OVERCOMING TURNOVER INTENTION PROBLEMS: DIRECT–INDIRECT MODEL TO IDENTIFY THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT AND JOB SATISFACTION IN SERVICE-BASED ORGANIZATIONS

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Abstract: Current study investigates the direct effect of perceived organizational support on turnover intention and the mediation of job satisfaction in the relation. The turnover intention has become important issues in human resource management. It can cause losses and distraction in the business. The organization needs to identify what are the main factors which contribute or drive an employee to resign. By identifying such factors, they can improve their human resources practices to retain outstanding employees. Perceived organizational support considered having an important effect on employee regarding their perception towards the organization. Meanwhile, the thoughts of leaving the organization can also develop from a low satisfaction level. The organization must be aware of this condition to retain the best performers. This study used 366 participants from the various organization in West Java and consisted of a manager, supervisor, and officer. We conducted mediation analysis, and the result showed only a small direct effect from perceiving organizational support on turnover intention while job satisfaction mediated the relation. The intervention proves to have a greater impact on reducing the intention. This finding corroborated previous literature and underlined that perceive organizational support and job satisfaction can help an organization in mitigating turnover level.

Keywords: Turnover Intention, Job Satisfaction, Perceived Organizational Support, Mediation Analysis


The contribution of human resources in supporting company success has been recognized. Boyce (2015) assured that an employee with no engagement would fail the company. An organization has to care about their employees for them to support the organization achieving its target. It is a must for paying attention to employees’ concerns and development since all activities in the business...
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organization will always be related to human contribution (Ferres, 2015; Ryan, 2016). The demands on creativity, decision-making ability, and analytic thinking are increasing in the work field. All of them are related to human.

Moreover, Leonard (2019) informed that employees who work well contribute to the success of the company as a whole. Therefore, the company needs to manage its human resources optimally. One of the indicators of good human resources management is the low number of resignation. There are many examples where the employee resignation impacts the company. Nowadays, employment recruitment is getting more competitive. Every company gives a competitive offer to attract or maintain well-achieved employees.

On top of that, currently, many younger generations are introduced to the labor market. It causes inevitable employee circulation and also adds the complexity of workplace interactions. This differences can act as a driver, which trigger the intention to leave. Resignation is a common thing and even cannot be avoided. However, if it happens in large numbers in a short time, it will affect the business activity (Moran, 2011). There will be financial (recruitment and training cost) and non-financial (consumer loss, decreasing productivity, unachieved sales, increasing complain) loss. This is in line with Pertiwi’s (2018) statement that turnover affects employees’ financial and moral aspect. Due to its negative effect, the level of turnover should be managed.

To overcome turnover intention, a company needs to know what factors essential to do so. Previous studies have suggested factors which influence employees’ degree of turnover intention (TI). Park & Kim (2009) found a negative correlation of job satisfaction and organizational culture with TI in South Korea. Other factors with high correlation with TI are affective commitment (Lee et al., 2018), perception of justice (Cao et al., 2013), work-family enhancement (McNall et al., 2010), engagement (Ang et al., 2013), perceived organizational support (Park et al., 2015), company citizenship (Islam et al., 2018), clan-oriented organization culture (Haggalla & Jayatilake, 2017). The level of turnover in Indonesia is currently 15.8% and is ranked 4th in the world (Gutmann, 2016). In their report in 2015, Michael Page (2015) stated that 72% of respondents said they considered to resign in 12 months. The proportion should be enough to encourage organizations to be attentive to TI.

The current study aims to analyze the TI level in service companies (installation, retail, contractors). It aims as well to examine whether TI is affected by the perceived organizational support and employees’ job satisfaction. High level of turnover can cause problems to companies which depend on human resources. A continuous change will hamper business and cost big money (Faugno, 2017). According to LinkedIn (Booz, 2018), the service sector has the highest level of turnover. In 2017, the software company was in first place with a percentage of 13.2%. It is followed by the retail company with (13.0%), media/entertainment (11.4%), and professional services (11.4%). The data shows that companies in the service sector have a hard time to maintain their employees.

