TRANSFORMATIONAL LEADERSHIP SERVES TO PREVENT EMPLOYEE TURNOVER IN THE COMPANY TRANSPORTATION: LITERATURE REVIEW

[1]Primadi Candra Susanto, [2]Erni Pratiwi Perwitasari, [3]Yosi Pahala, [4]Didin Sjarifudin, [5]Josua Panatap Soehaditama

[1,2,3]Institut Transportasi & Logistik Trisakti, Jakarta, Indonesia
[4]Universitas Bhayangkara Jakarta Raya, Jakarta, Indonesia
[5]Institut Keuangan Perbankan dan Informatika Asia Perbanas, Jakarta, Indonesia
Primadicandrasusanto89@gmail.com

ABSTRACT

The purpose of this study is to find out what factors can prevent employee turnover in a company, great leadership will be able to function to create team solidarity. This article aims to review and synthesize related literature studies and Transformational Leadership and look at the research results of these variables. to be reviewed and whether there is an influence between one variable and another. This study uses a literature review by looking for references related to variables from several international articles. This study provides an overview of the articles obtained by describing the influence between variables. The purpose of this research is to look at a mini-review of the selected articles related to the variables and findings, using qualitative methods by presenting the literature from the results collected. The results of this study are several articles that have influence and still have to be continued in further research with the same variables as possible with different objects. The novelty of this research is that there is no research that combines transformational leadership with employee turnover intentions.

Keywords: Transformational Leadership, Turn Over Employee, Organization Development, Organization Commitment, Team Work.

INTRODUCTION

Human resources are one of the most important factors that cannot be separated from any organization, institution or enterprise. In addition, human resources are an important factor that influences the development of a company. HR primarily refers to people who work in an organization as doers, thinkers, and planners to achieve organizational   goals.

Organizations and companies can win the competition and prove their existence in the global world if they are supported by the quality of the organization and human resources. Human resource management in an organization is beneficial to the organization and is a great and irreplaceable asset. An organization's human resources or employees play a very important role in the success of an organization or business. A

sophisticated and impeccable facility does not necessarily guarantee an organization's success unless it matches the quality of the people employed. these rooms. No matter how mature a company's technology is, it takes experienced people to implement it. All of these assets, except for human resources, can be easily acquired by institutions with sufficient capital to acquire them. However, this is not the case for employees. Finding suitable and qualified employees according to the qualifications required by the institution is not easy. People are therefore the most valuable asset

A company's valuable capital is its competent and loyal employees. If the company has talented employees, it is easier to see the progress of the company. Competent and qualified employees are an important asset for a company. All companies undoubtedly go through an attrition process. Employee turnover is the employee turnover activity within an organization caused by the determinants of voluntary or involuntary employee turnover. The turnover rate is measured by the number of employees leaving the company over a period of time. Companies with frequent employee turnover tend to have a high turnover rate. When employee fluctuations increase, there is no doubt that something is wrong with the company. If sales are increasing, this doesn't bode well for the company and needs to improve. Employee turnover is inevitable, but the company is committed to providing a good and comfortable working environment. Of course, some employees quit. The turnover hits the company hard because a lot of money was spent on hiring employees. Another problem with turnover is reduced productivity due to staff cutbacks, for example. Employee turnover itself can occur due to inconvenience at work until the person is forced to leave. Each company's acceptable level of employee turnover will vary depending on industry factors, type of work, geography, company size, etc.

Factors in turnover rate, companies can't stop everyone from staying in the company and especially young workers from changing jobs. The variation is due to several factors and can be explained as follows. (1) Individual factors, this factor is experienced by the employees themselves and includes job satisfaction, performance, workload, and the ability of the employee to get the job done. It is not uncommon for employees to decide to resign for these reasons. 2. Business factors, the state of the company has a great influence on the leave of employees, but he is one of them. This condition can be seen in work culture, pay, work environment, employee involvement in projects, or the company's work structure. (3). Location factor, many employees decide to leave because of the distance from their home to the office. If the distance between home and office is too far, employees will not stay at the company for long. The company plays an important role in the human resource development of its employees. To become an HR professional, you need to understand employee training and development strategies.

