

The Effects of Transactional Leadership on Employees' Turnover Intention at PT. Sumber Alfaria Trijaya Tbk. (Mini Market Alfamart) East Surabaya Region, Indonesia Using Job Involvement, Work Motivation, and Job Satisfaction as Mediating Variables

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Abstract

This study attempts to examine and analyze the effects of transactional leadership on turnover intention of PT. Sumber Alfaria Trijaya Tbk. (Minimarket Alfamart) employees in East Surabaya region by using job involvement, work motivation, and job satisfaction as mediating variables. The findings of this study show that transactional leadership, work motivation, and job satisfaction do affect turnover intention of the employees yet job involvement does not affect turnover intention of the employees. The objective of this study is to provide new insights for modern market businessperson (retailers) to continue evaluating his/her employee behavior variable that correlates with the number of employees working in the business. Therefore, the number of employees hired and resigned from the company will not disrupt the business carried out by the company.

Keywords: Transactional Leadership, Job Involvement, Work Motivation, Job Satisfaction, Turnover Intention

1. Introduction

In AEC (Asian Economic Community), Indonesian business persons face new challenges caused by many foreign business owners entering ASEAN free trade area. Facing these new competitors entering national/domestic markets, Indonesian business persons must be able to survive against the new entrances by creating high-quality products. In addition to high-quality products, surviving business requires adequate human resources to adapt the escalating business competition with uncertain (unpredictable) condition. Human resources is the main partner for a business owner. Human resources plays a very strategic role in the development of business relying on manpower. Human resource management must be carried out in certain ways so that all the individuals involving in the business feel comfortable and are able to give their greatest contribution to the company continuously in order to gain prosperity for both the employees and the employees. Job involvement of an individual (employee) should grow naturally and voluntarily without any external forces. An individual must realize his/her duties and responsibilities as an employee for the prosperity he/she achieve alongside with his/her employer. Job involvement is important for the employees and defines life and death of a business relying its activities on manpower. If an employee considers his/her workplace as something important in his/her life, he/she will be motivated to work harder and willing to conduct his/her duties although its not his/her responsibility to fulfill the duty. Job involvement performed by the employee helps the company achieves its goals and targets. Kahn (1990) defines job involvement as a way that developing a behavior in the employee that connects him to work to other actively with personnel presence (physical, emotional, and cognitive) leads to full performance. Basically, the involvement made by an employee is the result of his/her behavioral development that directly correlates to activities he/she conducts physically, emotionally, and cognitively, which in turns leads to full performance.

In addition to job involvement, another vital factor in human resource management is work motivation. Work motivation encourages an employee to perform his/her duties with full dedication. Each individual has his/her own unique motivations depending on his/her needs and intentions. The higher social status of an individual the stronger his/her motivation. Motivation may come from internal factors and external factors affecting each individual. The strongest of these internal and external forces will affect activities carried out by an individual depending on his/her main needs. Robbins and Judge (2011: 205) defines motivation as the processes that account for an individual's intensity, direction, and persistence of effort towards attaining a goal. In this sense, motivation refers to processes that explain individual intensively and directly and explain his/her persistent efforts in achieving a goal in his/her life. In a profit-oriented business, an excellent leadership is very important in directing the subordinates and employees to carry out their duties. A leader must apply influence tactics and objectives in activities he/she carries out in order to direct the subordinates and employees successfully. Among the various types of leadership, transactional leadership is very important in improving work efforts performed by the subordinates. House et al, (1999) as cited in Yukl (2002: 3) defines leadership as the ability of an individual to influence, motivate, and enable others to contribute towards the effectiveness and success of the organization. Transactional leadership focuses on rewards given to the employees based on the

achievements made by the employees in carrying out their duties.

