



The effect of work stress and work discipline on turnover intention of pt ultrajaya milk industry & trading company employees

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ABSTRACT

One of the challenges in the business world, especially in the manufacturing industry, is turnover intention. The impact is in the form of increased employees who think about leaving the company, feeling the pressure of the workload, lowering the company's image, as well as a work environment that is not good for workers. This study aims to examine and analyse the effect of work stress and work discipline on the employee turnover intention of PT Ultrajaya Milk Industry & Trading Company. The sampling method used simple random sampling. A questionnaire was used to collect data directly. The analytical method uses the process of testing classical assumptions, which include the processes of testing normality, testing heteroscedasticity, testing multicollinearity, and analysing multiple linear regression using the IBM SPSS 23 program. The study's findings show that the partial variable of work stress has a positive and large impact on turnover intention, whereas the partial variable of working discipline has no positive and insignificant impact. Meanwhile, multiple linear regression shows that it, along with work stress and work discipline, has a significant impact on turnover intention.



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INTRODUCTION

Turnover intention is one of the difficulties that can be encountered in the business world, particularly in the manufacturing sector. Turnover intention is a problem that all business actors encounter on a regular basis. Examples of turnover intention include frequent employee turnover, turnover due to personal problems and age, and turnover due to retirement. Because it is connected to the execution of the work plan that has been decided, a change in the workforce as a result of resignations makes it challenging for agencies. The ageing of employees is a leading cause of employee turnover; organisations can forestall this problem by training new employees to take over the responsibilities of departing workers.

In addition to being caused by resignation or age factors, work stress problems are things that can affect a person's thinking leaving the agency and looking for a new job that is better than where he is currently working. By Mangkunegara (2017: 157) "Job stress is a feeling of pressure felt by workers to carry out their work. This stress can be viewed through its symptoms, including emotional turmoil, not feeling at peace, self-isolation, difficulty sleeping, uncontrolled smoking, unable to relax, anxiety, high blood pressure, and feeling indigestion. Work stress has a big influence on turnover intention.

Work discipline can also affect turnover intention in a company. According to Hasibuan in Sinambela (2016: 335) " Work discipline is an individual's ability to carry out work in an orderly, consistent and tenacious manner and to carry out work in accordance with existing regulations by not committing violations that have been decided ". From the data obtained from the HRD of PT Ultrajaya Milk Industry & Trading Company, there are still employees who lack discipline. This is seen based on the level of absenteeism from employees who are often late for work and there are employees who are absent.

PT Ultrajaya Milk Industry & Trading Company a company having its address at jl. Raya cimareme 131, Padalarang, Bandung, which is engaged in the manufacturing industry. Turnover intention is also a problem for PT Ultrajaya Milk Industry & Trading Company Tbk due to several reasons such as offers from other companies and violations of work discipline and other reasons. This can be seen based on employee turnover data from 2019 to 2021 in table 1.

Table 1 Employee Turnover Data of PT Ultrajaya Milk Industry & Trading Company 2019-2021

No	Year	Employee	Employee login	Employee Out
1	2019	997	58	122
2	2020	988	45	54
3	2021	995	70	63

Source : HRD PT Ultrajaya Milk Industry & Trading Company

The table above shows the fluctuating employee turnover intention data of PT Ultrajaya Milk Industry & Trading Company. In 2019 the number of employees reached 997 with data on outgoing employees amounting to 122 and employees who were accepted for work amounting to 58 people. In 2020 there was a decrease in the number of employees to 988 employees with 54 outgoing employee data and 45 employees accepted. There is an increase in the number of employees in 2021, the number of employees will reach 995 with data on outgoing employees amounting to 63 people, employees who are accepted for work are 70 people.