METHOD

This research method is a literature review that compares several existing theories with previous research. The following data collection techniques are used to obtain the information and data required for this work. Documents/Library is a

technique for gathering data through the examination of documents related to the problem under investigation. The data analysis method in this research uses the analysis method in the literature review using the inductive thinking pattern. The analysis process is carried out using a data analysis technique which is content analysis. That is, conclusions are drawn through the stages of the detailed description of data and context, nature, properties, content, rationale, use of inductive logic, and strategies for preventing employee turnover in the shipping industry. We will try to look up some literature from sources.

Literature Review

Transformational Leadership:

Transformational leadership, or transformational leadership, is a leadership style that identifies the changes needed, develops a vision that paves the way for making those changes and implements the plans needed to implement those changes. In today's ever-changing world, it's easy to see why this leadership style is important. By definition, transformational leadership is a form of values, beliefs, and needs that embrace change as a new form of success. Leaders with a transformative style are believed to be able to influence the overall performance of their employees. Managers who apply transformative leadership typically have a prescient vision and are also able to help their employees and subordinates develop the necessary skills. Leaders have a style of change when they can change situations, change what is usually done, talk about high goals, and have a baseline of freedom, justice, and equality. Leaders explain to employees that the goals to be achieved are more than just personal gain. Transformational leadership is reflected in a high level of commitment, motivation, and confidence on the part of employees who see attainable organizational goals as well as personal gains. His is in line with research conducted by (Antonakis & House, 2013); (F. A. Putri & Muhdiyanto, 2018); (Bakhtiar, 2019); (Tosun et al., 2022); (Naeem & Nawaz, 2017)

Organization Development:

Organizational development, or commonly abbreviated as OE, is often also referred to as organizational development. This organizational development is a planned change. This change can be understood as continuous renewal and modernization. This change will have a very dominant effect on society. Such developments require organizations to mobilize their members and adapt to the changes that are taking place. The term is actually quite familiar in business and HR circles. Therefore, this organizational development can be said to be information gathering to improve organizational efficiency. Company improvements and changes are generally made in good faith and with reasonable intent. One of them is a clear work goal, which can be achieved with the right steps. Organization Development or Org Development can actually invite everyone to get to know the entire organization. Understand the different personalities of organizations and companies. Several effective restructuring measures have therefore been taken in connection with the creation of this organization. Of course, the company's organizational structure may be fully

operational in the near future. So in this case the business organization could be more efficient. Every part of an organization can do what it does best and influence the company and its employees. Various challenges must be overcome for implementation. Ultimately, however, the changes that this organizational evolution brings will help the company overcome some of its existing challenges. His is in line with research conducted by (Cloutier et al., 2015); (Kaliannan et al., 2022); (Day, 2000); (Kokkaew et al., 2022).

Organization Commitment:

Organizational engagement is the state in which employees take sides with a particular organization and pursue their own goals and desires in order to maintain membership in that organization. According to Stephen P. Robbins, high work engagement is defined as a person's commitment to a specific task, and high organizational engagement means supporting the organization that employs that person. In a school organization, teachers are professionals who have direct contact with students, so in their role as educators, teachers can implement policies with specific goals and have a strong commitment to the schools in which they work. Implement management systems that help solve problems and increase employee engagement within the organization Committed to human values: Create documented rules, hire the right and methodical managers, and maintain communication. Find out more and tell us about your work. mission and ideological statements; charisma uses values-based hiring practices; Emphasis on values-based adoption and education. build a tradition Ensuring organizational equity: They have set up a comprehensive complaints procedure. provide comprehensive two-way communication, Creating a sense of community: Building homogeneity based on values. justice; valuing cooperation, mutual support, and teamwork, and a sense of unity as a group; Support employee development: Repeat; do the hard work in the first year. promotion and empowerment; promotion from within; providing development funding; Protecting unsafe workers. Commitment is very important to someone. Depth of involvement can be easy or difficult, fun or difficult, easy or difficult, and can measure the level of consistency and responsibility. Without commitment, there is no consistency. Great organizations are made up of dedicated people. The higher the value of each person's engagement, the better the organization's performance. Dedated people always do their best in what they promise. His is in line with research conducted by (Noviardy & Aliya, 2020); (Priambodo et al., 2019); (Wuryani, 2013); (Muis et al., 2018); (Valickas et al., 2015)

