

The Mediating Role of Job Satisfaction on Gen Z Employees Turnover Intention

¹Trillian Lim, ²Yuli Indah Fajar Dini

^{1,2}Universitas Internasional Batam, Batam, Indonesia

¹trillianlim24@gmail.com, ²yuli.indah@uib.edu

Article Info

Article history

Received August 8, 2023

Revised October 11, 2023

Accepted October 12, 2023

Keywords: Turnover intention;
Work stress; Workload; Job Satisfaction

ABSTRACT

The drastic increase in turnover intention in 2020 was caused by the outbreak of the COVID-19 pandemic, which spread to Indonesia, thus affecting all lines of human life. Some reasons for the intensity of turnover intention are organizational environment, work stress, depression, fatigue, workload, and its effect on employee job satisfaction. This study aims to analyze the impact of work stress and workload on turnover intention with job satisfaction as a mediation role amongst Generation Z employees. The sample in this study was 422 people representing the Generation Z workforce in Batam. PLS-SEM was used to analyze this data. The conclusions of this study indicate that job stress and job satisfaction have a positive effect on turnover intention and job satisfaction; workload has a negative relationship with turnover intention, while job satisfaction mediates the relationship between job stress, workload, and turnover intention.

1. INTRODUCTION

According to Badan Pusat Statistik (2020), generation Z is classified as residents born in the range 1997-2012, occupying the highest composition with a percentage of 27.94% compared to other generations. In Indonesia, employment has begun to be filled by workers from Generation Z, who are also predicted to dominate the workforce as well as being the foundation for organizations and the nation when experiencing a demographic bonus in 2030 and can be categorized as an opportunity to accelerate economic growth because they are at their productive age (Tamengkel & Rumawas, 2022).

Based on turnover intention survey data from 2019-2020 by Mercer (2022), workers in Indonesia who make voluntary turnover were at 8.3% in 2019, which is the highest percentage from the data, then in 2020, at a percentage of 6.3% which is the second highest level after Vietnam which is at a percentage of 7.3%. Workers in Indonesia who make voluntary turnover are at a percentage of 5.0% in 2019, then face a two-fold increase in 2020, which is at 10.8%. The drastic increase in turnover intention in 2020 was caused by the outbreak of the COVID-19 pandemic, which spread to Indonesia and several other countries, thus affecting all lines of human life, including in the economic sectors (Lulu et al., 2021).

According to Yuniasanti, Binti Abas, and Hamzah (2019), high employee turnover intention can affect and reduce employee performance. The stronger the employee's inclination to relocate, the higher costs should the company brace, both in hiring and training new employees. However, according to Deloitte (2022), Gen Z tends to change jobs relatively quickly and at a higher rate than previous generations. This is evidenced by 40% of Gen Z respondents choosing to switch jobs within two years and 35% of Gen Z respondents even willing to leave their current jobs even if no alternative employment is available. Many reasons lead to turnover intention among employees, including business factors such as financial situation, promotion system, type of management, career planning, fairness in the distribution of compensation, workload, organizational environment, work stress, depression, fatigue, and the effect it has on job satisfaction. Therefore, it becomes imperative to investigate the factors influencing turnover intentions, especially among the dominant Generation Z workforce (Dalgic & Akgunduz, 2022).

Therefore, this study aims to research the relationship between work stress, workload, and employee turnover intentions, which tend to have an indirect relationship with job satisfaction; given the limited research on turnover intention among Generation Z employees, the research that will be conducted aims to explore the impact of work stress and workload on turnover intentions with job satisfaction as a mediation role in Generation Z employees.

2. METHODS

2.1. Research Design

The research to be conducted is the causal-comparative research type. Based on Maheshwari et al.'s causal-comparative research, it is a research problem formulation that seeks to inquire about the relationship between two or more variables. In this research, there are independent variables, dependent variables, and mediating variables (Namazi, 2016). Based on the level of problems in this study, there is a causal relationship between work stress and workload on the dependent variable, employee turnover intentions, and job satisfaction to mediate the relationship between the independent and dependent variables.

2.2. Population and Sample

The target population for this study is the Z-generation workforce. The researcher used the J. F. J. Hair et al. (2014) method, namely 1:10, which means that 10 respondents' answers represent 1 statement. Therefore, the number of statements in this study is 41, with a minimum of 410 respondents. 422 questionnaires will be distributed to avoid data errors or misunderstandings. In this case, the researcher selects a sample according to the following criteria: (1) Indonesian Citizen (WNI), (2) has an age range of 18-26 years, and (3) an employee. Therefore, some of the items analyzed in this study have a relationship with the

impact of work stress and workload on turnover intention with job satisfaction as a mediation role in Generation Z employees in Indonesia.

