

Effect of Leadership Style, Workload and Job Insecurity on Turnover Intention

Sri Langgeng Ratnasari^a, Linayati Lestari^b, ^{a,b}Universitas Riau Kepulauan,
Email: ^{a*}sarisucahyo@yahoo.com

High employee turnover is one of the problems faced by the organization. Therefore organisations must find out the cause and find the best solution so that employee turnover is lower. This is because high employee turnover can cause a decrease in organizational performance. The purpose of this study was to determine the effect of workload and job security on turnover intention. This type of research is a quantitative descriptive study with data collection techniques using a questionnaire. The study population was 123 people with a sample of 55 employees. The sampling technique uses the Slovin formula. The results of hypothesis testing indicate that the Workload has a significant effect on turnover intention. Job Insecurity has a significant effect on turnover intention, Workload and Job Insecurity have a significant effect on Turnover Intention.

Key words: *Workload, Job Insecurity, Trunover Intention.*

Introduction

Jobs in the service industry feel the negative impact of overwork on the psychological and physical health of employees. Employees must meet organizational guidelines regarding the quantity of work that must be completed under time pressure, emotional demands related to their interactions with customers or clients, and the lack of decision making flexibility available to employees on daily tasks for a long time the employee wishes to resign because the workload is too large. According to Tarwaka (2015), that workload is something that arises from the interaction between the demands of tasks, the work environment which is used as a workplace, skills, behaviour and perception of workers.

Workloads can sometimes also be defined operationally on various factors such as job demands or efforts made for work. Employees in the organisation very often felt job insecurity or job insecurity. Moreover, when the facilities in the organisation are inadequate, resulting in employees, not comfortable working and will consider staying or not in the

organisation. According to Suciati et al. (2015), job insecurity is the powerlessness to maintain the desired sustainability in unsafe work conditions. Job insecurity is conceptualized as uncertainty and lack of control of the future continuity of employee work (Kekesi and Collins, 2014).

Employees experience increased insecurity (job insecurity) due to instability in their employment status and income levels that are increasingly unpredictable, as a result turnover intentions tend to increase, as well as age, length of work, also play an important role in turnover intention (Hanafiah, 2014).

Turnover intention can cost a lot. According to Waspodo et al. (2013), the high level of turnover intention has become a problem for many companies, where the perceived negative impact is the difficulty in getting quality and capability following the qualifications set by the company and requires time and the cost of recruiting new employees. Therefore, the organization needs to reduce it to acceptable levels. However, maintaining a turnover rate of zero is unrealistic and even undesirable.

Based on the results of research conducted by several researchers, this study will retest some of the factors that affect the desire to move employees. These factors are leadership style, workload and job insecurity. Every company must have experienced employee turnover intention and also experienced by PT. FIF GROUP (Federal International Finance) member of Astra Batam Branch. This company is a company engaged in the field of services, especially new motorcycle financing services HONDA, used motorcycles, used cars and financing on household appliances.

PT. FIF GROUP Batam Branch has 6 kiosks in Batam which have 123 permanent employees as of the beginning of 2018. The percentage (%) of employee turnover of PT. FIF Group member of astra Batam branch in 2015-2017 can be seen in Table 1.

Table 1: Employee Turnover Average Data of PT. FIF GROUP 2015-2017

Year	2015	2016	2017
Early employee	230	203	167
Final employee	198	163	123
Received	5	4	7
Resign	32	40	44

Source: HRD Section of PT. FIF GROUP Cab Batam, 2018

Table 1 can illustrate the recovery events that occurred at PT. FIF GROUP Batam Branch from 2015 to January 2017 which has increased every year. The amount of turnover in 2016 exceeded the amount of turnover in 2015, which amounted to 12.6%.

