

Analysis of Burnout, Employee Engagement and Compensation on Turnover Intention of Shopee Express Hub Surabaya Couriers

Syanindita Aurelya Ayu Widya Savitri¹, Gendut Sukarno^{2*}

Management Department, Faculty of Economics and Business, Universitas Pembangunan Nasional "Veteran" Jawa Timur

Corresponding Author: Gendut Sukarno sukarnogendut@yahoo.co.id

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ABSTRACT

Companies often encounter the prevalent occurrence of turnover intention. Shopee Express Hub Surabaya is one of many companies facing turnover intention. This can be caused by various factors, including burnout experienced by couriers, employee engagement owned by couriers and compensation obtained by couriers. This study aims to analyze the effect of Burnout, Employee Engagement and Compensation on Turnover Intention of Shopee Express Hub Surabaya couriers. The study's participants were the couriers at the Shopee Express Hub in Surabaya. Purposive sampling was utilized in the sampling procedure, and 65 respondents were obtained overall. The number of samples was calculated using the Slovin method. A questionnaire was used to gather the data, and after that, Partial Least Square (PLS) software was used to analyze the data using various data analysis techniques. According to the research's results, employee engagement has a considerable negative influence on turnover intention, whereas compensation has a non-significant negative impact. Burnout also has a big positive impact on turnover intention.

INTRODUCTION

PT Shopee Express is one of the companies engaged in the official delivery service industry, owned by PT Shopee International Indonesia (Shopee), which is one of the largest online retail companies in Indonesia. Shopee Express (SPX) is a new innovation from Shopee to develop its own logistics and shipping network which was established in 2019 and now has many branches in various cities in Indonesia, including Shopee Express Hub Surabaya.

As a market stakeholder in the goods delivery service industry, it is important for Shopee Express to think about the right strategy to be able to achieve a competitive advantage in order to maintain its existence in the competition and be able to win the market. Shopee Express must know what aspects can be a competitive advantage in order to win market competition.

One of the competitive advantages for every company is its human resources (HR), because human resources cannot be duplicated or imitated by competitors. Because couriers are the spearhead of task executors and they have an important part in distributing logistics from senders to recipients, couriers are considered a valuable resource for shipping service companies.

In order for businesses to remain competitive and improve their capacities to compete, they will need to make large investments in their human resources. This is necessary since the level of commercial rivalry is rising. Employees who have not been properly invested in will feel the lack of company attention and become discouraged at work, where this situation can lead to turnover intention in employees (Thufailah et al., 2020).

Table 1. Courier Turnover Data 2020 - 2022

Year	Initial Number of Couriers	Number of Outbound Couriers	Number of Inbound Couriers	Number of Final Couriers	Percentage
2020	186	22	15	179	12,05%
2021	179	24	18	173	13,6%
2022	173	29	20	164	17,2%

Source: Shopee Express Hub Surabaya

It can be seen that in the last three years the percentage level of turnover of Shopee Express Hub Surabaya couriers has increased every year. Table 1.1 shows that the percentage of turnover in 2020 reached 12.05%, then in 2021 it increased with a percentage of 13.6% and in 2022 it increased again to 17.2%. According to Gallup in (Iskandar & Rahadi, 2021) the ideal percentage of company turnover intention in a year is 10%, so the Shopee Express Hub turnover intention rate can be said to be high because it has exceeded 10%. A high rate of employee turnover will have a detrimental effect on the organization. This situation leads to the loss of skilled people, the increase in costs associated with human resource, such as expenses related to the training of former employees and the loss in the company's values and work culture (Hidayat & Agustina, 2019).

According to the results of interviews with Shopee Express Hub Surabaya HR staff in December 2022, several reasons were obtained why employees left the company, namely employees were accepted to work in other companies, the emergence of a sense of boredom and a career that was felt not to develop with the compensation provided. As a result, the Shopee Express Hub in Surabaya has to conduct an analysis of a number of characteristics that have the potential to induce an intention to leave the company. These elements include burnout, employee engagement, and salary. Because of this tendency, the writers are interested in doing some study for authors' thesis with the title "Analysis of Burnout, Employee Engagement and Compensation on Turnover Intention".

