

The Influence of Empowerment, Work Motivation, and Physical Work Environment on Turnover Intention with Organizational Commitment as an Intervening Variable in Teachers of the Yayasan Perguruan Rakyat Jakarta

Izma Nurhanifah Fauzi¹, Suryono Effendi²

^{1,2}Universitas Nasional Jakarta, Indonesia

Izmafauzi88@gmail.com, suryono.efendi@citivas.unas.ac.id

Abstract

This study aims to determine and analyze the effect of empowerment, work motivation, physical work environment on Turnover Intention through organizational commitment as an intervening variable at the Jakarta People's College Foundation. The research sample was 100 teachers. Data collection using SEM AMOS is used as an analysis technique. The results of this study indicate that Empowerment has a positive and significant effect on organizational commitment, Work motivation has a positive and significant effect on organizational commitment, Physical work environment has a positive and significant effect on organizational commitment, Empowerment has a negative and significant effect on Turnover intention, Work motivation has a negative and significant effect on Turnover intention, Physical work environment has a negative effect on Turnover Intention, Organizational commitment has a negative effect on Turnover Intention, Empowerment has no significant effect on Turnover intention through organizational commitment, work motivation has a significant effect on Turnover intention through organizational commitment, physical work environment has a significant effect on Turnover intention through organizational commitment.

Keywords

empowerment; work motivation; physical work environment; turnover intention; organizational commitment



I. Introduction

Human Resource Management is the activity of planning, procurement, development, maintenance, and use of human resources to achieve goals set by individuals and organizations (Sonin, 2015). Every organization sets goals to be achieved in managing each of its resources including HR. Leuhery (2018) argues that human resources are assets that function as capital (non-material or non-financial) within the organization that can be realized into real potential. The purpose of studying human resource management as knowledge needed to deal with human resource problems, especially in the field of organizations.

Employee turnover is the permanent voluntary or involuntary resignation of an organization (Robbins & Judge, 2007:38). Voluntary turnover or quit is an employee's decision to leave the organization voluntarily, conversely, involuntary turnover or dismissal describes the employer's decision to terminate the employment relationship and is uncontrollable for employees who experience it (Shaw et al., 1998) in Kharismawati dan Dewi (2016). Valensia et al. (2015) gave a limit on turnover as a transfer of employees from their current jobs.

Another factor that affects employee turnover intention is empowerment. Empowerment or empowerment is the authority to make decisions in a particular area of

operation without having to obtain the approval of others (Luthans, 2011:78). Another factor that affects turnover is motivation. Activities that channel, result in maintaining human behavior are called motivation (Handoko, 2018: 251). In addition to motivation, the physical work environment is a factor influencing Turnover (Annakis et al., 2011). The entirety of internal and external factors that exist around the workplace of each employee, in this case is in the form of physical places such as chairs, tables and other work equipment that can affect employees in carrying out their daily duties and work called the physical work environment (Rumada & Utama, 2013).

The first objective of the study was to examine the relationship between Empowerment on Turnover intention, Work motivation on Turnover intention, Physical work environment on Turnover intention and the influence of the three variables on turnover intention through organizational commitment. In addition to providing new empirical evidence, this study can contribute to closing the gap in the results of previous studies. From the practical content, this research can be useful information for managers or educational foundations in Indonesia to be able to manage deviant behavior in the workplace more effectively.

This article has four sections. First, it reviews literature relevant to workplace incivility and turnover intention. Then research methodologies are presented and data analysis techniques are discussed. The next section is to discuss the research findings. The article concludes with a discussion of the theoretical and managerial implications, as well as suggestions for further research.

II. Review of Literature

2.1 Human Resource Management

According to A. A. Anwar Prabu Mangkunegara (in Muslihat & Ginanjar, 2019), Human resource management is a planning, organizing, coordinating, implementing, and supervising the procurement, development, remuneration, integration, and separation of labor in order to achieve organizational goals. Human resource management can also be defined as a management and utilization of existing resources in individuals (employees) (Asnawi, 2016). Management and utilization are developed optimally in the world of work to achieve organizational goals and individual employee development (Sugiharjo & Rustinah, 2017). According to Flippo (2014). Human Resource Management is called personnel management, namely planning, organizing, directing and terminating employment, developing compensation, integratis, maintaining and terminating employment with human resources to achieve individual, organizational and community goals.

2.2 Empowerment

Research conducted by Hanaysha (2018:300) shows that organizational commitment can be influenced by empowerment. Empowerment is empowerment carried out by management to improve the ability of its employees so that they can contribute to the organization. Employees who are given the opportunity to contribute to decision-making for the organization will feel valued, so as to bring commitment to stay in the organization. Based on some of the results of these studies, the hypotheses that can be formed are:
H1: Empowerment directly has a positive and significant effect on the Organizational Commitment of Teachers and Employees of Yayasan Perguruan Rakyat Jakarta.

2.3 Work Motivation

Yudha dan Hasib (2015) found that the results of the study showed that motivation had a positive and significant effect on the organizational commitment of teachers in Madrasah Ibtidaiyah Islamiyah Madiun. Motivated employees are more committed to their work. Yundong (2015) found that intrinsic motivation is positively related to affective commitment, high levels of intrinsic motivation tend to have high affective commitment. Murali, Krishna et al. (2015) found that the absence of motivation will reduce organizational commitment. Wardhani et al. (2015) found the same thing, namely motivation affects organizational commitment. Salleh et al. (2016) showed a strong relationship between organizational commitment and work motivation. Based on the empirical results in the above research, hypotheses can be proposed in this study are:

H2: Work Motivation directly has a positive and significant effect on the Organizational Commitment of Teachers and Employees of the Jakarta People's College Foundation.