These three variables (i.e. job involvement, motivation, and transactional leadership) applied within an organization will eventually affect turnover intention. Considering this situation, a company should also pay more attention on job satisfaction of the employees to prevent employee disappointment on the treatment he/she receives from the company. Kreitner and Kinicki (2014: 169) defines job satisfaction as affective and emotional response made by an individual towards his/her job. Each individual has his/her own unique job satisfaction level depending on how far the outputs of the job can fulfill his/her needs physically and non-physically. Job satisfaction will affect psychological condition of an employee. In many cases, an employee without job satisfaction feels disappointed in himself/herself leading to his/her resignation from the job. It is the role of a Human Resource Development Manager to maintain and monitor how far the job satisfaction of the employees and to analyze whether the targets have been achieved or not. A leader –wherever he/she leads- is expected to be able to maintain conducive condition within the workplace that affects the job satisfaction of his/her employees. Jewell and Siegel (1998: 529) defines job satisfaction as attitude emerges as the result of assessment on workplace situation. In much simpler words, the employees who are satisfied with their jobs love the workplace situation they work in rather than hating it. An employee who is dissatisfied with his/her workplace may choose to be transferred to other workplaces or signing out from the company. This situation occurs when the company finds the turnover intention of the employees. High turnover intention will eventually increase the cost of recruitment process. Kumar and Gupta (2013) explain turnover intention as any desire of employees to sign out from their company. Turnover intention is employees' desire to sign out from the company by resigning. It occurs when the employees feel dissatisfied with their job experienced through the implementation of the duties. These organizational behavior variables (i.e. transactional leadership, work motivation, job satisfaction, job satisfaction, and turnover intention) always significantly correlate one to another.

PT. Sumber Alfaria Trijaya Tbk. is a modern retailer company taking its part in global business competition after the implementation of ASEAN Economic Community (AEC). The company competes against other domestic and international retailers. As we know, retailer is a way of marketing that sells goods directly to the consumers needing the goods. Modern retailers (mini markets) have been developing rapidly and opened their franchises in cities and towns, districts, and even sub-districts. Alfamart is a modern retailer under PT. Sumber Alfaria Trijaya Tbk. management have opened its franchises across Indonesia, including Surabaya. The targets of PT. Sumber Alfaria Trijaya Tbk. will be achieved if the company is able to manage its human resources intensely and in conducive manners by monitoring the attitude of the employees as the key of consumer satisfaction. This study attempts to analyze the effects of transactional leadership on Alfamart Minimarket East Surabaya Region employees' turnover intention through several mediating variables, namely job involvement, work motivation, and job satisfaction.

2. Theoretical Reviews

A leader must be able to coordinate his/her employees in various situations inside and outside the organization. It is also a leader's duty to appreciate the achievements made by the employees so that the employees can feel job satisfaction. Robbins and Judge (2011: 391) defines transactional leadership as leadership which guides or motivates its followers towards established goals by clarifying the roles and task requirements. Achmad et al. (2013) stated that transactional leadership can affect to nurse job satisfaction. There is also a different effect between transformational leadership and transactional leadership on job satisfaction. Transactional leadership affects the involvement of the employees and appreciation on employees' achievements.

Job involvement can be signified from employees' attitude and considerations to participate in their jobs (the employees consider their job important for their self-esteem). If an employee successfully develops job involvement with other employees, he/she also successfully build commitment towards the organization. A leader contributes the development of job involvement of his/her employees by maintaining good communication with his/her employees in order to accommodate employees' expectations and attempts to implement them. Boon et al (2007) stated that leadership was found to have significant contribution towards employees' job involvement. In fulfilling his/her duties and achieving productive performance, an employee requires motivation. Any forms of motivation will provide unique impact on an employee involving in work productivity process. Robbins and Kolter (2004) as cited in Ardana et al (2009: 30) defined motivation as willingness to perform the best efforts to attain the goals of organization conditioned by the efforts to fulfill individual needs. Buchanan and Huczynski (1997:68) defined motivation as the internal psychological process of initiating, energizing, directing, and maintaining goal-directed behavior. Motivation is a psychological process that encourages human behaviors, energizes, and directs his/her actions to achieve certain goals. Jinnah et al. (2010) stated that there was a positive relationship between motivation and job satisfaction (in which) motivation influences job satisfaction.

Job satisfaction is a treasure for every employee. Through job satisfaction he/she felt, an employee improves his/her loyalty towards the workplace. The greater job satisfaction felt by an employee, the more