LITERATURE REVIEW

Turnover Intention

A turnover intention is an employee's intention or desire to transfer to a new job that is better than the employee's prior employment and is more in line with the employee's desires. When leaving their previous positions voluntarily, workers convey this goal or desire. The possibility that an employee plans to leave their workplace or look for a new job is called turnover intention (Dharma, 2020). According to (Handoko, 2019), an employee can resign if he sees greater career opportunities elsewhere.

Anindya Prawitasari in Asih (2019), defines turnover intention as an employee's desire to resign from the company due to various factors, such as better job opportunities in other companies. In contrast, Yucel (2019) defines turnover intention as an intermediate factor between attitudes that influence the decision to leave and actually leaving the company. Turnover intention can occur due to the wishes of the company, the wishes of the employees themselves or other reasons, such as the expiration of the employment contract between the employee and the company (Saputro et al., 2020).

When turnover occurs, a company loses its workforce. This labor vacancy causes tasks to be left unfinished so that tasks become neglected. With this, it is necessary to recruit new employees. Then this recruitment makes the allocation of funds flow to recruitment, to pay new workers, thereby increasing human resource costs in the company which may make the company lose money. Indicators of turnover intention: thinking about leaving, looking for alternative jobs, intention to leave.

Burnout

Burnout is a condition when employees experience chronic fatigue, boredom, depression and withdrawal from work which can cause these employees to leave their jobs. S. Yosiana & N. M. Suci (2022), said that boredom tends to grow on ourselves, especially on employees who do work regularly. This condition can have a bad impact, especially on employee turnover.

Burnout often occurs in someone who works in the service sector (human service) for a long time, because they often face demands from various characters, lack of appreciation for their performance and emotionally

demanding circumstances. Ramadhan & Sukarno (2022), defines burnout as a condition where a person has lost energy in the form of physical and psychological. According to Fraga (2019), burnout is defined as a condition in which a person feels and experiences physical and emotional exhaustion.

Burnout has a substantial influence on employee performance and has a negative impact, including a decrease in one's interest in their job and doing their work badly (Han, 2018). This may be attributed to the fact that burnout has a negative impact on employee performance. Burnout is a common source of stress, and stress is commonly related with burnout since burnout causes stress. Maslach (2020) claims that in addition to stress, a number of other factors, such as personality qualities, an excessive workload, and emotional ties to clients, may contribute to burnout. Burnout is a condition that may have a detrimental impact on a person's health on several levels, including the physical, the psychological, and the behavioral. Signs of burnout include the following: Low self-esteem, mental tiredness, emotional stress, and physical exertion all contribute to fatigue.

Employee Engagement

If an employee has a bond with his company, then the employee will love his job more and be more committed to his company. Employee engagement means that employees love their work, are willing to give extra effort to their work and are highly dedicated. In addition, Anggi (2021) defines employee engagement as a method used by companies to ensure employees remain attached to the company. The high and low employee engagement owned by employees certainly has an impact on improving the quality of the company. The company will be able to progress and develop well if it has employees with high employee engagement, and vice versa.

Job resources, sailence of job resources and personal resources are three factors that influence employee engagement (Bakker and Demerouti, 2019). Then, based on the theory of Gallup the consulting organization, there are three different categories of employees, namely engaged, not engaged and actively disengaged. Indicators: employee engagement: vigor, dedication, absorption

Compensation

Compensations is the term used to describe the efforts of companies to maintain and improve the quality of life of employees, whether financial or non-financial. According to Ekel et al. (2019), compensation is a faire and appropriate remuneration granted to employees in exchange for their contribution or role in achieving the company's doals, directly or indirectly. M. Sutikno (2020), defines compensation as everything that is given to employees as a reward for the contribution of energy and thoughts that have been contributed to the company where they work. Companies pay their employees for specific reasons, such as rewarding their performance, ensuring fair wages, retaining or reducing turnover rates, hiring high-quality employees, controlling costs and complying with regulations (Normarianti Silaban, 2018).