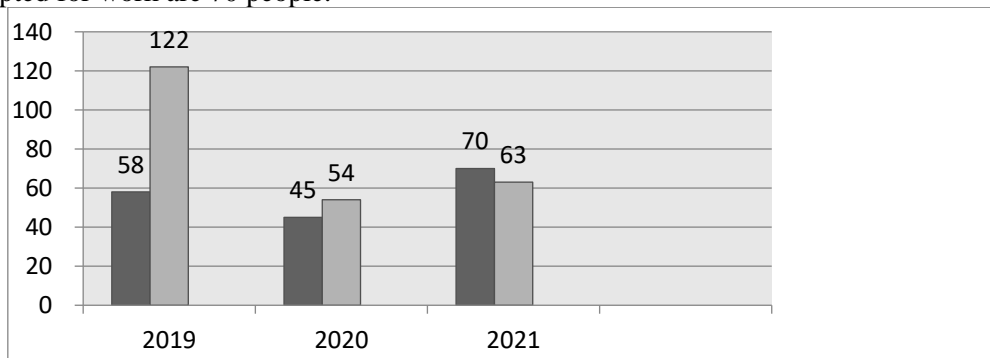


Figure 1 Data Exit Employees Employees of PT Ultrajaya Milk Industry & Trading Company 2019-2021

Source : HRD PT Ultrajaya Milk Industry & Trading Company

The image above shows data on the number of employees leaving and entering which fluctuates. The problem of leaving employees is thought to have occurred because of employee work stress caused by provisions at the managerial level, staff, and operators in the production division who work for 6 days a week plus overtime hours. Then employees on the night shift reported complaining about their physical condition and the stress they felt due to staying up all night. Sometimes employees are faced with conditions such as one employee who has to do 3 employee jobs. Likewise, the noise from the engine and the hot temperatures cause stress for them.

In addition to work stress factors, disciplinary violations committed by employees often occur at PT Ultrajaya Milk Industry & Trading Company. Every company always has problems with violations of employee rules that do not escape the absence of employees who do not come in, lack of compliance with the provisions of working hours, one of which is coming to the office not on time, absenteeism without information can indicate employee turnover intentions. The following is data on employee delays at PT Ultrajaya Milk Industry & Trading Company.

Table 2 Employee Attendance Data of PT Ultrajaya Milk Industry & Trading Company in 2021

No	Reporting Period	Number Of Employees	Late Employee	Absent Employee
1	January	988	279	22
2	Febuary	989	408	26
3	March	991	341	13
4	April	989	402	15
5	May	990	367	22
6	June	986	372	74
7	July	985	400	14
8	August	988	382	13
9	September	991	365	18

No	Reporting Period	Number Of Employees	Late Employee	Absent Employee
10	October	992	392	31
11	November	993	484	32
12	December	995	483	37

Source : HRD PT Ultrajaya Milk Industry & Trading Company

From the table data above, it shows a high level of tardiness at the end of 2021 where the number of employees who are late and absent employees which shows indications of disciplinary violations against working hours compliance, where in January there were 279 employees late and 22 employees absent, then increased in February totaling 408 late employees and 26 absenteeism employees, decreased in March totaling 341 late employees and 13 absent without explanation, in April the number of late employees was 402 people and without explanation 15 people, in May with 367 employees late and without explanation 22 people, again experienced an increase in June with 372 late employees and 74 absent employees, in July 400 employees were late and 14 employees absent, in August 382 employees were late and 13 employees were absent, in September 365 employees were late and 18 employees were absent, October 392 employees are late There were 31 employees absent, in the last 2 months of 2021 there was a significant increase in November 484 employees were late and 32 employees were absent, and in December 483 employees were late and 37 employees were absent.

Data from interviews conducted on 11 August 2022 with Mr. Oki who serves as HRD added that: 1) This industry has high overtime hours and does not allow flexible working hours for its work activities; 2) Provisions for the production division that work for 6 days a week plus overtime hours; 3) In one day the production process is carried out for 24 hours with supervision that must be carried out by supervisors and managers; 4) work activities are divided into 3 shifts; 5) There is pressure due to working conditions; 6) In addition, the results of the interview show that the rate of delay during the monthly attendance reporting month from January to December 2021 is quite high.