Meanwhile, service business dependson its employees. Moreover, Dale Carnegie’s survey result showed that younger generations develop a lack of loyalty to the company (Triwijanarko, 2017), which can increase the challenge to retain good employees. Identifying employee turnover after it occurred will be too late. Accordingly, many studies about employees’ resignation focus on whether there is or no intention to resign. This is empowered by the notion that employees’ resignation is influenced by the existence of the intention to resign (Rai, 2017). The current study examines the turnover problems in three organizations in West Java, that is A (retail business), B (cable installation), and C (contractors). This study will benefit in preventing phenomenon which will harm the organization in the long term. Analyzing deeply about potential aspect causing resignation will allow the organization to detect in advance and prevent employees’ voluntary resignation.

LITERATURE REVIEW

POS (Perceived organizational support) is a perception and belief of an individual related to the
degree of support provided by the organization to keep works run well. Robbins & Judge (2017) defined POS as the degree of employee’s belief that the organization they work appreciate and care about their contribution. Meanwhile, Eisenberger et al. (2001) explained that POS is a perception of employee about organization appreciation and care to their work and welfare. POS is frequently related to employees’ feeling about the recognition they get from the company. Recognition comes in many forms, such as offering interesting payment, respecting their rights, understanding their needs, creating a good work atmosphere, equity, fairness, and appreciating their contribution. Employees who feel like they are strongly supported will develop a positive perception. A meta-analysis suggested that there is a strong and moderate impact of POS on job satisfaction, engagement, commitment to the organization, corporate citizenship behavior, and turnover (Ahmed & Nawaz, 2015).

As previous studies have confirmed, one of the impacts of POS is the degree of employees’ turnover. Turnover is the rate of employees’ resignation (Dessler, 2013). Snell & Bohlander (2013) explained further that it is an employees’ movement to resign from the company. This movement is encouraged by the intention to resign. Turnover intention is the tendency of employees in trying to leave their company, which they might put into action later (Chen et al., 2014). The employees who have this kind of tendency can cause problems for the company. The intention can cause a decrease in productivity and performance as well (De Winne et al., 2018; Kuvaas et al., 2017; Kwon & Rupp, 2013) if this tendency comes real, then the organization will suffer a bigger loss. Huang & Su (2016) The company will lose important knowledge. The company will also suffer the decreasing consumer’s satisfaction (Hurley & Estelami, 2007), the increasing cost (North et al., 2012), lack of group collaboration (Bae et al., 2010).

Based on the reciprocity concept suggested by Gouldner (1960), there is a sense of obligation in someone to help others who helped them. Concerning the work environment, employees who perceived the ease and support from the company will repay through positive behaviors. This can be in the form of the improvement of commitment to the organization (Allen et al., 2003), high engagement (Shantz et al., 2014), and boosted corporate citizenship spirit (Miao & Kim, 2010). Another positive impact is that positive work attitudes and behaviors imply the fulfillment of the company performance target. However, if the employees did not feel the support from the organization, then as the social exchange concept stated, they slowly will consider leaving. This is supported by Park et al. (2015), Islam et al. (2018), Tuzun & Kalemci (2012), Allen et al. (2003), Blomme et al. (2010), Kumar et al. (2018), Oliveira et al., (2017), Arshadi (2011), and Shantz et al. (2014). A study with respondents with various background from China, United States, Turkey, Pakistan, Netherland, India, Brazil, Iran, and England showed a negative correlation. It implies that as the perceived support from the company gets stronger, they will repay with higher engagement and remain in the company longer.

Maleki (2016) explained the term job satisfaction as an emotional response of employees when evaluating diverse dimension in their job. The dimension involves job type, carrier development, interaction with employer and colleague, as well as received compensation. Meanwhile, the definition stated by Robbins & Judge (2017) it is a positive feeling on the job after evaluating every characteristic of their jobs. Based on preceding statements, job satisfaction is referred to like the feeling of pleasure and convenience in employees toward every aspect of their job. The judgment has resulted after quite long experience and different conditions. Therefore this satisfaction on the job is dynamic by its nature. The employees may satisfy at a time but feel the opposite in another time.