2.4 Physical Work Environment

J. Hanaysha (2016) in his research on the educational institution sector entitled "Testing the Effect of Employee Engagement, Work Environment, and Organizational Learning on Organizational Commitment" resulted that work environment variables have a significant positive impact on organizational commitment. Based on the above analysis:

H3: Physical Work Environment directly has a positive and significant effect on the Organizational Commitment of Teachers and Employees of Yayasan Perguruan Rakyat Jakarta.

2.5 Turnover Intention

Previous research conducted by PPradita dan Satrya (2019), Kim dan Fernandez (2017), Iftikhar dan Khan (2019) explained that employees who feel high empowerment from the company tend not to directly move out of the company. This shows that there is indeed a correlation between empowerment and direct and negative turnover intention. Looking at the linkage, the hypothesis for the fourth goal is:

H4: Empowerment directly has a negative and significant effect on the Turnover Intention of Teachers and Employees of Yayasan Perguruan Rakyat Jakarta.

According to Hassan et al. (2013) motivation is a process by which a person has a continuous drive for a certain achievement. It has 3 key elements, namely energy, direction and perseverance. Chodera et al. (2011) stated that turnover is the result of an individual's evaluation regarding the continuation of the person's relationship with the company where he works but has not been realized in concrete actions. Based on the explanation above, the hypothesis is as follows:

H5: Work Motivation directly has a negative and significant effect on the Turnover Intention of Teachers and Employees of Yayasan Perguruan Rakyat Jakarta.

According to Hassan et al. (2013) motivation is a process by which a person has a continuous drive for a certain achievement. It has 3 key elements, namely energy, direction and perseverance. Chodera et al. (2011) stated that turnover is the result of an individual's evaluation regarding the continuation of the person's relationship with the company where he works but has not been realized in concrete actions. Based on the explanation above, the hypothesis is as follows:

H5: Work Motivation directly has a negative and significant effect on the Turnover Intention of Teachers and Employees of Yayasan Perguruan Rakyat Jakarta.

A good physical work environment allows workers to feel comfortable and at home in the organization where they work (Meilano & Nugraheni, 2017). This will reduce their desire or intention to quit. Robbins dan Judge (2013) research found that if workers are unhappy with their physical work environment, then they may prefer to leave the organization. Research conducted by Meilano dan Nugraheni (2017) dan Wiguna dan Surya (2017). lilik Muviana, The Effect of Physical Work Environment and Nonphysical Work Environment on Turnover Intention with Job Satisfaction as an Intervening Variable shows that the physical work environment has a negative and significant effect on turnover intention. Based on the explanation above, the hypothesis is as follows:

H6: Physical Work Environment is directly negative positive and significant to the Turnover Intention of Teachers and Employees of Yayasan Perguruan Rakyat Jakarta.

2.6 Organizational Commitment

According to Allen dan Meyer (1993), the multiple dimensions of organizational commitment have different relationships with turnover intention and other work-related behaviors. Ahmed et al. (2013) stated that organizational commitment negatively affects turnover intention. Based on the analysis above, then:

H7: Organizational commitment is directly negative positive and significant to the Turnover Intention of Teachers and Employees of Yayasan Perguruan Rakyat Jakarta.

Empowerment has a positive effect on Turnover intention at Vale Soroako Hospital, South Sulawesi supported by the opinion of Ellis (2010), who states that there is a positive relationship between Empowerment and Turnover Intention. So that the null hypothesis can be rejected and accept the alternative hypothesis (Ha1) which states that Empowerment has a positive effect on Turnover Intention can be accepted. Looking at the positive estimate value, it can be interpreted that the effect of Empowerment on Turnover Intention is positive, which means that the better the Empowerment, the lower the employee's work turnover. Based on the analysis above, then:

H8 : Empowerment through organizational commitment indirectly has a positive and significant effect on the Turnover Intention of Teachers and Employees of Yayasan Perguruan Rakyat Jakarta.

Employee motivation will increase directly and can decrease or suppress the desire of employees to leave the organization. However, on the contrary, if high motivation is not able to be increased, it can directly increase or cause the emergence of the desire of employees to leave the organization. Meanwhile, low organizational commitment is caused by several things, namely sustainable commitment, where this continuous commitment prioritizes the profit and loss if employees stop working (Rahmadiani, 2020). In addition to social mission, we suggest that a shared vision within a social enterprise will influence the exit intentions of employees (A'yun et al., 2022). Based on the explanation above, the hypothesis:

H9: Work Motivation through organizational commitment indirectly has a positive and significant effect on the Turnover Intention of Teachers and Employees of Yayasan Perguruan Rakyat Jakarta.

When the work environment in a company is not conducive to work, employees will certainly not last long in the company. It can be said that the turnover intention will be higher. Companies must try their hardest to keep their best employees afloat. The most likely thing a company can do is keep them going. According to Hersusdadikawati (2005), said that organizational commitment is negatively related to the desire to move, the higher the organizational commitment, the lower the desire to move from the workplace and vice versa. Based on the above analysis, then:

H10 : Physical Work Environment through organizational commitment indirectly has a positive and significant effect on the Turnover Intention of Teachers and Employees of Yayasan Perguruan Rakyat Jakarta.

