

The Influence between Salary Satisfaction, Job Satisfaction, Affective Commitment, Performance, and the Desire to Change

Agung Pambudi Nugroho¹, Justine Tanuwijaya²

^{1,2} Fakultas Ekonomi dan Bisnis, Universitas Trisakti

agung122012017002@std.trisakti.ac.id, justine@trisakti.ac.id

Abstract

The purpose of this study was to determine the effect of salary satisfaction, job satisfaction, affective commitment, performance, and the desire to change jobs on employees of the food and beverage industry. Measurements were carried out using a questionnaire to 125 respondents of food and beverage industry employees who had worked for more than 1 year using the structural equation modeling (SEM) method and questionnaires as the main data. The results showed that salary satisfaction had a significant effect on job satisfaction. Salary satisfaction and job satisfaction have a significant positive effect on employees' affective commitment. Job satisfaction has a significant effect on performance, affective commitment and performance have a significant effect on the desire to change jobs, but salary satisfaction and job satisfaction show no significant effect on employee turnover intentions. This finding has implications for top management of human resources in the food and beverage industry in determining strategies to achieve company goals.

Keywords

salary satisfaction; affective commitment; job satisfaction; performance; desire to change jobs



I. Introduction

The COVID-19 pandemic has hit Indonesia for two years since the official announcement of patients infected with the COVID-19 virus on March 2 2020. Many lines of life have been affected by this pandemic, but there are several economic sectors that were able to record profits despite the decline, one of which was the food and beverage industry. The food and beverage industry, according to data from the Central Statistics Agency (BPS) in the second quarter of 2021 experienced a growth of 2.95%, up from 2.45% in the previous quarter (bisnis.com 6-Sep-2021). This positive growth continued in the third quarter of 2021 with a growth value of 3.49% which is in line with the growth of the national gross domestic product (GDP) of 3.51%. 38.91% in the quarter III/2021 period, with this data seen the positive impact of growth for the national economic recovery process (kontan.co.id 15-Dec-2021). The outbreak of this virus has an impact of a nation and Globally (Ningrum et al, 2020). The presence of Covid-19 as a pandemic certainly has an economic, social and psychological impact on society (Saleh and Mujahiddin, 2020). Covid 19 pandemic caused all efforts not to be as maximal as expected (Sihombing and Nasib, 2020).

To maintain this positive growth trend, every company needs quality human resources who have competence according to their needs and have high competitiveness. Human resource management in a company organization has an important role to contribute to the progress and success of the company. (Encep Saufullah, Arta Rusidarma, Gatot Hartoko, 2022) the company organization must focus on achieving goals, one way is to retain employees who have good performance. In addition to this, the company must also consider salary and job satisfaction where it is an important need for employees.

Compensation in the form of salary is a reward that employees get because they have done work as a form of responsibility with a previously agreed amount. Salaries, incentive wages, commissions and bonuses are forms of direct compensation (Fauziah, 2016). Salary serves as a driver of job satisfaction of industrial employees (Kumar and Varma, 2017). Satisfaction with salary will make employees have the desire to stay but not enough salary will have an impact on the desire to change jobs. The level of employee satisfaction in the workplace depends on the extent to which the employee's needs are met (Al Magbali, 2015). Job satisfaction is a factor that drives employee commitment to the company (Colquitt, Lepine, and Wesson, 2019). Job satisfaction can be the first step that can explain the point of view of employee turnover, policies, performance, and other things in the organization (Almazrouei et al, 2018).

Keeping employees to work in the long term requires employee commitment. Organizational commitment can be seen from the extent to which an employee can identify organizational goals and has a desire to maintain membership in the organization (Robbins and Judge, 2017). Organizational commitment is a structure with several components that usually defines an individual's sense of commitment, identification, and commitment to the organization. There are three organizational commitments, namely affective commitment, normative commitment, and ongoing commitment (Meyer and Allen, 1997) where affective commitment is related to emotional in the company's organization as a driving factor to achieve good performance so that the company's organizational goals can be achieved. Employees who are affectively committed to the company will have a strong sense of belonging and relate themselves closely to the company's goals (Koo, Yu J, Chua, Lee and Han, 2020).

Performance is work output which is measured against the quality and quantity obtained by employees in doing their work in accordance with the mandate obtained by the employee. (Mangkunegara, 2015). Employee performance is very important to support the achievement of company goals, so one option that can be done is to increase employee job satisfaction. The desire to change jobs is a psychological and behavioral tendency that a person has to leave his current company (Chen and Zhang, 2018). The voluntary or involuntary decision of employees to quit or move from the company organization (Habibie and Sabrina, 2018). Work performance is one of the factors that can influence the emergence of the desire to change jobs, when employee performance becomes low, employees will intend to leave the organization (Nasurdin and Naseer, 2018). The desire to change jobs is the willingness of employees to leave the company by looking for a replacement to another company. From the company's perspective, leaving employees can have a negative impact, because it takes time, money to carry out the recruitment process and training for replacement employees.