Teamwork: A leader is the main element of an organization, and the power of the organization rests in the hands of the leader. Managers are also key to a company's success. The process of building effective teams is closely related to the role of the leader's relationship: the leader's role in forming and developing work groups, guiding, initiating, developing, and directing top talent. Organizational goals are useful goals. Organizational internal and external relations and organizational representation. Task success within a team is achieved when each team member is willing to work according

to her team-building goals and do her best for the team's success. Teamwork arose out of the need to increase efficiency, attitude, and loyalty in workgroups. This happens when groups of people try to work together, use their skills, and give constructive feedback on a personal or interpersonal level. Teamwork fosters loyalty, security, and self-esteem that meet the needs of individual members, respect their affiliation, and maintain positive relationships both inside and outside the team. The existence of an absolute workgroup within the company. All work must be completed on time and it is very difficult for one person to do it alone. Although the actual work is done individually, these individuals work in small groups to produce their work. His is in line with research conducted by (Ruotsalainen et al., 2023); (Chatman & O'Reilly, 2016); (Tan, 2019)
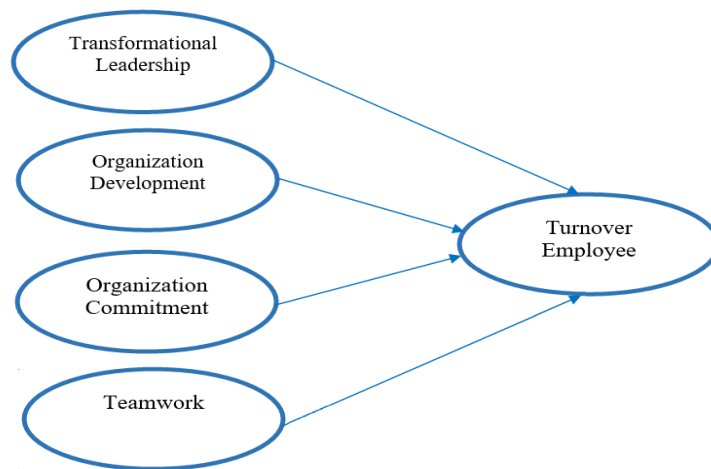

Figure 1 Framework Model

Information Based Variable:

X1: Independent variable (*Transformational Leadership*)

X2: Independent variable (*Organization Development*)

X3: Independent variable (*Organization Commitment*)

