

**THE ROLE OF ORGANIZATIONAL COMMITMENT MEDIATION IN  
RELLATIONSHIP OF REWARD SYSTEM ON TURNOVER INTENSION**

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**ABSTRACT**

This study aims to analyze the effect of reward systems and organizational commitment on employee turnover intention, and analyze the mediating role of organizational commitment variables. Testing the research hypothesis using Structural Equation Modeling (SEM) analysis techniques using SMARTPLS, using IBM SPSS Statistics 22 for validity and reliability testing, and the sample in this study was 130 respondents, taken using the Purposive Sampling sampling technique, with employee respondent criteria PT. Bali Dana Sejahtera. The results showed that (1) reward system had a negative and significant effect on employee turnover intention, (2) reward system had a positive and significant effect on employee organizational commitment, (3) organizational commitment had a negative and significant effect on employee turnover intention, (4) commitment the organization mediates the effect of the reward system on employee turnover intention. Managerial implications and suggestions in this study are to reduce the level of turnover intention of employees, companies or institutions to improve the reward system that is applied and increase organizational commitment of employees. By implementing a better reward system, it will increase organizational commitment, and reduce employee intention to resign.

**Keyword:** Reward system, organizational commitment, turnover intention.

**1. INTRODUCTION**

Competition in the business world between companies must concentrate on a series of processes or activities to create products and services related to their main competencies. With the concentration on the main competencies of the company, a number of quality products and services will have competitiveness in the market. By outsourcing, companies can focus on their core business. Kremic, et.al (2006) also revealed that outsourcing as a basis for consideration in making decisions as measured by indicators of benefits, risks and personal work motivation. Belcourt (2006), stated outsourcing as a rationale for the transfer of HR functions for financial savings, capacity building and focus on strategic issues, technology access and expertise. Furthermore, Chen & Perry (2012) show that outsourcing is a long-term strategic approach, and that personal relationships within the organization and the formation of better performance and services can be built. This can be done by updating the strategy and restructuring the existing resources (HR and finance). The company will definitely benefit by focusing these human resources to meet customer needs, by transferring support work outside the company's core-business to outsourcing vendors and focusing resources entirely on strategic work that is directly

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related to customer satisfaction or increasing company revenue.

PT. Bali Dana Sejahtera, as one of the outsourcing labor service providers involved in competing with similar companies. The company manages its workforce based on human resources practice organizational commitment whose purpose is to maintain membership in the organization. One of the main reasons companies use outsourcing labor is the opportunity to reduce and control operational costs. Companies that manage their own human resources have a larger financing structure than companies that submit their HR management to outsourcing vendors. This happens because outsourcing vendors play with "economics of scale" (large-scale economics) in managing human resources. As with manufacturing companies, the more products produced, the smaller the cost per product is incurred. For outsourcing vendors, the more human resources are managed, the smaller the cost per person is spent. In addition, because employment issues are core-business, efficiency in managing HR is a major concern for outsourcing vendors. By transferring employment issues to outsourcing vendors, companies that use vendor services can make cost savings by removing budgets for various investments in the field of employment, including reducing the human resources needed to perform labor administration activities. This of course reduces company overhead costs and funds saved can be used for other projects directly related to improving the quality of products / services.

For most companies that do not use vendors, HR costs are generally fixed (fixed cost). When the company experiences positive growth, this has no problem. But when growth is negative, this will greatly burden the company's finances. By transferring the supply and management of HR that works outside the company's core-business to outsourcing vendors, companies can control HR costs by converting fixed costs to variable costs, where the number of HR is adjusted to the company's core-business needs. The importance of controlling HR costs can be seen today. The crisis caused by the fragility and uncertainty of the economy and global politics caused the company's revenue to continue to decline. This is influenced by the emergence of new competitors which makes market competition unhealthy. This situation causes companies both large and small trying hard to survive by carrying out massive layoffs to reduce fixed costs which generally are in the range of 60-70% of total routine costs. This can actually be avoided if the company uses outsourcing vendors that are non-core and do not have a direct effect on the company's revenue and profits on core-business strategic jobs that can ultimately increase customer satisfaction, revenue and company profits. If done well, outsourcing can make user companies leaner and more agile in responding to market needs. The speed of responding to this market becomes the company's competitive advantage compared to competitors. After outsourcing, some companies can even reduce the number of their employees significantly because much of their routine work is no longer relevant. From this framework we can do research on outsourcing service providers, namely PT. Bali Dana Sejahtera. In these organizations we try to look at problems including turnover intension, reward systems, organizational commitment from existing outsourcing personnel.