This study aims to determine the effect of salary satisfaction, job satisfaction, affective commitment, performance, and the desire to change jobs on employees of the food and beverage industry.

II. Review of Literature

2.1 Salary

Satisfaction Salary satisfaction has a positive feeling towards the rewards that employees receive from their place of work. Salary satisfaction has four dimensions, namely satisfaction with benefits, satisfaction with salary levels, satisfaction with salary increases and satisfaction with salary management structures (Gim and Cheah, 2020).

Salary satisfaction can occur when there is a perception that an employee is satisfied with the salary he gets is as expected (Pratiwi et al, 2020). Salary is often positioned as an approach to motivate employee behavior so that company organizations must be able to ensure employee satisfaction with their salaries (Salleh & Memon, 2015).

2.2 Job

Satisfaction Job satisfaction is the feeling of employees towards their work, it can be a pleasant or unpleasant feeling (Ganyang, 2018). Job satisfaction is a positive feeling from employees in relation to their work where this perception results from an evaluation of all aspects of their work (Robbins and Judge, 2017). Overall job satisfaction refers to feelings of happiness about work resulting from the evaluation of a number of characteristics that include the nature of the job, administrative model, relationships between co-workers, remuneration, working conditions, and job security (Torlak et al, 2021)

2.3 Commitment

Affective Organizational commitment refers to on the condition of whether an employee wants to continue working or leave his job (Jigjiddorj et al, 2021). Affective organizational commitment is an employee's commitment to be emotionally attached, involved in identifying and achieving the company's organizational goals (McShane and Glinow, 2018). Affective commitment is one of the drivers of employee behavior to achieve work performance by the individual employee at work (DiPietro RB, 2019). Commitment is a characteristic of the relationship between organizational members and their organization which has an influence on the member's decision to continue their membership in the organization (Meyer and Allen, 1997). And there are three dimensions of organizational commitment, namely: (1) Affective commitment, which relates to emotional relationships, identification and involvement of members with the organization and its goals. (2) Normative commitment, related to members' beliefs about moral responsibility to the organization where the organization provides something of value so that members will remain in the organization as a reward. (3) Continuous commitment, describes members' perceptions of expenses or costs related to members' decisions to leave the organization

2.4 Work Performance

Employee performance is not only about what is achieved, but how the employee carries out the process, achievements related to the importance of the effort, the outputs he gets (Changgriawan, 2007). 2017). employee work results are seen from aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization (Sutrisno, 2016). Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2015)

2.5 Desire to Change Jobs

Intention to leave is the tendency or intention of employees to stop working from their jobs (Zeffane, in Halimah et al. al, 2016). The desire of employees to move to another place of work is influenced by several factors, but it has not been realized because it is only a desire to move. And turnover is the rate at which employees have quit and left the company (Dessler, 2013). Job switching or turnover is when employees leave one company to move to another company for certain reasons (Wirawan, 2015).

2.6 hypothesis

In his research found that competitive salaries and bonuses can increase job satisfaction and increase workplace retention. Benjamin et al (2022) found that there was a positive relationship between nurses' salaries and job satisfaction.

Based on the results of the research above, the following hypothesis is formulated

H1: There is an effect of salary satisfaction on employee job satisfaction at the food and beverage company.

Simson (2016) in his research found that salary satisfaction has a positive influence on affective commitment. Benjamin et al (2022) showed that salary satisfaction has a significant positive relationship with nurses' affective commitment.

Based on the results of the research above, the following hypothesis is formulated:

H2: There is an effect of salary satisfaction on the affective commitment of employees in food and beverage companies.

Hung et al (2018) revealed in their research that salary satisfaction has a negative relationship with the desire to change jobs, when employees get fair treatment for the salary they get, the employee will feel satisfied. and have a negative impact on the desire to change jobs. Similar results were obtained in the study of Salleh & Memon (2015) that there is a negative relationship between employee salary satisfaction and the desire to change jobs.

Based on the results of the research above, the following hypothesis is formulated:

H3: There is an effect of salary satisfaction on the desire to change employees' jobs in food and beverage companies.

Benjamin et al (2022) in their research shows that job satisfaction has a significant positive effect on the affective commitment of nurses. Chordiya et al (2017) found results in their research that job satisfaction has a positive influence on employees' affective commitment.

