

Determinants of Job Satisfaction on Turnover Intention Moderated by Internal Locus Control

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Abstract

Purpose: This study examines the influence of leadership, work motivation, work environment, work stress, and job insecurity on job satisfaction and its subsequent impact on turnover intention, with internal locus of control as a moderating variable, among employees of four-star hotels in Batam City.

Methodology: A quantitative explanatory approach was used. Data were collected through a structured questionnaire from 343 respondents selected using a purposive sampling technique and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS software.

Results: The work environment had the strongest effect on job satisfaction ($\beta = 0.331$), followed by work motivation and leadership, while work stress and job insecurity significantly reduced job satisfaction and increased turnover intention. Job satisfaction significantly lowered turnover intention and mediated the effect of the work environment, but the internal locus of control did not moderate the relationship. The model showed strong explanatory power ($R^2 = 0.849, 0.805$).

Conclusions: Job satisfaction functions as a central mediator in reducing turnover intention, particularly through the work environment, underscoring the importance of job and personal resources in the hospitality industry.

Limitations: This study is confined to four-star hotels in a single city and relies on cross-sectional, self-reported data, which limits causal inference and generalizability.

Contributions: These findings provide empirical guidance for human resource management strategies in hospitality and extend organizational behavior and social exchange theories within the Indonesian context.

Keywords: *Internal Locus of Control, Job Satisfaction, Leadership, Turnover Intention, Work Environment.*

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1. Introduction

Turnover intention is a strategic issue in human resource management because it is directly related to organizational sustainability, service quality, and operational efficiency. Conceptually, turnover intention describes an employee's desire or tendency to voluntarily leave an organization within a certain period. In the hospitality industry, particularly in five-star hotels, turnover intention is a significant concern because high workforce mobility can disrupt consistent service quality, increase recruitment and training costs, and impact customer satisfaction. Various studies have shown that job satisfaction is a key factor in determining employee turnover intention. Employees with high levels of job satisfaction tend to demonstrate stronger

loyalty, higher commitment, and lower desire to leave the organization ([Alam & Asim, 2019](#); [Chiho, 2022](#); [Memon et al., 2020](#)). These findings suggest that efforts to reduce turnover intention are inseparable from improving employees' job satisfaction.

In the hospitality industry, job satisfaction is influenced by several interrelated organizational and psychological factors. Leadership is central: effective leaders build trust, provide clear direction, and foster supportive relationships. [Robbins and Timothy \(2019\)](#) note that their attitudes are closely tied to employees' decisions to stay or leave, with good leadership raising satisfaction and lowering turnover intention. Work motivation, the internal and external drives that push individuals toward organizational goals, is equally important, as motivated employees tend to be more enthusiastic, productive, and resilient under stress. The work environment, covering both physical aspects such as lighting, cleanliness, and comfort, and non-physical aspects such as coworker relationships and managerial support, is another key determinant.

[Kanfer, Frese, and Johnson \(2017\)](#) describes it as everything surrounding employees that affects their performance, where a conducive setting improves satisfaction and a poor one breeds the desire to leave. Work stress also plays a role, since high service demands, long hours, and tight targets can lower satisfaction and push employees out ([Dewi & Sriathi, 2019](#); [Lu et al., 2017](#)). Finally, job insecurity as feeling powerless to preserve valued employment, tends to reduce satisfaction and raise turnover intention amid organizational change and market uncertainty ([Dewi & Sriathi, 2019](#); [Kurnia, Sarianti, & Fitria, 2019](#)). Although these links are well established, most studies have examined the factors in isolation, and findings on their relationship with turnover intention remain mixed, warranting a more integrated model.

The primary variable linking various organizational conditions to turnover intention is the job satisfaction. Job satisfaction is a pleasurable emotional state that arises from an individual's evaluation of their work. Employees who are satisfied with their jobs tend to demonstrate higher loyalty, stronger commitment, and lower desire to leave the organization. Conversely, job dissatisfaction can lead to withdrawal behavior and increased turnover intention. Previous research has shown that job satisfaction can mediate the effects of work stress, job insecurity, leadership, and work motivation on turnover intentions. However, studies that place job satisfaction as a central variable in a model integrating various organizational determinants in the five-star hotel industry are relatively few in number.

