

# The Effect of Workload, Job Stress, Job Satisfaction on Turnover Intention in Employees of PT.Furniture Tsa Medan

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## ABSTRACT

The This study was conducted to determine the effect of workload, job stress, and job satisfaction on employee turnover intention of PT.Furniture Tsa Medan. The population in this study is all employees in the field of SPG and SPB PT. Furniture Tsa Medan, amounting to 43 employees. This research was conducted from Mei 2024 to January 2025. This study used quantitative data that was processed with SPSS. The data analysis technique used is multiple linear regression models. The results showed that workload, job stress, job satisfaction had a positive and significant effect both partially and simultaneously on employee turnover intention of PT. Furniture Tsa. T test shows that workload has a t-count of 4.284 and a significance of 0.000, work stress has a t-count of 2.240 and a significance of 0.031, and job satisfaction has a t-count of 2.712 and a significance of 0.010. The F test shows the fcount value obtained is 32.444 and significant is 0.000. The most dominant variable influencing turnover intention is the workload variable, then job satisfaction, and the last is work stress. Determination test results showed 71.4% turnover intention of PT. Furniture Tsa Medan can be explained and obtained from workload, job stress, and job satisfaction, while the rest is from other factors.

**Keywords:** *Workload, Job Stress, Job Satisfaction and Turnover Intention.*

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## I. INTRODUCTION

In this modern era, building a sense of belonging and making employees stay in the company has become quite difficult. So, companies are not only required to be able to educate and align their employees into one goal with the vision and mission



of the company, but also have to work harder in maintaining the quality employees they already have. These problems then also cause other problems such as the high turnover rate of employees who want to leave the company has now become a problem in itself for many companies. The high employee turnover rate experienced by a company can be predicted from how much the company members want to move to another company. Company policies that are not in accordance with employee needs and employee expectations will lead to the emergence of employees' desire to stop working or turnover intention.

According to Robbins (2022) turnover intention is "the attitudinal tendency or level at which an employee is likely to leave the organization or voluntarily resign from his job". Turnover Intention is influenced by two factors, namely organizational factors and individual factors. Organizational factors that can cause the desire to want to leave the employee (turnover intention) include the salary / wage factor, which is too minimal and exceeds the economic needs of the worker. as well as working hours in an unsupportive work environment. Which is often caused by overtime. Meanwhile, individual factors that can cause turnover intention are family conflicts that come home late at night, causing conflicts in the family, and low job satisfaction according to Arianto (52: 2021).

According to Ambarwati (22: 2021) Workload is the body's ability to accept work. Work capacity must be adjusted to the number of employees available. As said by Munandar (32: 2011), every workload received by a person must be appropriate and balanced both for physical abilities, cognitive abilities and human limitations that receive this burden. this is supported by the work environment The work environment has a direct influence on employees, where the work environment can improve employee performance. Conversely, an inadequate work environment can reduce performance. If the work environment is good, employees will feel at home working in the company. The work environment can be defined as everything that concerns the physical and psychological aspects which will directly or indirectly affect employees ". Furthermore, according to the condition of the work environment is said to be good or appropriate if humans can carry out activities optimally, healthy, safe and comfortable Wursanto, (2009).



Job satisfaction is the perception that individuals feel towards the work they do. Job satisfaction is basically something that is individual. Karyoto (312: 2020) Job satisfaction is something that can affect work behavior, work slowness, absenteeism, and the entry and exit of employees in the company.

PT.Furniture Tsa Medan is a company engaged in the field of furniture or furniture that processes from raw materials to the form of finished goods with a fairly high selling value such as home furnishings, guest chairs, shelves, cabinets and so on PT.furniture Tsa Medan markets its finished products through the development of the digital age such as social media, collaborating with e-Commerce, and opening an offline store in one of the malls that is quite crowded and favored by the public. The issue of high employee turnover is also experienced by PT.Furniture Tsa, which is one of the companies in the retail sector. The results of an interview with HRD PT.Furniture Tsa Medan revealed that turnover intention in the company is still relatively high.

