

# PREDICTION OF WORK STRESS, LEADERSHIP QUALITY, MOTIVATION OF WORK AND ORGANIZATION CULTURE TO WORK SATISFACTION AND IMPACT ON TURNOVER INTENTION EMPLOYEES

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## PREDICTION OF WORK STRESS, LEADERSHIP QUALITY, MOTIVATION OF WORK AND ORGANIZATION CULTURE TO WORK SATISFACTION AND IMPACT ON TURNOVER INTENTION EMPLOYEES

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### Abstract

This research aimed to analyze and predict how work stress factors, quality of leadership, work motivation, organizational culture, and job satisfaction affect the turnover intention. Observations on this research were conducted on 150 employees in national companies engaged in satellite-based telecommunications. Data were collected by using questionnaire. The analysis method used *Structural Equation Model (SEM)* with *Partial Least Square (PLS)* as an analysis tool. The research results showed that work stress and job satisfaction influence on turnover intention while the quality of leadership, work motivation, and organizational culture have no effect on turnover intention. Suggestions for future research and the company are outlined in the closing section.

**Keywords:** work stress; leadership quality; work motivation; organizational culture; job satisfaction; turnover intention

### INTRODUCTION

Issues that often occur in a company is an employee turnover intention (Urmanov Bahromjon, Shin Hoyoung, & Kim, Ki-Su, 2018). The employees need to be maintained by suppressing the desire for *turnover intention*, but in reality, it is often the lack of human resource managers to understand the fundamental aspects of an employee's decision to want *turnover intention* (Rekha, 2017). As a result, this ignorance raises the gap between the employees with the management and the employees can be ascertained uncomfortable being in the company, so they have the intention to leave the company. (Urmanov Bahromjon et al., 2018). High employee turnover is a measure that is often used as an indication of a fundamental problem in the organization .

Employee turnover can cost high; therefore, organizations need to reduce it to levels that are acceptable (Toly, 2001). However, maintaining the turnover rate of zero is unrealistic and even undesirable. A certain amount of turnover is necessary because employees develop new skills and are promoted to a higher degree of responsibility (Abate, 2016). The high turnover rate has become a severe problem for many companies, and one example is the turnover in national companies engaged in satellite-based telecommunications, PT. Pasifik Satelit Nusantara. Turnover in the company is quite high, especially between 2012-2016, the last number of employees in 2011 was 421 people; the details can be seen below (Table 1).

**Table 1**  
**Employee Turnover Data in PT Pasifik Satelit Nusantara The Year 2012 - 2016**

Year	Employees Signed in	Employees Quit	Number of Employees	Percentage Turnover
2012	10	51	380	10,23%
2013	9	48	341	10,82%
2014	11	47	305	11,15%
2015	5	36	274	10,71%
2016	21	63	242	16,6%

Source: HCD PT. Pacific Satelit Nusantara (2016)

Based on the calculation of LTO (*Labor Turnover*) it is shown that the rate of employee turnover company founded in 1991 with the number of employees reached 380 people is quite high during the three years from 2012 to 2014. However, every year the company has experienced an increase in turnover. From 2015 to 2016, there was an increase in turnover. It can be seen from a large number of employees who decide to leave the company. The further search required an indication of factors causing the employee to leave.

Employee turnover rate in 2012-2016 has exceeded the tolerated standard by 10% per year, as Robbins & Judge, (2017) said if the turnover intention within the company exceeds 10%, the turnover rate the company can be categorized as high and the company needs to take corrective steps. Based on the results of interviews conducted with the HCD PT. Pasifik Satelit Nusantara it is stated that the high level of employee turnover intention is caused by work stress factor, leadership quality, work motivation, organizational culture, and job satisfaction.