In practice, there are several types of compensation given to employees. Direct compensation, indirect compensation and non-financial compensation are three different types of compensation, as stated by Ekel, et al. (2019).

Compensation is very important to be given based on employee achievement to motivate employees to work effectively. It is intended that employees feel valued and continue to do a good and responsible job. The purpose of providing compensation according to Hasibuan (2019), namely to establish a working bond between leaders and employees which causes employees to feel satisfied with their workplace, motivated to increase productivity, more discipline and avoid the influence of labor unions. Compensation indicators: wages, incentives, allowances and facilities.

Relationship between Burnout and Turnover Intention

According to the findings of research carried out by Hidayat and Agustina (2020), burnout has a positive and substantial influence on the desire to leave a company. Some workers who are suffering burnout as a result of feeling bored at work and unhappy with their successes at work may have the intention of leaving their jobs as a result of these factors. Employees who have experienced burnout will feel mental weariness, which will create constant stress and lower performance in employees over time. As a result of this, employees frequently opt to leave their jobs out of frustration, which in turn causes employers to lose valuable personnel.

According to the findings of research carried out by Ayunda Dyah Paramita (2022), burnout has a favorable and substantial influence on the desire to leave a company. Additionally, Danugraha Budi and Budi Santoso (2020) shown that burnout has a favorable and substantial influence on the desire to leave a company. As a consequence, it is possible to infer from the facts that more burnout among employees will cause them to be more likely to consider leaving their jobs.

H1: Burnout has a positive and significant effect on the turnover intention of Shopee Express Hub Surabaya couriers.

Relationship between Employee Engagement and Turnover Intention

The results of a research by Ramadhoani (2020) show that employee participation has a detrimental and significant impact on the desire to quit the organization. Employees that are engaged will demonstrate loyal conduct, have a sense of drive, and strive hard to improve their performance. Employees who are highly engaged in their work will be aware that the firm plays an important role in many aspects of their life.

According to the findings of study carried out by Galang Putra Cahyono (2022), employee engagement has a considerable impact on the likelihood that an employee would leave their position. This suggests that the degree to which a person feels attached to their company is inversely proportional to the likelihood that they would look for new employment or quit their current one.

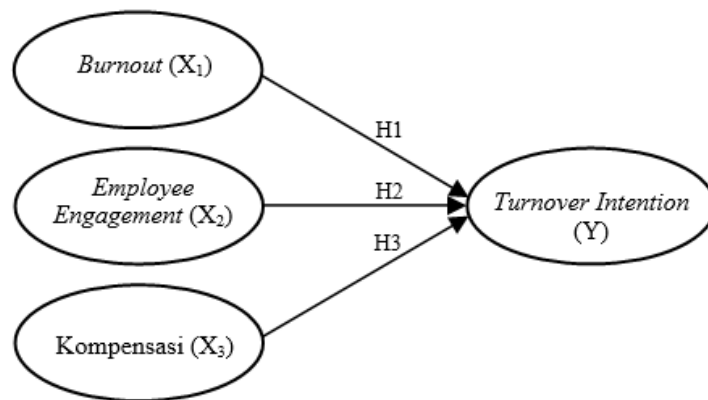
H2: Employee engagement has a negative and significant effect on turnover intention of Shopee Express Hub Surabaya couriers.

Relationship between Compensation and Turnover Intention

The research results from 2021 by N. P. S. Ariyanti & I. W. Suartina showed that compensation has a negative and significant influence on turnover intention. Salary has a significant impact on employee turnover (turnover intention); the better remuneration employees get, the less desire they have to leave their employment.

According to study by S. Yosiana & N. M. Suci (2022), remuneration significantly affects employees' intentions to leave their jobs. This indicates that an employee's desire to quit his work decreases as remuneration for the employee increases.