X4: Independent variable (*Team Work*)
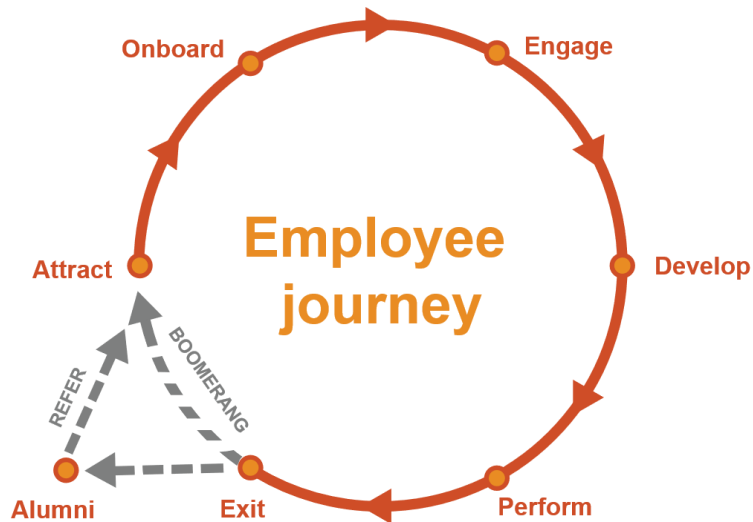
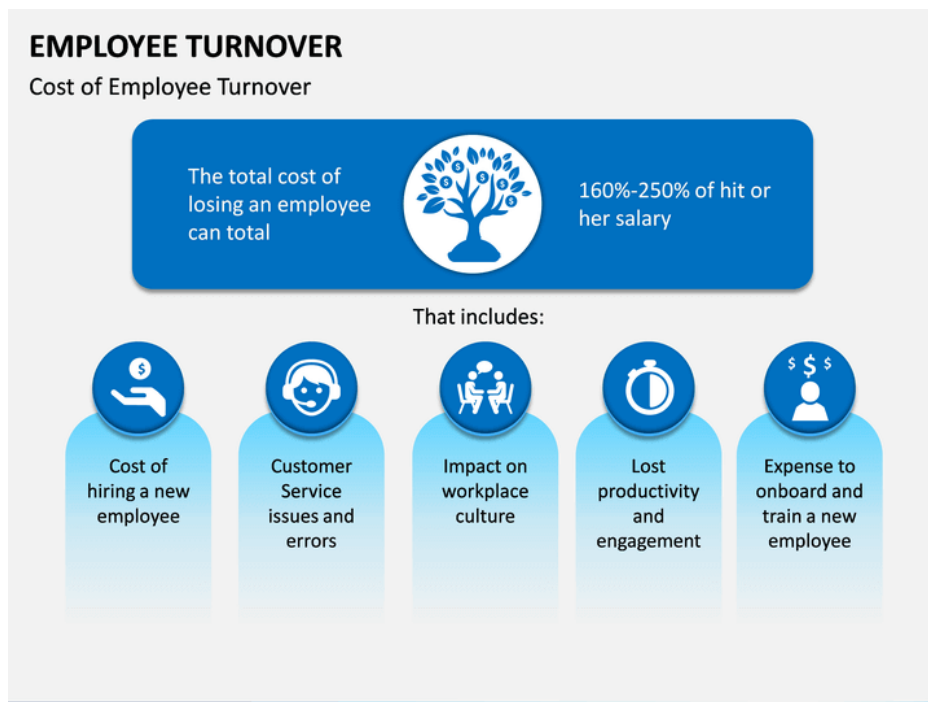Y: Intervening variable (*Turn Over Employee*)

Figure 2 Employee Journey

Source: https://www.pwc.com/sk/en/expert-articles/staff-turnover.html

Figure 3 Cost of Employee Turnover

Source: https://www.sketchbubble.com/en/presentation-employee-turnover.html

RESULTS AND DISCUSSION

Employee turnover or turnover rate is the tendency of a company to experience employee turnover or turnover. Employee turnover can be determined by the number of employees or workers who leave within a period of time. Reasons for dismissal can be divided into voluntary and compulsory. Optional reasons an employee submits when leaving or leaving include wanting a better job elsewhere, wanting to receive a salary

offer or higher salary offer, wanting to focus on furthering themselves in other areas, wanting to build a business and so on. On the other hand, the reasons for the forced dismissal of workers are like company-imposed layoffs. However, this one factor is not always used as a benchmark for calculating employee turnover. High turnover is related to the internal management of companies, so more attention should be paid to the number of employees leaving voluntarily. Employee turnover Has been widely studied by previous researchers namely: (Sethumadhavan & Bharathi, 2015); (Mossarah, 2023); (Holm et al., 2023).