According to Langton and Robbins (2007) in Castro (2008) defines the concept as a general attitude that someone has their job. They go on to say that people who enjoy high levels of job satisfaction perceptions, have positive attitudes about their work, while those who have dissatisfied perceptions tend to be negative and leave work. One of the factors causing the emergence of turnover intension of outsourced workers includes the lack of supervision from outsourcing outsourcing vendors so that organizational commitment results from outsourced

workers of PT. Bali Dana Sejahtera is not optimal.

## **2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT**

Yang (2008) found the reward system to have a strong relationship with organizational commitment. Job satisfaction has a strong influence on organizational commitment. These findings are reinforced by Faloye (2014) stated that organizational commitment as a predictor of turnover intention in an organization. The concept of commitment to the organization has occupied a very important place in research on organizational behavior, this is done because many work behaviors are influenced by the level of commitment held by employees towards the company where they work.

Research shows that the reward system can cause an increase in employee performance and loyalty. One indicator that gets attention is the reward system. Kinman & Jones (2008) found the results of research that reward systems can disrupt the balance of organizational commitment, work environment.

H1: Reward System effect organizational commitment.

The relationship between reward systems and turnover intensity is stated in several research findings. De Gieter, et.al (2012) found that psychological rewards can determine job satisfaction and turnover intention. Another study revealed by De Gieter, et.al (2010), psychological reward has a relationship with job satisfaction, and reward also has a positive and significant effect on turnover intention. The relationship between reward systems and turnover Intension has the power and influence in the relationship of everyone in the organization. To understand the importance of people in organizations is to understand the elements of people and organizations that are identical, so that organizational strength can be built in the future. An organization that is well managed by providing rewards according to work hours, quality and work productivity can reduce turnover intention. Beecroft, et.al (2008) revealed that the decline in turnover intention was found by work environment and organizational factors. Therefore, it can be presumed that there is a relationship between the reward system and the outsourcing turnover of labor.

H2: Reward system effect the turnover of outsourcing personnel

The relationship between organizational commitment and turnover intention has been tested in various studies by management experts. Joo, B. (Brian), & Park, S. (2010) find that organizational commitment is a predictor of turnover intention. The higher the organizational commitment, the lower the turnover intention. Hasibuan (2013), states that loyalty or loyalty is an element of forming organizational commitment. The higher the employee loyalty, the higher the organizational commitment, the lower the turnover intention. Steers & Porter (Mardalis, 2012) argues that first, loyalty to the company as an attitude, namely the extent to which an employee identifies his workplace indicated by the desire to work and try his best and secondly, loyalty to the company as behavior, which is the process by which a person employees make a definite decision not to leave the company if they don't make extreme mistakes.

Steers & Potter (Soegandhi, et al., 2013) revealed that a strong drive to remain a company employee is influenced by individual circumstances, goals and needs, the ability of individual adjustments in carrying out work in the company. In addition, the similarity of perceptions between employees and companies that are supported by similar goals in the company can realize the desire to build psychological rewards and loyalty to the organization. These aspects of loyalty affect the formation of employee loyalty, by having high loyalty the employee will carry

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out the duties and responsibilities given in accordance with the expectations of the company. This proves that reward has an influence on turnover intention.

H3: Organizational Commitment effect the turnover of outsourcing personnel

Sharma and Bajpai (2010) conducted a study to measure organizational commitment between the public sector and private sector organizations. Most importantly organizational commitment is proven as a predictor to improve reward systems and reduce the level of labor turnover intension. Organizational commitment is very important in the reward relationship with employee turnover intension. According to research Winarni and Utomo (2013) prove that, reward / salary influential and significant to the desire to leave the workforce (turnover intension). Research Lee, G., & Jimenez (2011) found that reward systems and job satisfaction can determine turnover intension.