The urgency of employees’ satisfaction makes researching this topic become essential. The company needs to be assured that its employees have a high degree of job satisfaction. The positive impact of employees being satisfied has been proved through researches in many countries. Alsiewi & Agil (2014) found that there is a significant positive association between job satisfaction and affective commitment of teachers working in a public education institution in Libya. Another positive correlation
was found in a study on bankers in Malaysia (Islam et al., 2014). The high degree of job satisfaction leads to the improvement of employees’ loyalty (Onsardi et al., 2016), motivation at work (Bonenberger et al., 2014), employees’ trust (Nasra & Heilbrunn, 2015), learning spirit (Mirkamali et al., 2011), and eventually employees’ performance (Fried et al., 2008; Mendis & Weerakkody, 2017). The high level of loyalty can be judged from the low level of turnover intention.

Job satisfaction is frequently addressed as an important factor to maintain employees in the organization. Employees who feel satisfied with their jobs fully or partially through various dimensions, such as leadership, salary, and colleagues carrier development tend to have low turnover intention. The satisfaction of salary is strongly negatively correlated to TI (Raza et al., 2017). Employees who perceived compatible leadership and feel satisfied will less likely to resign (Tnay et al., 2013). A study conducted by Westlund & Hannon (2008) suggested the negative relationship of satisfaction related to colleagues, carrier, and working atmosphere to the employees’ tendency to resign. Study in United States, South Korea, Iran, Cyprus, Bangladesh, Pakistan, and Spain also found that job satisfaction negatively correlated to TI (Allen et al., 2003; Chung et al., 2017; Fayyazi & Aslani, 2015; Daskin et al., 2015; Rubel & Kee, 2015; Malik et al., 2010; Vidal et al., 2007). Those findings support the view that job satisfaction associated with the degree of TI negatively (in the opposite direction).

This direct relationship between job satisfaction with TI encouraged some researches to label job satisfaction as the mediating factor of other independent variables and the degree of TI. Those studies established the position of job satisfaction as mediating element of work-life balance, work-family conflict, perceived organization support, organization culture, and work stress (Noor, 2011; Mihelic, 2014; Park & Kim, 2009; Allen et al., 2003; Fried et al., 2008).

Based on the review of previous studies related to organizational support, job satisfaction, and degree of TI, the current study proposed the following hypotheses;

**H\(_1\):** Perceived organizational support will have a significant negative effect on TI

**H\(_2\):** Job Satisfaction will have a significant negative effect on TI

**H\(_3\):** Perceived organizational support will have a significant positive effect on TI

**H\(_4\):** Job Satisfaction will have a mediation role in the effect of perceived organizational support on TI

**METHOD**

**Participants**

Data were collected using a non-probability method with convenience sampling and receive valid responses from 366 employees from three companies; A (retail), B (cable installation), and C (contractor). 83% of participants are male, and 17% of female. We distributed a questionnaire through the human resource department of each company (200 for the retail, 150 for the cable installation, and 200 for a contractor). This distribution was conducted under permission of the human resources department starting from January until July 2018. We get 171 usable responses from retail, 85 responses from cable installation, and 110 responses from a contractor. 34% of the respondents were 30 - 35 years old, while participants over 40 years old were only 9%. It is likely the service sector prefers the younger employees to deal with their customers. The respondents work for a relatively long period. Most of them work for 3 to 5 years. The majority of the participants had not married (51%) and work up to 9 hours a day.

**Analysis Technique**

This study examined the association between stress level and TI with job satisfaction as a mediating variable. The correlation of variables was analyzed using SPSS version 21. To analyze the effect of stress level on TI and mediating element of job satisfaction, the bootstrapping approach was made using PROCESS Macro (Hayes, 2018). This technique is considered suitable since the normality assumption did not have to be satisfied through the application of bootstrapping confidence intervals.
(Preacher et al., 2007). The mediating element of job satisfaction determined using upper level and lower level confidence interval, which did not contain zero. The previous studies which employed the same technique were Costa et al. (2014) and Gray et al. (2015).