Four Causes of Employee Turnover Before understanding strategies to address it, first make sure management understands the causes of employee turnover. So that we can overcome or prevent this incident in the first place. Here are some of the main causes: Inappropriate recruitment system, The main reason is the inaccurate recruitment system during the selection process. Recruitment screening is an activity that must be done properly to attract new employees. That is, there are certain stages or paths. Therefore, care must be taken when implementing the recruitment system. If management has the wrong or inadequate hiring system in place from the start, new hires may not meet the required standards later on. Then there is employee turnover. Before implementing strategies to reduce employee turnover, it is best to anticipate turnover from the outset by establishing a good hiring system. Also, make sure your managers are hiring properly and vigilantly so that the results are good. No development and training, And the next cause is that it is neither developed nor trained. These two activities may seem trivial, but in reality, training and development are the best activities for building employee character and skills. There is never any employee development or training, it just discourages employee development. Your existing skills are just that, but your company needs new breakthroughs. And if skills don't improve, the company looks for new candidates. That's why development and training are so important, even if it costs money. Through this training and development, management sought to implement one of the best and most effective strategies for reducing employee turnover. Busy work and monotony, A job that is too monotonous is also one of the main reasons for his frequent turnover. Most people get offended by the monotony and too much work and decide to quit. Too much monotonous work will only bore workers.

In fact every employee has her job her desk from the beginning. But of course, doing all the work alone can make the worker very uncomfortable. To avoid such high employee turnover, it is recommended to implement strategies to reduce employee turnover from the beginning. Management can learn strategy by reading lots of books, searching for information, or at least studying on their own. Employees are rarely recognized, Employees are rarely recognized and appraisals can lead to employee turnover. That is why recognition and gratitude are so important. Reward not only verbally, but also materially. After understanding the causes, management needs to know what strategies can be implemented to reduce employee turnover so that the company can easily avoid losses. I had to create some strategies from scratch to prevent that from happening.

Job turnover intentions in companies can be divided into functional and dysfunctional. Functional type is a disabled employee who voluntarily leaves the company and benefits the company. Then there is a kind of dysfunction when a good employee voluntarily leaves the company and voluntarily leaves at the company's expense. Non-operating income is a major concern of management as it negatively impacts the overall performance of the company. There are two types of errors: avoidable errors and unavoidable errors. Avoidable turnover is caused by low wages, job imbalances, poor working conditions and low morale. On the other hand, family movements, serious illness, death, and other personal issues inevitably leave the workforce. Avoidable turnover is manageable and companies should implement retention strategies to reduce employee turnover within their organizations. His is in line with research conducted by (Arfari et al., 2023); (Wibowo et al., 2023); (GÜNEY & SIÇRAR, 2022).

CONCLUSION

How to reduce employee turnover Basically, there is no foolproof way to achieve high employee loyalty to the company. But when management tries to understand what their employees really need, they go in the right direction. Employee turnover, or often referred to as turnover, is when one or more employees leave or retire and are replaced by another employee. Business staking requirements can be beneficial or harmful. It might be worth it if the company gets a better replacement employee. However, if the opposite happens, the company can suffer losses, especially if turnover is too high. An important factor to consider when analyzing a company's turnover rate is the measures taken to reduce employee turnover. When an employee tells their HR manager or management why they are leaving, management can take that feedback into account and make changes accordingly. This may even reduce the company's turnover rate or even encourage employees to return to the company after an increase. Employee turnover Has been widely studied by previous researchers namely: (Bontis & Fitz-enz, 2002); (Adam & Epel, 2007); (Henokh Parmenas, 2022); (Student et al., 2021)

