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Influence of Perceived Organizational Support on Organizational Commitment and Turnover Intention through the Mediating Role of Happiness at Work

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ABSTRACT

The high intention to switch jobs can have a negative impact on the company, especially experienced by generations with less commitment to long-term employment, posing challenges in human resource management. The research aims to understand and analyze the influence of Perceived Organizational Support on Organizational Commitment and Turnover Intention through Happiness At Work. This quantitative study involved 223 employee respondents at PT. Permodalan Nasional Madani Area Demak. Data analysis was conducted using SEM-PLS. The results indicate that Perceived Organizational Support positively influences Organizational Commitment, positively influences Happiness At Work, and negatively influences Turnover Intention. Organizational Commitment positively influences Happiness At Work, and both negatively influence Turnover Intention. Happiness At Work negatively influences Turnover Intention. Additionally, Perceived Organizational Support has an influence on Organizational Commitment and Turnover Intention through the mediating factor of Happiness At Work

INTRODUCTION

Human resources are a crucial asset for a company because they are responsible for making decisions and taking actions within the company. Companies highly desire talented, skilled, competent, and classy employees. However, many companies demand excessive workloads from their employees, leading to the emergence of stress and unhappiness at work. If employees experience continuous stress while working, it will undoubtedly affect their job satisfaction and trigger employee turnover in the company. One of the human resource dilemmas related to workforce issues in a company is the desire of employees to switch jobs. The intention to switch jobs is a hope that has been reflected and contemplated based on one's own will to establish relationships through activities and endeavors (Tampubolon & Segala, 2020).

Turnover intention is a serious issue in a company, and it seems that this problem has arisen in various companies lately. This issue has a negative impact on the company, slowing down the achievement of goals within the organization. High employee turnover causes the company to lose experienced employees, and as a result, the remaining employees have to take on more demanding tasks (Mathis & Jackson, 2018).

Happiness at Work is a significant factor that impacts job outcomes positively. When an individual experiences joy in their work, it directly contributes to a positive mindset. This positive mindset, in turn, enhances their ability to complete assigned tasks with enthusiasm. Ultimately, the presence of happiness in the workplace leads to the delivery of optimal results.

Perceived Organizational Support, as defined by Eisenberger & Rhoades (2002) in Yih & Htaik (2011), pertains to workers' subjective evaluations of the extent to which the firm appreciates their efforts and demonstrates concern for their welfare. Organizational Support Perception refers to the overall belief held by individual employees about their evaluation of the company's procedures and policies, acceptance of resources, interactions with organizational agents (such as

supervisors), and their perception of the organization's care for their well-being.

Based on the research by Eisenberger & Rhoades (2002) in Yih & Htaik (2011), employees view their jobs as a reciprocal relationship that reflects a relative dependence exceeding formal contracts with their organization. Employees assess to what extent the organization will recognize and appreciate their efforts, support their socio-emotional needs, and, as employees, they will treat their organization well.

Another factor influencing the intention to switch jobs besides Perceived Organizational Support is Organizational Commitment. Robbins & Judge (2018) state that Organizational Commitment is the loyalty and identity of employees actively participating in organizational activities. Organizational Commitment is shown in individuals' allegiance and accountability towards their work or organization. "organizational commitment" refers to the emotional state that defines the connection between workers and the company they work for. It influences employees' choices to either remain with or leave the company (Kharismawati & Dewi, 2016). If Organizational Commitment is low, employee loyalty to the company will also be low, increasing employees' desire not to maintain their membership in the company (Ningsih & Putra, 2019).

The phenomenon among employees of PT Permodalan Nasional Mandiri Area Demak currently falls into the criteria of Generation Z (born 1996 – 2012). Employees at PNM Area Demak are on average 19 – 23 years old, exhibiting Generation Z characteristics. Generation Z is the generation after millennials, utilizing the internet and technology to conduct their lives and work patterns. The company's expectations for Generation Z employees include their multitasking abilities, allowing them to perform various activities simultaneously. These employees have encountered technology since birth. When using a computer, engaging in social media, and listening to music simultaneously, it is expected to have implications for increasing the company's performance and

productivity. Regarding the work system implemented at PNM Area Demak, Generation Z employees should already be able to keep up with the technological developments applied by the company. The use of modern and computerized work systems can help improve the effectiveness and flexibility of work performed through smartphones, such as paperless work, attendance tracking, financial entry and exit records, data archiving, and other work processes. However, what is happening at PNM Area Demak is that many employees are resigning from their jobs.