The results of data on employees who entered and left from 2022- currently 2024 at the company PT.furniture Tsa Medan conveyed by HRD as follows:

**Table 1**  
**Pre Survey of Workload Level, Job Stress and Employee Job Satisfaction at PT Furniture Tsa Medan**

Year	Employee Exit	Number of employees	<i>Persentase Turnover Intention</i>
2022	18	43	25%
2023	23	43	29%
2024 (Januari-Mei)	35	43	36%

Data interpretation Based on Table 1. it can be concluded that the company PT. Furnitue Tsa Medan the level of turnover intention in 2022 - 2024 has increased this is due to the lack of management of PT. Furnitue Tsa Medan in managing human resources so that many employees leave and enter the company PT. Furnitue Tsa Medan.

Based on interviews with HRD PT. Furniture Tsa Medan that 2024 period January - June as many as 36% of employees have left based on factors that influence



in the field is the workload factor that affects turnover intention at PT. Furniture Tsa Medan workload that is too excessive for employees so that employees are uncomfortable to work. In addition, with the rules of the trial period for a 6-month training period in which to see the performance results of each employee who needs to be evaluated, while employees who have been appointed as permanent employees instead choose to leave their jobs and choose new jobs, it appears that the atmosphere or work environment is unhealthy because of the competition between one employee and another employee to fight for sales. The interviews that have been conducted show that the workload of employees is quite heavy. The work atmosphere at the offline outlite branch is quite busy, especially when entering meal hours.

In addition, employees are responsible for all supplies in a good warehouse and reports on incoming goods and reports on outgoing goods every day. The existence of heavy work responsibilities and stress causes turnover intention, said HRD PT. Furniture Tsa Medan, the many targets at work and the relationship between employees with one another are also not harmonious such as the absence of cooperation in completing work but competition for customers in order to pursue the targets given by the company PT. Furniture Tsa Medan resulted in employees having a very heavy workload and experiencing work stress in the company. In addition to work stress and workload, according to the results of pre-survey interviews with HRD PT. Furniture Tsa Medan, another factor that influences turnover intention at PT. Furniture Tsa Medan is job satisfaction, employees who go home beyond working operational hours are prohibited from claiming overtime pay and their benefits but loyalty to the company to pursue the targets given by the company so that the sense of satisfaction at work is not felt at all by company employees.

There are several employees who have been working in the company for a long time even since the offline outlite in the mall opened but the promotions offered are completely absent to promote positions to increase the career path of employees at the PT. Furniture Tsa Medan company so that employees' sense of satisfaction with their positions is very influential

in job satisfaction in the company. According to, Lira (2020: 13), based on this background, the authors are interested in further research on **“The Effect of**



## **Workload, Job Stress, and Job Satisfaction on Employee Turnover Intention at PT Furniture Tsa Medan”.**

### **II. LITERATURE REVIEW**

#### **Definition of Turnover Intention**

Intention is the intention that arises in individuals to do something. Meanwhile, turnover is the cessation of an employee from the workplace voluntarily or moving from work to another workplace.

According to Rivai (240: 2020) turnover intention is the rate of movement past the membership boundaries of an organization, the flow of employees entering and leaving the company. According to Mobley (13: 2020) turnover intention is the tendency or level at which an employee has the possibility to leave the company either voluntarily or involuntarily due to the lack of interest in the current job and the availability of other alternative jobs.

#### **Definition of Workload**

Workload is too much work in the time available or doing work that is too difficult for employees. According to Tarwaka (54.2020) workload is the body's ability to accept work. Work capacity must be adjusted to the number of employees available. As said by Koesomowidjojo (22: 2017), every workload received by a person must be appropriate and balanced both against physical abilities, cognitive abilities and human limitations that receive the burden. Employee workload must be adjusted to the quantity where the work to be done is too much / little and in quality where the work done requires expertise.