In particular, it prevents employee turnover, which can cause business disruption. It depends on the system built and the work culture. To reduce employee turnover, you can take the following precautions: Here are some things management can do to reduce employee turnover: Find the right people, in this case, management must be able to find employees with the right skills. In addition, management should check whether employees fit into management's corporate culture, whether they can work in groups, or any other requirements that management should consider. Everyone's skills can still be trained, but it's difficult to change everyone's personality. Competitive salary and facilities, salary is always the main attraction for employees, but management should pay attention to the facilities provided to employees. Managers can provide various benefits such as insurance, pension funds, and other services such as telecommuting and flexible working hours to make employees feel comfortable working in the company. Effective training, If you have employees who are confused at work, it may be because management is not training them effectively. Effective training keeps

employees from being confused at work. Balanced working hours, give your leaders a chance to reap the fruits of their labor. Do not force employees to work long hours or prevent them from exercising their rights. Pay employees who work overtime, if necessary. Don't Hire Toxic Employees, it makes no sense for management to offer high salaries and good benefits, but one employee poisons another to leave the company. This should not be allowed. Better to lose an employee with these qualities. Even if she performs well, management wants her to lose one more toxic person than half the workforce. Develop an employee engagement strategy. Creating an engagement strategy is creating programs for frontline employees that: Additionally, the organization must be able to conduct performance reviews. This can be very helpful in evaluating and determining the next steps a company should take. He also conducts employee satisfaction surveys at least once a month to increase the company's transparency. this is in line with research conducted by (Aslam, 2015); (Yosevina Gracia Manurung & Dionisius Sihombing, 2023);(Putera & Hermaningsih, 2023); (W. A. Putri & Ariyanto, 2023); (Martini et al., 2023); (Seth, 2023)

ACKNOWLEDGMENT

AUTHOR CONTRIBUTIONS

The contribution of all authors in searching for previous articles and analysing them together, all authors are active in preparing this article until it can be published in international conference proceedings, all authors have noble intentions to try to provide the best scientific work to educate, build scientific civilization and educate students who will read and cite this article.

REFERENCES
Adam, T. C., & Epel, E. S. (2007). Stress, eating and the reward system. *Physiology and Behavior*, *91*(4), 449–458. https://doi.org/10.1016/j.physbeh.2007.04.011

Antonakis, J., & House, R. J. (2013). The Full-Range Leadership Theory: The Way Forward. In *Monographs in Leadership and Management* (Vol. 5). Emerald Group Publishing Limited. https://doi.org/10.1108/s1479-357120130000005006

Arfari, A., Oki Berlyanti, D., & Robiatul Adawiyah, W. (2023). Green Involvement, Workplace Well-Being, and Career Planning Affect Turnover Intention; Is It Possible? *Jurnal Konseling Pendidikan Islam*, *4*(1), 1–11. https://doi.org/10.32806/jkpi.v4i1.222

Aslam, M. (2015). Influence of Work Life Balance on Employees Performance : Moderated by Transactional Leadership. *Journal of Resources Development and*

Management, *10*, 98–103.

Bakhtiar, B. (2019). Kategori Kepemimpinan Transformational. *At-Ta'dib: Jurnal Ilmiah Prodi Pendidikan Agama Islam*, *1*(1), 38–47.

Bontis, N., & Fitz-enz, J. (2002). Intellectual capital ROI: A causal map of human capital antecedents and consequents. *Journal of Intellectual Capital*, *3*(3), 223–247. https://doi.org/10.1108/14691930210435589

Chatman, J. A., & O'Reilly, C. A. (2016). Paradigm lost: Reinvigorating the study of organizational culture. *Research in Organizational Behavior*, *36*, 199–224. https://doi.org/10.1016/j.riob.2016.11.004

Cloutier, O., Felusiak, L., Hill, C., & Pemberton-Jones, E. (2015). The Importance of Developing Strategies for Employee Retention. *Journal of Leadership, Accountability and Ethics*, *12*(2), 119.