Based on the results of the research above, the following hypothesis is formulated:

H4: There is an influence of job satisfaction on the affective commitment of employees in food and beverage companies

Abouraiia and Othman (2017) in their research shows that a high level of job satisfaction will affect the desire to change jobs from employees to low. Lixel and Lantican (2021) found the same finding that employees with high job satisfaction have a lower desire to change jobs.

Based on the results of the research above, the following hypothesis is formulated:

H5: There is an effect of job satisfaction on the desire to change jobs of employees in food and beverage companies.

Mardi (2015) found results in his research that organizational commitment has a negative effect on the desire to change jobs, so that an increase in organizational commitment will reduce employee intentions. Mehmood et al (2016) found in their research that there is a negative relationship between affective commitment and the desire to change jobs from bank employees in Pakistan

Based on the results of the research above, the following hypothesis is formulated:

H6: There is an effect of affective commitment on the desire to change employees' jobs in food and beverage companies

Tong (2018) found in his research that there is a positive relationship between job satisfaction and employee performance. Lin CY, et al (2021) in their research found that job satisfaction has a positive effect on employee performance.

Based on the results of the research above, the following hypothesis is formulated:

H7: There is an effect of job satisfaction on employee performance in food and beverage companies.

Ibrahim et al (2021) in their research found that employee performance has a negative relationship with the desire to change jobs. Farry B (2015) in his research that work performance shows no significant in the desire to change jobs from employees.

Based on the results of the research above, the following hypothesis is formulated:

H8: There is an effect of performance on the desire to change jobs of employees in food and beverage companies.

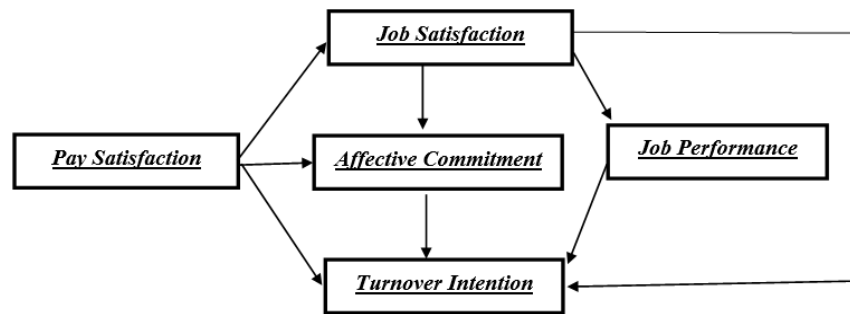


Figure 1. Conceptual Framework of Research Model

III. Research Method

The population of this study is employees who work in food and beverage companies in Indonesia with a minimum working period of 1 year. The research method used in this study is a quantitative research method derived from respondents' answers from filling out questionnaires distributed and presented based on a Likert scale starting from strongly disagree (STS) to strongly agree (SS). And the sample in this study using the theory from Hair et al (2010) is the number of indicators multiplied by 5 to 10. Based on the theory above, the minimum sample has met the requirements, namely using 125 samples of respondents.

This research uses five variable instruments. The instrument is a structured 22-item questionnaire consisting of job satisfaction (3 items), salary satisfaction (3 items), affective commitment (8 items), desire to change jobs (3 items), performance (5 items), and demographic variables. Job satisfaction is measured by a 3-item scale developed by Cammann, Fichman, Jenkins, and Klesh (1983, in Field, 2013). Salary satisfaction is measured by a 3-item scale developed by Luna-Arocas and Lara (2020). Affective organizational commitment is measured by an 8-item scale developed by Meyer and Allen (1997). Desire to change jobs was measured using a 3-item scale adapted from Cammann, Fichman, Jenkins, and Klesh (as cited in O'Conner, 2018), and Performance was measured using a 5-item scale developed by Chiang and Hsieh (2012, in Ibrahim et al, 2021)

The data analysis method used in this study is structural equation modeling-partial least squares (SEM-PLS) using software SmartPLSSEM-PLS is a non-parametric statistical technique that can work efficiently with small sample sizes and complex models.