#### **Definition of Job Stress**

Seeing the important role of human resources in the company, company management needs to manage a good and conducive climate in employee work activities to reduce employee stress levels. According to Siagian (240: 2020) stress is "a condition of tension that affects emotions, thought processes and a person's condition. According to Rivai (92: 2021:) stress is an external demand on a person, for example objects in the environment or a stimulus that is objectively dangerous. Stress is also commonly defined as pressure, tension or unpleasant disturbances that come from outside a person. According to



Mangkunegara (54: 2020) says that work stress is a feeling of pressure or feeling depressed experienced by employees in the face of work. This work stress can be seen from symptoms including unstable emotions, feeling uneasy, like being alone, having difficulty sleeping, smoking excessively, not being able to relax, anxious, tense, nervous, increased blood pressure and indigestion. Stress is a condition that pressures a person's self and soul that creates an imbalance between physical and psychological so that it can result in a person's inability to respond to his environment.

According to Prastiwi et al., (2022) argue that workload is the number of a series of activities that need to be taken care of by workers with a fairly small amount of time, if workers who are able to take care of their work properly and are also able to adapt to the many dependencies imposed by superiors then this will be a responsibility for workers but on the contrary, if a job is not able to be done by workers and these obligations and activities will become excessive dependents. This can be caused by the level of expertise that is demanded too high, the speed of work may be too high, the time constraints are short, the volume of work may be too much and so on.

According to Krisdianto et al., (2023) Workload is a number of processes or activities that must be completed by a worker within a certain period of time. Workload is in the form of physical workload and psychological workload. Physical workload can be in the form of heavy work such as lifting, pushing, while psychological workload can be the extent of the level of expertise possessed by one person with another. Workload that is considered burdensome to employees and triggers continuous fatigue will increase the chances of employees leaving the company.

### **Definition of Job Satisfaction**

Bangun (237: 2021) argues that with job satisfaction an employee can feel his job whether it is pleasant or unpleasant to do. Sutrisno (45: 2021), suggests that job satisfaction is an emotional state that is pleasant or unpleasant for employees looking at their work. Job satisfaction reflects a person's feelings towards his job. Robbins (170: 2020), job satisfaction is a general attitude towards one's job as the difference between



the many rewards workers receive and the many rewards they believe they should receive.

According to Karyoto (316: 2021), job satisfaction is something that can affect work behavior, work inaction, absenteeism, and employee turnover. Some managers assume that high job satisfaction will always lead to good performance. Based on this definition, it can be concluded that job satisfaction is a set of employee feelings towards their work, whether happy / happy or unhappy as a result of employee interactions with their work environment.

### III. METHODS

According to Rusiadi et al (36: 2013) quantitative research is research that aims to determine the degree of relationship and pattern / form of influence between two or more variables, where with this research a theory will be built that serves to explain, predict and control a symptom. In determining the type of sample to be used in this study, namely using saturated sampel technique because it takes a sample which is the entire sample of the population of employees of PT.Furniture Tsa Medan, where the sample is used as many as 43 SPB and SPG employees.

This study discusses the effect of workload, job stress, and job satisfaction on turnover intention.

The data collection techniques in this study are:

1. Questionnaire, which is a list of questions / statements that are answered or filled in by respondents. The forms of questionnaires that have been set are, among others.
2. Interview, which is a method of collecting data by conducting questions and answers with related parties in order to obtain data that supports research.
3. Observation, which is a method of collecting data by direct observation of the object being studied.