2.7 Research Model Framework

Based on the theory developed by the author, the questionnaire indicators are prepared based on the research model and according to theory (Notoatmodjo, 2012) the concept framework is a formulation or implication of the theoretical framework or theories that support the research. The model framework is developed as presented in the following diagram:

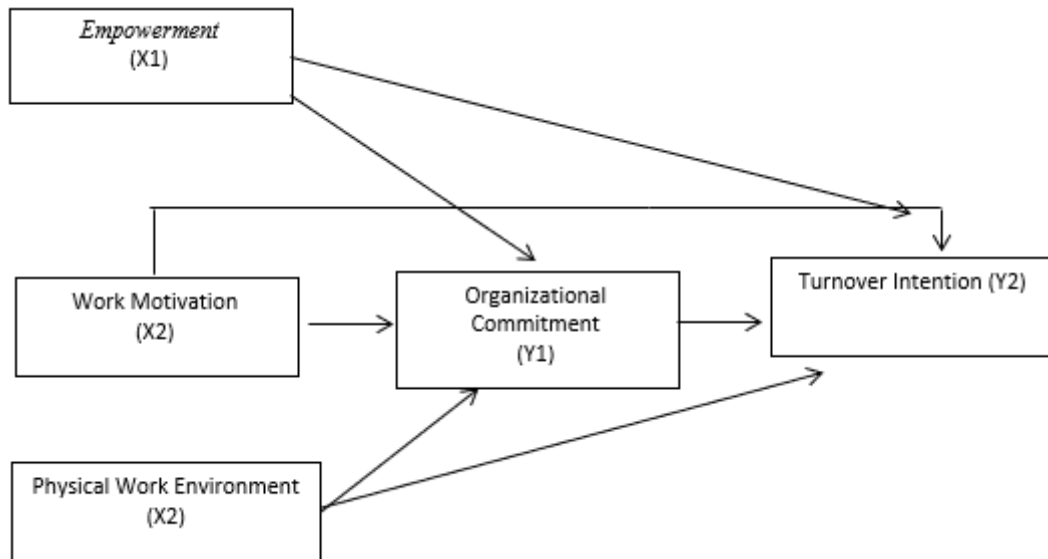


Figure 1. Research Mindset

III. Research Methods

3.1 Method and Sample

This study used non-probability convenience sampling method to get the right number of respondents for this study. A total of 180 questionnaires were distributed, and those that had complete contents and returned as many as 100 questionnaires and were used as research data. Respondents consisted of women and men. A total of 100 respondents are less than 25 years old, the majority of respondents are unmarried (65%), and 59% of respondents have a working period of less than three years.

3.2 Data Collection Techniques

The interval scale is the scale used in this study. While the questionnaire will be formed with a Likert scale which according to Sugiyono (2018). Data was obtained by distributing questionnaires to teachers of the Jakarta People's College Foundation.

IV. Results and Discussion

4.1 Respondent Profile

The total respondents of this study were 100 respondents. From the results of respondent data processing, it can be seen that the most age is 31-40 years with a percentage of 31%, based on the type of women, which has a large number of respondents

by 65%, and based on the longest working period dominated by 6-10 years of work, which is 36%, based on education, it seems that the most education is S1, which is 80%.

4.2 Validity and Reliability Test

Convergent validity of a measurement model with reflection indicators that can be inferred or assessed based on a correlation between item score / component score with construct score that can be seen or assessed based on calculations using AMOS. To be able to evaluate convergent validity, you can assess the value of the loading factor. The indicator can be said to have good convergent validity if the convergent validity value > 0.5.

Table 1. Validity Test

Indikator	Average Variance Extracted (AVE)	Kesimpulan
X1	0,54	Valid
X2	0.52	Valid
X3	0.60	Valid
Y1	0.71	Valid
Y2	0.59	Valid

Source : Data processed by Amos,2023

To be able to test construct validity, it can also perform a construct reliability test that can be measured with two criteria including composite reliability and cronbach alpha from an indicator block that measures constructs. The construct can be declared reliable if the value of composite reliability or croanbach alpha is above 0.50.

Table 2. Composite Reliability (CR) values

Indikator	Composite Reliability (CR)	Kesimpulan
X1	0.86	<u>Realibel</u>
X2	0.88	<u>Realibel</u>
X3	0.87	<u>Realibel</u>
Y1	0.83	<u>Realibel</u>
Y2	0.87	<u>Realibel</u>

Source : Data processed by Amos,2023

Based on the data listed in the table above, it can be concluded that the CR of all variables latent to the indicator has a composite reliability (CR) value of ≥ 0.7 or realistic.

4.3 Test the hypothesis

In this study, hypothesis testing will use the following decision-making basis: If p value < 0.05 and t statistics > 1.96 then the hypothesis is accepted If p value > 0.05 and t statistics < 1.96 then the hypothesis is rejected.

1. Direct Influence Analysis

Table 3. Results of Direct Influence Parameters between Variables Based on SEM Model

No	Variabel Dipengaruhi	Variabel berpengaruh	Estimate	S.E.	C.R.	P	Keterangan
1	KO (Y ₁)	EP (X ₁)	0.321	0.80	2.396	00.02	positif signifikan
2	KO (Y ₁)	MK (X ₂)	0.582	0.224	2.599	0.000	positif signifikan
3	KO (Y ₁)	LKF (X ₃)	0.448	0.317	2.094	0.003	positif signifikan
4	TI (Y ₂)	EP (X ₁)	0.573	0.085	0,467	0.000	negatif signifikan
5	TI (Y ₂)	MK (X ₂)	0.386	0.345	-3.255	0.000	negatif signifikan
6	TI (Y ₂)	LKF (X ₃)	0.490	0.381	-1.286	0.000	negatif signifikan
7	TI (Y ₂)	KO (Y ₁)	0.408	0.215	-1.899	0.003	negatif signifikan

Source : Primary Data processed by AMOS, 2023

2. Indirect Influence Analysis

Table 4. Results of Indirect Influence Analysis through Organizational Commitment

NO	Jalur	T hitung	t tabel	Kesimpulan
8	EP-KO-TI	-2.8396	1.96	Ditolak
9	MK-KO-TI	7.0279	1.96	Diterima
10	LKF-KO-TI	5.444	1.96	Diterima

Source : Primary Data processed by AMOS, 202

The results of Hypothesis 1 are accepted, which means that it can be concluded that there is a positive and significant influence of Empowerment on organizational commitment. Research conducted by Hanaysha (2016) shows that organizational commitment can be influenced by empowerment.