In order to identify factors affecting turnover intention, researchers have explored the factors influencing turnover intention. Rekha & Paramanandam, (2017) and Robbins & Judge, (2017) defines stress as a dynamic condition in which individuals encounter opportunities, constrains, or demands associated with what employees really want and which results are perceived as uncertain but essential. Meanwhile Iqbal & Waseem, (2012) explain that performance pressure, job role ambiguity, homework interface, and, relationship with others are four common causes of stress for many employees. The narrow working rules, lower flexibility, no opportunity for working from employee home the relentless pressures to achieve higher production amounts are the cause of stress (Shepherd-Banigan, Bell, Basu, Booth-LaForce, & Harris, 2016). Salaries can be a cause of stress when considered injustice (Urmanov Bahromjon et al., 2018). Workers can also experience anxiety when they feel

uncertain in terms of job security, fear of workplace accidents and injuries, as well as death threats, also can be stressful for many workers (Taufail, Hussain, Shahzad, & Anum, 2018).

Iqbal & Waseem, (2012) stated that job stress variable has a negative effect on job satisfaction. Thus, the higher the stress levels of employees in the workplace with declining levels of work satisfaction and low job satisfaction, the more turnover intention increase. (AlBattat, Som, & Helalat, 2013). The improper work environment is also one of work stress factors, where there is a gap in the employment relationship between superiors and subordinates (AlBattat et al., 2013). Work and home situations become job supporting factor in which high job demands and problems occur at home (Yun, Hwang, & Sch, 2015). In accordance with the fact the field, indicators of work stress have occurred in PT Pasifik Satelit Nusantara, including a high workload and lack of social support which the amount of labor in one piece is missing, causing the number of jobs that do not reach the deadline target.

Another variable in this research is the leadership quality. The previous research that has been done by Sunariani & Deniarth (2016) stated that leadership qualities negatively and significantly influence the turnover intention. The lower turnover intention, the better of leadership model applied by Lembaga Perkreditan Desa (LPD) Pakraman Tanjung Benoa Badung, the smaller the turnover of its workforce.

An exciting result from Pio & Tampi, (2018) found that spiritual leadership has a substantial impact on job satisfaction. Other research about Singaporean teachers found that distributed leadership significantly influenced teacher professionally satisfaction (García Torres, 2018). It can be concluded that leadership has an essential impact on job satisfaction and turnover intention.

Researchers have conducted a brief interview with employees of Asset Management division at PT. Pasifik Satelit Nusantara. From conversations that have been done, researchers get information on leadership problems such as lack of supervision to the employee that caused employees lack of discipline. In addition, some managers choose not aware of their job responsibilities to superiors and subordinates to sacrifice other workloads. The absence of two-way communication between managers and subordinates also be a barrier that employees feel not supported and is not believed to provide opinions and suggestion. Employees do not want to innovate because they think their opinions are not heard by the leader. Leaders also rarely give a reward to the achievement of employees, so that employees are less motivated.

Work motivation is another factor that is essential to increase job satisfaction and to reduce employee intention to move to another company (Lawrence, Celis, Kim, Lipson, & Tong, 2014). Another study about scout volunteers in Kalimantan found out that, even for the volunteers, job motivations are fundamental to develop their satisfaction (Rahmawati, Ibbidin, & Khatimah, 2019). Job or work satisfaction that include intrinsic and extrinsic motivation influence front line employee satisfaction (Stringer, Didham, & Theivananthpillai, 2011).

In accordance with the facts on the ground, work motivation indicators at PT. Pasifik Satelit Nusantara can be seen from direct interviews of researchers with Sales division employees. From discussions that have been done, researchers get information that employees are lack of motivation to work due to lack of rewards from the company to employees. Though lack of work support facilities, the demands for achievement are very

high. This causes a decrease in employee motivation at work that can cause the worst result of sales decline. Their working relationship gap between superiors and subordinates has also been one factor in the lack of motivation to work, as well as the less useful career level that makes employees feel not championed.