2.3. Data Collection Techniques

The data collection instrument in this study was distributing questionnaires online using Form, which would then be transferred again to Excel to re-examine the results of the data that had been received; this method is also employed by (Masykuroh & Muafi, 2021) (Irawanto et al., 2021) and (Rahma et al., 2021).

2.4. Data Analysis Techniques

According to Anees et al. (2020), this method is a two-step process involving measurement evaluation and structural model assessment. In this study, the researcher employs the Structural Equation Model (SEM) statistical method to analyze the correlation between variables, between variables and indicators, and direct measurement errors to obtain a comprehensive model representation. SEM has two types: Covariance-Based Structural Equation Modeling (CB-SEM) and Partial Least Square Path Modeling (PLS-SEM). Therefore, the method for validating measurement models and testing hypotheses and analysis in this research will use the Partial Least Square-Structural Equation Model (PLS-SEM) Version 3.2.9 application since it was considered more appropriate in the phase of developing theories regarding potential relationships between variables and indicator variables (Astrachan et al., 2014).

3. RESULTS AND DISCUSSION

In conducting the hypothesis testing to examine the relationships between variables in a research model, data will be collected from 422 respondents (176 men and 246 women) by distributing questionnaires online on social media. Data dissemination and collection was carried out within a period of 3 months from March to May 2023, with a total of 301 people as workers, 88 people as civil servants, and 33 people as entrepreneurs.

PLS-SEM is used because this research focuses on predicting endogenous variables. First, the measurement model must be evaluated by examining internal consistency, convergent validity (CV), and discriminant validity (DV) (J.F. Hair et al., 2017). This evaluation was carried out using a composite reliability score (CR). This study shows that the CR scores of all constructs exceed 0.700, indicating high internal consistency of the scale used in this study (Shuttleworth, 2014). Next, factor loadings and average variance extract (AVE) were measured to evaluate the CV construct. CV is the extent to which a variable is positively associated with alternative measures of the same construct (Perry Hinton, 2017). Factor loadings must be 0.708 or greater, and 0.700 must be considered sufficiently suitable. The scale value of 0.500 must also be fulfilled by the AVE score of all constructs, thus indicating that the CV is acceptable. The following are

the results of factor loadings, Composite Reliability (CR), and AVE in Table 1 to test construct validity.

a. Model Measurement

Discriminant validity (DV) shows how much a construct differs from other constructs according to empirical standards (Larcker, 1981). The DV test in this analysis is assisted by Fornell and Larcker's guidelines, which note that the square root of the meaning of AVE must be greater than the association with the squares of other constructs (J.F. Hair et al., 2017). The DV results will be shown in Table 2.

Table 1. Model Measurement (Factor Loadings, Composite Reliability (CR), and Average Variance Extract (AVE))

Variable	Outer Loading	CR	AVE
WORK STRESS		0.948	0.695
SK 1 > Work Stress	0.822		
SK 2 > Work Stress	0.871		
SK 3 > Work Stress	0.834		
SK 4 > Work Stress	0.734		
SK 5 > Work Stress	0.796		
SK 6 > Work Stress	0.874		
SK 7 > Work Stress	0.885		
SK 8 > Work Stress	0.845		
WORKLOAD		0.913	0.677
BK 1 > Workload	0.823		
BK 2 > Workload	0.813		
BK 3 > Workload	0.899		
BK 4 > Workload	0.814		
BK 5 > Workload	0.759		
JOB SATISFACTION		0.969	0.642
KP 1 > Job Satisfaction	0.866		
KP 5 > Job Satisfaction	0.705		
KP 6 > Job Satisfaction	0.617		
KP 7 > Job Satisfaction	0.604		
KP 8 > Job Satisfaction	0.724		
KP 9 > Job Satisfaction	0.918		
KP 10 > Job Satisfaction	0.757		
KP 12 > Job Satisfaction	0.694		
KP 13 > Job Satisfaction	0.848		
KP 14 > Job Satisfaction	0.623		
KP 16 > Job Satisfaction	0.798		
KP 17 > Job Satisfaction	0.984		
KP 18 > Job Satisfaction	0.88		
KP 19 > Job Satisfaction	0.781		
KP 20 > Job Satisfaction	0.679		
KP 21 > Job Satisfaction	1.007		
KP 22 > Job Satisfaction	0.818		
KP 23 > Job Satisfaction	0.944		
TURNOVER INTENTION		0.929	0.687
IPK 1 > Turnover Intention	0.893		
IPK 2 > Turnover Intention	0.892		
IPK 3 > Turnover Intention	0.836		