METHODS

This research is quantitative. The sampling method used is a census with a total of 223 respondents among employees at PT. Permodalan Nasional Madani Area Demak. In this study, there is one exogenous variable, namely Perceived

Organizational Support, and three endogenous variables, namely Organizational Commitment, Happiness at Work, and Turnover Intention.

The data collection method involves a questionnaire with a 4-point Likert scale. The data are analyzed using Structural Equation Modeling (SEM) with Partial Least Squares (PLS) through the assistance of SmartPLS 3 software. The reason for employing SEM is to develop or confirm existing theories in this research. Additionally, the use of variables that cannot be directly measured justifies the choice of SEM.

RESULTS AND DISCUSSION

Descriptive Statistics of Respondents

Based on respondents' answers regarding gender, age, highest education level, and length of service, the researcher can present the information in Table below:

Table 1. Descriptive Statistics of Respondents

Descriptive of Responden	Jumlah	Persentase
Gender		
Male	17	7,6%
Female	206	92,4%
Age		
18 - 22	157	70,4%
23 - 27	62	27,8%
28 - 32	4	1,8%
Education Level		
SLTA	204	91,5%
D III	5	2,2%
S1	14	6,3%
Length of Service		
< 1 year	97	43,5%
1 years	50	22,4%
2 years	27	12,1%
3 years	19	8,5%
4 years	20	9%
5 years	8	3,6%
> 5 years	2	0,9%

Source: Primary Data Processed, 2023

Employees of PT. Permodalan Nasional Madani Area Demak are predominantly female, totaling 206 individuals (92.4%). The majority of them are in the age range of 18-22 years, comprising 157 individuals (70.4%). Regarding their highest education level, 204 individuals (91.5%) have completed Senior High School (SLTA). Additionally, 97 individuals (43.5%) have been employed for less than 1 year.

Results of Instrument Test

Results of Convergent Validity Test

The Convergent validity test is observed through the correlation of item scores/component scores with construct scores in the PLS output. Convergent validity is considered good if the correlation value is above 0.70. However, values from 0.5 to 0.6 are deemed sufficient in the initial scale development. The test results are as follows:

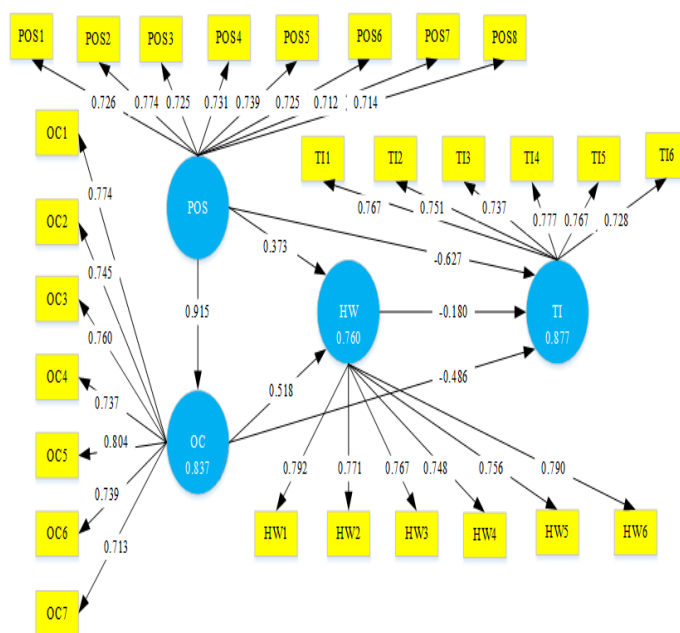


Figure 1. Outer Model

Source: Primary Data Processed, 2023

To clarify the results of the above Figure 1 output, the researcher can present it in the following table:

Table 2. Loading Factor Value

	POS	OC	HW	TI
POS.1	0.726			
POS.2	0.774			
POS.3	0.725			
POS.4	0.731			
POS.5	0.739			
POS.6	0.725			
POS.7	0.712			
POS.8	0.714			
OC.1		0.774		
OC.2		0.745		
OC.3		0.760		
OC.4		0.737		

	POS	OC	HW	TI
OC.5		0.804		
OC.6		0.739		
OC.7		0.713		
HW.1			0.792	
HW.2			0.771	
HW.3			0.767	
HW.4			0.748	
HW.5			0.756	
HW.6			0.790	
TI.1				0.767
TI.2				0.751
TI.3				0.737
TI.4				0.777
TI.5				0.767
TI.6				0.728

Source: Primary Data Processed, 2023

Based on the above Table 2, it is known that all items/indicators present in each latent variable (Perceived Organizational Support, Organizational Commitment, Happiness at Work, and Turnover Intention) used in this study have values above 0.7. Therefore, it can be stated that all items/indicators are considered valid. In other words, no items/indicators are excluded from the model.