Social Exchange Theory serves as the main foundation for explaining the relationships among the study variables. The organization-employee relationship rests on mutually beneficial exchange: when an organization provides good leadership, a comfortable work environment, adequate motivation, manageable stress, and job security, employees respond positively through higher job satisfaction and lower intention to leave. Conversely, when the organization fails to meet their expectations, the tendency to leave increases. Although turnover intention has been widely studied, several gaps remain in the literature. First, most studies examine the direct effects of variables such as leadership, work motivation, work environment, work stress, and job insecurity on turnover intention separately. Second, few studies have placed job satisfaction as a mediating variable within a comprehensive model. Third, prior findings on the links between work stress, job insecurity, and turnover intention are inconsistent. Fourth, research on the internal locus of control as a moderator between job satisfaction and turnover intention is still scarce, particularly in the Indonesian hospitality industry.

An internal locus of control reflects an individual's belief that success or failure stems more from their own effort, ability, and actions than from external forces, and prior work links it closely to job satisfaction and turnover intention ([Chiho, 2022](#); [Ramadhani & Harahap, 2019](#)). Employees with a high internal locus of control tend to manage pressure better, adapt to change, and maintain a positive outlook; therefore, this trait is thought to strengthen the role of job satisfaction in reducing turnover intention. This issue is practically relevant in Batam City, a major tourist and business hub, where rapid hotel growth and rising competition

for quality staff heighten workforce mobility and the risk of turnover when satisfaction is low, even as service quality depends heavily on employee competence, experience, and loyalty.

The novelty of this study lies in an empirical model that integrates leadership, work motivation, work environment, work stress, and job insecurity as determinants of job satisfaction and turnover intention, with the internal locus of control as a moderator between the two, in the context of star-rated hotels in Batam. Unlike earlier studies that test these variables partially, it combines organizational and individual psychological factors within a single framework, offering theoretical contributions to the human resource management and organizational behavior literature while guiding hotel managers in designing strategies to raise job satisfaction and control turnover more effectively.

2. Literature Review and Hypotheses Development

2.1 Leadership

Leadership is the process of influencing and directing individuals and groups toward organizational goals ([Freitas, 2022](#); [Organ, 2018](#)). In hospitality, it serves not only as an operational control mechanism but also as a resource that shapes employees' sense of support and fairness. Transformational leadership theory holds that leaders who show idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration foster a positive work environment and better job evaluations ([Robbins & Timothy, 2019](#)). Studies by [Eliyana and Ma'arif \(2019\)](#), and [Ohunakin, Adeniji, Oludayo, Osibanjo, and Oduyoye \(2019\)](#) consistently link leadership to higher satisfaction through greater trust and engagement, though [Lan, Chang, Ma, Zhang, and Chuang \(2019\)](#) report a negative effect when leaders overemphasize change and performance demands, suggesting its influence depends on how employees interpret it. From the perspective of Social Exchange Theory, supportive leadership is viewed as an organizational investment that employees reciprocate with higher satisfaction and loyalty, whereas leadership that falls short breeds dissatisfaction and the urge to leave. In a four-star hotel in Batam City, where service demands and competition for talent are high, leadership affects both job satisfaction and turnover intention and may also influence turnover intention indirectly through satisfaction. This study hypothesizes that leadership directly affects job satisfaction (H_1) and turnover intention (H_6) and indirectly affects turnover intention through job satisfaction (H_{15}).

2.2 Work Motivation

Work motivation is a set of internal and external drives that direct individuals to act, sustain effort, and reach specific work goals ([Kanfer et al., 2017](#)). Beyond fulfilling economic needs, it is now understood as a psychological mechanism driving achievement, affiliation, and influence, as McClelland's need theory explains ([Robbins & Timothy, 2019](#)). Self-Determination Theory adds that intrinsic motivation produces more lasting engagement and satisfaction than extrinsic rewards alone, while Expectancy Theory holds that effort increases when individuals believe good performance brings valued rewards. Across these views, motivation functions as a psychological resource that shapes positive perceptions of work and strengthens organizational attachment. Empirical findings generally show that work motivation raises job satisfaction and lowers turnover intention, as motivated employees find more meaning in their work and evaluate it more positively. However, the relationship is not always linear, as its effectiveness depends on reward systems, career opportunities, and a supportive environment. Synthesizing these perspectives, motivation emerges as a key factor that both increases satisfaction and reduces the desire to leave the job. Because satisfaction is its main psychological consequence, motivation is also expected to indirectly affect turnover intention. Therefore, this study hypothesizes that work motivation directly affects job satisfaction (H_2) and turnover intention (H_7) and indirectly affects turnover intention through job satisfaction (H_{16}).