Variable	Outer Loading	CR	AVE
IPK 4 > Turnover Intention	0.852		
IPK 5 > Turnover Intention	0.723		
IPK 6 > Turnover Intention	0.763		

Based on the processed questionnaire data, 37 question indicators from the variables are considered valid, while 5 question indicators from the variables are categorized as invalid. This is because the factor loading values for these indicators did not reach the threshold of 0.6, and removing these variables was necessary to preserve the overall data quality. Specifically, for job satisfaction, the outer loading was as follows: Job satisfaction 2 had a loading of 0.587, job satisfaction 3 had a loading of 0.570, job satisfaction 4 had a loading of 0.216, job satisfaction 11 had a loading of 0.173, and job satisfaction 15 had a loading of 0.478. Therefore, the results of this model measurement test exclude these five question indicators that were deemed invalid.

As for the results for each tested variable, an average variance extracted (AVE) value was obtained that meets the convergent validity standard. According to Joseph F. Hair Jr et al. (2014), the convergent validity scale can be assessed through AVE, and the AVE threshold value is expected to be at least less than 0.5. Therefore, based on the data analysis results, it can be concluded that each variable has met the convergent validity standard.

Table 2. Discriminant Validity (Fornell-Larcker Criterion)

	Job Satisfaction	Turnover Intention	Workload	Work Stress
Job Satisfaction	0.801			
Turnover Intention	0.341	0.829		
Workload	0.258	0.617	0.823	
Work Stress	0.265	0.843	0.774	0.834

Good discriminant validity is indicated when the Average Variance Extracted (AVE) square root for each construct is greater than the correlations between constructs in the model (Larcker, 1981). Based on the data processing table above, the results of the discriminant validity test are valid and meet the criteria.

b. Structural Model Test

J.F. Hair et al. (2017) stated that the importance of a study's direct and indirect impact was tested by utilizing the bootstrapping feature on SmartPLS. To produce t-values and standards to validate statistical validity, the bootstrapping procedure was carried out for 5,000 interactions. Bootstrapping makes no claims about the side distribution of the data or the shape of the distribution of the variables in comparison; it can also be used using a finite sample size (Fauzi, 2022). The values in bootstrapping show the direction and influence of each latent variable on one another. Table 3 shows the results of the direct effect test of this research variable.

Table 3. Structural Model Test Results

Hypothesis	Path	Path Coefficient	T- Statistics	P- Values	Conclusion
H1	Work Stress -> Turnover Intention	0.774	19.831	0.000	Significant
H2	Work Stress -> Job Satisfaction	0.167	2.693	0.007	Significant
H3	Workload -> Turnover Intention	-0.020	0.413	0.680	Insignificant
H4	Workload -> Job Satisfaction	0.127	1.980	0.048	Significant
H5	Job Satisfaction -> Turnover Intention	0.133	5.557	0.000	Significant

The structural model test results show that in hypothesis 1, the influence of work stress on turnover intention among Gen Z is significant. This is evident from the mean value of 0.774 and p-value of 0.000. This research indicates that work stress can indeed affect employee's desire to change jobs. The same findings were also shown by reference (Lebang & Ardiyanti, 2021).

In Hypothesis 2, it is evident that the influence of work stress on job satisfaction among Gen Z is significant. This is supported by a mean value of 0.167 and a p-value of 0.007. This indicates that work stress can indeed affect employees' job satisfaction. In their study, Prilia Diah Nita (2022) also stated that work stress positively influences employee job satisfaction.

In hypothesis 3, the relationship between workload and turnover intention among Gen Z employees has no significant effect. This is indicated by the mean value of -0.020 and p-value of 0.680. Workload does not significantly impact turnover intention, suggesting that workload is not a primary factor affecting employee's decisions to change jobs. Previous research by Wibowo Akbar et al. (2021) also revealed that workload did not significantly influence turnover intention.