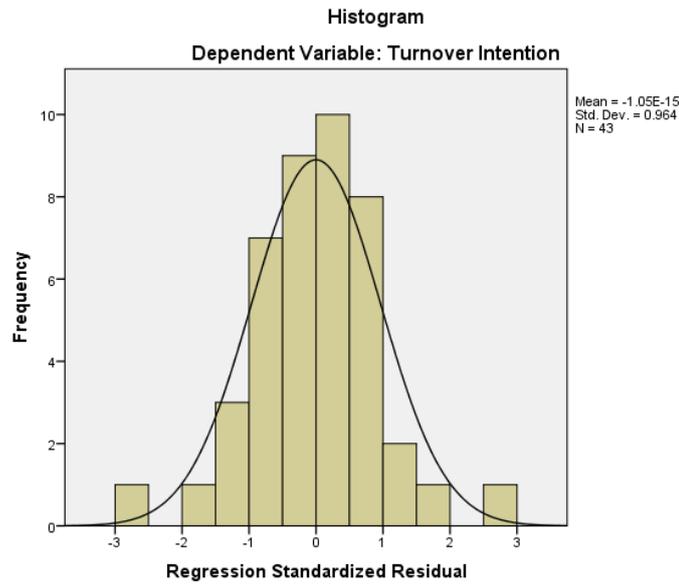
### IV. RESULTS

#### Classical Assumptions

##### 1.Normality Test

##### a. Histogram Approach

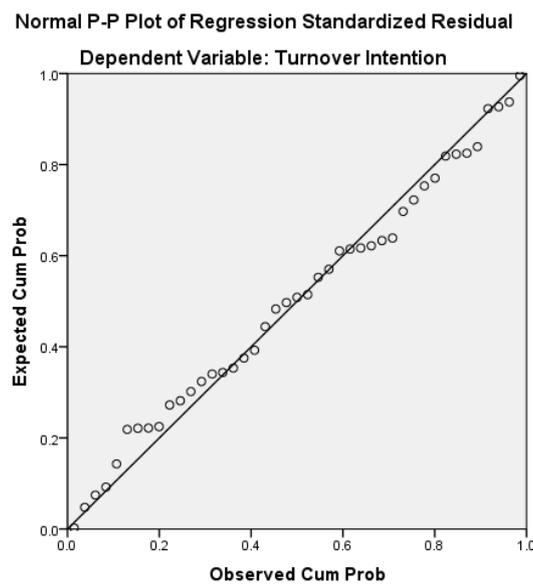




**Figure 1**  
**Histogram Normality Testing Results**

The bell-shaped distribution of data in Figure 1 shows that the variables are normally distributed, meaning they do not vary to the left or right.

**b. Normal P-P Plot Graph Approach**



**Figure 2**  
**Normal Probability Plot Test**

Figure 2 illustrates how the image displays points that follow the diagonal line of the data. This suggests that the residuals of the researcher are



within typical limits. However, the Kolmogorov-Smirnov test is used to further confirm that the data is regularly distributed along the diagonal line.

### c. Kolmogorov-Smirnov Approach

**Table 2**  
**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		43
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	2.66282738
Most Extreme Differences	Absolute	.094
	Positive	.077
	Negative	-.094
Test Statistic		.094
<b>Asymp. Sig. (2-tailed)</b>		<b>.200<sup>c,d</sup></b>
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Based on Table 2 above, it can be seen that the results of the data processing, the Kolmogorov Smirnov significance value is 0.200, it can be concluded that the data is normally distributed, where the significance value is greater than 0.05. Based on the whole, it can be concluded that the data observation values are normally distributed and can be continued with other classical assumption tests.

## 2. Multicollinearity Test

**Table 3**  
**Multicollinearity Test**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5.871	3.694		1.589	.120		
	Beban Kerja	.191	.045	.393	4.205	.000	.999	1.001
	Stress Kerja	.389	.183	.373	2.125	.040	.285	3.514
	Kepuasan Kerja	.305	.150	.357	2.034	.049	.285	3.514
a. Dependent Variable: Turnover Intention								

Based on Table 3 above, it can be seen that the Variance Inflation Factor (VIF) number is smaller than 10, including workload  $1.001 < 10$ , work stress  $3.514 < 10$  and job satisfaction  $3.514 < 10$ , and the Tolerance value of workload  $0.999 > 0.1$ , work stress  $0.285 > 0.1$  and job satisfaction  $0.285 > 0.1$  so that it is free from multicollinearity.