H3: Compensation has a negative and significant effect on turnover intention of Shopee Express Hub Surabaya couriers.



Picture 1. Conceptual Framework

METHODOLOGY

The quantitative research approach was used in this study. The study's participants were the couriers at the Shopee Express Hub in Surabaya. Purposive sampling was the sampling technique utilized, and the number of samples was determined using the Slovin formula. A total of 65 people responded as a consequence of this. Utilizing a questionnaire distribution strategy, data on turnover intention (Y), burnout (X1), employee engagement (X2), and compensation (X3) are collected. Partial Least Square (PLS) software is then used for data analysis.

RESEARCH RESULTS

1. Outer Model (Measurement Model and Indicator Validity)

The relationship between variables and model measurement indicators for reflective variables (Burnout, Employee Engagement, Compensation and Turnover Intention) are based on the outer loadings table.

Convergent Validity

Table 2. Outer Loadings (Factor Loading)

	Burnout (X1)	Employee Engagement (X2)	Compensation (X3)	Turnover Intention (Y)
X1.1	0.762			
X1.2	0.876			
X1.3	0.862			
X1.4	0.816			
X2.1		0.666		
X2.2		0.886		
X2.3		0.881		
X3.1			0.880	
X3.2			0.852	
X3.3			0.856	
X3.4			0.808	
Y.1				0.890
Y.2				0.864
Y.3				0.820

Source: Research Results (data processed)

A loading factor (factor load) larger than 0.5 indicates convergence validity. For instance, X1.1 = 0.762; X1.2 = 0.876; X1.3 = 0.862; X1.4 = 0.816, and so on, are signs on the burnout variable (X1). All indicators on the study variables, including Burnout, Employee Engagement, Compensation, and Turnover Intention variables, have a loading factor > 0.5, according to the analysis findings in the table above, indicating that the indicator satisfies convergence validity.

Discriminant Validity

Table 3. Discriminant Validity

	Burnout (X1)	Employee Engagement (X2)	Compensation (X3)	Turnover Intention (Y)
Burnout (X1)	0.830	-0.711	-0.778	0.773
Employee Engagement (X2)	-0.771	0.818	0.749	-0.716
Compensation (X3)	-0.778	0.749	0.849	-0.733
Turnover Intention (Y)	0.773	-0.716	-0.733	0.858

Source: Research Results (data processed)

The discriminant validity is attained if the root of the Average Variance Extracted (AVE) is higher than the correlation of the variable. For instance, the Burnout variable (X1), which contains four indicators (X1.1 to X1.4), has a

discriminant validity since its AVE root of 0.830 is higher than its correlation value with other variables (-0.711, -0.778, 0.773, etc.). Overall, it seems that every study variable (Burnout, Employee Engagement, Compensation, and Turnover Intention) has an AVE square root value bigger than the value of their correlation with other factors, indicating that discriminant validity is reached.

Composite Reliability and Average Variance Extracted (AVE)

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Burnout (X1)	0.848	0.853	0.898	0.689
Employee Engagement (X2)	0.755	0.819	0.856	0.669
Compensation (X3)	0.873	0.899	0.912	0.721
Turnover Intention (Y)	0.821	0.825	0.894	0.737

Source: Research Results (data processed)

The average variance extracted (AVE) value for each construct (variable) in reflective indicator variables reveals this. If the AVE of any construct is more than 0.5, a good model is necessary. The test findings demonstrate that the AVE value for the constructs (variables) of Burnout, Employee Engagement, Compensation, and Turnover Intention has a value larger than 0.5, indicating that it is legitimate.

When a construct's reliability is determined by its composite reliability value, which must be more than 0.70, the indicator is said to be consistent in measuring the hidden variable. Burnout, Employee Engagement, Compensation, and Turnover Intention have composite reliability values better than 0.7, indicating dependability, according to the test findings for these constructs (variables).