H2 is accepted, which means that it can be concluded that there is a positive and significant influence of work motivation on organizational commitment. The results of this study are in line with research conducted by Nurcahyo (2011) stating that motivation has a partial significant effect on organizational commitment, and also Prabasari (2013) stating that there is a positive and significant influence of motivation variables on organizational commitment.

H3 is accepted, which means that it can be concluded that there is a positive and significant influence of the physical work environment on organizational commitment. The findings of this study reinforce the opinions expressed by Shirey (2016) about the general characteristics of a healthy work environment, namely employees are treated with respect and fairness, mutual trust between management and employees, good communication between fellow employees and between superiors and subordinates, views of individuals as assets, and encourages each individual to feel physically and emotionally safe.

H4 is rejected, which means that it can be concluded that there is a negative and significant influence of empowerment on turnover intention. Employee empowerment does not have a significant effect on turnover intention. This result is very contrary or contrary to previous studies conducted by previous researchers, namely Pradita (2019), Kim and Fernandez (2015), Ifthikhar and Khan (2019).

H5 is rejected, which means that it can be concluded that there is a negative and significant effect of work motivation on turnover intention. This finding is the same as the

results of Jandu and Marsianus' research in their Thesis (2015) entitled "The Effect of Work Involvement, Motivation, Compensation, and Leadership Style on Turnover Intention"

H6 is rejected, which means that it can be concluded that there is a negative and significant influence of the physical work environment on turnover intention. The results of this study are reinforced by research by Dwiyanto, Sularso, and Handriyono (2018) which shows a significant negative influence of the work environment on turnover intention. He further stated that a conducive work environment, both from physical and non-physical dimensions, affects turnover intention.

H7 is rejected, which means that it can be concluded that there is a negative and significant influence of the physical work environment on turnover intention. In this study, organizational commitment also contributed the most dominant effect on turnover intention. This result is supported by a previous empirical study conducted by Sutanto (2013), "organizational commitment has a negative and significant influence on turnover intention".

The results of hypothesis 8 research stated that the hypothesis was rejected because the organization's commitment failed to intervene in turnover intention in the Jakarta People's College Foundation Teachers. These results show that indirectly organizational commitment does not intervene in the relationship between empowerment and turnover intention and this result is not in line with previous research. But this result is supported by (Gede & sunny, 2019) who explained that empowerment does not affect turnover intention through organizational commitment.

H9 is accepted, which means that it can be concluded that there is a positive and significant influence of work motivation on turnover intention through organizational commitment. The results of the study stated that the hypothesis was accepted because the organization's commitment succeeded in intervening turnover intention in the Jakarta People's College Foundation Teachers. The results of testing the ninth hypothesis are known that the variable of organizational commitment acts as an intervening variable between work motivation and turnover intention at the Jakarta People's College Foundation.

H10 is accepted, which means that it can be concluded that there is a positive and significant influence of the physical work environment on turnover intention through organizational commitment. The results of the study stated that the hypothesis was accepted because the organization's commitment succeeded in intervening turnover intention in the Jakarta People's College Foundation Teachers.

4.4 Limitations and future research suggestions

There are a number of limitations to this study. First is the issue of representation. The sample of this study consisted mostly of employees who were young (less than 25 years old), and single (unmarried), so it may not represent values and perceptions for employees who are more senior (over 35 years). Future research suggests using a more varied sample by increasing the percentage of employees over the age of 35. Second, the use of convenience sampling (a non-probability sampling method) limits the generalizability of findings. Future research is recommended to use analysis techniques that can simultaneously display the model simultaneously, for example by using Partial Least Square (PLS) with a multi-group sample approach.

V. Conclusion

The conclusions of this study are (1) The first, second, third, ninth, and tenth hypotheses, (2) The four, five, six and seventh hypotheses on turnover intention did not have a significant effect. Organizational commitment successfully intervenes the physical work environment against turnover intention. With a growing sense of organizational commitment due to a low physical work environment, turnover intention will increase.

The suggestions from this study are (1) Human Resource Management can also examine variables that have never been studied by the Jakarta People's College Foundation such as Job Satisfaction, Job Stress, and other variables (2) Human Resource Management should coordinate a lot with each division head on every obstacle experienced.