### 3. Heteroscedasticity Test

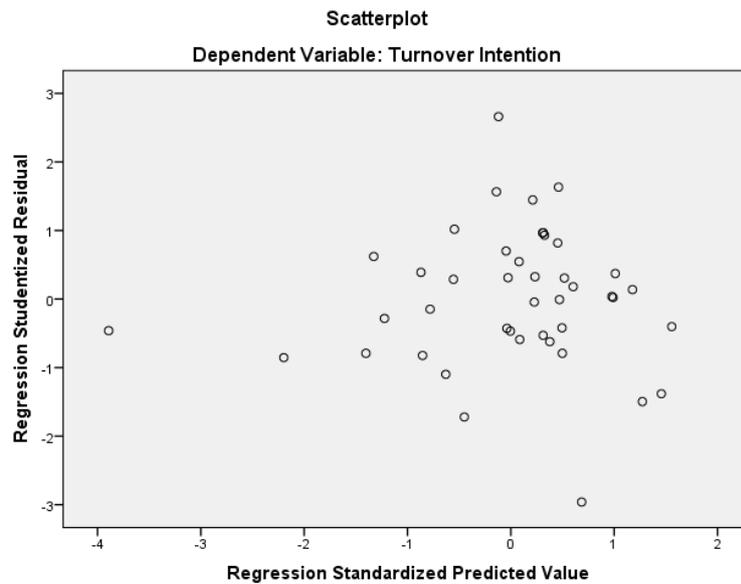


Figure 3

The graphical method indicates that there is no heteroscedasticity in the regression model that is worth adopting because Figure 3 shows no discernible pattern and the dots are dispersed above and below the number 0 on the Y axis.

### Hypothesis Test Results

#### Test t (Partial Test)

Partial test (t test) shows how far the independent variables individually explain the variation of this test using a significant level of 5% (0.05%).

Table 4  
Partial Test (T Test)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.871	3.694		1.589	.120
	Beban Kerja	.191	.045	.393	4.205	.000
	Stress Kerja	.389	.183	.373	2.125	.040
	Kepuasan Kerja	.305	.150	.357	2.034	.049

a. Dependent Variable: Turnover Intention

The results of the analysis using the help of the SPSS program obtained the following results:



1. The effect of workload on turnover intention  
tcount is 4.205 while the t table is 1.589 and significant at 0.000, so that the tcount is  $4.205 > t \text{ table } 1.589$  and significant  $0.000 < 0.05$ , it is stated that workload has a partially significant effect on turnover intention.
2. The effect of work stress on turnover intention  
tcount of 2.125 while the t table is 1.589 and significant at 0.031, so that the tcount  $2.125 > t \text{ table } 1.589$  and significant  $0.040 < 0.05$ , then it is stated that work stress has a partially significant effect on turnover intention.
3. The effect of job satisfaction on turnover intention  
tcount of 2.034 while the ttable is 1.589 and significant at 0.010, so that the tcount  $2.034 > t \text{ table } 1.589$  and significant  $0.049 < 0.05$ , it is stated that workload has a partially significant effect on turnover intention.

### F test (simultaneous)

The F test (simultaneous test) was carried out to see the effect of the independent variables on the dependent variable simultaneously.

**Table 5**  
**Simultaneous Significance F Test Results (F-Test)**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	574.844	4	191.615	<b>25.093</b>	<b>.000<sup>b</sup></b>
	Residual	297.807	39	7.636		
	Total	872.651	43			
a. Dependent Variable: Turnover Intention						
b. Predictors: (Constant), Kepuasan Kerja, Beban Kerja, Stress Kerja						

Based on Table 5 above, it can be seen that Fcount is 25.093 while Ftable is 2.85 which can be seen at  $\alpha = 0.05$  (see attachment F table). The significant probability is much smaller than 0.05, namely  $0.000 < 0.05$ , so the regression model can be said that in this study workload, job stress, job satisfaction simultaneously have a significant effect on turnover intention.

## Test Coefficient of Determination (R2)

**Table 6**  
**Test Results of the Coefficient of Determination**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.812 <sup>a</sup>	.659	.632	2.763

Based on Table 6 above, it can be seen that the R Square number is 0.659. To see calculate the coefficient of determination =  $R^2 \times 100\%$  so that the coefficient of determination is 65.9%. This means that the variation of turnover intention can be explained by 65.9% by workload, work stress and job satisfaction while the remaining ( $100\% - 65.9\% = 34.1\%$ ) is influenced by other variables not examined in this study.