The critical variable is the organizational culture in which these variables can be used as a unifier, identity, image, different development with other organizations that can be learned and passed on to the next generation, and become the reference of individual behavior in the organization to achieve a specific purpose (Hatch & Schultz, 1997). One type of organizational culture, supportive culture could affect job satisfaction and turnover intention (Al-Sada, Al-Esmael, & Faisal, 2017). Another study from (Saha & Kumar, 2018) in Indian employees state-owned enterprises found out that supportive and innovative cultures moderated the relationship between job satisfaction and affective commitment. Based on the above problems, turnover intention research is an essential thing to do to predict how work stress factors, leadership quality, work motivation, organizational culture, and job satisfaction affect the employees' attention to move, and provide advice to the company as an effort to reduce the number of actual turnovers.

Johnson, (2012), confirmed that the job satisfaction associated with a person's attitude about the work self, salary, promotion opportunities or education, supervision, co-workers, and workload. He went on to point out that job satisfaction relates to the attitude of a person about work, and there are several practical reasons that make job satisfaction an essential concept for the leader (Johnson, 2012). Research shows that satisfied workers are more likely to survive work for the organization. Happy workers also tend to engage in organizational behavior that goes beyond their job descriptions and roles, and they also help reducing workload and stress levels within the organization (Abate, 2016). Dissatisfied workers tend to be opposed in relation to leadership and engage in counterproductive behaviors (Sabbagha, Martins, & Ledimo, 2018). Wson (2012) stated that with job satisfaction, an employee could feel his job whether fun or unpleasant to work on. Bhatti, Hashmi, Raza, Shaikh, & Shafiq, (2011) suggested job satisfaction is a pleasant or unpleasant emotional state for employees looking at their work. Job satisfaction reflects a person's feelings toward his work.

### Conceptual Framework

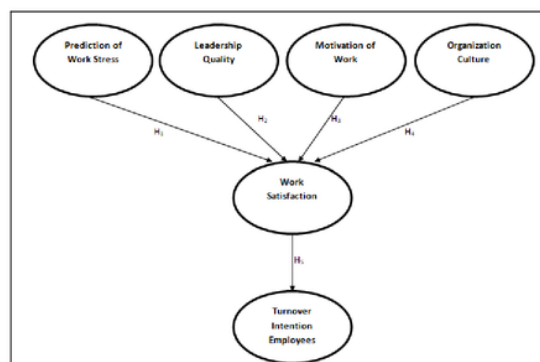


Figure 1  
Theoretical Framework

Mangkunegara (2012) stated that job satisfaction is a feeling that endorses or does not support the self-employed associated with his job or with his condition. According to (Sharma, Kong, & Kingshott, 2016) job satisfaction becomes a fascinating and relevant problem because it proved great benefits for the interests of individuals, industry, and society. For individuals, research on the causes and job satisfaction sources allows for the promotion of their happiness (Sharma et al., 2016). For industry, research on job satisfaction is done in order to increase production and cost influence through the improvement of attitude and behavior of its employees (Elçi & Alphan, 2009). Furthermore, the community will undoubtedly enjoy the maximum capacity of the industry and the increase of human values in the work context (Chen, Lee, Chen, & Wu, 2016).

Job satisfaction is an essential factor in reducing turnover intention (Gunlu, Aksarayli, & Perçin, 2010). Realizing it is very important to understand some factors that influence job satisfaction. The first factor is work stress, so that the higher the work stress, the lower the employee satisfaction (Iqbal & Waseem, 2012). Next factor is leadership quality; some studies explained that good leadership quality would influence employees satisfaction (García Torres, 2018; Pio & Tampi, 2018). Work motivation is a significant factor in developing job satisfaction (Lawrence et al., 2014). Finally, organizational culture is another factor that has an impact on job satisfaction (Al-Sada et al., 2017; Saha & Kumar, 2018).