Result of Discriminant Validity Test

The Discriminant Validity Test seeks to assess the lack of a strong association between items or indicators from two constructs. The discriminant validity of the measurement model using reflecting indicators is evaluated by

examining the extent to which measures cross-load on different constructs. Another approach to evaluate discriminant validity involves comparing the square root of the average variance extracted (AVE) for each construct with the AVE values of other constructs in the model. If the square root of the average variance extracted (AVE) for each construct exceeds the correlation value between constructs, it can be inferred that there is a strong discriminant validity. The suggested minimum acceptable value for AVE should exceed 0.50. Discriminant validity can be determined by examining the cross-loading values (Ghozali & Latan, 2015). The test results are as stated below.:

Table 3. Result of Discriminant Validity

	POS	OC	HW	TI
POS	0.731	0.915	0.846	-0.919
OC		0.754		
HW		0.859	0.771	
TI		-0.905	-0.768	0.755

Source: Primary Data Processed, 2023

Table 3 indicates that, overall, the square root values of AVE for each construct surpass the correlation coefficients between components,

demonstrating strong discriminant accuracy. To ensure the adequacy of the items/indicators used, the researcher considers the following cross-loading values.

Table 4. Cross Loading Test Results

	POS	OC	HW	TI
POS.1	0.726	0.686	0.650	-0.609

	POS	OC	HW	TI
POS.2	0.774	0.718	0.671	-0.688
POS.3	0.725	0.718	0.662	-0.657
POS.4	0.731	0.726	0.645	-0.675
POS.5	0.739	0.667	0.629	-0.705
POS.6	0.725	0.624	0.553	-0.702
POS.7	0.712	0.608	0.553	-0.687
POS.8	0.714	0.590	0.575	-0.653
OC.1	0.718	0.774	0.674	-0.678
OC.2	0.703	0.745	0.645	-0.692
OC.3	0.671	0.760	0.648	-0.672
OC.4	0.669	0.737	0.685	-0.637
OC.5	0.729	0.804	0.677	-0.714
OC.6	0.654	0.739	0.621	-0.668
CO.7	0.680	0.713	0.577	-0.711
HW.1	0.672	0.671	0.792	-0.549
HW.2	0.635	0.690	0.771	-0.613
HW.3	0.635	0.669	0.767	-0.620
HW.4	0.679	0.649	0.748	-0.646
HW.5	0.630	0.638	0.756	-0.552
HW.6	0.660	0.651	0.790	-0.561
TI.1	-0.706	-0.774	-0.638	0.767
TI.2	-0.725	-0.753	-0.630	0.751
TI.3	-0.662	-0.627	-0.576	0.737
TI.4	-0.704	-0.680	-0.576	0.777
TI.5	-0.698	-0.615	-0.515	0.767
TI.6	-0.659	-0.630	-0.529	0.728

Source: Primary Data Processed, 2023

From the above Table 5, it is evident that each index value for one construct is higher than that of the other constructs. Therefore, it can be said that the discriminant validity values are in good condition.

Result of Reliability Test

The results of the SEM-PLS reliability test can be observed in the composite reliability test results, which aim to examine whether items/indicators of the instrument can be used for measurements more than twice (over time) with

accurate results. Generally, the type of reliability often used is internal consistency reliability, which involves averaging the correlations between items in the test. Composite reliability is based on the PLS output, specifically by examining the Cronbach's alpha value. An indicator can be considered reliable if the Cronbach's alpha is greater than 0.7 ($\alpha > 0.7$). The test results are as follows:

Table 5. Composite Reliability Test Results

	Cronbach's Alpha	rho_A	Composite Reliability	Variance Extracted (AVE)
POS	0.876	0.876	0.902	0.534
OC	0.873	0.874	0.902	0.568
HW	0.863	0.863	0.898	0.594
TI	0.849	0.850	0.888	0.569

Source: Primary Data Processed, 2023

Based on the above Table 5, it is evident that all values of Cronbach's Alpha and Composite Reliability produce scores above 0.7. Therefore, it can be stated that the variables used in this research are reliable, allowing for the continuation of the evaluation of the inner model.