H4: The mediating role of organizational commitment in the relationship of reward systems on turnover intension.

### **3. METHODS**

This research is located at PT. Bali Dana Sejahtera, located on Jalan P.B. Sudirman Komplek Pertokoan Sudirman Agung Blok F-31 Tel. (0361) 255376, Denpasar Bali. The choice of location is based on consideration of the application of organizational commitment, reward systems for turnover intension, and the availability of adequate and capable data for researchers to process. To the best of the researchers' knowledge, no other researcher has ever conducted a study of the problem of the mediating role of organizational commitment in the relationship of reward systems with the turnover of outsourcing personnel at PT. Bali Dana Sejahtera. The object of this research is about rewards, organizational commitment, and turnover intention of outsourcing workers at PT. Bali Dana Sejahtera.

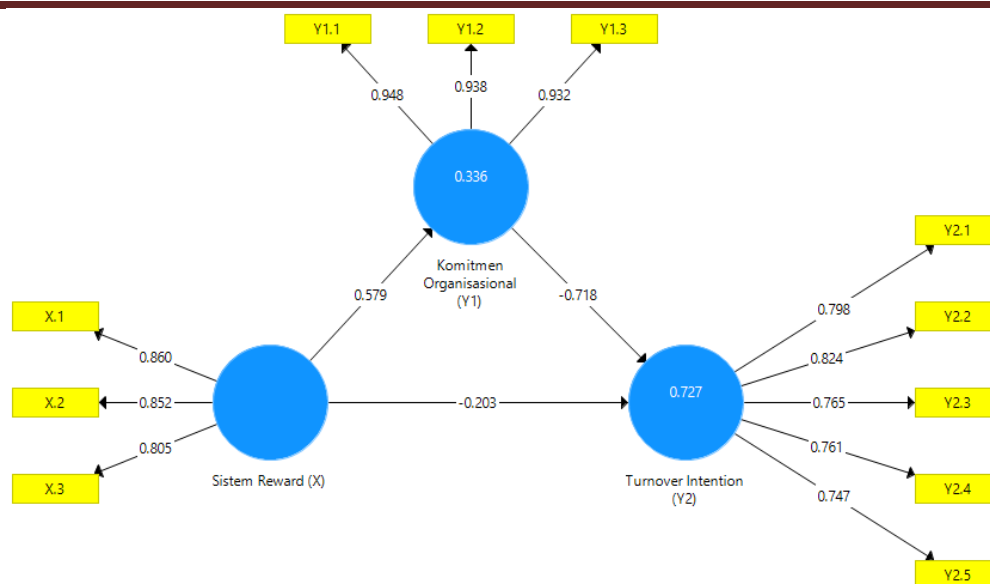
The population in this study were employees of PT. Bali Dana Sejahtera, amounting to 288 people. Non-probability sampling based on sampling, which is a technique that does not provide equal opportunity or opportunity for each element or population member to be selected as a sample. The sampling technique used in this study was purposive sampling. Purposive sampling is a sampling technique in which the sample is chosen based on the assessment of researchers that chosen is the right party to be used as a research sample of PT. Bali Dana Sejahtera.

This inferential statistical analysis uses the PLS (partial least Square) method, according to Solimun (2008), PLS is a method that has its own advantages that can be used for all data scales, does not require a lot of assumptions and the sample size of the data should not be large, not normally distributed (distribution free) indicators range from 3 to 7, other than PLS can be used to confirm theories (hypotheses) and build relationships that do not yet have a theoretical basis or to test prepositions.

### **4. RESULTS AND DISCUSSION**

#### *Measurement Model Evaluation Results (Outer model)*

The outer model evaluation is also called the measurement model evaluation carried out to assess the validity and reliability of the model. Analysis of the construct measurement model with reflexive indicators is carried out to see the validity of each indicator and test the reliability of the construct. Indicator validity criteria are measured by convergent validity, while construct reliability is measured by composite reliability and average variance extracted or AVE.