Although the annual turnover has not reached half or 50%, it is quite interesting to PT. Batam Branch FIF Group. This is because of PT. Batam Branch FIF Group is a credit company that has been trusted by the public in providing credit and is classified as good so that it is expected to be able to take a lower turnover in the future. Turnover at PT. Batam Branch FIF Group shows a great desire to change jobs. Increasing turnover rates indicate that employees of PT. Batam Branch FIF Group feels uneasy and even unsatisfied at work. Dissatisfaction at work also shows that employees feel disappointed at the company, so they show negative work behaviour such as: being late for work, not coming to work, delaying work, and even the decision to leave the company.

However, if employees feel satisfied with the work they do, then the work can provide benefits for the company and can achieve the targets set by the company. Employees feel that their workload is too high because they have to do work outside of their job description, coupled with a lack of attention from superiors on situations and conditions that slow down their work such as lack of attention to the condition of the equipment and work environment, causing a pile of work to do. Another problem that comes from employees in the section collection and office boy. Where the employees feel less agree with the attitude of superiors who rudely give orders and do not pay attention to the situations and conditions being experienced by employees. Based on these things, the researcher considers the problem quite interesting and will be researched in each department.

Research Objective

Based on the background and formulation of the problem, this study aims to:

1. To determine the effect of workload on the turnover intention at PT. FIF GROUP Batam Branch.
2. To determine the effect of job insecurity on the turnover intention at PT. FIF GROUP Batam Branch.
3. To determine the effect of workload and job security on the turnover intention at PT. FIF GROUP Batam Branch.

Methodology

This research uses a quantitative approach, with questionnaire data collection methods. The population of this study is all employees of PT. FIF GROUP Batam Branch totalling 123 people. Sampling is based on the Slovin formula is 55.15 rounded up to 55 samples using random sampling techniques.

Data Analysis Technique

Validity test

To obtain good data, the questionnaire used as an instrument for data collection must first be tested for its validity and reliability. A valid instrument means that the measuring instrument used to measure the data is valid. Valid means that the instrument can be used to measure what should be measured. Validity tests are used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the statement on the questionnaire is able to reveal something that will be measured by the questionnaire (Sugiyono, 2018).

Reliability Test

Sugiyono, (2018) reliability test is a tool to measure a questionnaire which is an indicator of variables and constructs; item questions are said to be reliable or reliable if one's answer to a question is consistent and stable over time.

In this study, the reliability test technique used by researchers is to look at and compare Chronbach's Alpha on SPSS V. 25 results. Cronbach's alpha coefficient is the most commonly used test statistic for researchers to test the reliability of a research instrument. Seen according to Chronbach alpha statistics, a research instrument is indicated to have adequate reliability if the Cronbach alpha coefficient is greater or equal to 0.60.

Normality Test

According to Sunyoto (2014) this assumption test was conducted to test the independent variable data (X) and the dependent variable data (Y) in the resulting regression equation, whether normal distribution or abnormal distribution. Regression equations are said to be good if they have independent variable data and bound variable data that are close to normal or normal distribution.

To test for normality can be done using SPSS by looking at the sig in the test table of normality then the column Kolmogorov - Smirnova and comparing with alpha used. If $\text{sig} > \alpha$, then the data is normally distributed, if $\text{sig} < \alpha$, then the data is not normally distributed. Besides, whether or not normal data is seen from the spread of data (points) on the diagonal axis of the graph, if the data spreads around the diagonal line, then the regression meets the normality assumption and vice versa.

Heteroskedastic Test

Heteroscedasticity test aims to test whether, in the regression model, there is an inequality of variance from the residuals of one observation to another. If the variance from one observation residual to another observation is fixed, then it is called homoscedasticity and if different is called heteroscedasticity. A good regression model is homoscedasticity or where heteroscedasticity does not occur. Most data crossections contain heteroscedasticity situations because this data collects data that represent various sizes (small, medium, and large) Ghozali (2013).

Multicollinearity Test

Multicollinearity is a place where some or all independent variables are highly correlated.

Hypothesis Test

The hypothesis that will be refuted and proven in this study is related to the independent variables that need to be debated in the study.