### 1. The Effect of Workload on Turnover Intention

Based Judging from the analysis of the partial significant test (t test) on the workload variable, it can be seen that the workload tcount value is  $4.205 > 1.589$  and significant at 0.000 so that the workload has a positive and significant effect on turnover intention in spg and spb offline branches at the company PT.furniture Tsa.

The results of this study are in accordance with the research objectives carried out, namely to analyze the partial and significant effect of workload on turnover intention in spg / spb employees offline branches at PT. furniture Tsa Medan The results of this study also answer the problems that exist in problem identification number one, namely employees feel that the targets that must be achieved at work are very high such as sales resulting in a heavy workload which results in a high level of turnover intention in the offline branch of PT.furniture Tsa Medan has been answered.

Based on the results of the pre-survey that has been conducted by researchers, most of the respondents have answered agree, as evidenced by the value of the maen on each item of the question "I accept work that is easy to complete in the company" shows that those who strongly disagree are 3 people (7.0%), disagree 9 people (20.9%), hesitate 13 people (30.2%), agree 9 people (20.9%), strongly agree 9 people (20.9%). It is concluded that spg / spb respondents answered that they hesitated to accept work that was easy to complete in the company. by PT.furniture Tsa on the other hand, the question to the respondent "I am given a job according to the abilities I have in the company" shows that those who strongly disagree are 2 people (4.7%), disagree 11



people (25.6%), hesitate 12 people (27.9%), agree 9 people (20.9%), strongly agree 9 people (20.9%). It is concluded that respondents are hesitant to accept work according to the abilities possessed by spg / spb at the offline branch of PT Furniture Tsadi on the other hand the question. "I complete the work according to the target set by the company" shows that those who strongly disagree are 1 person (2.3%), disagree 12 people (27.9%), hesitate 9 people (20.9%), agree 10 people (23.3%), strongly agree 11 people (25.6%). It is concluded that the respondent spg / spb does not agree to complete the work according to the target given by the company PT.furniture Tsa Medan.

## 2. The Effect of Job Stress on Turnover Intention

Work Judging from the analysis of the partial significant test (t test) on the workload variable, it can be seen that the workload tcount value is  $2.125 > 1.589$  and significant at 0.040 so that work stress has a positive and significant effect on turnover intention at the offline branch of PT.furniture Tsa Medan

The results of this study are in accordance with the research objectives carried out, namely to analyze the partial and significant effect of work stress on employee turnover intention at the offline branch of PT. furniture Tsa Medan The results of this study also answer the problems that exist in problem identification number two, namely the existence of responsibilities, heavy workloads, unsuitable return hours cause work stress in employees and result in a high level of turnover intention in the offline branch of PT.furniture Tsa Medan.

Based on the results of the pre-survey that has been conducted by researchers, most of the respondents have answered agree, as evidenced by the value of the maen on each item of the question "I do a lot of work so I feel tired and tired" shows that those who disagree are 4 people (9.3%), undecided 6 people (14.0%), agree 19 people (44.2%), strongly agree 14 people (32.6%). It is concluded that the offline branch spg and spb as respondents answered that they agreed to do a lot of work so that they felt tired and tired on the other hand the question "I often experience dizziness due to thinking about work for too long" showed that those who disagreed were 2 people (4.7%), hesitated 5 people (11.6%), agreed 28 people (65.1%), strongly agreed 8 people (18.6%). On the other hand, the question "I often get into trouble with my friends



regarding work issues" shows that those who disagree are 3 people (7.0%), doubt 3 people (7.0%), agree 21 people (48.8%), strongly agree 16 people (37.2%). It was concluded that the offline branch spg and spb as respondents answered that they agreed that they were often involved in problems with friends related to work problems. on the other hand, the question "I am often moody / pensive due to the unfinished workload given to me" shows that those who stated disagree were 3 people (7.0%), undecided 3 people (7.0%), agreed 21 people (48.8%), strongly agreed 16 people (37.2%).