**Figure 1.**  
**Outer Model**

1) Convergent Validity

**Table 1 Test Results for Convergent Validity**

	<b>Organizational Commitment (Y1)</b>	<b>Reward System (Y1)</b>	<b>Turnover Intention (Y2)</b>
<b>X.1</b>		<b>0.86</b>	
<b>X.2</b>		<b>0.852</b>	
<b>X.3</b>		<b>0.805</b>	
<b>Y1.1</b>	<b>0.948</b>		
<b>Y1.2</b>	<b>0.938</b>		
<b>Y1.3</b>	<b>0.932</b>		
<b>Y2.1</b>			<b>0.798</b>
<b>Y2.2</b>			<b>0.824</b>
<b>Y2.3</b>			<b>0.765</b>
<b>Y2.4</b>			<b>0.761</b>
<b>Y2.5</b>			<b>0.747</b>

Primary Data, 2020

Convergent validity, namely the correlation between reflexive indicator scores and latent variable scores. This study uses loading 0.5 to 0.6 is considered sufficient, because it is the initial stage of the development of measurement scale and the number of indicators per variable is not large, ranging from three to seven indicators. Based on Table 5.8 above, it can be seen that all the values in the convergent validity test are greater than 0.6. Thus it can be stated that the data in the study is valid.

2) Discriminate validity

Validity test is also performed by testing methods comparing the square root of average variance extracted (AVE) values in each construct with the correlations between other constructs contained in the model. The results of discriminant validity testing are presented in Table 2.

**Table 2 Discriminate Validity Test Results**

	AVE
<b>Organizational Commitment (Y1)</b>	<b>0.883</b>
<b>Reward System (X)</b>	<b>0.705</b>
<b>Turnover Intention (Y2)</b>	<b>0.608</b>

Primary Data, 2020

The test results in Table 5.9 explain that the AVE value in the study variable has a value above 0.5, so that this measurement can be concluded to meet the discriminant validity measurement requirements. Thus, it can be stated that the data in the study is valid.

3) Composite Reliability

Composite reliability is a group of indicators that measure a variable that has good composite reliability. Composite Reliability measures internal consistency and the value must be above 0.70. Based on Table 3, it can be seen that all Composite reliability values for each variable are greater than 0.7. Thus, it can be stated that the data in the study are reliable.

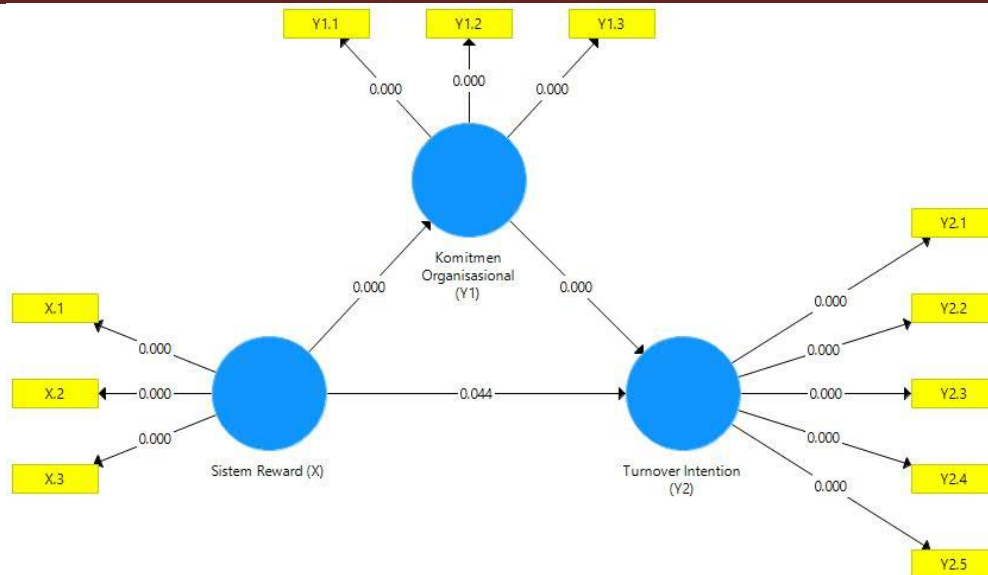
**Table 3 Composite reliability test results**