IV. Result and Discussion

Table 1 shows that the demographic data of the respondents were mostly men (68%) compared to women (32%). Respondents were dominated by ages between 25 -30 years (26%) and the smallest group was the age group above 45 years, around 8%. Regarding education, the majority of respondents are undergraduate (66%) and for employment positions dominated by staff by 43%

Demographics	Category	Number of Respondents	(%)
Gender	Male	85	68%
	Female	40	32%
Age (years)	< 25 years	15	12%
	25 - 30 years	33	26%
	31 - 35 years	20	16%
	36 - 40 years	30	24%
	41 - 45 years	17	14%
	> 45 years	10	8%
education	/equivalent	20	16%
	D3/D4	15	12%
	Bachelors	degree 82	66 %
	Master Degree	8	6%
Position	Staff	54	43%
	Leader/Spv	30	24%
	Assistant Manager	9	7%
	>= Manager	32	26%

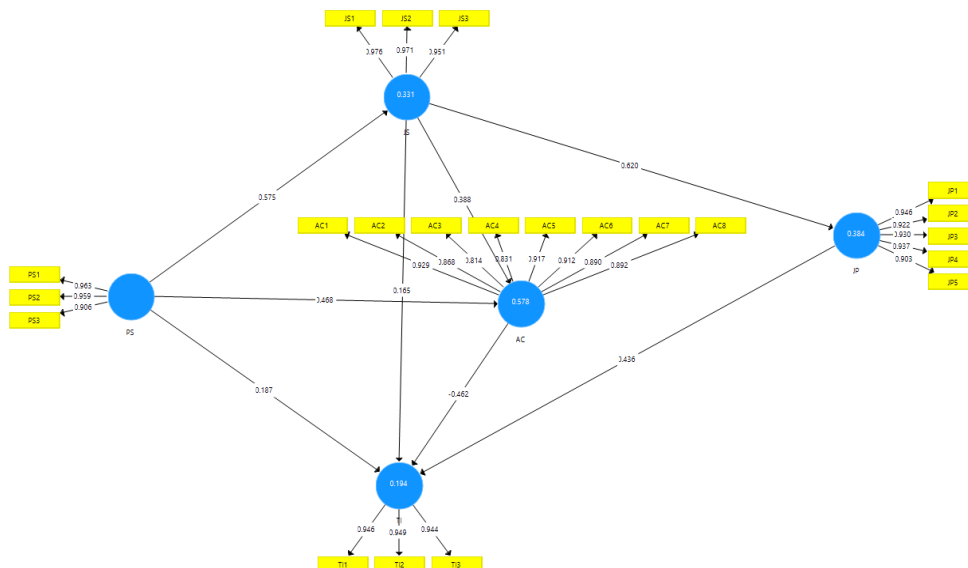
4.1 Evaluation Outer Model (Measurement Model): Validity and Reliability Testing

Convergent validity is part of the measurement model, in the SEM method -PLS is referred to as the outer model while in covariance-based SEM it is referred to as confirmatory factor analysis (CFA). In order for the outer model to meet the requirements of convergent validity for reflective constructs, the loading must be above 0.7 and the p significant (<0.05) (Haie et al in Mahfud and Ratmono, 2013).

Indicators with *loadings* below 0.40 should be removed from the model. But for indicators with *loadings* between 0.40 and 0.70, it is better to analyze the impact of the decision to delete these indicators on *average variance extracted* (AVE) and *composite reliability*. Indicators with *loadings* between 0.40 and 0.70 can be deleted if they can increase *average variance extracted* (AVE) and *composite reliability* above their limits (*threshold*). The limit value of AVE is 0.50 and *composite reliability* 0.7. Another consideration in removing indicators is their impact on the *content validity* construct. Indicators with *loadings* are sometimes maintained because they contribute to construct content validity (Mahfud and Ratmono, 2013)

4.2 Validity test based on factor loading

0.868	AC	JP	JS	PS	TI
AC1	0.929				
AC2	0.814				
AC3	0.831				
AC4	AC5				
AC6	0.917				
AC7	0.912				
0.890	Table				
1 AC8 0,892	JP1				
0,946		JP2			
0,922		JP3			
0,930		JP4			
0,937		JP5			
0,903		JS1			
0,976			JS2		
0,971			JS3		
0,951			0,959		
PS2				PS1 0,963	
PS3				0,906	
TI1				0,946	
TI2					0,949
TI3					factor
2					:



Validity test and loading factor Figure 2it is known that the entire loading value is > 0.7 , which means that it has fulfilled the validity requirements based on the loading value. Furthermore, validity testing is carried out based on the *average variance extracted* (AVE) value.