In hypothesis 4, the influence of workload on job satisfaction among Gen Z is considered significant due to a mean value of 0.127 and p-value of 0.048. Therefore, this result indicates a significant relationship between workload and job satisfaction among Gen Z employees. Physical workload can lead to fatigue, work errors, and decreased productivity. In hypothesis 5, the results of the direct effect test indicate that job satisfaction significantly influences turnover intention among Gen Z, with a mean value of 0.133 and p-value of 0.000. Therefore, job satisfaction significantly impacts turnover intention among Gen Z employees. Research by Fajar et al. (2022) also proves that workload negatively and significantly affects job satisfaction.

c. Test the Mediation Variable

This study uses bootstrapping on the SmarPLS application to test the significance of the indirect effect and confirm the mediation of job satisfaction in the relationship between work stress, workload, and employee turnover intentions. Table 4 shows that job satisfaction significantly mediates work stress on employee turnover intentions. In contrast, job satisfaction cannot significantly mediate the relationship between workload and employee turnover intentions.

Table 4. Mediation Model Test Results

Hypothesis	Path	Path Coefficient	T-Statistics	P-Values	Conclusion
H6	Work Stress -> Job Satisfaction -> Turnover Intention	0,021	2,843	0,005	Significant
H7	Workload -> Job Satisfaction -> Turnover Intention	0,018	1,489	0,137	Insignificant

In hypothesis 6, the influence of work stress on turnover intention with job satisfaction as a mediating variable is considered significant. This is evident from the mean value of 0.021 and p-value of 0.005. In this study, job satisfaction mediates the relationship between work stress and turnover intention. This is because as work stress increases, job satisfaction tends to decrease, which can lead to a higher level of turnover intention among employees. These results indicate the same findings as the study conducted by Lebang Ardiyanti (2021) but are the opposite of the study conducted by (Prasetio et al., 2019).

In Hypothesis 7, the influence of workload on turnover intention with job satisfaction as a mediating variable is deemed insignificant, with a mean value of 0.018 and a p-value of 0.137. In this study, the role of job satisfaction is considered unable to mediate the relationship between workload and turnover intention. This is because a high workload does not necessarily impact job satisfaction among employees and does not necessarily lead to an intention to change jobs. Therefore, high workload, affecting job satisfaction, is not considered the primary reason why Generation Z employees have a desire to switch jobs; these results indicate the same finding as the study conducted by (Fajar et al., 2022) and (Prilia Diah Nita, 2022).

d. Test the Coefficient of Determination

By the criteria of J.F. Hair et al. (2017), the R squares value is categorized as vital if it is more than 0.75, moderate if it is less than 0.50, and weak if it is less than 0.25.

Table 5. Coefficient Determination Test Results

	Sample Mean (M)	T-Statistics	P Values	Conclusion
Job Satisfaction	0.073	4.563	0.00	Weak
Turnover Intention	0.648	29.022	0.00	Moderate

Table 5 shows that the R squares value for the endogenous variable of job satisfaction is 0.073, which means that Work Stress and Workload can explain job satisfaction by 0.73%. In comparison, the remaining 99.27% is explained by other variables not included in the model. According to the criteria of Hair et al. (2019), an R squares value of less than 0.25 indicates a predictive result in the weak category, so this endogenous variable is categorized as weak.

The R squares value for the endogenous variable employee turnover intention is 0.648, which means that Work Stress and Workload can explain the employee turnover intention variable by 64.8%. In comparison, the remaining 35.2% is explained by other variables not

included in the model. Therefore, if, according to the criteria of previous researchers, an R squares value of more than 0.75 indicates a prediction result in the strong category, this endogenous variable is categorized as vital.

e. Goodness of Fit index (GoF) test

They are used to test the suitability of the sample data between two particular variables (Tenenhaus et al., 2005). Three categories of values are used in the GoF test. Namely, it is categorized as weak if the value is more significant than 0.01, moderate if 0.25, and vital if it exceeds 0.36. (Ghozali I, 2016).

Table 6. Quality Index Test Results

Communality	R Square	GFI	Conclusion
0,675	0,361	0,493	Strong

Based on Table 6, the calculation of the quality index test obtained GoF results of 0.493, meaning the value is greater than 0.36. Therefore, this value is categorized as a strong or large model fit. The following is the result of calculating the Goodness of Fit Index (GoF) using the formula,

$$oF = \sqrt{Comm \times R^2}$$

$$Comm = \frac{0,695 + 0,677 + 0,687 + 0,642}{4}$$

$$= 0,675s$$

$$R^2 = \frac{0,073 + 0,648}{2} = 0,361$$

$$GoF = \sqrt{0,675 \times 0,361} = 0,493.$$

4. CONCLUSION

Based on 422 respondents whom Generation Z employees filled in, the results of this study indicate that work stress significantly affects employee turnover intentions and job satisfaction. The workload does not significantly affect employee turnover intentions, which means workload is not the main factor influencing employees' decisions to change jobs. However, workload significantly affects job satisfaction, implying that a high workload without good feedback can lead to low employee performance satisfaction. Job satisfaction is stated to significantly influence employee turnover intentions, signifying that if employees feel dissatisfied with their work, it can be a reason for employee turnover intentions to occur.