Multiple Linear Regression

Multiple linear regression analysis is a statistical technique that is used to find regression equations that are useful for predicting the value of dependent variables based on the values of the independent variables and looking for errors and analyzing the relationship between one dependent variable with one or more independent variables either simultaneously or partially.

Multiple linear regression analysis is used to test whether the independent variable has an influence on the dependent variable simultaneously or partially.

Correlation Test

To calculate the closeness of the relationship or the correlation coefficient between the X variable with the Y variable, it is done by using the calculation of Spearman's rho correlation coefficient analysis.

Determination Coefficient Test (R²)

Correlation analysis can be continued by calculating the coefficient of determination serves to determine the percentage of the effect of variable X on variable Y.

Partial Hypothesis Testing (t Test)

The statistical test t is also called the individual significant test where this test shows how far the influence of the independent variable partially on dependent variable.

Determination of Statistical Hypotheses

Workload (X₂)

Ho: $\beta_1 = 0$, meaning that the Workload does not affect Turnover Intention

Ho: $\beta_1 \neq 0$, meaning that Workload affects Turnover Intention

Job Insecurity (X₂)

Ho: $\beta_1 = 0$, meaning Job Insecurity does not affect Turnover Intention

Ho: $\beta_1 \neq 0$, meaning Job Insecurity affects Turnover Intention

Testing Statistical Test Scores

In this research, hypothesis testing using product moment. Hypothesis_Count results are compared with t_{table} with the following conditions:

If $t_{count} > t_{table}$ at $\alpha = 5\%$ then H_0 is rejected and H_a is accepted (influential)

If $t_{calculate} < t_{table}$ at $\alpha = 5\%$ then H_0 is accepted and H_a is rejected (no effect)

Simultaneous Hypothesis Testing (Test f)

In simultaneous testing, the influence of the three independent variables together will be tested on the dependent variable. The statistical test used in simultaneous testing is the F Test or commonly called the Analysis of variance (ANOVA).

The test compares f_{count} with f_{table} with the following conditions:

If $f_{calculate} > f_{table}$ maka H_0 is rejected and H_a is accepted (influential)

If $f_{calculate} < f_{table}$ maka H_0 is rejected and H_a is accepted (no effect)

Determination of the null hypothesis (H_0) and the alternative hypothesis (H_a) as follows:

Ho: $\rho = 0$ means Workload, Job Insecurity, has a significant effect on Turnover Intention.

Ha: $\rho \neq 0$ means Workload, Job Insecurity, has an insignificant effect on Turnover Intention.

Discussion

Characteristics of Respondents

To determine the effect of Workload, Job Insecurity, Against Turnover Intention at PT. FIF GROUP Batam Branch. There are 55 employees made as respondents, a general description of the respondents' characteristics, in the following table the percentage of respondents is described which includes gender, age, length of work and level of education.

Respondents by Gender

Descriptions of respondents based on gender classification in this study can be seen in Table 2 as follows:

Table 2: Respondent Data Based on Gender

		<i>Frequency</i>	<i>Per cent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	Male	35	63.6	63.6	63.6
	Female	20	36.4	36.4	100.0
	Total	55	100.0	100.0	

Source: SPSS V.25 data processing results, 2018

Based on Table 2 above it can be illustrated that the number of respondents was 55, with 35 male respondents and 20 female respondents or 63.6% male and 36.40% female from the total number of respondents. Thus it can be concluded that there are more male respondents than female respondents.

Respondents by Age

Descriptions of respondents based on age classification in this study can be seen in Table 3 as follows:

Table 3: Respondent Data Based on Age

		<i>Frequency</i>	<i>Per cent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	18-25 years	19	34.5	34.5	34.5
	26-35 years	27	49.1	49.1	83.6
	36-45 years	9	16.4	16.4	100.0
	Total	55	100.0	100.0	

Source: SPSS V.25 data processing results, 2018

Based on Table 3 it can be illustrated that the number of respondents was 55, with the number of respondents aged 18-25 years as many as 19 people, respondents aged 26-35 years as many as 27 people, and respondents aged 36-45 years as many as 9 people or as much as 34.5% of the age between 18-25 years, 49.1% were aged between 26-35 years and 16.4% were aged between 36-45 years. This can be concluded by respondents with ages 26-35 years more.