References

- A'yun, A. Q., Hanum, A. N., & Nurcahyono, N. (2022). Pengaruh Struktur Modal, Likuiditas, dan Ukuran Perusahaan terhadap Nilai Perusahaan dengan Profitabilitas sebagai Variabel Intervening. *Prosiding Seminar Nasional Unimus*, 5.
- Ahmed, I., Ismail, W. K. W., Amin, S. M., & Ramzan, M. (2013). Influence of relationship of POS, LMX and organizational commitment on turnover intentions. *Organization Development Journal*, 31(1), 55–68.
- Allen, N. J., & Meyer, J. P. (1993). Organizational commitment: evidence of career stage effects? *Journal of business research*, 26(1), 49–61.
- Annakis, J., Lobo, A., & Pillay, S. (2011). Exploring monitoring, work environment and flexibility as predictors of job satisfaction within Australian call centres. *International Journal of Business and Management*, 6(8), 75–93.
- Arifin, A., Hamid, D., & Hakam, M. S. (2014). Pengaruh Pemberdayaan dan Motivasi Terhadap Kinerja Karyawan (studi pada karyawan CV. Catur perkasa Manunggal). *Jurnal Administrasi Bisnis S1 Universitas Brawijaya*, 8(2), 1–8.
- Arifin, S., & Rohman, A. (2012). *Pengaruh partisipasi penyusunan Anggaran Terhadap Kinerja Aparat Pemerintah daerah: komitmen Organisasi, Budaya Organisasi, dan gaya kepemimpinan sebagai variabel moderasi* [Universitas Diponegoro]. <http://eprints.undip.ac.id/36160/>
- Asnawi, M. (2016). Peranan Strategi Manajemen Sumber Daya Manusia Untuk Meningkatkan Produktivitas Kerja Karyawan. *Warta Dharmawangsa*, 49. <https://doi.org/10.46576/wdw.v0i49.162>
- Azeez, R. O., Jayeoba, F., & Adeoye, A. O. (2016). Job Satisfaction, Turnover Intention and Organizational Commitment. *Journal of Management Research*, 8(2), 102–114.
- Bakotic, D., & Babic, T. (2013). Relationship between working conditions and job satisfaction: The case of Croatian shipbuilding company. *International journal of business and social science*, 4(2).
- Birdie, A. K., Jain, M., Chrishti, Z., & Yadav, G. (2015). Quality of Working Life Among Dual Career Women. *Indian Journal of Health and Wellbeing*, 6(5), 500–503.
- Brewster, T. (2020). *Emotional Intelligence, Turnover Intention, and Commitment Among Nonprofit Employees*. Waden University.
- Budiyanto, A. (2022). Pengaruh Stres Kerja, Lingkungan Kerja, Kompensasi dan Pengembangan Karier Terhadap Turnover Intention Karyawan pada PT. Nesitor. *ESENSI: Jurnal Manajemen Bisnis*, 25(2), 104–118.
- Butt, H. S., Khan, F., Rasli, A. B. M., & Iqbal, M. J. (2012). Impact of work and physical environment on hospital nurses commitment. *Int J Eco Res*, 3, 33–43

- Cherrington. (2017). *Fungsi-Fungsi Manajemen Sumber Daya Manusia*. PT Bumi Aksara.
- Chodera, J. D., Mobley, D. L., Shirts, M. R., Dixon, R. W., Branson, K., & Pande, V. S. (2011). Alchemical free energy methods for drug discovery: progress and challenges. *Current opinion in structural biology*, 21(2), 150–160.
- Dessler, G. (2005). *Human Resource Management, International Edition* (10 ed.). Pearson Education, Inc.
- Digdowniseiso, K. (2017). *Metodologi Penelitian Ekonomi dan Bisnis*. Lembaga Penerbitan Universitas Nasional (LPU-UNAS).
- Doughty, H. A., & Rinehart, J. W. (2004). Employee empowerment: Democracy or delusion. *The Innovation Journal: The Public Sector Innovation Journal*, 9(1), 1–24.
- Ellis, J. (2010). Phenomenal character, phenomenal concepts, and externalism. *Philosophical studies*, 147, 273–299.
- Fadzilah, A. (2006). Analisis Pengaruh Pemberdayaan Karyawan dan Self of Efficacy Terhadap Kinerja Karyawan Bagian Penjualan (studi kasus pada PT. Sinar Sosro wilayah pemasaran Semarang). *Jurnal Studi Manajemen Organisasi*, 3(1), 12–27.
- Ferdinand, A. (2006). *Metode Penelitian Manajemen* (2 ed.). BP Universitas Diponegoro.
- Flippo, R. (2014). *Assessing Readers: Qualitative diagnosis and instruction*. Routledge.
- Frans, A. (2015). Pengaruh Kesehatan dan Keselamatan Kerja (K3), dan Insentif Terhadap Motivasi Serta Kinerja Karyawan pada Bagian Produksi. *Masyarakat, Kebudayaan Dan Politik*, 28(4), 219–226.
- Gibson, J. L. (2010). *Organisasi, Perilaku, Struktur dan Proses* (5 ed.). Erlangga.
- Gie, L. (2000). *Administrasi Perkantoran Modern*. Liberty.
- Haholongan, R. (2018). Stres Kerja, Lingkungan Kerja Terhadap Turnover Intention Perusahaan. *Jurnal Manajemen Indonesia*, 18(1), 61–67. <https://doi.org/10.25124/jmi.v18i1.1260>
- Hair, J. F., Anderson, R. E., Tatham, R. L., & Black, W. C. (1995). *Multivariate Data Analysis*. Prentice-Hall, Inc.
- Halimah, T. N., Fathoni, A., & Minarsih, M. M. (2016). Pengaruh Job Insecurity, Kepuasan Kerja dan Lingkungan Kerja Terhadap Turnover Intention Pramuniaga di Gelael Supermarket (Studi Kasus pada Gelael Superindo Kota Semarang). *Journal of Management*, 2(2). <https://jurnal.unpand.ac.id/index.php/MS/article/view/606>
- Hanaysha, J. (2016a). Examining The Effects of Employee Empowerment, Teamwork, and Employee Training on Organizational Commitment. *Procedia-Social and Behavioral Sciences*, 229, 298–306.
- Hanaysha, J. (2016b). Testing the effects of employee engagement, work environment, and organizational learning on organizational commitment. *Procedia-Social and Behavioral Sciences*, 229, 289–297.
- Hanaysha, J. R. (2018). An examination of the factors affecting consumer's purchase decision in the Malaysian retail market. *PSU Research Review*, 2(1), 7–23. <https://doi.org/10.1108/prr-08-2017-0034>
- Handoko, T. H. (2018). *Manajemen Personalia dan Sumber Daya Manusia*. BPFE-Yogyakarta.
- Hasibuan, M. S. (2011). *Manajemen Sumber Daya Manusia*. PT. Bumi Aksara.
- Hasibuan, M. S. P. (2007). *Manajemen Sumber Daya Manusia Perusahaan*. PT. Bumi Aksara.
- Hassan, S., Mahsud, R., Yukl, G., & Prussia, G. E. (2013). Ethical and Empowering Leadership and Leader Effectiveness. *Journal of Managerial Psychology*, 28(2), 133–146.
- Hersudadikawati, E. (2005). Pengaruh Kepuasan Atas Gaji Terhadap Keinginan untuk