**Measures**

There were 6 Items to measure perceived organizational support and were adopted from Eisenberger et al. (2001). The Cronbach Alpha is .940. Items to measure job satisfaction were adopted from Prasetio et al. (2017) with Cronbach Alpha of .929. Items to measure TI was adopted from Prasetio et al. (2019) with Cronbach Alpha of .798. All items were administered using a six-point Likert scale. Fourth and fifth points were extended from the middle point. This is to avoid respondents selecting middle choice (neutral or moderate) as it frequently happens in eastern cultural society. The lowest point 1 represents Not Agree, and the highest point 6 implies Agree.

**RESULTS**

Table 2 shows the correlation coefficient of demographic, perceived organizational support, job satisfaction, and TI. It implies that demographic aspects correlated to variables are just position and education. High-educated employees are less likely to perceive organizational support. It prevails as well to the higher-level-educated employees. Perceived organizational support and job satisfaction have a positive correlation. However, both variables are negatively correlated with TI.

### Table 1 Respondents Profile Table

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Category</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Male</td>
<td>304</td>
<td>83%</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>62</td>
<td>17%</td>
</tr>
<tr>
<td>Age</td>
<td>&lt; 25 years</td>
<td>45</td>
<td>12%</td>
</tr>
<tr>
<td></td>
<td>25 - 30 years</td>
<td>87</td>
<td>24%</td>
</tr>
<tr>
<td></td>
<td>&gt; 30 - 35 years</td>
<td>123</td>
<td>34%</td>
</tr>
<tr>
<td></td>
<td>&gt; 35 - 40 years</td>
<td>47</td>
<td>13%</td>
</tr>
<tr>
<td></td>
<td>&gt; 40 - 45 years</td>
<td>29</td>
<td>8%</td>
</tr>
<tr>
<td></td>
<td>&gt; 45 - 50 years</td>
<td>20</td>
<td>5%</td>
</tr>
<tr>
<td></td>
<td>&gt; 50 years</td>
<td>15</td>
<td>4%</td>
</tr>
<tr>
<td>Marital</td>
<td>Married</td>
<td>168</td>
<td>46%</td>
</tr>
<tr>
<td></td>
<td>Single</td>
<td>188</td>
<td>51%</td>
</tr>
<tr>
<td></td>
<td>Separated</td>
<td>10</td>
<td>3%</td>
</tr>
<tr>
<td>Children</td>
<td>Yes</td>
<td>162</td>
<td>44%</td>
</tr>
<tr>
<td></td>
<td>No</td>
<td>204</td>
<td>56%</td>
</tr>
</tbody>
</table>

### Table 2 Mean, Deviation Standard, & Correlation

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Age</td>
<td>3.131</td>
<td>1.52037</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>2. Marital</td>
<td>1.568</td>
<td>.54845</td>
<td>-.504</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>3. Tenure</td>
<td>2.8852</td>
<td>1.04839</td>
<td>.680</td>
<td>.415</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Education</td>
<td>1.4754</td>
<td>.80967</td>
<td>.459</td>
<td>.345</td>
<td>.332</td>
<td>.630</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Perceive Support</td>
<td>5.0167</td>
<td>.77651</td>
<td>-.088</td>
<td>.121</td>
<td>.068</td>
<td>-.136</td>
<td>-.212</td>
<td>-.057</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Job Satisfaction</td>
<td>4.9947</td>
<td>.53358</td>
<td>-.060</td>
<td>.026</td>
<td>.134</td>
<td>-.052</td>
<td>-.073</td>
<td>-.090</td>
<td>.540</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Turnover Intention</td>
<td>2.4970</td>
<td>.84297</td>
<td>.049</td>
<td>-.050</td>
<td>.091</td>
<td>.083</td>
<td>.067</td>
<td>.075</td>
<td>-.359</td>
<td>-.524</td>
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</table>
Regression coefficient in Table 3 showed that p-value < .005 for all variable correlation. It implies that all independent variables significantly affected the dependent variable. It differs in terms of the direction. The negative direction is for the effect of organizational support and job satisfaction to TI. Therefore H₁, H₂, and H₃ were failed to be rejected. Organizational support affects the degree of job satisfaction and turnover intention. It obtains as well that as job satisfaction increases, the employees more likely to remain in the organization.