Table 2. Validity test based on AVE

	Average Variance Extracted (AVE)
AC	0.779
JP	0.861
JS	0.933
PS	0.889
TI	0.895

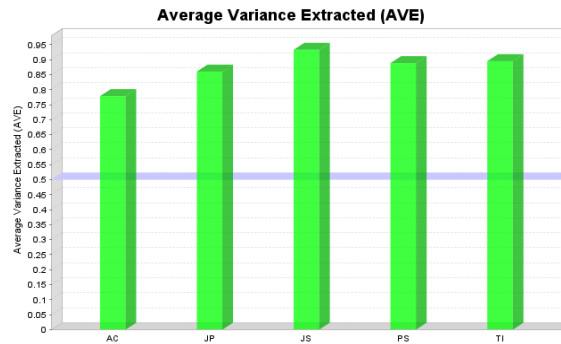


Figure 3. Validity test based on AVE

results of all AVE values > 0.5, which means it has met the validity requirements based on AVE. Furthermore, reliability testing was carried out based on the *composite reliability* (CR) value.

Table 3. Validity Test based on CR

	Composite Reliability
AC	0,966
JP	0,969
JS	0,977
PS	0,960
TI	0,963

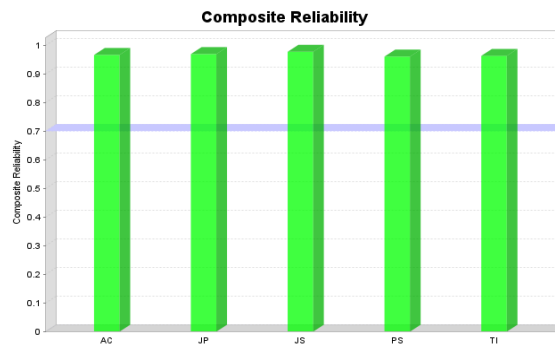


Figure 4. Validity Test based on CR

Obtained all CR values > 0,7, which means it has met the reliability requirements based on CR. Furthermore, reliability testing was carried out based on the value of *Cronbach's alpha* (CA).

Table 4. Reliability Test based on CA

	Cronbach's Alpha
AC	0,959
JP	0,959
JS	0,964
PS	0,937
TI	0,942

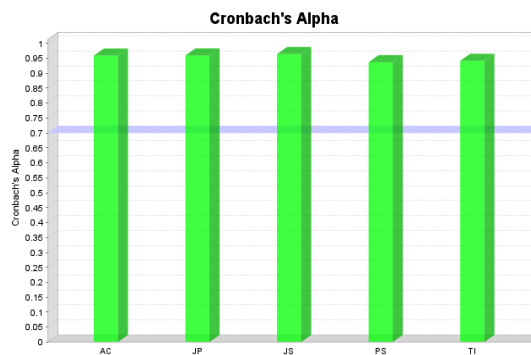


Figure 5. Reliability Test based on CA

It is known that all CA values are > 0,7, which means it has fulfilled the reliability requirements based on Cronbach's alpha. Then, the discriminant validity test was carried out using the Fornell-Larcker approach.

Table 5. Discriminant Validity Test

	AC	JP	JS	PS	TI
AC	$\sqrt{AVE_{AC}} =$ $\sqrt{AVE_{AC}} = 0.88$ 2				
JP	0.665	$\sqrt{AVE_{JP}} = \sqrt{AVE_{JP}} = 0$.928			
JS	0.966	0.620	$\sqrt{AVE_{JS}} = \sqrt{AVE_{JS}} = 0$.691		
PS	0.943	0.560	0.575	$\sqrt{AVE_{PS}} =$ $\sqrt{AVE_{PS}} = TI$	
between	0.065	0.335	0.239	0.206	$\sqrt{AVE_{TI}} =$ $\sqrt{AVE_{TI}} = 0.94$ 6

In the discriminant validity test, the square root value of the AVE of a latent variable is compared with the value of the correlation the latent variable with other latent variables. It is known that the square root value of AVE for each latent variable is greater than the correlation value between the latent variable and other latent variables. So it was concluded that it had fulfilled the discriminant validity requirements

Table 6. Significance Test of Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
AC -> TI	-0.462	-0.485	0.156	2.965	0.003
JP -> TI	0.436	0.010	0.170 2.571	0.463	JS
-> AC	0.388 0.395	8,558	0.114	3,414	0.001
JS -> JP	0.620	0.627	0.072	0.165	0.000
JS -> TI	0.146	0.161	1.025	0.000	0.306
PS -> AC	0.468 0.461	0.110	4.254	PS	0.000
> JS	0.575	0.582	0.076	7.590	0.194200
TI	0.187	0.144	>	PS	-

In this study, it shows that salary satisfaction has a significant effect on job satisfaction and job satisfaction has a significant effect on job satisfaction significant impact on employee performance, Benjamin et al (2022) showed in the results of their research that there is a significant positive relationship between nurse salary satisfaction and job satisfaction. Platis et al (2015) also found the same results in their research on health workers. Tong (2018) also found in his research that there is a positive relationship between job satisfaction and employee performance.

