Person-Organization Fit on Turnover Intention with the Mediating Role of Job Satisfaction (A Study on Permanent Employees at PT Bank Syariah Mandiri Head Office). *Thesis* : Universitas Indonesia.

Kosmaya, V. F. (2012). Intervensi Pelatihan dan Pendampingan Coaching untuk meningkatkan *Perceived Organizational Support* dan Komitmen Organisasi Karyawan di PT XYZ (Intervention of Coaching Training and Supervisory for Improving Perceived Organizational Support and Organizational Commitment of XYZ's employee)*.* *Thesis*: Universitas Indonesia.

Kovjanic, S., Schuh, S. C., Jonas, K., Van Quaquebeke, N., & Van Dick, R. (2012). How do Transformational Leaders Foster Positive Employee Outcomes? A Self‐Determination‐Based Analysis of Employees' Needs as Mediating Links. Journal Of Organizational Behavior, 33, 1031-1052. doi: [http://dx.doi.org/10.1002/job.1771](http://psycnet.apa.org/doi/10.1002/job.1771).

Kusumaningrum, Dini & Harsanti, Intaglia. (2015). Kontribusi Kepuasan Kerja terhadap Intensi Turnover pada Perawat Instalasi Rawat Inap (Contribution of Job Satisfaction to Turnover Intention on Nurse Installation Inpatient). *Proceeding of PESAT (Psikologi, Ekonomi, Sastra, Arsitektur, Teknik Sipil.* Depok : Universitas Gunadarma. ISSN: 1858 - 2559.

Lee, C. D., & Eliette del Carmen Montiel. (2011). The Correlation of Mentoring and Job Satisfaction: A Pilot Study of Mental Health Professionals. *Community Mental Health J*, 47, 482–487. doi: 10.1007/s10597-010-9356-7.

Lee, X., Yang, B., & Lee, A. W. (2017). The Influence Factors of Job Satiscaftion and its Relationship with Turnover Intention: Taking Early - Career Employees As An Example. *Journal of Psychology*, 5, 697-707. ISSN: 2220-6140.

Lee, De-Chih., Hung, Li-Mei & Chen, Mei-Ling. (2012). Empirical Study on the Influence among Corporate Sponsorship, Organizational Commitment, Organizational Cohesiveness and Turnover Intention. *Journal of Management and Sustainability*, 2, 43-53. doi: <http://dx.doi.org/10.5539/jms.v2n2p43>.

Luthans, Fred. (2008). Organizational Behavior. 11th Edition.Singapore: Mc Graw Hill International Edition. ISBN: 978-007-125930-9.

Mathiu, C., & Babiak, P. (2016). Corporate Psychopathy and Abusive Supervision: Their Influence On Employees Job Satisfaction and Turnover Intentions. *Personality and Individual Differences,* 91, 102-108. ISSN: 0191-8869.

Mehmood, N., Ahmad, U. N., Irum, S., & Ashfaq, M. (2016). Job Satisfaction, Affective Commitment, and Turnover Intentions among Front Desk Staff: Evidence from Pakistan. *International Review of Management and Marketing*, 6, 305-309. ISSN: 2146-4405.

Milovanovic, Igor. (2017). Big-Five Personality Traits, Job Satisfaction, and Turnover Intention: A Heuristic Model for Hospital Nurses in Japan. *International Journal of Scientific & Engineering Research,* 8, 322-331. ISSN : 2229-5518.

Mobley, William, H. (2010). Employee Turnover : Causes, Consequences And Control. MA : Addison-Wesley Longman. ISBN: 0201046733.

Mobley, W. H., Horner, S. O., & Hollingsworth, A. T. (1978). An Evaluation of Precursors of Hospital Employee Turnover. Journal of Applied Psychology, 63, 408-414. doi: [http://dx.doi.org/10.1037/0021-9010.63.4.408](http://psycnet.apa.org/doi/10.1037/0021-9010.63.4.408).

Morrow, P., & McElroy, J. (2010). Work Commitment and Job Satisfaction Over Three Career Stages. *Journal of Vocational Behavior,* 30, 330-346. doi: [10.1016/0001-8791(87)90009-1](https://doi.org/10.1016/0001-8791%2887%2990009-1).

Mowday, R., Porter, L., & Steers, R. (1982). *Employee-organization Linkages : The Psychology of Commitment, Abseinteeism, and Turnover.* New York: Academic Press. ISBN: 0125093705 9780125093705.