reluctant he/she leaves the job. On the contrary, if an employee feels dissatisfied about his/her job he/she tends to quit the job or sign out from the company in order to fulfill his/her individual needs. Robbins and Judge (2011:277) defines job satisfaction as a feeling about one's job resulting from an evaluation of its characteristics. Job satisfaction refers to individual feeling perceived by an individual about his/her work achievements developed from evaluation on the characteristics of the job so that he/she can decide whether the job he/she performs brings satisfaction for himself/herself. Malik (2010) defines job satisfaction as the degree of employees' sense towards their jobs. Turnover intention is the extent of employees' desire to quit or signing out from the company. Turnover intention indicates issues on human resources experienced by a company. Human resources issue requires specific actions to minimize the loss caused by failure in recruiting potential employees. Walter (2009) stated: Turnover intention leading towards actual intention is one of the most significant causes of lower level productivity and employers' self-esteem in both private and public sectors in all industries, including manufacture. Every company expects lower turnover intention and attempts to minimize its employees' turnover intention because turnover intention lowers work productivity, especially on manufacturing industries. Work productivity is achieved when the employees feel satisfied about their jobs. This condition lowers the turnover intention.

3. Research Methods

In this study, the writer proposed several hypotheses to examine and analyze the effect of Transactional Leadership on Turnover Intention of the employees of PT. Sumber Alfaria Trijaya Tbk. (Minimarket Alfamart) East Surabaya Region through Job Involvement, Work Motivation, and Job Satisfaction as mediating variables.

3.1 Conceptual Framework



Figure 1. Conceptual Framework

3.2 Research Hypotheses

- H1 = Transactional Leadership affects Job Involvement of the employees of Minimarket Alfamart East Surabaya Region.
- H2 = Transactional Leadership affects Work Motivation of the employees of Minimarket Alfamart East Surabaya Region.
- H3 = Transactional Leadership affects Job Satisfaction of the employees of Minimarket Alfamart East Surabaya Region.
- H4 = Job Involvement affects Turnover Intention of the employees of Minimarket Alfamart East Surabaya Region.
- H5 = Work Motivation affects Turnover Intention of the employees of Minimarket Alfamart East Surabaya Region.
- H6 = Job Satisfaction affects Turnover Intention of the employees of Minimarket Alfamart East Surabaya Region.
- H7 = Transactional Leadership affects Turnover Intention of the employees of Minimarket Alfamart East Surabaya Region.

3.3 Data Type and Source

The data were measured using Likert scale consisting of five response options with same intervals. The categories of response options provided in the questionnaire are: Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), and Strongly Agree (5). The source of the data was respondents' perception collected and assessed using questionnaire

3.4 Variables Identification

Independent Variable : Transactional Leadership (X1)

Dependent Variables : Job Involvement (Y1), Work Motivation (Y2), Job Satisfaction (Y3), Turnover Intention (Y4)

3.5 Operational Definitions of the Variables

Transactional Leadership (TL): A leadership that focuses on appreciation for achievements made by the employees.

Job Involvement (JI): The extent of employees' participation in their jobs and efforts they made to achieve the targets/goals of the company

Work Motivation (WM): Employees' desire/will to improve their performance in order to fulfill their needs, conditioned with the goals of organization.

Job Satisfaction (JS): The extent of an employee's perception towards his/her job (i.e. satisfaction or dissatisfaction).

Turnover Intention (TI): The extent of employees' desire to sign out from the company.

3.6 Data Collection and Analysis

The data were collected from the respondents (the employees of Minimarket Alfamart East Surabaya Region) through questionnaire. Then, the data were analyzed using Likert scale and statistical measurement tool Structural Equation Modeling (SEM) program (Ghozali, 2004: 5).