Suhanto (2009) also found that work stress, organizational climate, and job satisfaction have an effect on turnover intention. The study of Putrianti, Har, & Mukzam, (2014) showed the compensation and work motivation variable that had a negative and significant impact on turnover intention. Finally, the results of Poman & Deniartha, (2016) displayed that leadership and organizational commitment had a negative effect on turnover intention.

The framework is the theoretical foundations used as a parameter to the research conducted. Thus, this research focuses on theory analysis on the influence of work stress, leadership quality, work motivation, and organizational culture affecting job satisfaction and its impact on turnover intention. From the description, the researcher proposes five hypotheses as follows:

- H1: Work stress has an impact on Job Satisfaction,
- H2: Leadership Quality has an impact on Job Satisfaction,
- H3: Work Motivation has an impact on Job Satisfaction
- H4: Organizational Culture has an impact on Job Satisfaction,
- H5: Job Satisfaction has an impact on Turnover intention.

## RESEARCH METHODS

The data used in this research is primary data because researchers collect information and data directly from the source by doing interviews, distributing questionnaires, and directing observation at the office of PT. Pasifik Satelit Nusantara. The population of this research used the employees of PT. Pasifik Satelit Nusantara. The sample technic in this research uses *simple random sampling* without regard to the existing in the population. Umam, (2010) argued to determine that the number of the sample in this research using

Slovin formula is 150.77. Based on the calculation of the slovin method, the sample of this research is 150 people.

The variables used in this research are job stress, leadership qualities, work motivation, organizational culture, job satisfaction, and turnover intention. Variables of work stress have been used in research adapted from (Griffin, Logan, Lambert, Tucker-Gail, & Baker, 2010). Organizational culture variables used from (Al-Musadieq, Nurjannah, Raharjo, Solimun, & Achmad Rinaldo Fernandes, 2018) research. Job motivation variable has been used previously in (Putrianti et al., 2014) while leadership quality variables have been used in study Sunariani & Deniartha, (2016).

## RESULTS AND DISCUSSION

Respondents in this research are employees of PT. Pasifik Satelit Nusantara with staff positions to manager positions. Demographic characteristics of employees related to job satisfaction and turnover based on gender, age, and working period. Gender is used to know the essential components of respondents. Majority of respondents were male as many as 68.9% of respondents. While female respondents were 31.1%. Based on age, 44.3% of the respondent are around 20-30 years. Finally, 39.3% of the respondents have been working between 0-5 years.

Inferential analysis method used is *Structural Equation Model* (SEM) analysis tool *Partial Least Square* (PLS), which includes Test Outer Model and Test Inner Model. Based on table 2, it can be seen that all the tested indicators get results with the validity level above 0.5 and the overall *t-statistic* effect. The full results higher than *t-table* value is 1.96, so it can be said that all the indicators on these variables are valid.

Here are the results of the *Average Variance Extracted* (AVE) score: Based on the above information, it can be seen that all variables have a score of  $AVE > 0.5$  which means that all variables are declared valid. Based on the results table of the construct reliability test, it can be seen that the value of *composite reliability* and *Cronbach's alpha* on the entire construct is above 0.70, which means the whole construct is declared reliable.

**Table 2**  
**Validity and Reliability Test Measurement Theory**

Variabel	Cronbach Alpha	CR	AVE
Culture Organization	0.994403	0.994996	0.952120
Job Satisfaction	0.994896	0.995194	0.911956
Leadership Quality	0.966335	0.969687	0.619924
Work Motivation	0.996339	0.996585	0.944967
Work Stress	0.994179	0.994443	0.868949
Turnover	0.945299	0.958253	0.821293

Based on table 3, it can be seen that all the tested hypotheses get results with level above 0.5 and the overall *t-statistic* effect. The full results higher than *t-table* value is 1.96, so it can be said that all the indicators on these variables are valid.