- Berpindah Kerja, dengan Komitmen Organisasional Sebagai Variabel Intervening (Studi Empiris pada Dosen Akuntansi Perguruan Tinggi Swasta Jawa Tengah). *Jurnal Studi Manajemen dan Organisasi (JSMO)*, 2(1), 85–110.
- Herzberg, F. (1966). *The Motivation to Work*. John Willey and Sons, Inc.
- Holosko, M. J., Leslie, D. R., & Rosemary Cassano, D. (2001). How Service Users Become Empowered in Human Service Organizations: The Empowerment Model. *International Journal of Health Care Quality Assurance*, 14(3), 126–133.
- Iftikhar, M., & Khan, S. (2019). Organizational Empowerment and Turnover Intentions: A mediation of Job Satisfaction and Affective Commitment A Case of Hattar industries, Pakistan. *Journal of Management Info*, 6(2), 1–6.
- Iqbal, N., Ahmad, N., Majid, M., Nadeem, M., Javed, K., Zahra, A., & Ateeq, M. (2013). Role of employee motivation on employee's commitment in the context of banking sector of D.G.KHAN, Pakistan. *Journal of Human Resource Management*, 1(1), 1–8.
- Irawan, D. (2019). *Pengaruh Motivasi, Budaya Organisasi, dan Komitmen Organisasi, Terhadap Turnover Intention pada PT. AJB Bumi Putera Yogyakarta*. Universitas Ahmad Dahlan.
- Ivancevich, J. M. (2010). *Human Resource* (8 ed.). The McGraw-Hill.
- Kadarisman. (2012). *Manajemen Pengembangan Sumber Daya Manusia*. Raja Grafindo Persada.
- Karim, F., & Rehman, O. (2012). Impact of job satisfaction, perceived organizational justice and employee empowerment on organizational commitment in semi-government organizations of Pakistan. *Journal of Business Studies Quarterly*, 3(4), 92–104.
- Khan, I., Nawaz, A., Khan, S., Khan, F., Khan, S., & Yar, N. B. (2014). The impact of organizational commitment (OC) on the intention to leave (ITL) among the academicians in higher educational institutions (HEIs) in Pakistan. *International Journal of Academic Research in Business and Social Sciences*, 4(2), 243–254.
- Khan, M. S., Kundi, G. M., Khan, S., Khan, I., Khan, H., & Yar, N. B. (2014). The Cause- & Effect and Correlation between Job Satisfaction and Organizational commitment on Intention to leave among the Academicians in higher Educational Institutions of Khyber Pakhtunkhwa, Pakistan. *International Journal of Academic Research in Business and Social Sciences*, 4(2), 2222–6990.
- Khan, R. I., Aslam, H. D., & Lodhi, I. (2011). Compensation Management: A strategic conduit towards achieving employee retention and Job Satisfaction in Banking Sector of Pakistan. *International journal of human resource studies*, 1(1), 89–97.
- Kharismawati, D. A. P., & Dewi, I. G. A. M. (2016). Pengaruh Komitmen Organisasional, Dukungan Sosial, dan Iklim Etika Terhadap Turnover Intention. *E-Jurnal Manajemen Unud*, 5(2), 1–8.
- Khera, A. (2015). Impact of employee empowerment on job satisfaction: An empirical analysis of banks in Chandigarh, (India). *International Research Journal of Human Resources and Social Sciences*, 2(7), 30–39.
- Kim, S. Y., & Fernandez, S. (2017). Employee Empowerment and Turnover Intention in the US Federal Bureaucracy. *The American review of public administration*, 47(1), 4–22.
- Kinas, A. A. (2018). Analisis Pengembangan Sumber Daya Manusia (studi kasus pada perusahaan swasta di Kota Makassar). *Jurnal Ilmiah Pena: Sains dan Ilmu Pendidikan*, 10(2), 100–106. <https://doi.org/10.51336/jip.v10i2.156>.
- Komaruddin. (2012). *Manajemen Kantor, Teori dan Praktek*. Trigenda Karya.
- Krishna, S. M., Tesfa, L., & Prasad, Y. R. (2015). The Impact of Employee Motivation on Organizational Commitment of Academic Staffs of Ambo University. *A Critical*