Day, D. V. (2000). Leadership development: A review in context. *Leadership Quarterly*, *11*(4), 581–613. https://doi.org/10.1016/s1048-9843(00)00061-8

GÜNEY, A., & SIÇRAR, H. (2022). Relationship Between Underemployment and Turnover Intention. *JOURNAL OF ECONOMICS BUSINESS AND POLITICAL RESEARCHES*, *8*, 18–35. https://doi.org/10.25204/iktisad.1088991

Henokh Parmenas, N. (2022). Employee Engagement: Turn Over Prevention Strategies and the Key To Improving Performance Management in a Multinational Company. *Journal of Economics, Management, Entrepreneurship, and Business (JEMEB)*, *2*(1), 8–12. https://doi.org/10.52909/jemeb.v2i1.70

Holm, K., Jönsson, S., & Muhonen, T. (2023). International Journal of Nursing Studies How are witnessed workplace bullying and bystander roles related to perceived care quality , work engagement , and turnover intentions in the healthcare sector ? A longitudinal study. *International Journal of Nursing Studies*, *138*, 104429. https://doi.org/10.1016/j.ijnurstu.2022.104429

Kaliannan, M., Darmalinggam, D., Dorasamy, M., & Abraham, M. (2022). Inclusive talent development as a key talent management approach: A systematic literature review. *Human Resource Management Review*, *33*(1), 100926. https://doi.org/10.1016/j.hrmr.2022.100926

Kokkaew, N., Jokkaw, N., Peansupap, V., & Wipulanusat, W. (2022). Impacts of human resource management and knowledge management on non-financial organizational performance: Evidence of Thai infrastructure construction firms. *Ain Shams Engineering Journal*, *13*(6), 101750. https://doi.org/10.1016/j.asej.2022.101750

Martini, N., Moeins, A., Madiistriyatno, H., Zami, A., & Sudrajat, A. (2023). Effect of Job Environmental, Job Loads and Compensation to Job Satisfaction and Implications on Turnover Intentions in Manufacturing Company. *Jurnal Manajemen Bisnis*, *14*(1), 1–20. https://doi.org/10.18196/mb.v14i1.15059

Mossarah, A. (2023). Investigating factors that impact employee turnover in the medical device industry in the United Arab Emirates. *Social Sciences and Humanities Open*, *7*(1), 1–14. https://doi.org/10.1016/j.ssaho.2023.100492

Muis, M. R., Jufrizen, J., & Fahmi, M. (2018). Pengaruh Budaya Organisasi Dan Komitmen Organisasi Terhadap Kinerja Karyawan. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, *1*(1), 9–25. https://doi.org/10.36778/jesya.v1i1.7

Naeem, M., & Nawaz, M. A. (2017). The Impact of Transformational and Transactional Leadership Styles on Employee's Performance. *Pakistan Social Sciences Review*,

1(2), 119–135. https://doi.org/10.35484/pssr.2017(1-ii)04

Noviardy, A., & Aliya, S. (2020). Pengaruh Employee Engagement dan Komitmen Organisasi Terhadap Kinerja Karyawan di Bidang Perkebunan Kelapa Sawit. *Mbia*, *19*(3), 258–272. https://doi.org/10.33557/mbia.v19i3.1143

Priambodo, E. P., Darokah, M., & Diah Sari, R. E. Y. (2019). Peran Self Efficacy dan Iklim Organisasi dalam membentuk Employee Engagement melalui Komitmen Organisasi. *Psympathic : Jurnal Ilmiah Psikologi*, *6*(2), 213–228. https://doi.org/10.15575/psy.v6i2.4974

Putera, W. P. J., & Hermaningsih, A. (2023). Engagement Factors and Influence on Employee Turnover Intention at PT . Bank Negara indonesia (Persero) Tbk Mataram Branch Office. *Dinasti International Journal Of Digital Business Management*, *4*(1), 167–180. https://doi.org/https://doi.org/10.31933/dijdbm.v4i1