Before discussing the results, it is informed that the analysis result is in the form of the unstandardized coefficient. Employees with strong POS will have a higher satisfaction on their job. It is observed from the table as well that everyone enhancement of POS will improve .371 of job satisfaction. Furthermore, one improvement of job satisfaction will cause a decrease in 0.737 of turnover intention. The indirect impact of POS on TI was mediated by job satisfaction. The magnitude is .371 x -.731 = -.273. It means that the employees who perceived support from their company and is satisfied with their job will lessen their intention to resign as much as .273. Employees who have a different degree of POS, yet the same level of job satisfaction will decrease in TI as much as -.116. The combined effect is -.273 + (-.116) = -.389.

What comes next is the analysis of job satisfaction as a mediating variable. As defined before, there should not be zero in Lower Level a positive in Upper Level (Hayes, 2018). The analysis using Process are shown in Table 4. Both of the points were negative. Therefore, it can be concluded that job satisfaction has a role as a mediating element in the correlation of perceived organizational support and TI. Figure 1 shows the illustration of association among variables.

<table>
<thead>
<tr>
<th>Table 3  Model coefficient</th>
</tr>
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<tbody>
<tr>
<td>Job Satisfaction</td>
</tr>
<tr>
<td>Coeff</td>
</tr>
<tr>
<td>Perceived Support</td>
</tr>
<tr>
<td>Job Satisfaction</td>
</tr>
<tr>
<td>Constant</td>
</tr>
<tr>
<td>R Square</td>
</tr>
<tr>
<td>F = 149.65</td>
</tr>
<tr>
<td>p = 0.000</td>
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</tbody>
</table>

<table>
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<tr>
<th>Table 4  Indirect Effect of Job satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effect</td>
</tr>
<tr>
<td>Perceived Support → Job Satisfaction → Turnover</td>
</tr>
</tbody>
</table>
Overcoming Turnover Intention Problems: Direct-Indirect Model To...

DISCUSSION

It is proven that POS, job satisfaction, and TI have a significant association. Due to its positive impact on job satisfaction, organizational support should be included in the internal practice of an organization. Rewarding employees for their dedication and contribution, provide health insurance to outstanding employees, providing a formal channel which can be used to address employee’s problems, attentive to employees’ work or non-work related constrain are several options that can be implemented to show support. With such support, employees will be satisfied with their job. If one takes a close look, the steps taken by the organization to manifest positive support to their employees have a similar dimension with the ones in job satisfaction; caring employer, supportive colleagues, sufficient compensation, fun work, and carrier continuity warrant. Therefore, it is not a surprise if a high degree of POS will affect job satisfaction. These findings supported the results of Bilgin & Demirer’s study (2012) in Turkey, Donald et al. (2016) in South Africa, and Alcover et al. (2018) in Spain. The significance of the association of POS and job satisfaction were represented enough in researches from different backgrounds.

Employees who perceived that their company is supporting them will have a lesser tendency to walk out. According to the conservation of resources theory, an individual will strive to maintain resources benefitting them. Employees will not let go of the organization in an ideal condition which gives them discretion. This is in line with the findings of Islam et al. (2018) in Pakistan that fostered POS will decrease the intention to resign. Similar results were found by Dawley et al. (2010) in the United States, Park et al. (2015) in China, Blomme et al. (2010) in Belanda, Tumwesigye (2010) in Uganda, and Perryer et al. (2010) in Australia.