In this study, it shows that affective commitment and performance have a significant effect on the desire to change jobs, and in previous research conducted by Chao et al (2018) found a relationship between performance and the desire to change jobs, if workers' performance decreases, they will tend to want to leave. . Wong and Laschinger (2015) also found that organizational commitment has a negative effect on the desire to change jobs in health workers in hospitals.

Salary satisfaction and job satisfaction show that in this study there is no significant effect on employee turnover intention, and the findings in previous research by Akhtar et al (2016) showed that job satisfaction and salary satisfaction negatively affected the desire to change jobs.

This study also shows that salary satisfaction and job satisfaction have a significant positive effect on employee affective commitment, this is in line with previous research conducted by Benjamin et al (2022) showing that salary satisfaction and job satisfaction have a significant positive relationship to affective commitment. nurses in hospitals, this indicates that the level of satisfaction of nurses with salary and work is a strong predictor of affective commitment to the hospital as their place of work. A'yuninnisa and Saptoto (2015) in a study of employees of automotive companies in Indonesia found that salary satisfaction and job satisfaction were significantly correlated with employees' affective commitment.

V. Conclusion

The results of this study have important results for top management of human resource management in food and beverage companies. Based on the results of the analysis in this study, it shows that salary satisfaction has a significant effect on job satisfaction. Salary satisfaction and job satisfaction have a significant positive effect on employees' affective commitment. Job satisfaction has an influence significant effect on performance, affective commitment and performance have a significant effect on the desire to change jobs, but salary satisfaction and job satisfaction show no significant effect on employee turnover intentions.

References

- Abouraia, M. K., & Othman, S. M., (2017) Transformational Leadership, Job Satisfaction, Organizational Commitment and Turnover Intentions: The Direct Effect among Bank Representatives. *American Journal of Industrial and Business Management*, 07(04), 404-423.
- Akhtar, N., Awan, A. W. A., Anwar, M. A., Saeed, S., Ali, S., & Qurban, M. (2016). Impact of job satisfaction and remuneration on turnover intention: A survey of private schools of Okara, Pakistan. *International Review of Management and Business Research*, 5(2), 653-675
- Al Magbali MA. (2015). Job Satisfaction of nurse in a regional hospital n Oman: a cross-sectional survey. *J Nurs Res*, 2015 Sep; 23: 206–16
- Almazrouei, H.S., Zacca, R., Evans, J.M., & Dayan, M. (2018). Great Expectations: The Moderating Role of Pre-Departure Opinion on the Relationship between Organizational Justice and Expatriates' Commitment and Job Satisfaction. *Journal of Global Mobility*, 6(2), 178–193
- A'yuninnisa, R. N., & Saptoto, R. (2015). The effects of pay satisfaction and affective commitment on turnover intention. *International Journal of Research Studies in Psychology*, 4.
- Benjamin Akinyemi, Babu George & Alice Ogundele (2022). Relationship between Job Satisfaction, Pay, Affective Commitment and Turnover Intention among Registered Nurses in Nigeria. *Global Journal of Health Science*, Vol. 14 No.2 January 2022
- Changgriawan, G. S. (2017). Pengaruh Kepuasan Kerja dan Motivasi Kerja Terhadap Kinerja Karyawan One Way Production. *Jurnal Agora*, 5(3), 1-7
- Chao MC, Jou RC, Liao CC, Kuo CW. (2015) Workplace Stress, Job Satisfaction, Job Performance, and Turnover Intention of Health Care Workers in Rural Taiwan. *Asia-Pac J Public He*;27(2):Np1827-Np1836
- Chen, H., Li, G., Li, M., Lyu, L., & Zhang, T., (2018). A Cross-Sectional Study on Nurse Turnover Intention Influencing Factors in Jiangsu Province, China. *International Journal of Nursing Science*, 5, 396-402
- Chiang C-F, Hsieh T-S. (2012) The impacts of perceived organizational support and psychological empowerment on job performance: The mediating effects of organizational citizenship behavior. *International Journal Hospital Management*.. 2012; 31(1): 180-190
- Chordiya, R., Sabharwal, M., & Goodman, N., (2017) Affective organizational commitment and job satisfaction: A cross-national comparative study. *Public Administration*, 95(1), 178-195
- Colquitt, J.A., Lepine, J.A., & Wesson, M.J., (2019). *Organizational Behaviour Improving*