The results of research by Annisa Falakha and Parwanto (2020) show that partially and simultaneously the variable job stress has a positive and significant effect on turnover intention and job satisfaction has a negative and significant effect on turnover intention. From the results of calculating the coefficient of determination (R^2) work stress and job satisfaction both have an influence on Turnover Intention of 57.1%.

The results of research by Madiistriyatno (2015) show that work stress, work discipline, and job satisfaction have a significant effect on turnover intention. This means that variations in turnover intention (Y) can be explained by the three independent variables of work stress (X₁), work discipline (X₂), and job satisfaction (X₃). The results of the t test show that job satisfaction has a negative and significant effect on turnover intention, while work stress and work discipline have a positive effect on turnover intention, but not significant. Job satisfaction variable is the most influential variable on turnover intention.

Ni Nyoman Yani Sri Lestari and Ni Wayan Mujiat's (2018) research shows that work stress has a positive and significant effect on intention turnover. Organizational commitment has a big and negative effect on people's plans to leave their jobs. Job satisfaction has a big and negative effect on people's plans to leave their jobs.

The research conducted by Putra (2015) came to the following conclusions: (1) job stress has an influence on turnover intention, as shown by a significance value of 0.014; (2) salary satisfaction has an influence on turnover intention, as shown by a significance value of 0.000; (3) there is no influence between job stress and gender as a moderator, as shown by a significance value of 0.251; and (4) salary satisfaction does not have an effect on turnover intention.

The outcomes of the research conducted by Siddiqui & Jamil (2015) showed that work stress and work environment intentions are significant predictors of turnover intentions, whereas work overload was not found to be a significant predictor of turnover intentions. While the findings of Udayana's research (2017) indicate that stress at work has a significant and positive effect on the intention to leave a company, organisational commitment has a significant and negative effect on the intention to leave a company.

According to the findings of Syahronica et al., (2015), there is a significant effect of job satisfaction on employees' intentions to leave their current positions. Furthermore, it can be seen here that stress and job satisfaction are the two independent variables that have the most significant influence

on employees' intentions to leave their current positions due to the greater value of the beta coefficient. According to the findings of a study conducted by Wasposito et al., (2013), workplace satisfaction has a significant influence on an individual's intention to leave their current position, while work stress also has a significant influence on this intention. On the other hand, intentions to leave a job can be significantly influenced by factors such as job satisfaction and tension at work.

Based on the problems listed above, it is essential to learn more about how work stress and work discipline affect PT Ultrajaya Milk Industry & Trading Company Tbk plan to get rid of employees. The purpose of this research was to investigate the relationship between employees' intentions to quit their jobs and factors such as work stress and work discipline.

RESEARCH METHODS

The method used in this study is quantitative. Quantitative assessment is a stage of seeking insight using data in numerical form as a tool for analyzing information regarding what is to be found. Data collection techniques at this research used a questionnaire (questionnaire) with a Likert scale. At the data processing stage, the researcher scored the filled measuring instruments and the scoring data was then analyzed using IBM SPSS 23 software. The population in this study is 118 worker on the producing side the company PT Ultrajaya Milk Industry & Trading Company with the criteria; 1) Minimum working period of 5 years; 2) Aged 26 - 35 years. Munandar in Irawati (2023) explains that tenure related to work stress is closely related to job saturation. Workers who have worked for more than 5 years usually have a higher level of boredom than someone who has just worked, so there is the potential for stress caused by work. According to charred on PPM survey (education and training) Stress occurs from moderate to severe levels. Workers who are stressed, on average, experience the age range of 26-35 years by 83 percent, 36-45 years by 79 percent, and under the age of 25 years 78 percent. Through inaccuracy tolerance percentage of 5%, according to Slovin's formula, the number of employees used as research samples is 91 employees with a easy random sampling method. The method of analysis in this study is to use multiple linear regression analysis techniques. This technique is used through intention to find impact on work stress and work discipline on turnover intentions.