- Review And Analysis Pezzottaite Journals*, 4(1), 1400–1409.
- Larkin, I. M. (2015). *Job Satisfaction, Organizational Commitment, and Turnover Intention of Online Teachers in The K-12 Setting* [Kennesaw State University]. https://digitalcommons.kennesaw.edu/instruceddoc_etd/2/
- Lee, T. J. (2017). *Relationship Between Intrinsic Job Satisfaction, Extrinsic Job Satisfaction, and Turnover Intentions Among Internal Auditors*. Walden University.
- Leuhery, F. (2018). Pengaruh Kualitas Sumber Daya Manusia, Disiplin Kerja, dan Pengembangan Karir Terhadap Prestasi Kerja Pegawai Dinas Perhubungan Provinsi Maluku. *Jurnal Sosoq*, 6(1), 118–133.
- Luthans, F. (2011). *Perilaku Organisasi*. Penerbit Andi.
- Malna, M. A., Rodhiyah, R., & Dewi, R. S. (2014). Pengaruh Kompensasi dan Motivasi Kerja Terhadap Turnover Intention Melalui Stress Kerja Karyawan PT. Bank Tabungan Negara Kantor Cabang Semarang. *Jurnal Ilmu Administrasi Bisnis*, 4(1), 154–165. <https://doi.org/10.14710/jiab.2015.7229>
- Mangkunegara, A. A. A. P. (2015). *Sumber Daya Manusia Perusahaan* (12 ed.). Remaja Rosdakarya.
- Manolopoulos, D. (2007). An evaluation of employee motivation in the extended public sector in Greece. *Employee Relations*, 30(1), 63–85.
- Manullang, M., & Manullang, M. A. (2006). *Manajemen Personalia*. Gajah Mada University Press.
- Martanti, W. D. (2005). *Analisis Pengaruh Locus Of Control, Role Ambiguity, Dan Kepemimpinan Terhadap Pemberdayaan Karyawan untuk Meningkatkan Komitmen Organisasional*. Program Pasca Sarjana Universitas Diponegoro.
- Marzec, I. (2014). Using employee empowerment to encourage organizational commitment in the public sector. *Journal of Positive Management*, 5(2), 43–52.
- Maslow, A. H. (2010). *Motivation and Personality*. Rajawali.
- Mehrabani, S. E., & Shajari, M. (2013). Relationship between employee empowerment and employee effectiveness. *Service science and management research*, 2(4), 60–68.
- Meilano, M. R. A., & Nugraheni, R. (2017). Analysis of Work Environment and Compensation Effects on Turnover Intention with Work Satisfaction as Intervening Variable (Study on Laksana Baru Swalayan Majenang Employees). *Diponegoro Journal of Management*, 6(4), 655–665.
- Melania, F. P., Rizal, S., & Hadikusuma, R. (2022). *Pengaruh Lingkungan Kerja dan Kompensasi terhadap Turnover Intention Karyawan pada PT. XL Axiata Tbk* [Politeknik Negeri Jakarta]. <https://repository.pnj.ac.id/id/eprint/9095/>
- Meutia, K. I., & Husada, C. (2019). Pengaruh Budaya Organisasi dan Komitmen Organisasi terhadap Kinerja Karyawan. *Jurnal Riset Manajemen dan Bisnis (JRMB) Fakultas Ekonomi UNIAT*, 4(1), 119–126.
- Morrison, E. W. (2014). Employee Voice and Silence. *Annual Review of Organizational Psychology and Organizational Behavior*, 1(1), 173–197.
- Mulyono, I., & Bidayati, U. (2018). Pengaruh Faktor Personal, Faktor Organisasional, dan Faktor Non Organisasional Terhadap Komitmen Organisasional Karyawan PT AJB Bumi Putra Gondomanan Yogyakarta. *Jurnal Fokus Manajemen Bisnis*, 8(2), 192–206.
- Muslihat, M., & Ginanjar, M. H. (2019). Pengelolaan Sumber Daya Manusia di SMP Hasmi Islamic Boarding School Tamansari Bogor. *Islamic Management: Jurnal Manajemen Pendidikan Islam*, 2(01), 103–118.
- Nitisemito, A. S. (2012). *Manajemen Personalia* (4 ed.). Ghalia Indonesia.
- Notoatmodjo, S. (2012). *Metodologi Penelitian Kesehatan*. Rineka Cipta.

- Nugroho, C. A., Hendrawan, R. A., & Hafidz, I. (2012). Clustering Kelompok Swadaya Masyarakat (KSM) dalam Menentukan Kebijakan Bantuan Badan Pemberdayaan Masyarakat di Kota Surabaya Dengan Menggunakan Metode Self-Organizing Map (SOM) dan K-Means. *Jurnal Teknik ITS*, 1(1), 368–373. <https://doi.org/10.12962/j23373539.v1i1.1117>
- Nugroho, T. T., & Darmawati, A. (2018). Pengaruh Kompensasi dan Lingkungan Kerja Terhadap Turnover Intention Pramuniaga PT CIRCLE K Indonesia Utama Cabang Yogyakarta. *Jurnal ilmu manajemen*, 15(2), 101–108. <https://doi.org/10.21831/jim.v15i2.34761>
- Pahlevi, T. A. (2017). Peran Corporate Communication Grapari Telkomsel dalam Menjalankan Program Corporate Social Responsibility di Kota Samarinda. *EJournal Ilmu Komunikasi*, 5(1), 311–322.
- Paramita, P. I. D., Pasek, I. K., & Putra, I. (2022). *Pengaruh Kompensasi dan Motivasi Kerja Terhadap Turnover Intention Karyawan pada Intercontinental Bali Resort [Politeknik Negeri Bali]*. <http://repository.pnb.ac.id/2047/>
- Piartrini, P. S. (2018). The Relationship among Community Based Tourism Application, Community Attitude, Community Empowerment, and Community Life Satisfaction. *E-Journal of Tourism*, 5(2), 130–143.
- Pradita, N. N., & Satrya, A. (2019). The Influence of Empowerment and Workload on Turnover Intention Through The Mediation of Emotional Exhaustion on Indonesian Garment Workers. *International Journal of Scientific & Engineering Research*, 10(1), 82–87.
- Qureshi, I., Jamil, R., Iftikhar, M., Arif, S., Lodhi, S., Naseem, I., & Zaman, K. (2012). Job stress, workload, environment and employees turnover intentions: Destiny or choice. *Archives of Sciences (Sciences Des Archives)*, 65(8).
- Rahmadiani, Y. (2020). Analisis Pengaruh Kepemimpinan dan Motivasi Kerja Terhadap Turnover Intention Karyawan dengan Komitmen Organisasi Sebagai variabel Mediasi di Rumah Sakit Islam Siti Rahmah. *Jurnal Kesehatan Andalas*, 9(1), 18–25.
- Rahmawati, Y., & Abiddin, N. Z. (2015). Relationship Between Motivation and Organizational Commitment among Scout Volunteers in East Kalimantan. *Journal of Social Science Studies*, 2(1), 51–62.
- Rajkumar, P., & Bhuvanewari, G. (2016). Effects of Pecuniary Benefits in Curbing Employee Turnover Intention Special Reference to Private Life Insurance Companies in Chennai. *Indian Journal of Science and Technology*, 9(2), 1–5. <https://doi.org/10.17485/ijst/2016/v9i2/86357>
- Rana, A. H., & Abbasi, A. S. (2013). Mpaact of Talent Management And Employee Turnover Intention on Organizational Efficiency-A Case of Telecommunication Sector of Pakistan. *Science International*, 25(3), 655–660.
- Rizal, M., Idrus, M. S., & Djumahir, R. M. (2014). Effect of Compensation on Motivation, Organizational Commitment and Employee Performance (Studiesat Local Revenue Management in Kendari City). *International Journal of Business and Management Invention*, 3(2), 64–79.
- Robbins, S. P., & Judge, T. A. (2007). *Organizational behavior* (12 ed.). Pearson Prentice Hall.
- Robbins, S. P., & Judge, T. A. (2013). *Organizational Behavior* (15 ed.). Pearson Education.
- Rumada, G., & Utama, I. W. M. (2013). *Pengaruh Kompensasi, Kepemimpinan, dan*