Job satisfaction is also a mediating variable in the relationship between work stress and workload on employee turnover intentions. This can happen because the higher the job stress, the lower the job satisfaction, causing a high intention of employee turnover. However, job satisfaction cannot mediate the relationship between workload and employee turnover intentions because high workloads do not necessarily affect employee job satisfaction, which impacts employee turnover intentions. Therefore, workload is not one of the reasons

Generation Z employees choose to change jobs. The test results show a low R Square value, which is 0.073 or 0.73%. This means that other variables outside of this study influence job satisfaction by 99.27%.

5. REFERENCES

- 2022 *Global Talent Trends Study* | Mercer. (n.d.). Retrieved November 20, 2022, from <https://www.mercer.com/our-thinking/career/global-talent-hr-trends.html#contactForm>
- Anees, R. T., Nordin, N. A., Anjum, T., Cavaliere, L. P. L., & Heidler, P. (2020). Evaluating the Impact of Customer Relationship Management (CRM) Strategies on Customer Retention (A Study of Fast Food Chains in Pakistan). *Business Management and Strategy*, 11(2), 117. <https://doi.org/10.5296/bms.v11i2.17934>
- Astrachan, C. B., Patel, V. K., & Wanzenried, G. (2014). A comparative study of CB-SEM and PLS-SEM for theory development in family firm research. *Journal of Family Business Strategy*, 5(1), 116–128. <https://doi.org/10.1016/j.jfbs.2013.12.002>
- Dalgic, A., & Akgunduz, Y. (2022). Relationships among Organizational-Based Self-Esteem, Social Exchange, and Turnover Intention of Hotel Employees: Impact of Job Dedication. *Journal of Quality Assurance in Hospitality and Tourism*, 23(1), 176–195. <https://doi.org/10.1080/1528008X.2020.1864563>
- Deloitte. (2022). Striving for balance, advocating for change. *The Deloitte Global 2022 Gen Z & Millennial Survey*, pp. 1–40. <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/deloitte-2022-genz-millennial-survey.pdf>
- Fajar, G., Nury, R. □, & Wulansari, A. (2022). Job Satisfaction and Turnover Intention: are Workload and Organizational Commitment the Issue? *Management Analysis Journal*. <http://maj.unnes.ac.id>
- Fauzi, M. A. (2022). Partial least square structural equation modeling (PLSSEM) in knowledge management studies: Knowledge sharing in virtual communities. *Knowledge Management and E-Learning*, 14(1), 103–124. <https://doi.org/10.34105/j.kmel.2022.14.007>
- Hair, J. F., Hult, G. T., Ringle, C., & Sarstedt, M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* - Joseph F. Hair, Jr., G. Tomas M. Hult, Christian Ringle, Marko Sarstedt. Sage, 374.
- Hair, Sarstedt, M., Matthews, L. M., & Ringle, C. M. (2019). Identifying and Treating Unobserved Heterogeneity with FIMIX-PLS: part I – Method. *European Business Review*, 28(1), 63–76.
- Irawanto, D. W., Novianti, K. R., & Roz, K. (2021). Work from home: Measuring satisfaction between work–life balance and work stress during the covid-19 pandemic in Indonesia.