RESULTS AND DISCUSSION

Result Research

Test validitas Reliability

The test results show that 10 work stress questions (X1) are valid, 10 work discipline questions (X2) are valid, and 12 turnover intention questions (Y) are valid. All statement items have a corrected item-amount relationship ($r_{count} > r_{table}$) at a significance level of 5%, this means that all statements in this study are declared valid. The results of the variable reliability test in this study showed that the Cronbach alpha coefficient of work stress (X1) was 0.855, work discipline (X2) was 0.897, and turnover intention (Y) was 0.933. all variables are greater than 0.60, so it can be said that all variables that make up this research model are reliable.

Classic assumption test

According to Ghozali (2016), the classical assumption test is an early stage used before multiple linear regression analysis. This The testing process is carried out to determine whether there is a regression coefficient is unbiased and consistent and has accuracy in estimation. The results of testing the classics in this study can be explained as:

Test Normality

Testing normal data using the KS test by reviewing the significant residuals given as well as the probability plot normality graph approach. The results of the normality test of the data from the residuals obtained are as follows:

Table 3 Normality Test Results

		Unstandardized Residual
N		91
Normal Parameters ^{a,b}	Mean	.0000000

		Unstandardized Residual
	Std. Deviation	6.24735135
Most Extreme Differences	Absolute	.082
	Positive	.067
	Negative	-.082
Test Statistic		.082
Asymp. Sig. (2-tailed)		.171 ^c

- a. Test distribution is Normal.
 b. Calculated from data.
 c. Lilliefors Significance Correction.
 Source: Data processed by SPSS, 2022

Asymp Value. Sig (2-tailed) = 0.171 > 0.05. According to the results in Table 4, this proves the significant figure 0.05, mean 0.171. It means that the residuals are normally distribute.

Heteroscedasticity Test

According to Ghozali (2016), the heteroscedasticity the process of testing intends to do regression modeling testing has variance inequality and residuals through one analysis on the analyst after. The correct regression model is one that does not have heteroscedasticity. Obtained to test the heteroscedasticity obtained among them :

Table 4 Heteroscedasticity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	7.674	3.853		1.992	.050
Stres Kerja	-.075	.083	-.100	-.906	.367
Disiplin Kerja	-.036	.099	-.040	-.363	.718

- a. Dependent Variable: Abs_Res
 Source: Data processed by SPSS, 2022

The significance value of the Work Stress and Work Discipline variables is > 0.05 so get conclusion that nothing heteroscedasticity at two variable, that direct regressions modeling didn't have deviation of variance through the residual one analysis in the analysis after.

Multicollinearity Test

By Ghozali (2016), the process of testing multicollinearity intends to find whether the regression modeling finds a relationship between the independent variables or the independent variables. The results of testing multicollinearity in this study are proven in table 6 under :

Table 5 Multicollinearity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta				Tolerance	VIF
1 (Constant)	17.960	5.647			3.180	.002		
Work Stress	.669	.122	.523		5.485	.000	.917	1.090
Work Discipline	.031	.145	.021		.215	.830	.917	1.090

- a. Dependent Variable: Turnover Intention
 Source: Data processed by SPSS, 2022

The VIF figures on both are independent variables = 1.090 < 10. Conclusion is that multicollinearity is not found, meaning that there is no relationship between the independent variables, namely the variables of job stress and job stress discipline.

Multiple Linear Regression Analysis

Then all tested the classical assumptions fulfilled, then analyzed multiple linear regression. Ghozali (2016) analyzing multiple linear regression is regression that has one binding variable and two or more independents variables.

Correlation

According to Sugiyono (2017) The correlation coefficient is the number of strong relationships between two or more variables.