	ReliabilitasKomposit
<b>Organizational Commitment (Y1)</b>	<b>0.958</b>
<b>Reward System (X)</b>	<b>0.877</b>
<b>Turnover Intention (Y2)</b>	<b>0.886</b>

Primary Data, 2020

*Structural Model Evaluation Results (Inner model)*

In assessing structural models with structural PLS it can be seen from the Q-squares value for each endogenous latent variable as the predictive power of the structural model. R-squares value is a goodness fit model test. However, if the calculation results show a Q-square value of more than 0 (zero), then the model is worthy of being said to have a relevant predictive value. Q-square calculation through the formula  $Q^2 = 1 - [(1-R1^2) (1- R2^2)]$  so that it requires the value of R-square which also serves to find out how much the contribution of variable X to Y.



**Figure 2.**  
**Inner Model**

1) R-square

R-square values can be used to evaluate the effect of predictors on each endogenous latent variable. R2 results of 0.67, 0.33 and 0.19 for endogenous latent variables in the structural model indicate that the model is "good", "moderate", and "weak". R-square value is used to later calculate the Q-square value which is a test of goodness of fit model.

**Table 4 R-square Test Results**

	<b>R Square</b>	<b>Adjusted R Square</b>
<b>Organizational Commitment (Y1)</b>	<b>0.336</b>	<b>0.331</b>
<b>Turnover Intention (Y2)</b>	<b>0.727</b>	<b>0.722</b>

Primary Data, 2020

Based on the table above, the R-square value for reward system variables towards organizational commitment is 0.336, including weak, which indicates a large influence of 0.336 x 100% = 33.6%. The R-square value for the reward system variable for turnover intention is 0.727, which is good, which shows the effect of 0.727x 100% = 72.7%.

2) Q – square

The inner model testing is done by looking at the Q-square value which is a goodness of fit model test. If the Q-square value is greater than 0 (zero) shows that the model has a predictive relevance value, while the Q-square value less than 0 (zero) shows that the model has less predictive relevance. Q-square calculation can be seen as follows:

$$Q^2 = 1 - [(1-R_1^2) (1- R_2^2)]$$

$$Q^2 = 1 - [(1-0,336) (1-0,727)]$$

$$Q^2 = 1 - [(0,664) (0,273)]$$

$$Q^2 = 1 - (0,181)$$

$$Q^2 = 0,819$$

Based on the above calculation, a Q-square value of 0.819 is greater than 0 and close to 1, so that it can be concluded that the model has a predictive relevance value or the model deserves to be said to have a relevant predictive value.

*Hypothesis test*

In testing the hypothesis can be seen from the t-statistic value and the probability value. For alpha 5%, the exogenous variable was declared significant to the endogenous variable if t-statistic > 1.96, and if the p value < 0.05.

**Table 5 Direct Effect Test Results**

	<b>Original Sample (O)</b>	<b>Mean (M)</b>	<b>Std. deviation (STDEV)</b>	<b>T Statistic ( O/STDEV )</b>	<b>P Values</b>
<b>Reward system (X) -&gt;Organizational Commitment (Y1)</b>	0.579	0.59	0.073	7.96	<b>0.000</b>
<b>Reward system (X) -&gt; Turnover Intention (Y2)</b>	-0.203	-0.207	0.1	2.031	<b>0.044</b>
<b>Organizational Commitment (Y1) -&gt; Turnover Intention (Y2)</b>	-0.718	-0.723	0.102	7.049	<b>0.000</b>

Primary Data, 2020

Based on the table above, the p-value and t-statistics values for each variable are explained as follows.