**Table 3**  
**T<sub>12</sub> Hypothesis Testing Result**

	Original Sample (O)	Sample Mean (M)	Standard Error (STERR)	T Statistics ( O/STERR )
<b>Organization Culture -&gt;</b>	0.458252	0.391180	0.372500	1.230207
<b>Work Motivation</b>				
<b>Work Motivation -&gt;</b>	-0.795257	-0.808352	0.068872	11.546838
<b>Turnover intention</b>				
<b>Leadership Quality -&gt;</b>	0.004183	-0.011601	0.075544	0.055377
<b>Job Satisfaction</b>				
<b>Work Motivation -&gt;</b>	0.022724	0.129693	0.373788	0.060794
<b>Job Satisfaction</b>				
<b>Work Stress -&gt; Job</b>	-0.476155	-0.429291	0.203074	2.344737
<b>Satisfaction</b>				

The hypothesis test is done by *path-coefficients test* by looking at *t-statistics* and *original sample* value. The *t-statistics* value shows the construct's significance, while the *original sample* shows the nature of the relationship between constructs (positive or negative). The limit to reject and accept the above-proposed hypothesis is 1.977 for  $p < 0.05$ . The first hypothesis stated that Job Stress affects Job Satisfaction.

Testing of the structural model is done by looking at *R-square* for each latent dependent variable. *R-square* can be used to assess the effect of certain latent independent variables on latent dependent variables whether they have substantive influences; the higher of *R-square* value, the better is the prediction model.

Model of the impact of work stress, leadership quality, motivation, organizational culture to job satisfaction gives *R-square* value of 0.81% which can be interpreted that variability of construct work stress, leadership quality, motivation, the organizational culture which can be explained by construct variable of job satisfaction get "Good" result. While the influence of job satisfaction model to turnover intention gives *R-square* value that equals to 0.63%, the variable construct gets "Moderate" result.

#### **Work Stress Impact On Job Satisfaction**

Based on the results of *path-coefficient test*, a *t-statistic* value of 2.344 is obtained, and the *original sample* value is negative that is equal to -0.476, so the Work Stress has a negative and significant impact on Job Satisfaction. The higher the level of work stress, the lower the employee job satisfaction. In accordance with the information in table 1.1 above, *turnover intention* on PT Pasifik Satelit Nusantara increases every year, and the highest turnover intention in 2016 is 16.6%.

Indicators of job stress that occur because of the high workload while the number of workers is reducing make it challenging to achieve the target. It is not easy to do the job at the same time, especially when their superior force them to do it. High workload without being followed by high salary and compensation levels can cause the employee intention to leave



the organization increase, and potential employees will be looking for a job in another organization. The result of this study supports Suhanto, (2009) research at Bank Indonesia finding that workplace stress has a negative effect on job satisfaction. The other results found that *individual stressor* has more considerable influence than *role stress* to job satisfaction. *Individual stressor* factors include the manager role in working relationships with subordinates, cooperation between other parts of the organization, the fulfillment of work infrastructure, number of workers in one section, the importance of rest time management and time to work.

#### Leadership Quality Affects Job Satisfaction

The second hypothesis states that leadership quality affects job satisfaction. Based on the results of *path-coefficient test*, obtained the *t-statistic* value of 0.055, and the *original sample* value was positive in the amount of 0.004, which indicates that leadership quality affect positively, but not significantly on job satisfaction. The better the qualities of leadership, the more job satisfaction the employee get, but the facts in the field indicates that the leadership quality has not given a significant impact on employee job satisfaction. One barrier is two-way communication between the leader and subordinates, such as employee perception about the lack of superior support that will make job dissatisfaction. This causes the employee not wanting to innovate because they think their opinions are heard by the leadership. This result supports (Sunariani & Deniartha, 2016) opinion that leadership has a positive influence on job satisfaction, and good quality leadership will drive employee job satisfaction.