Respondents According to Working Period

The description of respondents based on the classification of work tenure in this study can be seen in Table 4 as follows:

Table 4: Respondent Data Based on Years of Service

		<i>Frequency</i>	<i>Per cent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	1-3 years	25	45.5	45.5	45.5
	4-7 years	19	34.5	34.5	80.0
	8-11 years	11	20.0	20.0	100.0
	Total	55	100.0	100.0	

Source: SPSS V.25 data processing results, 2018

Based on Table 4 it can be illustrated that the number of respondents was 55, with the number of respondents with a service period of 1-3 years as many as 25 people, respondents with a service period of 4-7 years as many as 19 people, and respondents with a service period of 8-11 years were 11 people or equal to 45.5% work period between 1-3 years, 34.5% work period between 4-7 years and 20.0% work period between 8-11 years. This can be concluded by respondents with more 1-3 years of service.

Respondents According to Latest Education

The description of respondents based on the classification of work tenure in this study can be seen in Table 5 as follows:

Table 5: Respondent Data Based on Latest Education

Latest Education		<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Valid	Senior High School	40	72.7	72.7	72.7
	Diploma	8	14.5	14.5	87.3
	Bachelor	7	12.7	12.7	100.0
	Total	55	100.0	100.0	

Source: SPSS V.25 data processing results, 2018

Based on Table 5 it can be illustrated that the number of respondents was 55, with the number of respondents with the most recent high school / vocational education as many as 40 people, respondents with the last education D3 of 8 people and respondents with the last education of S1 as many as 7 people or by 72.7% with the last education of high school / vocational school, 14.5% with D3 last education, and 12.7% with S1 last education. Therefore it can be concluded that respondents with the last high school / vocational education are more than the last D3 and S1 education.

Classic Assumption Test

Normality Test

The normality test is carried out to determine the residual value (differences that exist) that have been studied have a normal distribution as one of the data analysis requirements with parametric statistics used in this study.

Kolmogorov-Smirnov Test

The picture shows and forms a bell-shaped drawing pattern; it can be concluded that the data has a normal distribution. The second way to test normality is to look at the graph of the Normal Probability plot of Regulated Standardized Residual below: The picture shows the provision that the data points spread around the diagonal line and follow the direction of the diagonal line so it can be said that the data meet the assumption of normality.

Based on the Kolmogorov-Smirnov test results, the Asymp value is known. Sig. (2-tailed) $0.200 > 0.05$ (alpha), it can be concluded that the residual value is normally distributed.

Multicollinearity Test

Multicollinearity test aims to test whether the regression model found a correlation between independent variables (independent). Multicollinearity test in this study by looking at

Variance Inflation Factor (VIF) and Tolerance in the regression model. If the VIF value is less than 10 and tolerance is more than 0.1 then the regression model is free from multicollinearity. This means that there is no relationship between independent variables. VIF values for variables X1 and X2 are 1.039 respectively, and 1,051 so that it can be concluded that in the regression model there are no symptoms of multicollinearity between independent variables because the VIF value is less than 10 which means that all of these variables can be used as mutually independent variables.

Heteroscedasticity Test

Heteroscedasticity test is used to find out whether or not there is a deviation from the classical assumption of heteroscedasticity, namely the existence of variance in residual variance for all observations in the regression model. This study uses the Glejser and Scatterplot methods to test the symptoms of heteroscedasticity.

Glejser test results see the probability value with a significance > alpha value (0.05) then the model does not experience heteroscedasticity. Probability or significance value of each variable is 0.175; 0.148; and 0.260 is greater than the alpha value (0.05), it can be concluded that in the regression model there are no symptoms of heteroscedasticity.