Furthermore, satisfied employees will give a positive response because of two main reasons. Firstly, according to the conservation of resources, one will collect as much as possible resources they believe they need in the future. Job, carrier, salary, and a good environment are important resources. If an individual has all of them, they certainly will try to keep them preserved. One of the ways is to keep working in a company which provides those resources. Therefore, there will be a reason for them to quit, secondly, based on a social exchange, which stated that an individual tends to return what they have received. The positive condition given by the company will lead to a positive return as well. Employees will work harder, more diligent, productive, and loyal. This will lessen the turnover intention. 

Individuals who perceived attention, adequate supports, and needs fulfillment will reciprocate to return the favour by stay longer in the organization. This is reinforced by Daskin et al. (2015) in Cyprus, Jaramillo et al. (2006) in the United States, Ang et al. (2013) in Australia, and Ibrahim et al. (2016) in Nigeria.

Since the direct effect of POS to turnover intention was low, and the indirect effect of job satisfaction show stronger value, the company have to focus on support that will enhance employee’s satisfaction. Job satisfaction usually concerns about salary, leader, co-worker, career, and job itself. In that case, the support should address those important factors. Evaluating or re-design job can make
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it interesting, a dull job can be frustrated for employees, so the company needs to develop a challenging environment. They also have to equip the leader or manager with interpersonal skills, which can help increase communication quality. Not just discussing work-related problems, but also they can provide a personal touch in building relationships with their sub-ordinate. The challenging job should be accompanied by a promising career and reward. The positive work environment also plays a crucial role. Interaction with co-worker should be monitor closely not to interfere but to identify whether there are problems or negative behavior. Early detection regarding co-worker relation can help decrease the negative environment caused by bad relation.

Next thing to do to show support is that management needs to setup a clear career path and continuously provide advancement opportunity. Employees should be notified whether they are performed or need improvement. This has to be done to keep the employee informed regarding their career opportunity. Lastly, since most of the turnover intention emergence affected by the outside environment, the company needs to be aware of competitors. Nowadays, competition is not just about winning over consumers, but also about attracting new and high-quality talents. Despite getting recognition and fulfilled needs, employees will move to the place with better opportunity. A crucial aspect that often offers to our employees is a better salary. It is never enough regarding how much money should we earned. This is also according to human nature. Interesting offer will move individuals to strengthen their resources for the future. Company whether they like it or not has to adjust or at least not to be far behind in terms of salary offer. To optimize organization ability to keep high-standing employees, they need to follow the progress on human resources management practice. Survey on salary, market demand, policies to support employees’ discretion in managing work and family affairs, as well as another trend. Change in labor force needs to be taken into consideration as well. Combination of different generations of the employees can be an advantage but can backfire if it is not well-managed. In accordance with human nature, which are dynamic and unpredictable, human resources manager should anticipate those conditions. This is vital to conduct routinely since the resignation of well-achieved employees will cause a big loss for the organization.

However interesting, this study still has some limitations. First, the number of participants need to be increased if scholars want to enhance the generalization capability of the study. It should cover more industries also. Secondly, this is a cross-sectional study which gathered data from the one-time point. As we deal with human and their attitude and behavior can change overtime, the longitudinal study can be applied to increase the accuracy of the measurement. With this, we can identify the attitude and behavior pattern in more detail.

CONCLUSIONS

All hypotheses in this research are failed to be rejected. This implies that POS directly and indirectly (through job satisfaction) affects turnover intention. In this competitive era, the corporation which shows their full support to the employees will receive a positive impact in increasing job satisfaction and will also muffle employees’ intention to resign. The organization will find it hard to compete if they have turnover problems. They will suffer in terms of time and cost. This study proved that job satisfaction is a mediating factor between POS and TI. Future study can be conducted using longitudinal data to give more detail measurement of attitude and behavior which can also increase the accuracy of the result. To enhance generalization capability, it should also be considering the use of more participants from other service industries such as banking, hotel or hospitality, education, financial planner, and healthcare.

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