### 3. The Effect of Job Satisfaction on Turnover Intention

That Judging from the analysis of the partial significant test (t test) on the workload variable, it can be seen that the workload tcount value is  $2.034 > 1.589$  and significant at 0.049 so that job satisfaction has a positive and significant effect on turnover intention at spg / spb PT.furniture Tsa Medan.

The results of this study are in accordance with the research objectives carried out, namely to analyze the partial and significant effect of job satisfaction on employee turnover intention at spg / spb of the online branch of PT. furniture Tsa The results of this study also answer the problems that exist in problem identification number three, namely employees who work are not given appropriate benefits from achieving the targets obtained so as to reduce job satisfaction and cause a high level of turnover intention at PT.furniture Tsa Medan has been answered.

Based on the results of the pre-survey that has been conducted by researchers, most of the respondents have answered agree, as evidenced by the value of the maen on each item of the question "I do not receive a salary in accordance with the quality of my performance" shows that those who expressed doubt 4 people (9.3%), agreed 23 people (53.5%), strongly agreed 16 people (37.2%). It is concluded that the offline branch spg and spb as respondents answered that they agreed that they did not receive a salary according to the quality of my performance as a spg/spb. On the other hand, the question "I receive a salary that is sufficient to meet my daily needs" shows that those who disagree 2 people (4.7%), hesitate 3 people (7.0%), agree 20 people (46.5%), strongly agree 18 people (41.9%). On the other hand, the question "I feel that the promotions carried out by the company motivate employees to further develop



and advance" shows that those who disagree 1 person (2.3%), doubt 4 people (9.3%), agree 26 people (60.5%), strongly agree 12 people (27.9%). It is concluded that spg and spb offline branches as respondents answered that they agreed that the promotions carried out by companies to motivate employees to develop more.

#### **4. The Effect of Workload, Job Stress, Job Satisfaction on Turnover Intention**

According to Mobley (2022) Turnover intention is the tendency or level at which an employee has the possibility to leave the company either voluntarily or involuntarily due to the lack of interest in the current job and the availability of other alternative jobs".

From the simultaneous significant analysis on workload variables, job stress, job satisfaction on turnover intention that the Fcount value is 25.093 while the Ftable is 2.85 which can be seen at  $\alpha = 0.05$  (see attachment table F). Sig probability  $0.000 < 0.05$ . The results of the F test show that workload, job stress, job satisfaction have a positive and significant effect together (simultaneously).

Based on the results of the pre-survey that has been conducted by researchers, most of the respondents have answered agree, as evidenced by the value of the mean on each item of the question "I often think about leaving my job." shows that those who disagree 1 person (2.3%), doubt 4 people (9.3%), agree 16 people (37.2%), strongly agree 22 people (51.2%). On the other hand, the question "I often think that the workload, such as achieving sales targets in the company, is too heavy, so the intention to leave the company arises" shows that those who stated hesitated 4 people (9.3%), agreed 19 people (44.2%), strongly agreed 20 people (46.5%). It is concluded that spg and spb offline branches as respondents answered strongly agree that they often think the workload such as achieving sales targets in the company is too heavy, so that the intention to leave the company arises.

## **V. CONCLUSION**

Based on the results of the analysis conducted, the following conclusions can be drawn:

1. Workload has a positive and significant effect on turnover intention of spg and spb employees of the offline branch of PT.furniture Tsa Medan, so the first hypothesis is accepted.



2. Job stress has a positive and significant effect on turnover intention of spg and spb offline branches of PT.furniture Tsa Medan, so the second hypothesis is accepted.
3. Job satisfaction has a positive and significant effect on turnover intention of employees of the offline branch of PT.furniture Tsa Medan, so the third hypothesis is accepted.
4. Workload, job stress, job satisfaction have a positive and significant effect on turnover intention of spg / spb employees of the offline branch of PT.Furniture Tsa Medan, so the fourth hypothesis is accepted.

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