Based on the figure, it can be seen the distribution of random points above or below the number 0 from the Y-axis. It can be concluded from the figure that in the regression model heteroskedasticity does not occur.

Hypothesis Testing

Multiple Linear Regression Test Analysis

Multiple linear regression is used to predict the effect of independent variables on the dependent variable to prove whether or not there is a functional relationship between these variables. The regression equation can be seen in the SPSS output in Table 6.

Table 6: Multiple Linear Regression Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.483	3.766		.925	.359
	Workload	.348	.119	.344	2.912	.005
	Job Insecurity	.404	.139	.345	2.900	.005

a. Dependent Variable: Turnover Intention

Source: SPSS V.25 data processing results, 2018

Based on Table 12 can be obtained the multiple linear regression equation as follows: $Y = 3.483 + 0.348 X_1 + 0.404 X_2 + e$

T-Test Analysis (Partial)

T-test is used to measure whether in the regression model, the independent variable partially significantly influences the dependent variable. Testing is done using t arithmetic and significant level. The T-test is used to find out whether partially the variable X has a significant effect on variable Y. Where to find out the value of t table can use the formula $df = n - k - 1$ where df is the value of the t-test, n is the number of respondents, k is the number of independent variables, and 1 are the fixed values of the formula. Means to find out the value of t table in the t-test in this study $df = 55 - 3 - 1 = 51$, t table from the number 51 is 2.007. Test criteria H_0 is accepted if $t \text{ table} \leq t \text{ arithmetic}$ and H_0 is rejected if $t \text{ arithmetic} < t \text{ table}$ or $t \text{ arithmetic} > t \text{ table}$ and the amount of influence each independent variable on the dependent variable by looking at the beta value.

Table 7: T Test Results (Partial)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.483	3.766		.925	.359
	Workload	.348	.119	.344	2.912	.005
	Job Insecurity	.404	.139	.345	2.900	.005

a. Dependent Variable: Turnover Intention

Source: SPSS V.25 data processing results, 2018

The results from Table 7 show Workload Variables (X_2) showing the value of t arithmetic $2.912 > t \text{ table } 2.007$ and a significant value of $0.005 < 0.05$ so that the decision taken is H_0 is

rejected, and H_a is accepted. This means that the Workload has a significant effect on Turnover Intention.

Job Insecurity (X3) variable t value $2,900 > t$ table $2,007$ and significant value $0.005 < 0.05$ so that the decision taken is H_0 is rejected, and H_a is accepted. This means that Job Insecurity has a significant effect on Turnover Intention.

F Test Analysis (Simultaneous)

The F test is used to determine whether all independent variables together have a positive influence on the dependent variable. Simultaneous Test or F Test is a test conducted on all independent variables (free) to determine whether these variables simultaneously or together have a significant effect on the dependent variable (dependent). The significant level in the F test is 0.05 (5%). The criteria used are if a significant value > 0.05 then H_0 is accepted while vice versa if a significant value < 0.05 , then H_0 is rejected. The simultaneous F test results in Table 14 below:

Table 8: Test Results F

ANOVA ^a						
Model		<i>Sum of Squares</i>	Df	<i>Mean Square</i>	F	Sig.
1	<i>Regression</i>	230.560	3	76.853	7.836	.000 ^b
	<i>Residual</i>	500.167	51	9.807		
	<i>Total</i>	730.727	54			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Job Insecurity, Beban Kerja, Gaya Kepemimpinan

Source: SPSS V.25 data processing results, 2018

F test results show an F value of 7.836 (F arithmetic) > 2.78 (F table) and a significance value of $0.000 < 0.05$ so that the decision taken is H_0 is rejected, and H_a is accepted. These results indicate that the Workload (X1) and Job Insecurity (X2) variables have a significant effect on the Turnover Intention (Y) variable.