Odland, G., & Ruzicka, M. (2009). An Investigation Into Teacher Turnover in International Schools. *Journal Of Research In International Education*, 8, 5-29. doi: 10.1177/1475240908100679.

Patrick, H., & J.Sonia. (2012). Job Satisfaction and Affective Commitment. *Journal of Organizational Behavior,* 11*,* 1-36. ISSN: 1732-1948.

# Perryer, Chris., Leighton, Catherine., Firns, Ian., & Travaglione, Antonio. (2010). Predicting Turnover Intentions: The Interactive Effects of Organizational Commitment and Perceived Organizational Support. *Management Research Review*, 33, 911-923. doi: 10.1108/01409171011070323.

Pettit, T., Donohue, R., & Cieri, H. D. (2004). Career Stage, Organizational Commitment, and Organizaational Citizenship Behavior. *Australian and New Zealand Academy of Management 17th Anuual Conference.*

Podsakoff, Philip M., Jeong-Yeon Lee., Scott B. MacKenzie., & Nathan P. Podsakoff. (2003). Common Method Biases in Behavioral Research: A Critical Review of the Literature and Recommended Remedies. *Journal of Applied Psychology*, 88, 879 –903. doi: 10.1037/0021-9010.88.5.879.

Putra, I. G. A. G. E. M., & Wibawa, 1 M A. (2015). Pengaruh Kepuasan Kerja terhadap Turnover Intention dengan Komitmen Organisasi sebagai Variabel Intervening pada PT Autobagus Rent Car Bali (The Effect between Job Satisfaction and Turnover Intention are Mediated by Organizational Commitment at PT. Autobagus Rent Car Bali). *E-Jurnal of Management University of Udayana*, 4, 1100–1118. ISSN : 2302-8912.

Reio, T. G., & Segredo, M. (2013). Turnover Intent Among Middle School Teachers. *Proceedings of the 12th Annual South Florida Education Research Conference*,181-188. Miami: Florida International University.

Rhodes, J. A., & Togood, S. (2016). Can Active Support Improve Job Satisfaction. *Tizard Learning Disability Review*, 21, 54-60. doi: 10.1108/TLDR-07-2015-0028

Rhoades, E & Armeli. (2001). Affective Commitment to the Organization: The Contribution of Perceived Organization Support. *Journal of Applied Psychology*. 86, 825-836. ISSN: 1923-4015.

Riadi, S. S. (2016). Dampak Kepuasan Kerja terhadap Turnover Intention dengan Job Performance sebagai Mediasi pada Pegawai pada Perusahaan Jasa di Samarinda (The Impact of Job Satisfaction on Turnover Intention with Job Performance as a Mediating Variable in Services Company, Samarinda). *Conference on Management and Behavioral Studies*, Universitas Tarumanegara, 5, 127-136. ISSN: 2541-3400.

Riketta, M. & Dick, R.V. (2005). “Foci of Attachment in Organizations: A Meta-

Analytic Comparison of the Strength and Correlates of Workgroup versus Organizational Identification and Commitment”. *Journal of Vocational Behavior*, 67, 490-510. ISSN: 0363-7425.

Ridlo, I. A. (2012). Turnover Karyawan “Kajian Literatur” (Employee Turnover "Literature Review"). Surabaya: PH Movement Publication. ISBN: 978-979-3775-57-9.

Robbins, S. P., & Judge, T. A. (2015). Organizational Behavior (16 th edition)*.* United State America: Pearson. ISBN*-*10*:* 0133507645.

Saif-ud-Din, Ishfaq, P. M., & Adeel, M. (2016). Investigating the Relationship of Organizational Citizenship Behavior with Job Satisfaction, Organizational Commitment and Turnover Intention: Evidence from the Banking Sector of Pakistan. *Global Journal of Management and Business Research: A Administration and Management, 16,* 15-25. ISSN: 2249-4588.

Setiyanto, A. I., & Hidayati, S. N. (2017). Pengaruh Kepuasan Kerja dan Komitmen Organisasi terhadap Turnover Intention (The Effect of Job Satisfaction on Organizational Commitment and Turnover Intention in the Marketing Department at PT. Toyamilindo). J*ournal of accounting, economic and Bussiness of management*, 5, 105–110. doi: http://dx.doi.org/10.25105/jmpj.v10i1.2516.