- Economies*, 9(3). <https://doi.org/10.3390/economies9030096>
- Joseph F. Hair Jr, William C. Black, Barry J. Babin, R. E. A. (2014). *Multivariate Data Analysis*. In *Polymers: Vol. 7th Editio*. <https://doi.org/10.3390/polym12123016>
- Larcker, C. F. and D. F. (1981). *Evaluating Structural Equation Models with Unobservable Variables and Measurement Error*. 18 No. 1, 39–50.
- Lebang, F. A., & Ardiyanti, N. (2021). The Effect of Work-Life Balance and Work Stress on Turnover Intention with Job Satisfaction as A Mediator at Anti-Corruption Institution in Indonesia. *Proceedings of the 5th Global Conference on Business, Management and Entrepreneurship (GCBME 2020)*, 187(Gcbme, 2020), 638–648. <https://doi.org/10.2991/aebmr.k.210831.122>
- Lulu Wifaq Yumna, R. I. (2021). Pengaruh stres kerja dan keterlibatan kerja terhadap turnover intention yang dimediasi oleh kepuasan kerja masa pandemi COVID 19 pada perawat di RSUD Zainal Abidin Banda Aceh. *Jurnal Ilmiah Mahasiswa Ekonomi Manajemen TERAKREDITASI SINTA*, 4(4), 678–691. <http:jim.unsyiah.ac.id/ekm>
- Maheshwari, K., Turan, A., Mao, G., Yang, D., Niazi, A. K., Agarwal, D., Sessler, D. I., & Kurz, A. (2018). The association of hypotension during non-cardiac surgery, before and after skin incision, with postoperative acute kidney injury: a retrospective cohort analysis. *Anaesthesia*, 73(10), 1223–1228. <https://doi.org/10.1111/anae.14416>
- Masykuroh, N. L., & Muafi, M. (2021). The influence of job insecurity and person-job fit on turnover intention mediated by job satisfaction. *International Journal of Business Ecosystem & Strategy (2687-2293)*, 3(3), 01–12. <https://doi.org/10.36096/ijbes.v3i3.271>
- Namazi, M., & Namazi, N.-R. (2016). Conceptual Analysis of Moderator and Mediator Variables in Business Research. *Procedia Economics and Finance*, 36(16), 540–554. [https://doi.org/10.1016/s2212-5671\(16\)30064-8](https://doi.org/10.1016/s2212-5671(16)30064-8)
- Perry Hinton, I. M. (2017). *Presenting Your Data with SPSS Explained*. Routledge, 1st Editio, 356.
- Prasetio, P., Partono, A., Wulansari, P., Putri, S. T., Ramdhani, R., & Abdullah, A. (2019). *The Mediation of Job Satisfaction in the Relation of Work Stress and Turnover Intention in Hotel Industry*. 65(Icebef 2018), 608–612. <https://doi.org/10.2991/icebef-18.2019.130>
- Prilia Diah Nita. (2022). the Effect of Work Stress and Work-Family Conflict on Turnover Intention With Job Satisfaction As an Intervening Variable. *Indonesian Journal of Multidisciplinary Sciences (IJoMS)*, 1(1), 1–18. <https://doi.org/10.59066/ijoms.v1i1.31>
- Rahma, M., Khu, A., Girsang, E., & Silalahi, M. (2021). Analysis of the influence of workload and the quality of the nurse with the quality of medical services in the inpatient building B General Hospital Royal Prima Medan 2019. *International Journal of Research in Medical Sciences*, 9(7), 1939. <https://doi.org/10.18203/2320-6012.ijrms20212359>
- Sensus Penduduk 2020 - Badan Pusat Statistik*. (n.d.). Retrieved November 6, 2022, from <https://sensus.bps.go.id/main/index/sp2020>

- Shuttleworth, M. (2014). Dictionary of Translation Studies. In *Dictionary of Translation Studies*.
<https://doi.org/10.4324/9781315760490>
- Tamengkel, L., & Rumawas, W. (2022). Pengaruh Kepemimpinan Transformasional Terhadap Kinerja dan Keinginan Keluar Karyawan: Peran Komitmen Organisasional Sebagai Mediator. *Jurnal Administrasi Bisnis (JAB)*, 12(1), 2338–9605.
- Tenenhaus, M., Vinzi, V. E., Chatelin, Y. M., & Lauro, C. (2005). PLS path modeling. *Computational Statistics and Data Analysis*, 48(1), 159–205.
<https://doi.org/10.1016/j.csda.2004.03.005>
- Wibowo Akbar, Setiawan Margono, & Yuniarinto Agung. (2021). the Effect of Workloads on Turnover Intention With Work Stress As Mediation and Social Support As Moderated Variables. *Jurnal Aplikasi Manajemen*, 19(2), 404–412.
<https://doi.org/10.21776/ub.jam.2021.019.02.16>
- Yuniasanti, R., Binti Abas, N. A. H., & Hamzah, H. (2019). Employee turnover intention among Millennials: The role of psychological well-being and experienced workplace incivility. *HUMANITAS: Indonesian Psychological Journal*, 16(2), 74.
<https://doi.org/10.26555/humanitas.v16i2.12544>