Determination Coefficient Test (R2)

The coefficient of determination (R^2) serves to explain the proportion of variation in the dependent variable (Y) explained by the independent variable (more than one variable) together. The coefficient of determination is between zero and one. The results of testing the coefficient of determination in this study are:

Table 9: Coefficient of Determination Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.562 ^a	.316	.275	3.13164

a. Predictors: (Constant), Job Insecurity, Workload

Sumner: Hasil pengolahan data SPSS V.25, 2018

Table 9 shows the R Square value of 0.316; this implies that the effect of Workload, Job insecurity simultaneously on Turnover Intention is 31.6%. while the remaining 68.4% is influenced by other variables not examined.

Effect of Workload on Turnover Intention

Based on the test results it can be seen that the Workload (X1) with a significant value of $0.005 < 0.05$ (alpha value) indicates a significant relationship between Workload (X1) and Turnover Intention (Y). This is reinforced by the results of the value of t count $2.912 > t$ table 2.007 shows that the Workload variable (X1) has a significant effect on Turnover Intention.

Based on this, the Workload variable has an essential role in influencing Turnover Intention at PT. FIF GROUP Batam Branch. The results of this study support the results of Thamrin's research (2018) with the results of the study, there is a significant influence between workload and turnover intention in grand rocky Bukittinggi hotels. Nur'Aini (2018) with the results of the study, there is a significant positive and significant effect of workload on the turnover intention of medical representatives in the Yogyakarta region. Turmuzi (2017) with workload research results have a significant positive effect on employee turnover intention. Irvianti (2014) with the results of the workload research partially affect the variable turnover intention. Rosyad A (2017) with the results of workload research, has a positive effect on turnover intention.

The Effect of Job Insecurity on Turnover Intention

Based on the test results it can be seen that Job Insecurity (X3) with a significant value of significant value $0.005 < 0.05$ (alpha value) indicates a significant relationship between Job Insecurity (X3) and Turnover Intention (Y). This is reinforced by the results of t count $2,900 > t$ table 2,007 showing that the Job Insecurity (X2) variable has a significant effect on Turnover Intention.

Based on this, the Job Insecurity variable has an important role in influencing Turnover Intention at PT. FIFGROUP Batam Branch. The results of this study support the results of the

study. Sandi (2014) with Job insecurity research results has a positive and significant effect on turnover intention. Halimah, et al. (2016) with the results of the study showed that there was a positive influence between job insecurity variables on employee turnover. Septiari (2016) with the results of Job insecurity research has a positive and significant effect on employee turnover intention. Puput (2015) with Research Results There is a positive and significant effect of job insecurity on turnover intention of the P.O CWM Jember driver. Wicaksono (2013) with the results of Job Insecurity research has a positive and significant effect on Turnover Intention so that the hypothesis one is accepted Effect of Workload, and Job Insecurity on Turnover Intention.

F test results show that the significant value of the 2 independent variables, namely Workload (X1) and Job Insecurity (X2) of 0,000 and F calculated 7,836. These results show that the Workload (X1) and Job Insecurity (X2) variables together have a significant effect on Turnover Intention (Y).

Regression calculation results can be seen that the coefficient of determination (R Square) obtained by 0.316. This means 31.6% Workload (X1) and Job Insecurity (X2) while the remaining 68.4% Turnover Intention is influenced by other variables not explained in this study.

Conclusion

Based on the results of research and discussion, it can be concluded that:

1. Workload has a significant effect on Turnover Intention.
2. Job Insecurity has a significant effect on Turnover Intention.
3. Workload and Job Insecurity have a significant effect on Turnover Intention.

Suggestion

Based on the results of this study, some suggestions or recommendations that can be given to companies and for future research as follows:

1. PT. FIF is expected to reorganize the workload, so it does not become a heavy burden for employees so that employees feel comfortable and do not move.
2. PT. FIF is expected to pay attention to Job Insecurity so that employees are comfortable and not leaving.
3. PT. FIF is expected to reduce workload and pay attention to Job Insecurity so that employees are comfortable and do not move



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