Table 6 Correlation Coefficient Test Results

		Turnover Intention	Work Stress	Work Discipline
Pearson Correlation	Turnover Intention	1.000	.517	-.130
	Work Stress	.517	1.000	-.288
	Work Discipline	-.130	-.288	1.000
Sig. (1-tailed)	Turnover Intention	.	.000	.110
	Work Stress	.000	.	.003
	Work Discipline	.110	.003	.
N	Turnover Intention	91	91	91
	Work Stress	91	91	91
	Work Discipline	91	91	91

Source: Data processed by SPSS, 2022

The correlation coefficient between the Turnover Intention and Job Stress variables is 0.517. This indicates a strong correlation, through a good correlation direction. In determining the level of the ability of the correlation between variables, the number of correlation coefficients 0.51 - 0.75 has strong correlation. Higher job stress, the higher the turnover intention. Degree of need or Sig.(1-tailed) is 0.000 < 0.05; means correlation between turnover intention and job stress are significant.

Interrelationship coefficient variable turnover intention and work discipline is -0.130 which indicates a very weak relationship, with a negative relationship direction. Significant degrees or Sig.(1-tailed) is 0.110 > 0.05; This mean correlation between turnover intention and work discipline is not significant.

Coefficient of Determination

The coefficient decision on the acquisition of regression proves how high the dependent variable can be explained through the independent variables.

Table 7 Results of the Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.517 ^a	.267	.251	6.318

a. Predictors: (Constant), Work Discipline, Work Stress

b. Dependent Variable: Turnover Intention

Source: Data processed by SPSS, 2022

According to concise modeling, R of 0.517 is get. This figure proves the level of correlation between work discipline and work discipline with turnover intention on a large scale. Figures are Aligned R Square = 0.267 means giving work stress and work discipline variables to the turnover intention variable is 26.7%; while the remaining 73.3% given an impact through other variables that are not examined in the study. So that, 26.7% variations in turnover intents do explain on work stress and work discipline.

T Test Results (Partial)

According to Wardani (2020) T-test is the process of testing statistics used to test the accuracy of the hypothesis that explains between two sample means obtained randomly through similar populations, there is no significant difference. Below is the acquisition through T statistic test, which can be seen in table 9 below:

Table 8 Results of Partial Hypothesis Testing (T Test)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	17.960	5.647		3.180	.002		
1 Work Stress	.669	.122		.5235	.485	.917	1.090
Work Discipline,	.031	.145		.021	.215	.917	1.090

a. Dependent Variable: Turnover Intention

Source: Data processed by SPSS, 2022

Based on table 9, the t count of work stress is 5.485. The work stress variable obtained a significance value of $0.000 < 0.005$. It can be concluded that the work stress variable has a significant effect on the turnover intention variable. According to the criteria for testing the hypothesis that H_0 is rejected and H_a is accepted, it means that partially work stress has a significant effect on turnover intention.

Based on table 9, it is obtained that the t count of work discipline is 0.215. On the work discipline variable obtained a significance value of $0.830 > 0.005$. It can be concluded that the work discipline variable has no significant effect on the turnover intention variable. According to the criteria for testing the hypothesis that H_0 is accepted and H_a is rejected, it means that partially work discipline has no significant effect on turnover.

Multiple linear regression equation:

$$Y = 17,960 + 0,669 X_1 + 0,031 X_2 + 0.6949 \epsilon \quad (1)$$

$$\text{Turnover intention} = 17,960 + 0,669 \text{ Work Stress} + 0,031 \text{ Work Discipline} + 0.6949 \epsilon \quad (2)$$

F Test Results (Simultaneous)

According to Sujarweni (2015) the F test is a test of the significance of the equation used to find out how much influence the independent variables (X_1 , X_2) together on the dependent variable (Y). Here are the results of the F statistic test, which can be seen in table 10 below :