4. Findings

Respondents Profile : Number of Respondents:150

Educational Background : High School Graduates (SMA): 95

Vocational School Graduates (SMK): 55

Ages of Respondents :18-25 years old: 116

Above 25 years old: 34

Years of Service : 2-5 Years: 86

5-10 Years: 44

Above 10 Years: 20

4.1 Respondents Responses

Transactional Leadership Indicators	Number of Respondents	Mean	Standard Deviation	Job Involvement Indicators	Number of Respondents	Mean	Standard Deviation
TL 1	150	3.9596	0.74895	JI 1	150	4.2730	0.68451
TL 2	150	3.9541	0.78094	JI 2	150	4.2729	0.69392
TL 3	150	4.1605	0.73364	JI 3	150	4.1399	0.66599
TL 4	150	4.0402	0.68418	JI 4	150	4.3269	0.76419
TL 5	150	3.9400	0.78745	JI 5	150	4.9666	0.63917
				JI 6	150	3.9135	0.77748
				JI 7	150	3.4731	0.95356
Work Motivation Indicators	Number of Respondents	Mean	Standard Deviation	Job Satisfaction Indicators	Number of Respondents	Mean	Standard Deviation
WM 1	150	4.2068	0.68823	JS 1	150	3.9865	0.82735
WM 2	150	4.9133	0.82700	JS 2	150	3.8801	0.75011
WM 3	150	4.9323	0.78201	JS 3	150	3.7999	0.74188
WM 4	150	4.9140	0.79443	JS 4	150	3.8641	0.88017
WM 5	150	4.8270	0.73937	JS 5	150	3.7998	0.71402
WM 6	150	4.0129	0.73294				
WM 7	150	4.0403	0.68412				
Turnover Intention Indicators	Number of Respondents	Mean	Standard Deviation				
TI 1	150	3.5465	0.93145				
TI 2	150	3.4068	0.94896				
TI 3	150	3.6266	0.91629				
TI 4	150	3.5011	1.04732				
TI 5	150	4.0407	0.84297				

4.2 Results of Normality Test

The results of Multivariate Normality Test for Continuous Variables on the 38 indicators are presented on the table below:

Skewness			Kurtosis			Skewness and Kurtosis	
Value	Z-Score	P-Value	Value	Z-Score	P-Value	Chi-Square	P-Value
309.160	28.170	0.000	1006.615	9.977	0.000	893.106	0.000

4.3 Results of Validity and Reliability Test

Transactional Leadership Indicators	Loading	T-value	Results	Job Involvement Indicators	Loading	T-value	Results
TL 1	1.56	2.298	Valid	JI 1	1.66	3.97	Valid
TL 2	1.51	2.296	Valid	JI 2	1.64	3.94	Valid
TL 3	2.25	3,93	Valid	JI 3	1.70	2.16	Valid
TL 4	1.60	3,98	Valid	JI 4	1.92	2.94	Valid
TL 5	1.20	3.22	Valid	JI 5	1.55	2.99	Valid
				JI 6	1.45	2.92	Valid
				JI 7	1.87	2.51	Valid
Construct Reliability		0.79	Reliable	Construct Reliability		0.73	Reliable
Work Motivation Indicators	Loading	T-value	Results	Job Satisfaction Indicators	Loading	T-value	Results
WM 1	0.74	4.19	Valid	JS 1	0.91	6.21	Valid
WM 2	0.84	4.28	Valid	JS 2	0.95	6.84	Valid
WM 3	1.27	5.46	Valid	JS 3	0.62	4.16	Valid
WM 4	0.93	2.10	Valid	JS 4	0.44	4.10	Valid
WM 5	0.85	4.47	Valid	JS 5	0.35	3.07	Valid
WM 6	0.44	2,84	Valid				
WM 7	0.76	4.23	Valid				
Construct Reliability		0.72	Reliable	Construct Reliability		0.82	Reliable
Turnover Intention Indicators	Loading	T-value	Results				
TI 1	1.32	5.72	Valid				
TI 2	1.29	4.35	Valid				
TI 3	1,37	5.61	Valid				
TI 4	1.13	4.21	Valid				
TI 5	1.47	5.15	Valid				
Construct Reliability		0.99	Reliable				

4.3 Results of Multicollinearity Test

The results of multicollinearity test using Lisrel8.7 program (assuming that multicollinearity exists if the coefficients of inter-variables correlation are higher than 0.90) are presented on table below:

Correlation Matrix of ETA and KSI					
Variables	Job Involvement	Work Motivation	Job Satisfaction	Turnover Intention	Transactional Leadership
Transactional Leadership	0.57	0.85	0.51	0.09	1.00
Job Involvement	1.00	-	-	-	-
Work Motivation	0.48	1.00	-	-	-
Job Satisfaction	0.29	0.44	1.00	-	-
Turnover Intention	0.11	0.17	0.29	1.00	-

The table shows that all coefficients of inter-variables correlation are lower than 0.90. therefore, there is no multicollinearity among the variables.