- 1) The p-value of the reward system variable on organizational commitment is 0,000 and the t-statistic value is 7,960. Because the p-value < 0.05 (0,000 < 0.05) with a beta value of positive 0.579, and t-statistic value > 1.96 (7.960 > 1.96), it can be concluded that the reward system has a significant positive effect on organizational commitment.
- 2) The p-value value of the reward system variable against turnover intention is 0.044 and the t-statistic value is 2.031. Because the p-value < 0.05 (0.044 < 0.05) with a beta value of negative (-) 0.203, and t-statistic value > 1.96 (2.031 > 1.96), it can be concluded that the reward system influences significant positive on turnover intention.
- 3) The p-value of the variable organizational commitment to turnover intention is 0,000 and the t-statistic value is 7.049. Because the p-value < 0.05 (0,000 < 0.05) with a beta value of negative (-) 0.718, and t-statistic value > 1.96 (7.049 > 1.96), it can be concluded that organizational commitment influences a significant negative effect on turnover intention.



**Table 6. Indirect Effect Test Results**

	Original Sample (O)	Mean (M)	Std. deviation (STDEV)	T Statistic ( O/STDEV )	P Values
<b>Reward system(X) -&gt;Organizational Commitment (Y1) -&gt; Turnover Intention (Y2)</b>	-0.416	-0.426	0.078	5.329	0

Primary Data, 2020

The p-value of the reward system variable on turnover intention through organizational commitment is 0,000 and the t-statistic value is 5.329. Because the p-value <0.05 (0,000 <0.05) with a beta value of negative (-) 0.416, and t-statistic value > 1.96 (5.329 > 1.96), it can be concluded that organizational commitment able to mediate the effect of the reward system on turnover intention.

So based on the results of the test of direct influence and indirect effect it can be stated that:

- 1) The reward system has a significant positive effect on organizational commitment. The first hypothesis (H1) is accepted.
- 2) The reward system has a significant positive effect on turnover intention. The second hypothesis (H2) is accepted.
- 3) Organizational commitment has a significant negative effect on turnover intention. The third hypothesis (H3) is accepted.
- 4) Organizational commitment is able to mediate the effect of the reward system on turnover intention. The fourth hypothesis (H4) is accepted.

*The Effect of Reward Systems Against Turnover Intention*

The results of data analysis showed that the p-value of the Reward System variable against Turnover Intention was 0.044, compared with a significance of 0.05. Because the p-value <significant (0.044 <0.05) with a beta value of negative -0.203 and t statistics of 2.031 which compared with t-table of 1.96. Because the value of t-statistics > t-value (2,031 > 2.007), it can be concluded that the Reward System has a significant negative effect on Turnover Intention.

The relationship between reward systems and turnover intensity is stated in several research findings. De Gieter, et.al (2012) found that psychological rewards can determine job satisfaction and turnover intension. Another study revealed by De Gieter, et.al (2010), psychological reward has a relationship with job satisfaction, and reward also has a positive and significant effect on turnover intension. With the relationship between reward systems and turnover, Intension has the power and influence in the relationship of everyone in the organization. To understand the importance of people in organizations is to understand the elements of people and organizations that are identical, so that organizational strength can be built in the future. An organization that is well managed by providing rewards according to work hours, quality and work productivity can reduce turnover intension. Beecroft, et.al (2008) revealed that the decline in turnover intention was found by work environment and organizational factors. Therefore, it can be presumed that

there is a relationship between the reward system and the outsourcing turnover of labor.

#### *Effect of Reward Systems on Organizational Commitment*

In accordance with the results of data analysis, the p-value of the variable Reward System towards organizational commitment is 0.000, which is compared with a significance of 0.05. Because the p-value <significant (0,000 <0.05) with a beta value of positive 0.579 and t statistics value of 7.960 compared with t-table of 1.96. Because the value of t-statistics > t-value (7.960 > 1.96), it can be concluded that the Reward System has a significant positive effect on organizational commitment.

Yang (2008) found the reward system to have a strong relationship with organizational commitment. Job satisfaction has a strong influence on organizational commitment. These findings are reinforced by Faloye (2014) stated that organizational commitment as a predictor of turnover intension in an organization. The concept of commitment to the organization has occupied a very important place in research on organizational behavior, this is done because many work behaviors are influenced by the level of commitment held by employees towards the company where they work.