Results of the Structural Equation Modeling Test

Inner model evaluation aims to predict the relationships between latent variables by assessing how much variance can be explained and determining the significance of the p-value. The stages in the evaluation of the structural model are as follows:

Results of the Coefficient of Determination Test (R-Square)

The R-Square values for each endogenous variable indicate the predictive capability of the structural model. The interpretation remains consistent with that of ordinary least squares (OLS) regression. The R-Square value can be utilized to elucidate the significant impact of a certain exogenous latent variable on an endogenous latent variable. R-Square values of 0.75, 0.50, and 0.25 suggest a model with a high, moderate, and low level of strength, respectively. The test results are as stated below:

Table 6. Coefficient of Determination Test Results

	R Square	R Square Adjusted
OC	0.837	0.837
HW	0.760	0.758
TI	0.877	0.876

Source: Primary Data Processed, 2023

Referring to the above Table 6, it is evident that the first R-Square value for the endogenous latent variable "Organizational Commitment" is 0.837 or 83.7%, exceeding 0.75 and thus classifying it as a strong model. The second R-Square value for the endogenous latent variable "Happiness at Work" is 0.760 or 76%, surpassing 0.75 and also falling into the strong model category. The third R-Square value for the

endogenous latent variable "Turnover Intention" is 0.877 or 87.7%, greater than 0.75, indicating a strong model.

Results of the Effect Size Test (f-Square)

The effect size (f-Square) values of 0.02, 0.15, and 0.35 can be interpreted as representing small, medium, and large influences, respectively, of latent variable predictors at the structural level. The test results are as follows:

Table 7. Effect Size Test Results

	POS	OC	HW	TI
POS		5.154	0.094	0.476
OC			0.181	0.265
HW				0.064
TI				

Source: Primary Data Processed, 2023

Based on the provided data in table, it is observed that the highest f-Square value, which is $5.154 > 0.35$, falls within a model characterized by a substantial impact. This indicates that the exogenous latent variable Perceived Organizational Support contributes the highest value, explaining the endogenous latent variable Organizational Commitment at 5.154. The second-highest f-Square value, at $0.476 > 0.35$, falls within a model with a significant influence. This suggests that the exogenous latent variable Perceived Organizational Support yields the second-highest value, elucidating the endogenous latent variable Turnover Intention at 0.476. The third-largest f-Square value, measuring $0.265 > 0.15$, places it within a model with a moderate to intermediate impact. This implies that the exogenous latent variable Organizational Commitment produces the third-largest value, explaining the endogenous latent variable Turnover Intention at 0.265. The fourth-largest f-Square value, at $0.181 > 0.15$, falls

within a model with a moderate to intermediate impact. This indicates that the exogenous latent variable Organizational Commitment contributes the fourth-largest value, elucidating the endogenous latent variable Happiness at Work at 0.181.

Results of Predictive Relevance Test (Q-Square)

This examination is commonly known as predictive sample reuse, employing a method that amalgamates cross-validation and fitting functions, integrating predictions from observed variables and parameter estimates of constructs. This strategy is implemented in PLS through the application of the blindfolding procedure. In terms of f-Square, alterations in the Q-Square value exert a proportional influence on the structural model. Q-Square values of 0.02, 0.15, and 0.35 signify a model strength classified as weak, moderate, and strong, respectively. The outcomes of the test are outlined below:

Table 8. Predictive Relevance Test Results

	SSO	SSE	Q ² (=1-SSE/SSO)
OC	1.561.000	835.013	0.465
HW	1.338.000	769.880	0.425
TI	1.338.000	684.562	0.488
POS	1.784.000	1.784.000	

Source: Primary Data Processed, 2023

Based on the information in table 8, it is evident that the first Q-Square value signifies a strong predictive relevance of the exogenous latent variable Perceived Organizational Support in explaining the endogenous latent variable Organizational Commitment, with a value of $0.465 > 0.35$. The second Q-Square value indicates a strong predictive relevance of the exogenous latent

variable Perceived Organizational Support in explaining the endogenous latent variable Happiness at Work, measuring $0.425 > 0.35$. The third Q-Square value reflects a strong predictive relevance of the exogenous latent variable Perceived Organizational Support in explaining the endogenous latent variable Turnover Intention, with a value of $0.488 > 0.35$.