- Performance and Commitment in the Workplace. New York: McGraw-Hill
- DiPietro RB, Moreo A, Cain L. Well-being, affective commitment and job satisfaction: influences on turnover intentions in casual dining employees. *J Hosp Market Manag.* 2019;29(2):1-25
- Edy, Sutrisno. (2016). *Manajemen Sumber Daya Manusia*. Jakarta: Kencana Prenada Media Group.
- Encep Saefullah, Arta Rusidarma, & Gatot Hartoko. (2022). *Manajemen Sumber Daya Manusia*. Jawa Tengah: Eureka Media Aksara.
- Farry B Panda (2015) The Influence of Job Satisfaction and Job Performance to Employee Turnover Intention at Hotel Yuta Manado. *Jurnal EMBA Vol.3 No.4*, 637-644
- Fauziah, Sumainah. (2016). Pengaruh Kompensasi Langsung dan Kompensasi Tidak Langsung terhadap Motivasi Kerja Karyawan dan kinerja Karyawan. *Jurnal Administrasi Bisnis (JAB)*, Vol 37, No.1 Agustus 2016
- Firda Sukanti, Siti Asiyah, & Budi Wahono (2021) Pengaruh Kepuasan Gaji, Kepuasan Kerja, Dan Komitmen Organisasional Terhadap Turnover Intention Pada PT. Bumi Menara Internusa Dampit. *Jurnal Riset Manajemen*
- Gabriel C.W. Gim & Wen-Sing Cheah (2020). Pay Satisfaction and Organizational Trust: an Importance Performance Map Analysis. *Journal of Applied Structural Equation Modeling*: 4(1), 1-16
- Ganyang, M.T., (2018). *Manajemen Sumber Daya Manusia Konsep dan Realita*. Bogor: In Media.
- Gary Dessler. (2013) *Human Resources Management*. (13th edition). London: Pearson
- Habibie, H.F., & Sabrina, B (2018). Analisis Faktor-faktor yang Mempengaruhi Turnover Intention Pada Karyawan Hotel. *Journal Ilmiah Pariwisata*, 23(2), 97-114
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E., (2010) *Factor Analysis in: Multivariate Data Analysis*. New Jersey: Pearson Education Inc.
- Halimah, Tika Nur, Aziz Fathoni & Maria M. Minarsih (2016). Pengaruh Job Insecurity, Kepuasan Kerja, Lingkungan Kerja terhadap Turnover Intention Pramuniaga. *Journal of Management*, Vol 2 No. 2 Juli 2017
- <https://ekonomi.bisnis.com/read/20210906/257/1438655/2021-kemenperin-patok-pertumbuhan-industri-mamin-5-persen>
- <https://newssetup.kontan.co.id/news/hingga-september-2021-ekspor-industri-makanan-dan-minuman-tumbuh-52>
- Hung, L.M., Lee, Y.S., & Lee, D. C., (2018) The moderating effect of salary satisfaction and working pressure on the organizational climate, organizational commitment to turnover intention. *International Journal of Business and Society*, 19(1) 104.
- Ibrahim Gun, Selma Soyuk, & Salih, Ozsari (2021) Effect of Job Satisfaction, Affective Commitment, and Organizational Support on Job Performance and Turnover Intention in Healthcare Workers. *Journal Arch Health Sci Res.* 8(2): 89-95
- Jigjiddorj, S., Zanabaza, A., Jambal, T., & Semjid, B. (2021). Relationship between Organizational Culture, Employee Satisfaction and Organizational Commitment. In *SHS Web of Conferences* (Vol. 90, p. 02004).
- Koo B, Yu J, Chua BL, Lee S, & Han. (2020). Relationship among Emotional and Material Rewards, Job Satisfaction, Burnout, Affective Commitment, Job Performance, and Turnover Intention in the Hotel Industry. *J Qual Assur Hosp To.* 2020;21(4): 371-401
- Kumar, R & Varma, B. (2017). Study of Job Satisfaction in Relation to Work Motivation and Occupational Stress among Bank Managers. *The International Journal of Indian Psychology*, Vol. 4 Issue 4, 164–174.