Stanley, L., Vandenberghe, C., Vandenberg, R., & Bentein, K. (2013). Commitment Profiles and Employee Turnover. *Journal of Vocational Behavior*, 82, 176-187. doi: 10.1016/j.jvb.2013.01.011.

Takase, M., Teraoka, S., & Kousuke, Y. (2015). Investigating the Adequacy of the Competence Turnover Intention Model: How Does Nursing Competence Affect Nurses’ Turnover Intention?. *Journal of Clinical Nursing*, 24, 805–816. doi: <https://doi.org/10.1111/jocn.1271>.

Teclaw, R., Osafuke, K., Fishman, J., Moore, S. C., & Dyrenforth, S. (2014). Employee Age And Tenure Within Organizations: Relationship To Workplace Satisfaction And Workplace Climate Perceptions. *The Health Care Manager*, 33, 4 - 19. doi: 10.1097/01.HCM.0000440616.31891.20.

Trimble, Douglas. E. (2006). Organizational Commitment, Job Satisfaction, and Turnover Intention of Missionaries. *Journal of Psychology and Theology* 34, 349-360. E- ISSN: 2328-1162.

Tonia, Ajeng Radini. (2012). Pengaruh Job Stress, Organizational Commitment dan Job Satisfaction terhadap Turnover Intention pada Departemen Policy Holder Services di PT Asuransi Jiwa X (Effect of Job Stress, Organizational Commitment, and Job Satisfaction to Turnover Intention in Department Policy Holder Services at PT Asuransi Jiwa X)*.* *Thesis* : Universitas Indonesia.

Stanley, L., Vandenberghe, C., Vandenberg, R., & Bentein, K. (2013). Commitment Profiles and Employee Turnover. *Journal of Vocational Behavior*, 82, 176-187. doi: 10.1016/j.jvb.2013.01.011.

Valéau, P. E. (2013). A Study of The Relationships Between Volunteers's Commitments to Organizations and Beneficiaries and Turnover Intentions. *Canadian Journal of Behavioural Science*, 45, 85-95. doi: 10.1037/a0027620. 85.

Van Dick, R., Wagner, U., Stellmacher J., Christ, O., & Tissington, P. A. (2005). To Be (Long) or Not To Be (Long): Social Identification in Organizational Contexts. *Genetic, Social, and General Psychology Monographs*, 131, 189 – 218. doi: 10.3200/MONO.131.3.189-218.

Waspodo, A. A., Handayani, N. C., & Paramita, W. (2013). Pengaruh Kepuasan Kerja dan Stres Kerja terhadap Turnover Intention pada Karyawan PT Unitex di Bogor (The Influence of Job Satisfaction and Job Stress Simultaneously on Employees Turnover Intention at PT. Unitex). *Jurnal of Research Managemen Science Indonesia*, 4, 97–115. doi: http://journal.unj.ac.id/unj/index.php/jrmsi/article/view/780.

Youcef, S., Ahmed, S. S., & Ahmed, B. (2016). The Impact of Job Satisfaction on Turnover Intention by the Existence of Organizational Commitment and Intent to Stay as Intermediates Variables Using Approach PLS in Sample Worker Department of Transport Saida. *Journal of Managemen*t, 6, 198– 202. doi : https://doi.org/10.5923/j.mm.20160606.03.

Yuda, I. B. D. P., & Ardana, I. K. (2017). Pengaruh Kepuasan Kerja dan Stres Kerja terhadap Turnover Intention pada Karyawan Hotel Holiday Inn Express (The Influence of Job Satisfaction and Job Stress on Turnover Intention at Holiday Inn Express Hotel Employees). *Journal of Management University of Udayana*, 6, 5319–5347. ISSN : 2302-8912.

Yustina, A. I., & Putri, F. P. (2017). Do Auditors Feel Stress? Examining Auditor Experience and Organizational Commitment . *International Journal of Economics Perspectives*, 11, 1486-1498. E-ISSN: 2321-5933.

Zito, Margaretha., Emanuel, Federica., Molino, Monica., Cortese, Claudia Geovanni., Ghislieri Chiara., Colombo, Lara. (2018). Turnover Intentions In A Call Center: The Role Of Emotional Dissonance, Job Resources, And Job Satisfaction. *International Jurnal Management Bussiness*. doi: <https://doi.org/10.1371/journal.pone.0192126>.