2.3 Work Environment

The work environment encompasses all physical and non-physical conditions surrounding employees that affect their daily performance ([Sumaryono & Sari, 2024](#)). It includes physical aspects such as lighting, temperature, cleanliness, security, and facilities, as well as non-physical aspects such as relationships

between superiors, subordinates, and coworkers. From an organizational behavior perspective, it is an organizational resource that shapes work experience by fostering comfort, security, and social support, and it has a significant influence on task performance. However, research shows that its effect does not stem from physical aspects alone: some studies treat the physical environment as dominant because it relates directly to comfort and health, while others find interpersonal relationships more influential. These views frame the work environment as a multidimensional construct formed by both real conditions and employees' social experiences.

In hospitality, where work demands intensive interaction, excellent service, and constant cross-department coordination, environmental quality matters even more. A clean, safe, and comfortable setting with harmonious relationships creates a positive experience and raises satisfaction, whereas poor conditions or strained relationships breed dissatisfaction and push employees to seek alternatives. From a Social Exchange Theory perspective, a positive environment is seen as an organizational concern for employee welfare, reciprocated through positive attitudes toward work and the organization. Thus, the work environment affects turnover intention both directly through daily experiences and indirectly through job satisfaction. This study hypothesizes that the work environment directly affects job satisfaction (H_3) and turnover intention (H_8) and indirectly affects turnover intention through job satisfaction (H_{17}).

2.4 Work Stress

Work stress is an individual's adaptive response to physical and psychological demands at work that are perceived to exceed their capacity to cope ([Rabenu & Yaniv, 2017](#)). [Robbins and Timothy \(2019\)](#) note it arises when demands, opportunities, or resources create uncertainty about outcomes, while stress the physical and psychological imbalances affecting employees' emotions and behavior. Although some literature distinguishes challenge stressors that boost motivation from hindrance stressors that block goals, most research finds that prolonged stress erodes the quality of the work experience. [Mehta \(2016\)](#) highlighted individual, group, and organizational sources, pointing to workload, conflict, supervision quality, role ambiguity, and working conditions as the main triggers. Together, these views frame work stress as the result of an imbalance between job demands and available resources.

In hospitality, service pressure, customer demands, long hours, operational targets, and cross-department coordination make stress difficult to avoid. High stress correlates with low satisfaction through emotional exhaustion and weaker positive perceptions of the organization, whereas controlled stress can sharpen focus only temporarily. From a Job Demands-Resources perspective, work stress reflects high demands that drain psychological energy and raise the tendency to withdraw, positioning job satisfaction as the pathway linking stress to turnover intention. This study hypothesizes that work stress directly affects job satisfaction (H_4) and turnover intention (H_9) and indirectly affects turnover intention through job satisfaction (H_{18}).

2.5 Job Insecurity

Job insecurity is a psychological state marked by feelings of insecurity, uncertainty, and helplessness regarding the future of one's employment ([Greenhalgh & Rosenblatt, 1984](#); [Nurfauzan & Halilah, 2017](#)). [Greenhalgh and Rosenblatt \(1984\)](#) frame it as a perceived threat not only to job continuity but also to valued aspects of work, such as salary, promotion, status, and environment, a view broader than [Suhartati and Indrawati \(2017\)](#) focus on the inability to keep one's job. [Putri and Supartha \(2025\)](#) add that it grows out of unstable work systems, shifting organizational policies, and the spread of contract work that erodes career stability. Taken together, these perspectives show that job insecurity concerns not only possible job loss but also perceived threats to valued work resources. According to the Conservation of Resources Theory, such threats trigger psychological stress that weakens employees' sense of security and dampens their evaluation of their work. In hospitality, uncertainty regarding job status, promotion prospects, policy changes, and labor competition can heighten these perceptions. [Heryanda \(2019\)](#) notes that employees who feel highly insecure tend to report lower satisfaction than those confident about their future, and other studies tie insecurity to weaker commitment, less trust in management, and stronger intentions to leave. While a degree

of threat can occasionally spur better performance, most findings show that persistent insecurity does more harm than good to employee performance. Here, job satisfaction acts as a psychological mechanism that explains how insecurity turns into turnover intention. This study hypothesizes that job insecurity directly affects job satisfaction (H_5) and turnover intention (H_{10}) and indirectly affects turnover intention through job satisfaction (H_{19}).