Lingkungan Kerja Fisik Terhadap Kepuasan Kerja Karyawan Hotel Taman Harum Ubud Gianyar. Udayana University.

- Saeed, I., Waseem, M., Sikander, S., & Rizwan, M. (2014). The Relationship of Turnover Intention With Job Satisfaction, Job Performance, Leader Member Exchange, Emotional Intelligence and Organizational Commitment. *International journal of learning and development*, 4(2), 242–256.
- Salleh, S. M., Zahari, A. S. M., Said, N. S. M., & Ali, S. R. O. (2016). The Influence of Work Motivation on Organizational Commitment in the Workplace. *Journal of Applied Environmental and Biological Sciences*, 6(58), 139–143.
- Sambung, R., Thoyib, A., & Troena, E. A. (2012). Pengaruh Kepuasan Kerja, Komitmen Organisasional, Kepribadian dan Profesionalisme Dosen terhadap Organizational Citizenship Behavior serta Dampaknya terhadap Kinerja Dosen (Studi pada Universitas Palangka Raya). *Jurnal Aplikasi Manajemen*, 10(1), 12–20.
- Santoso, A. (2017). Pengaruh Good Corporate Governance Terhadap Nilai Perusahaan dengan Kinerja Keuangan Sebagai Variabel Intervening. *Prosiding Seminar Nasional dan Call for Paper Ekonomi dan Bisnis (SNAPER-EBIS 2017)*, 27-28 Oktober, 67–77.
- Saputra, A., & Heryjanto, A. (2021). Pengaruh Employee Empowerment dan Psychological Contract Terhadap Turnover Intention yang Dimediasi Employee Engagement (Studi Empiris: Karyawan PT. XYZ). *Digismantech (Jurnal Program Studi Bisnis Digital)*, 1(2), 31–41. <https://doi.org/10.30813/digismantech.v1i2.3593>
- Saputro, A. C., & Nuvriasari, A. (2022). Pengaruh Motivasi Dan Komitmen Organisasional Terhadap Turnover Intention Dan Permodalan Usaha Pada Komunitas UMKM “Cupu Pitoe” Di Daerah Istimewa Yogyakarta. *Jurnal Ekonomi Manajemen dan Akuntansi*, 1(1), 28–38.
- Sastrohadiwiryo, B. S. (2013). *Manajemen Tenaga Kerja Indonesia : Pendekatan Administrasi dan Operasional*. Bumi Aksara.
- Sastrohadiwiryo, S., & Syuhada, A. H. (2021). *Manajemen Tenaga Kerja Indonesia*. Bumi aksara.
- Sedarmayanti. (2009). *Sumber Daya Manusia dan Produktivitas Kerja*. CV. Mandar Maju.
- Sedarmayanti. (2011). *Manajemen Sumber Daya Manusia, Reformasi Birokrasi Manajemen Pegawai Negeri Sipil*. Refika Aditama.
- Sedarmayanti. (2012). *Sumber Daya Manusia dan Produktivitas Kerja*. Mandar Maju.
- Shaheen, A., & Farooqi, Y. A. (2014). Relationship among Employee Motivation, Employee Commitment, Job Involvement, Employee Engagement A Case Study of University of Gujrat, Pakistan. *International journal of multidisciplinary sciences and engineering*, 5(9), 12–18.
- Shaw, J. D., Delery, J. E., Jenkins Jr, G. D., & Gupta, N. (1998). An organization-level analysis of voluntary and involuntary turnover. *Academy of management journal*, 41(5), 511–525.
- Shidhaye, R. V, Divekar, D. S., Goel, G., & Shidhaye, R. (2011). Influence of working conditions on job satisfaction in Indian anesthesiologists: a cross sectional survey. *Anaesth Pain Intensive Care*, 15, 30–37.
- Siagian, S. P. (2015). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
- Sonin. (2015). Penerapan Manajemen Sumber Daya Manusia dalam Manajemen Berbasis Madrasah dan Implikasinya Terhadap Motivasi Kerja Guru di Mts Negeri Sekayu. *Istinbath*, 15(16), 1–19. <http://jurnal.radenfatah.ac.id/index.php/istinbath/article/view/774/682>.