Inner Model (Structural Model Testing)

The R-Square value, a goodness-of-fit model test, is used to evaluate the structural model. The R-square in the equation between the latent variables may be used to determine the inner model testing. The R value describes how well the endogenous (dependent / dependent) variables can be explained by the exogenous (independent / free) variables in the model.

R-Square

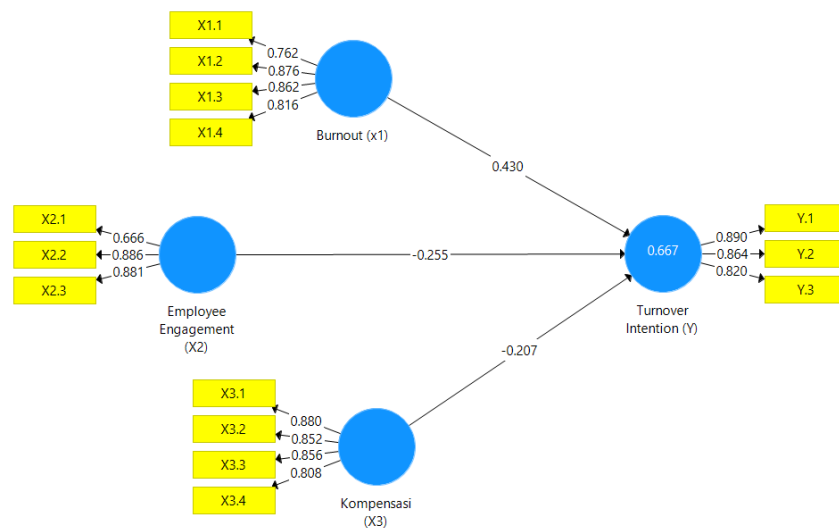
Table 5. R Square

	R Square	R Square Adjusted
Turnover Intention (Y)	0.667	0.650

Source: Research Results (data processed)

R² value is equal to 0.667. It may be inferred that the model can account for 66.70% of the occurrence or issue of turnover intention. While mistakes and other factors (other than Burnout, Employee Engagement, and Compensation) that were not included in the model account for the remaining 33.30%. In other words, 66.70% of Turnover Intention's effect comes from factors other than Burnout, Employee Engagement, and Compensation, whereas 33.3% comes from those other variables.

Hypothesis Test



Picture 2. Model PLS
 Source: Research Results (data processed)

Based on the preceding picture, it can be deduced that the path coefficient parameters in the following table show the impact of the link between exogenous latent factors and endogenous latent variables (turnover intention) as a hypothesis test in this research:

Table 6. Path Coefficients, Mean, STDEV, T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviaion (STDEV)	T Statistics (O/STDE V)	P Values
Burnout (X1) -> Turnover Intention (Y)	0.430	0.431	0.134	3.211	0.001
Employee Engagement (X2) -> Turnover Intention	-0.255	-0.251	0.104	2.465	0.017
Compensation (X3) -> Turnover Intention (Y)	-0.207	-0.215	0.129	1.598	0.111

Source: Research Results (data processed)

The results show that the burnout hypothesis is correct in that there is a substantial positive relationship between burnout and turnover intention, with a path coefficient of 0.430 and a p-value of 0.001 less than the value of 0.05 (5%). With a path coefficient of -0.255 and a p-value of 0.017 less than the value of = 0.05 (5%), employee engagement has a significant negative impact on turnover intention. With a path coefficient of -0.207 and a p-value of 0.111 larger than the value of = 0.05 (5%) compensation has a negative, non-significant influence on turnover intention.