4.4 Results of Model Fitness Test

Index	Score	Results
Normed Fit Index (NFI)	0.80	Marginal Fit
Non-Normed Fit Index (NNFI)	0.92	Good Fit
Comparative Fit Index (CFI)	0.93	Good Fit
Incremental Fit Index (IFI)	0.93	Good Fit
Goodness of Fit (GFI)	0.81	Marginal Fit

4.5 Results of Hypotheses Examination

Hypotheses	Path	Loading	t-value	Results
H1	Trans. Leadership → Job Involvement	0.57	2.33	Significant
H2	Trans. Leadership → Work Motivation	1.41	3.22	Significant
H3	Trans. Leadership → Job Satisfaction	1.28	3.01	Significant
H4	Job Involvement → Turnover Intention	0.20	0.64	Insignificant
H5	Work Motivation → Turnover Intention	0.43	2.15	Significant
H6	Job Satisfaction → Turnover Intention	0.41	3.26	Significant
H7	Trans. Leadership → Turnover Intention	1.32	2.14	Significant

4.6 Results of Conceptual Framework



Figure 2. Result Conceptual Framework

5. Discussion

1. The first hypothesis proposed in this study assumes Transactional Leadership affects Job Involvement is accepted as proven by regression coefficient 0.57. This finding strengthens the results of previous studies conducted by Renteria (2003) and Rana and Malik (2016) stating Transactional Leadership does affect Job Involvement.
2. The second hypothesis of the study stating that Transactional Leadership has some influences on Work Motivation is accepted as indicated by regression coefficient 1.41. The finding confirms previous studies conducted by Wahyuni et al (2014) and Awan (2014). These previous studies found that Transactional Leadership affected Work Motivation.
3. The third hypothesis of this study states that Transactional Leadership affects job satisfaction. The hypothesis is accepted as proven by regression coefficient 1.28. This finding confirms the result of previous studies conducted by Mamesah and Kusmaningtyas (2009), Arzi and Farahbod (2014), and Wahyuni et al. (2014) indicating correlation between Transactional Leadership and Job Satisfaction.
4. The fourth hypothesis proposed in this study states that Job Involvement affects turnover intention is rejected because t-value is lower than t-table and the result of regression coefficient 0.020. This finding contradicts the results of previous study conducted by Blau and Boal (1987) stated that Job Involvement affected Turnover Intention and a study conducted by Achmed and Tariq (2014) finding that Job Involvement strongly and positively affected Turnover Intention.
5. The fifth hypothesis stating Work Motivation affects Turnover Intention is accepted as indicated by regression coefficient 0.043. This finding confirms previous studies conducted by Olusegun (2012) and Sajjad et al. (2013) stated that Work Motivation influences employees' Turnover Intention.
6. The sixth hypothesis stating Job Satisfaction affects Turnover Intention is accepted, indicated by regression coefficient 0.041. The finding of this study confirms previous studies conducted by Nasution (2009) and Mbah and Ikefuna (2012) showing Job Satisfaction influence on Turnover Intention.
7. The seventh hypothesis proposed in this study stating Transactional Leadership effect on Turnover Intention is accepted, proven by regression coefficient 1.32. The findings of this study prove the finding of previous study conducted by Angeline and Sudha (2011) stating that transactional leadership positively affects employees' turnover intention. Yet, this finding denies the findings of a research conducted by Long et al (2012) stating that transactional leadership negatively affected employees' turnover intention.

6. Conclusion

1. Transactional leadership affects job involvement. This finding implies that the reward system applied

- by the company and appreciation on the achievements made by the employees contribute on the improvement of employees' performance.
2. Transactional leadership affects work motivation indicates that any appreciations on employees' performance can upgrade the employees' work motivation.
 3. Transactional leadership correlates with job satisfaction. From this finding, it can be concluded that job satisfaction can be achieved if the leader appreciates the achievements made by the employees by applying reward system.
 4. Job involvement does not correlate with turnover intention. This means an employee's involvement in his/her job is an obligation that he/she must perform maximally without any consideration of quitting the job or signing out from the company as long as the workload he/she involves in is tolerable.
 5. Work motivation affects turnover intention of the employees. This condition explains that work motivation is one of employees' considerations in deciding to quit (or not quitting) the job.
 6. Job satisfaction affects employees' turnover intention. This condition is quite normal because an employee's expectation in working is to gain job satisfaction and to fulfill his/her daily needs and desires. If an employee feels dissatisfied with his/her job, he/she will find other job. On the other hand, if an employee feels satisfied about his/her job, he/she will continue working without quitting the job.
 7. Transactional leadership affects employees' turnover intention. This condition explains that more intensive the implementation of reward system and appreciation on employees' achievements leads to employees' tendency to stay at their jobs in order to perceive the achievement they made.

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