#### Work Motivation Influences Job Satisfaction

The third hypothesis states that work motivation effects job satisfaction. Based on results *path - coefficient test*, obtained *t- statistic* value is 0.060, and the *original sample* value is positive in the amount of 0,022 indicating that work motivation is positively but not significantly effect on job satisfaction. The high employee motivation will affect job satisfaction, but the fact has no impact on job satisfaction. Some factors that make PT Pasifik Satellite Nusantara employees less motivated are employees feeling that salary does not increase, and there is a difficulty in achieving a better career as well as the lack of reward for achievement employee. This study is relevant with Putrianti et al., (2014) research finding that works motivation and compensation negatively affect the *turnover intention* and positively effect on job satisfaction. Their result found that dissatisfaction with the benefit would trigger a negative employee behavior such as absenteeism and sluggishness in work so that employees feel less motivated (Putrianti et al., 2014).

#### Organizational Culture Affect Job Satisfaction

The fourth hypothesis stated that the organizational culture has influence on job satisfaction. Based on *path-coefficient* test result, the *t-statistic* value is 1,230 and the *original sample* value is positive that is equal to 0,458 indicating that Organizational Culture has positive but not significant impact on Job Satisfaction. Good organizational culture will be followed by high job satisfaction. The real situation is that many employees have a corporate

culture that is not good, in which there is a lack of professionalism in work, irregularity structure of the work, and management is not right, where career employees were not too taken by companies, can lead to a lack of loyalty and sense proud of the company, so that employees only do limited work, and there is no strong sense to help developing the company wholeheartedly.

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#### Job Satisfaction Affect Turnover intention

The fifth hypothesis states that job satisfaction influences on turnover intention. Based on result of *path-coefficient test*, the obtained *t-statistic* values is 7 of 11.546, and the original sample value is negative in the amount of -0.795 which indicates that job satisfaction has significantly negative effect on turnover intention. The higher the job satisfaction level, the lower the turnover intention. These findings supports (Pawesti & Wikansari, 2016) research finding that there is a significant influence of job satisfaction on turnover intention. job satisfaction has negative relationship with turnover intention. It means when job satisfaction is high, then the turnover intention will be lower and If job satisfaction has decreased, then the turnover intention will increase.

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#### CONCLUSION

This research aims to determine the impact of job stress, leadership quality, work motivation, organizational culture on job satisfaction and its impact on Turnover intention. Based on the data that have been collected and the tests that have been done to the problem with the method of analysis using *Structural Equation Model (SEM) with Partial Least Square (PLS)* as an analysis tool, it can be concluded as follows (1) Job stress has a significant impact on job satisfaction. If job satisfaction decline, it will give a very substantial influence on turnover intention. (2) The leadership quality has no significant impact on job satisfaction. (3) Work motivation has no significant impact on job satisfaction. High motivation can foster employee satisfaction and employees will be motivated in order to be responsible for their field of work and reduce the desire to turnover desire. (4) Organizational culture has no significant impact on job satisfaction. Organizational culture is not conducive will lead to employee dissatisfaction in the work so that will increase turnover intention. (5) Job satisfaction has a significant influence on turnover intention. The negative impact of job satisfaction which consists of low job stress, good leadership quality, high work motivation, conducive organizational culture will result in little employee desire to turnover intention, and the possibility of individuals to find work on other organizations.

#### IMPLICATIONS

The research result shows that work stress is a significant factor that influences job satisfaction. It means that the company has to develop a right working environment to reduce work stress, for example providing a better servicescape to make the employee enjoy the working environment. Another thing that company can do is preparing a clear job description to make sure the employees understand their task.

The other result shows that it is very important for a company to build job satisfaction. In order to achieve that goal, the company has to develop an engaging human resource plan.

#### **LIMITATIONS AND SUGGESTIONS**

Surprisingly this study finds out that work motivation, leadership quality and organizational culture have no strong influence on job satisfaction. The future research can try to explore more the other possibility to investigate another variable that can mediate the relationship between those three variables and job satisfaction.

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