DISCUSSION

The Effect of Burnout (X1) on Turnover Intention (Y)

According to the study, burnout significantly improves the intention of Shopee Express Hub Surabaya couriers to leave their jobs. A greater degree of burnout in a person indicates a higher level of turnover intention, as shown by the positive and substantial influence burnout has on turnover intention. People who feel stressed, fatigued, and bored will consider quitting the company they are now residing in more often. Emotional tiredness is the burnout sign that is most often recognized, according to the factor loading value. Since couriers are the company's core employees, those who suffer emotional weariness find it boring to interact with consumers. This has a significant negative effect on the business. Emotional tiredness plays a significant influence in burnout and the desire to leave a firm since weary and bored couriers are not productive and are more likely to consider quitting. The findings of this research are consistent with a study by Ramadhan & Sukarno (2022), which found that burnout significantly influences the intention to leave a job. The findings of this research concur with those of N.M. Ekel (2019), who claims that burnout significantly and positively influences the desire to leave a job. These results imply that each person's level of burnout influences their inclination to switch jobs.

The Effect Employee Engagement (X2) on Turnover Intention (Y)

The aim of Shopee Express Hub Surabaya couriers to leave their jobs has a considerable negative influence on employee engagement, according to the study. Employees that are more committed (bound) to their work have a lower rate of turnover intention, as shown by the fact that employee engagement has a negative and substantial influence on turnover intention. Couriers that have a connection to their work will adore it and be reluctant to quit the organization. On the other hand, disengaged couriers are more likely to consider quitting their position. Based on the factor loading value, a highly devoted worker who completes their task with passion is the most well-perceived sign of employee engagement. People who are very committed and enthusiastic about their profession will be less likely to consider quitting their careers. As a result, the goal to reduce turnover is influenced by an employee's commitment to accomplish their task with passion. The findings of this research are consistent with a study by Thufailah et al. (2020), which found that employee involvement significantly and negatively affects the intention to leave a job. According to the findings of G. P. Cahyono's (2022) study, employee involvement has a negative

and substantial impact on the desire to leave a job. These data imply that individual employee involvement affects the likelihood of turnover.

The Effect of Compensation (X3) on Turnover Intention (Y)

The study found that the desire of Shopee Express Hub Surabaya couriers to increase their turnover is negatively but non-significantly impacted by remuneration. It is clear that the compensation received by couriers does not have the power to affect the turnover intentions of Shopee Express Hub Surabaya couriers since compensation has a little impact on turnover intention. The fact that couriers' earnings rely on their own productivity is what prevents compensation from having an impact on turnover intentions. Because more goods are transported and more money is made when a courier works more diligently, remuneration has no impact on the aim of Shopee Express Hub Surabaya couriers to increase their turnover. The findings of this research are at odds with those of a study by M. Sukirno (2020), which found that salary significantly and negatively affects employees' intentions to leave their jobs. The findings of this research, however, are consistent with those of a study by N.M. Ekel (2019), which found that salary only slightly affects employees' intentions to leave their jobs. These results imply that the intention to turnover is unaffected by each person's remuneration.

CONCLUSIONS AND RECOMMENDATIONS

The study's findings lead to the conclusion that burnout might significantly influence the intention of Shopee Express Hub Surabaya couriers to leave their jobs. This demonstrates that the turnover rate at the Shopee Express Hub Surabaya is inversely correlated with the amount of burnout experienced by couriers. Employee engagement may thus have a significant contribution to the intention to turnover. This demonstrates that the lower the turnover rate at Shopee Express Hub Surabaya, the more invested the courier is in his work. Additionally, pay has not been able to significantly influence the intention to turnover. This demonstrates that the turnover rate at Shopee Express Hub Surabaya is unaffected by compensation.

In order to lessen the stress that drivers experience at work every day, Shopee Express Hub Surabaya is required to take into account and assess the ideas made in order to lower the high turnover intention rates. Then, it would be anticipated that Shopee Express Hub Surabaya will be able to maintain a pleasant working atmosphere and motivate staff to stay passionate and totally committed to their job. The Shopee Express Hub Surabaya is also anticipated to encourage couriers to deliver more items since they will be compensated more for their efforts.

ADVANCED RESEARCH

Future studies may employ additional independent factors that influence turnover intention, such as job insecurity, leadership style, person-organization fit, work environment, and so forth. In order to ascertain the impact of turnover

intention factors generally, future researchers may also employ additional study objects, broaden the population, and increase the number of samples.

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