Putri, F. A., & Muhdiyanto, M. (2018). the Role of Transformational Leadership and Commitment Organizational on Organizational Citizenship Behavior: Psychological …. *UMMagelang Conference Series*, *3*(5), 39–45. http://journal.unimma.ac.id/index.php/conference/article/view/3640

Putri, W. A., & Ariyanto, E. (2023). The Effects of Job Insecurity on Turnover Intention of Stars Hotel Employee in DKI Jakarta: Mediating Role of Job Stress. *European Journal of Business and Management Research*, *8*(2), 71–77. https://doi.org/10.24018/ejbmr.2023.8.2.1844

Ruotsalainen, S., Elovainio, M., Jantunen, S., & Sinervo, T. (2023). The mediating effect of psychosocial factors in the relationship between self-organizing teams and employee wellbeing: A cross-sectional observational study. *International Journal of Nursing Studies*, *138*, 104415. https://doi.org/10.1016/j.ijnurstu.2022.104415

Seth, S. (2023). Analysis of Mutation and Turnover Intention: Work Environment. *International Journal of Psycology and Health Science*, *1*(1), 50–55. https://doi.org/10.38035/ijphs.v1i1.101

Sethumadhavan, R., & Bharathi, K. (2015). Impact of Job Satisfaction and Immediate-Superior Support on the Employee Turnover intentions. *Wide Spectrum*, *4*(4).

Student, M. T., Kumar, R. R., Omments, R. E. C., Prajapati, A., Blockchain, T.-A., Ml, A. I., Randive, P. S. N., Chaudhari, S., Barde, S., Devices, E., Mittal, S., Schmidt, M. W. M., Id, S. N. A., PREISER, W. F. E., OSTROFF, E., Choudhary, R., Bit-cell, M., In, S. S., Fullfillment, P., … Fellowship, W. (2021). Achieving Resilience through Knowledge Management Practices and Risk Management Culture in Agri-food Supply Chains. *Frontiers in Neuroscience*, *14*(1), 1–13.

Tan, B. S. (2019). In search of the link between organizational culture and performance: A review from the conclusion validity perspective. *Leadership and Organization Development Journal*, *40*(3), 356–368. https://doi.org/10.1108/LODJ-06-2018-0238

Tosun, C., Parvez, M. O., Bilim, Y., & Yu, L. (2022). Effects of green transformational leadership on green performance of employees via the mediating role of corporate social responsibility: Reflection from North Cyprus. *International Journal of Hospitality Management*, *103*(July 2021), 103218. https://doi.org/10.1016/j.ijhm.2022.103218

Valickas, A., Valickiene, R. P., & Grakauskas, Z. (2015). Career Development and Learning in the Civil Service. *Procedia - Social and Behavioral Sciences*, *191*, 413–417.

https://doi.org/10.1016/j.sbspro.2015.04.347

Wibowo, D. S., Ruspitasari, W. D., & Handoko, Y. (2023). Pengaruh Kepuasan Kerja, Stres Kerja, Dan Lingkungan Kerja Terhadap Turnover Intension pada Karyawan Operator PT. Berkat Citra Lestari, Samarinda. *Bursa: Jurnal Ekonomi Dan Bisnis*, *2*(1).

Wuryani, E. (2013). Peranan Komitmen Organisasi Dalam Meningkatkan Kinerja Perusahaan Berdasarkan the Indonesian Institute for Corporate Governance (Iicg). *Jurnal Ilmu Ekonomi Dan Sosial*, *1*(3), 287–298.

Yosevina Gracia Manurung, & Dionisius Sihombing. (2023). The Effect of Workload and Job Satisfaction on Employee Turnover Intention at P. Astra International Tbk-Tso Auto 2000. *Jurnal Ekonomi Dan Bisnis Digital*, *2*(1), 229–244. https://doi.org/10.55927/ministal.v2i1.2354