Hypothesis Testing Results

Hypothesis testing aims to examine the relationships between variables as proposed in this research. The test criteria involve t-statistics values > 1.96 and p-values < 0.05 , indicating significance at a 5% alpha level, meaning the hypothesis is accepted at a 5% alpha level. Conversely, t-statistics values < 1.96 and p-values > 0.05 suggest nonsignificance at a 5% alpha level, leading to the rejection of the hypothesis at a 5% alpha level (Ghozali & Latan, 2015). The test results are as follows:

Hypothesis 1: Based on the research findings, it is evident that Perceived Organizational Support has a positive effect on Organizational Commitment at PT. Permodalan Nasional Madani Area Demak, indicating that H1 is accepted. This conclusion is drawn from the statistical test, where the original sample (β) is 0.915, having a positive value with a t-statistics value of $36.580 > 1.96$ and a p-value of $0.000 < 0.05$. This implies that an improvement in Perceived Organizational Support can enhance Organizational Commitment at PT. Permodalan Nasional Madani Area Demak. Conversely, a decrease in Perceived Organizational Support may reduce Organizational Commitment at PT. Permodalan Nasional Madani Area Demak. This study aligns with the findings of Agustian & Fitria (2020), Suhardi (2021), Ayuet al., (2022), Agustini et al., (2017), indicating that Perceived Organizational Support has a positive and significant impact on Organizational Commitment. The higher the Persepsi Dukungan Organisasi, the higher the Organizational Commitment.

Hypothesis 2: The research indicates that Perceived Organizational Support positively influences Happiness at Work at PT. Permodalan Nasional Madani Area Demak, validating H2. The statistical test reveals that the original sample (β) is 0.373, displaying a positive value with a t-statistics value of $2.775 > 1.96$ and a p-value of $0.006 < 0.05$. This suggests that an improvement in Perceived Organizational Support can increase

Happiness at Work at PT. Permodalan Nasional Madani Area Demak. Conversely, a decrease in Perceived Organizational Support may decrease Happiness at Work at PT. Permodalan Nasional Madani Area Demak.

This research aligns with Ozdemir (2022) and Novliadi & Anggraini (2020), indicating that Perceived Organizational Support has a significant positive impact on Happiness at Work. The higher the Persepsi Dukungan Organisasi, the higher the Happiness at Work.

Hypothesis 3: The findings reveal that Organizational Commitment has a positive effect on Happiness at Work at PT. Permodalan Nasional Madani Area Demak, validating H3. The statistical test indicates that the original sample (β) is 0.518, showing a positive value with a t-statistics value of $3.978 > 1.96$ and a p-value of $0.000 < 0.05$. This implies that an improvement in Organizational Commitment can enhance Happiness at Work at PT. Permodalan Nasional Madani Area Demak. Conversely, a decrease in Organizational Commitment may reduce Happiness at Work at PT. Permodalan Nasional Madani Area Demak. This study supports the research of Field & Buitendach (2011), indicating that Organizational Commitment has a significant positive impact on Happiness at Work. The higher the Organizational Commitment, the higher the Happiness at Work.

Hypothesis 4: The research indicates that Perceived Organizational Support has a negative effect on Turnover Intention at PT. Permodalan Nasional Madani Area Demak, confirming H4. The statistical test reveals that the original sample (β) is -0.627 , displaying a negative value with a t-statistics value of $5.066 > 1.96$ and a p-value of $0.000 < 0.05$. This implies that an improvement in Perceived Organizational Support can decrease the intention to leave at PT. Permodalan Nasional Madani Area Demak. Conversely, a decrease in Perceived Organizational Support may increase the intention to leave at PT. Permodalan Nasional Madani Area Demak. This study supports the research of Kusuma & Mujiati (2017), Sari & Rivai

(2021), indicating that Perceived Organizational Support has a significant negative impact on Turnover Intention. The higher the Persepsi Dukungan Organisasi, the lower the Turnover Intention.