- Lin, C. Y., and Huang, C. K., (2021), Employee turnover intentions and job performance from a planned change: the effects of an organizational learning culture and job satisfaction, *International Journal of Manpower*, Vol.42 No.3, 409-423
- Lixcel, Q., & Lantican, M., (2021) Modeling Workload, Job Satisfaction, Work Stress and Organizational Commitment on Turnover Intention: Evidence from Hospitality Management Educators. *Journal of Human Resource and Sustainability Studies*, 9, 439-450
- Luna-Arocas, R., & Lara, F. J. (2020). Talent management, affective organizational commitment and service performance in local government. *International Journal of Environmental Research and Public Health*,17(13), 4827
- Mangkunegara, Anwar Prabu. (2015). *Manajemen Sumber Daya Manusia Perusahaan*. Cetakan ke-12. Bandung: Remaja Rosda Karya.
- Mardi Widyadmono (2015). Pengaruh Kepuasan Kerja Dan Komitmen Organisasi Terhadap Turnover Intention. *Jurnal Manajemen Indonesia*, Vol.15 No.2 Agustus 2015.
- McShane, S.L., & Von Glinow, M.A., (2018). *Organizational behavior: Emerging knowledge, Global Reality* (8th ed.). New York, NY: McGraw-Hill.
- Mehmood, N., Ahmad, U., Irum, S., & Ashfaq, M., (2016) Job Satisfaction, Affective Commitment, and Turnover Intention among Front Desk Staff: Evidence from Pakistan. *International Review of Management and Marketing*, 2016, 6(S4) 305-309.
- Meyer, J.P., & N.J. Allen. (1997). *Commitment in the workplace: Theory, research, and application*. California: Sage Publication
- Mohd Nasurdin, A., Tan, C. L., & Naseer Khan, D., (2018). The Relation between turnover intention, high performance work practices (HPWPs), and organizational commitment: A study among private hospital nurses in Malaysia. *Asian Academy of Management Journal*, 23(1), 23-51
- Ningrum, P. A., et al. (2020). The Potential of Poverty in the City of Palangka Raya: Study SMIs Affected Pandemic Covid 19. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal) Volume 3, No 3, Page: 1626-1634*
- O'Connor, J. (2018). The impact of job satisfaction on the turnover intent of executive level central office administrators in Texas public school districts: A quantitative study of work related constructs. *Educational Sciences*, 8(69), 1-13.
- Platis C, Reklitis P, Zimeras S. (2015) Relation between job satisfaction and job performance in healthcare services. *Proceedings of the 3rd International Conference on Strategic Innovative Marketing (Ic-Sim 2014)*. 2015;175:480-487
- Pratiwi, D., Sunaryo, H., & Wahono (2020). Pengaruh Beban Kerja, Stres Kerja, dan Kepuasan Gaji Terhadap Turnover Intention Karyawan pada PT. Beringin Gigantara KC Surabaya. *Jurnal Riset Manajemen*, 09(14), 92-103.
- Proctor, S. (2017) *Strategies to improve job satisfaction and reduce voluntary employee turnover of nurses* [Doctoral Dissertation, Walden University] ScholarWorks.
- Robbins, S.P., & Judge, T.A., (2017). *Organizational Behaviour* 17th Edition. England Jersey: Pearson Education Inc
- Saleh, A., Mujahiddin. (2020). Challenges and Opportunities for Community Empowerment Practices in Indonesia during the Covid-19 Pandemic through Strengthening the Role of Higher Education. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*. Volume 3, No 2, Page: 1105-1113.
- Salleh, R., & Memon, M. A. (2015) A Review on the effect of pay satisfaction on employee engagement and turnover: A proposed mediating framework. *International Business Management*, 9(3), 344-348

- Sholihin, Mahfud dan Dwi Ratmono. (2013) Analisis SEM-PLS dengan WarpPLS 3.0. Yogyakarta: Penerbit ANDI
- Sihombing, E. H., Nasib. (2020). The Decision of Choosing Course in the Era of Covid 19 through the Telemarketing Program, Personal Selling and College Image. Budapest International Research and Critics Institute-Journal (BIRCI-Journal) Volume 3, No. 4, Page: 2843-2850.
- Simson, H., & Mirwan S. P., (2016) Pengaruh Karakteristik Demografis (Usia, Gender, Pendidikan), Masa Kerja Dan Kepuasan Gaji terhadap Komitmen Afektif. Diponegoro Journal of Management Vol.5 No.3 Tahun 2016
- Tong, L (2018) Relationship between meaningful work and job performance in nurses. International Journal of Nurses Practice, 24(2) e12620
- Torlak, N.G., Kuzey, C., Sait Dinc, M., & Budur, T. (2021). Link Connecting Health Workers'Planned Behaviour, Burnout, Job Satisfaction, and Organizational Citizenship Behaviour. Journal of Workplace Behavioral Health, 36, 77-103
- Wirawan. (2015) Manajemen Sumber Daya Manusia Indonesia. Jakarta: Rajawali Pers.
- Wong CA, Laschinger HKS. (2015) The influence of frontline manager job strain on burnout, commitment and turnover intention: A cross-sectional study. International Journal Nurses Stud;52(12):1824-1833