Table 9 Results of Partial Hypothesis Testing (Uji F)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1281.486	2	640.743	16.052	.000 ^b
	Residual	3512.646	88	39.916		
	Total	4794.132	90			

a. Dependent Variable: Turnover Intention

b. Predictors: (Constant), Disiplin Kerja, Stres Kerja

Source: Data processed by SPSS, 2022

The significance value in table 10 is $0.000 < 0.05$. It was concluded that F calculated that the multiple linear regression model was appropriate to be used to explain the effect of work stress and work discipline on turnover intention, therefore H_0 was rejected and H_a was accepted, meaning that there is a positive and significant influence between work stress and work discipline on turnover intention.

Discussion

Analysis of the Effect of Work Stress (X1) on Turnover Intention (Y).

The results of hypothesis testing indicate that work stress has a positive and significant effect on turnover intention. Thus, the higher the work stress felt by the employees of PT Ultrajaya Milk Industry & Trading Company, the concentration level at work will decrease, and the turnover rate will be higher. Positive influence that is, job stress is the perception of labor on demand for work rather than the perception of regulation of work and the perception of labor on encouragement through friends and head (Udayana & Dewi, 2017). The results of this assessment are in line with the results of the previous assessment carried out Waspodo et al., (2013) who found that job stress had a good impact on turnover intention, this means that if job stress is large, turnover intention will get increase. Miitchell et al. (2014) which says that work stress has a positive and significant effect on turnover intention. Hasan (2014), said stress has a good effect at turnover intention. Siddiqui & Jamil (2015) show there is a good and ongoing correlation between work stress and turnover intention. Putra (2015) said that work stress has a positive effect on Turnover Intention. Furthermore, the results of research conducted by Syahronica et al., (2015) in his research stated that job stress has a positive impact at turnover intention. It is concluded that the greater the degree of job stress in the company, the higher the turnover rate.

Analysis of the Effect of Work Discipline (X2) on Turnover Intention (Y).

The results of hypothesis testing indicate that work discipline has a positive but not significant effect on turnover intention. At least a strong relationship between the variables of work discipline and turnover intention causes the effect of work discipline on turnover intention to be insignificant. Thus, the level of work discipline does not affect the high turnover intention at PT Ultrajaya Milk Industry & Trading Company. And it proves that there is no relationship between employee work discipline and the phenomenon of turnover intention at PT Ultrajaya Milk Industry & Trading Company.

In the theory expressed by Rivai in Desi Kristanti & Pangastuti (2019) job discipline is a tool used by managers to communicate with the workforce so as to provide change in an action and become an effort to raise awareness and individual will to comply with all company rules and existing norms. The results of the assessment are not aligned with the results of the assessment Ahmad Badawi Saluy and Novawiguna Kemalasari (2016) which states that work discipline has a positive and significant effect. Furthermore, the results of research conducted by Nurmitasari Indah Wisantyo and Harries Madiistriyatno (2015) which prove that work discipline has a positive influence..

Effect of Work Stress (X1) and Work Discipline (X2) on Turnover Intention (Y).

The results of this study are not in line with the results of research by Nurmitasari Indah Wisantyo and Harries Madiistriyatno (2015) which proves that work stress and work discipline variables have a positive but not significant effect on turnover intention. With a good level of work stress and high work discipline, it can reduce turnover intention. Employees in companies who are said to have a good level of work stress and work discipline, have a low turnover intention for employees in a company.

CONCLUSION

From the results of the research and discussion it can be concluded that partially it shows that the variable Job Stress has a positive and significant effect on the turnover intention of employees of PT Ultrajaya Milk Industry & Trading Company. Partially, it shows that the work discipline variable has a positive but not significant effect on the employee turnover intention of PT Ultrajaya Milk Industry & Trading Company. Simultaneously it shows that the variables of job stress and work discipline have a positive and significant effect on the turnover intention of employees of PT Ultrajaya Milk Industry & Trading Company.

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