Hypothesis 5: The findings reveal that Organizational Commitment has a negative effect on Turnover Intention at PT. Permodalan Nasional Madani Area Demak, confirming H5. The statistical test indicates that the original sample (β) is -0.486, displaying a negative value with a t-statistics value of $3.901 > 1.96$ and a p-value of $0.000 < 0.05$. This implies that an improvement in Organizational Commitment can decrease the intention to leave at PT. Permodalan Nasional Madani Area Demak. Conversely, a decrease in Organizational Commitment may increase the intention to leave at PT. Permodalan Nasional Madani Area Demak. This study aligns with the research of Kusuma & Mujiati (2017), Sari & Rivai (2021), Brata & Wibawa (2021), Indrayani & Sudibya (2017), indicating that Organizational Commitment has a significant negative impact on Turnover Intention. The higher the Organizational Commitment, the lower the Turnover Intention.

Hypothesis 6: The findings reveal that Happiness at Work has a negative effect on Turnover Intention at PT. Permodalan Nasional Madani Area Demak, confirming H6. The statistical test indicates that the original sample (β) is -0.180, displaying a negative value with a t-statistics value of $2.728 > 1.96$ and a p-value of $0.007 < 0.05$. This implies that an improvement in Happiness at Work can decrease the intention to leave at PT. Permodalan Nasional Madani Area Demak. Conversely, a decrease in Happiness at Work may increase the intention to leave at PT. Permodalan Nasional Madani Area Demak. This study supports the research of Charles-Leija et al., (2023), indicating that Happiness at Work has a significant negative impact on Turnover Intention. The higher the Happiness at Work, the lower the Turnover Intention.

Hypothesis Testing Result 7: Based on the research findings, it is revealed that Perceived Organizational Support has an impact on Organizational Commitment and Turnover Intention through the mediating variable Happiness at Work at PT. Permodalan Nasional Madani Area Demak, thus H7 is accepted. The statistical test indicates that the original sample (β) is -0.085, displaying a negative value with a t-statistics value of $2.140 > 1.96$ and a p-value of $0.033 < 0.05$. This implies that an improvement in Perceived Organizational Support can enhance Organizational Commitment and decrease Turnover Intention at PT. Permodalan Nasional Madani Area Demak. Conversely, a decrease in Perceived Organizational Support may reduce Organizational Commitment and increase Turnover Intention at PT. Permodalan Nasional Madani Area Demak.

CONCLUSION

The conclusions drawn from the previous chapter discussion are as follows: 1) Perceived Organizational Support positively influences Organizational Commitment, 2) Perceived Organizational Support positively influences Happiness at Work, 3) Organizational Commitment positively influences Happiness at Work, 4) Perceived Organizational Support negatively influences Turnover Intention, 5) Organizational Commitment negatively influences Turnover Intention, 6) Happiness at Work negatively influences Turnover Intention, and 7) Perceived Organizational Support influences Organizational Commitment and Turnover Intention through intervening Happiness at Work.

Suggestions for improving human resource management at PT. Permodalan Nasional Madani Area Demak can be organized into several key aspects. First, to enhance Persepsi Dukungan Organisasi, the company is advised to strengthen training programs and managerial awareness to create an environment that supports equality. The use of transparent and performance-based reward systems can also provide incentives to employees.

Involving employees in decision-making and providing psychological resources, such as mental well-being programs, are crucial. Evaluation and updates to flexible work policies are also key to achieving a balance between personal and professional needs.

Second, to enhance Organizational Commitment, the company's focus can be placed on leadership and managerial development. Designing structured recognition and reward programs, including promotions and incentives, can boost employee motivation. Improving internal communication, including conveying the company's vision, mission, and values, is also expected to strengthen employee ties to the organization. Establish clear career paths and sustainable development programs to motivate employees to commit further to the company.

Third, to enhance Happiness at Work, PT. Permodalan Nasional Madani is advised to create an inclusive and supportive work environment. Involving employees in decision-making and providing room for feedback will enhance ownership and employee satisfaction. Interpersonal skills and stress management training programs can help employees overcome daily challenges. Facilitating teamwork and promoting a positive culture through social and team-building activities can also have a positive impact on employee happiness.

Fourth, to reduce Turnover Intention, the company can strengthen internal communication about long-term plans and visions. Offer clear career paths and development opportunities to encourage employee commitment. Implement employee training and development programs to expand their skills and knowledge. Increased support from supervisors, regular recognition, and assessments of work-life balance can also be decisive factors in reducing employee turnover intentions.

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