Research shows that the reward system can cause an increase in employee performance and loyalty. One indicator that gets attention is the reward system. Kinman& Jones (2008) found the results of research that reward systems can disrupt the balance of organizational commitment, work environment.

#### *Effect of Organizational Commitment on Turnover Intention*

Based on the results of data analysis, it is found that the p-value of the variable Organizational Commitment to Turnover Intention is 0,000, compared with a significance of 0.05. Because the p-value <significant (0,000 <0.05) with a beta value of negative -0.718 and t statistics of 7.049 compared with t-table of 1.96. Because the value of t-statistics > t-value (7.049 > 1.96), it can be concluded that organizational commitment has a significant negative effect on Turnover Intention.

The relationship between organizational commitment and turnover intention has been tested in various studies by management experts. Jo, B. (Brian), & Park, S. (2010) found organizational commitment as a predictor of turnover intention. The higher the organizational commitment, the lower the turnover intention. Hasibuan (2013), states that loyalty or loyalty is an element of forming organizational commitment. The higher the employee loyalty, the higher the organizational commitment, the lower the turnover intention. Steers & Porter (Mardalis, 2012) argues that first, loyalty to the company as an attitude, namely the extent to which an employee identifies his workplace indicated by the desire to work and try his best and secondly, loyalty to the company as behavior, which is the process by which a person employees make a definite decision not to leave the company if they don't make extreme mistakes.

Steers & Potter (Soegandhi, et al., 2013) revealed that a strong drive to remain a company employee is influenced by individual circumstances, goals and needs, the ability of individual adjustments in carrying out work in the company. In addition, the similarity of perceptions between employees and companies that are supported by similar goals in the company can realize the desire to build psychological rewards and loyalty to the organization. These aspects of loyalty affect the formation of employee loyalty, by having high loyalty the employee will carry

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out the duties and responsibilities given in accordance with the expectations of the company. This proves that reward has an influence on turnover intention.

The Effect of Reward Systems Against Turnover Intention Through Organizational Commitment  
The results of data analysis showed that the p-value of the Reward System variable on Turnover Intention through organizational commitment was 0,000, compared with a significance of 0.05. Because the p-value <significant (0,000 <0.05) with a beta value of negative-0.416 and t statistics value of 5.329 compared with t-table of 1.96. Because the value of t-statistics > t-value (5.329 > 2.007), it can be concluded that the Reward System has a significant negative effect on Turnover Intention through organizational commitment.

Sharma and Bajpai (2010) conducted a study to measure organizational commitment between the public sector and private sector organizations. Most importantly organizational commitment is proven as a predictor to improve reward systems and reduce the level of labor turnover intension. Organizational commitment is very important in the reward relationship with employee turnover intension. According to research Winarni and Utomo (2013) prove that, reward / salary influential and significant to the desire to leave the workforce (turnover intension). Research Lee, G., & Jimenez (2011) found that reward systems and job satisfaction can determine turnover intension.

## **5. CONCLUSION**

Reward system has a significant positive effect on organizational commitment. This means that if the reward system increases, organizational commitment increases. Reward System has a significant negative effect on Turnover Intention. This means that if the Reward System increases, Turnover Intention decreases. Organizational commitment has a significant negative effect on Turnover Intention. This means that if organizational commitment increases, turnover intention decreases. Organizational commitment can mediate the influence of the Reward System on Turnover Intention. This means that if organizational commitment increases, the effect of the Reward System on Turnover Intention will decrease.

For students, the results of this research can be used as teaching resources or case studies in activities in certain subjects. In addition, the results of this study can be used as a literature review in order to conduct similar research by adding research samples and reconstructing the research model with other variables so that the research results are in accordance with the actual situation. For companies, the results of this study can be used to reduce Turnover Intention. This can be done by designing regulations and policies to increase organizational commitment and reward systems. For the University, the results of this research can be used as teaching materials and examples in analyzing case studies in certain subjects in order to prepare graduates who later wish to become management in a company.

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