2.6 Job Satisfaction

Job satisfaction is an individual's attitude, evaluation, and emotional response to their job, formed by comparing expectations with actual work experience (Organ, 2018; Robbins & Timothy, 2019). While all definitions treat it as an evaluation of work, the emphasis varies: Organ (2018) stress the affective dimension, Robbins and Timothy (2019) the evaluation of job characteristics such as pay, promotion, relationships, and supervision, and Cantarelli, Vainieri, and Seghieri (2023) frames it as a multidimensional construct spanning the work itself, compensation, promotion, supervision, coworkers, rewards, and communication. These views show that satisfaction depends on both intrinsic and extrinsic factors. In hospitality, it is a key indicator of how well an organization meets the professional, social, and psychological needs of employees in a high-interaction service environment.

Research consistently links job satisfaction to retention and intention to leave: satisfied employees show stronger loyalty, commitment, engagement, and performance, whereas dissatisfaction is tied to withdrawal, absenteeism, lower productivity, and higher turnover intention (Simon & Sagoe, 2018). From a Social Exchange Theory perspective, satisfaction signals that the organization has provided rewards and support matching the employee's contribution, encouraging a continued working relationship. However, the strength of this link varies with personal traits such as internal locus of control, since individuals high in this trait manage dissatisfaction and solve work problems better than those who attribute conditions to external forces. Thus, job satisfaction serves as the central mediator linking leadership, work motivation, work environment, work stress, and job insecurity to turnover intention, as well as a direct predictor of turnover intention. This study hypothesizes that job satisfaction directly affects turnover intention (H_{11}), that this relationship is moderated by an internal locus of control (H_{12}), and that satisfaction mediates the effects of leadership (H_{15}), work motivation (H_{16}), work environment (H_{17}), work stress (H_{18}), and job insecurity (H_{19}) on turnover intention.

2.7 Internal Locus of Control

An internal locus of control reflects an individual's belief that work outcomes stem from their own effort, ability, and decisions rather than external forces (Galvin, Randel, Collins, and Johnson (2018), echoing Husin, Sari, and Labaada (2023) view that internally oriented people see reinforcement as driven by personal characteristics. In a demanding industry such as hospitality, this orientation shapes how employees interpret their experiences: those with high internal control tend to treat difficult conditions as manageable challenges, while those with an external orientation attribute outcomes to luck, policy, or forces beyond their control (Robbins & Timothy, 2019). Empirical studies link locus of control to motivation, commitment, satisfaction, and turnover intention, with Ng, Sorensen, and Eby (2006) noting that internals view challenges as growth opportunities, whereas externals more often feel helpless. As a result, the same level of job satisfaction can yield different responses: employees with high internal control tend to stay committed despite pressure, while those with low internal control are more prone to turnover intention when satisfaction falls. Thus, an internal locus of control thus functions as a moderator that can strengthen or weaken the effect of satisfaction on turnover intention, leading to hypothesis (H_{12}): internal locus of control moderates the influence of job satisfaction on turnover intention among four-star hotel employees in Batam City.

2.8 Turnover Intention

Turnover intention is an employee's tendency to leave an organization voluntarily after weighing their work conditions, career prospects, environment, and available alternatives (Alhajaj & Ahmad, 2024; Robbins &

[Timothy, 2019](#)). In organizational behavior, it is seen as the cognitive stage preceding actual departure, making it a useful indicator of workforce stability. [Jacobs and Roodt \(2007\)](#) and [Bothma and Roodt \(2012\)](#) describe it as withdrawal behavior that starts with the urge to look elsewhere and builds toward a decision to leave, while [Alhajaj and Ahmad \(2024\)](#) stresses that it emerges gradually, through comparing one's actual conditions with personal expectations and outside opportunities. These differing emphases show that turnover intention reflects both individual factors and organizational conditions that shape how employees perceive their work.

[Alhajaj and Ahmad \(2024\)](#) work identifies leadership style, compensation, promotion, job characteristics, relationships, and satisfaction as influences on turnover intention. This study positions leadership, work motivation, work environment, work stress, job insecurity, and job satisfaction as the main determinants among hospitality employees. Prior findings generally show that high satisfaction lowers turnover intention, while stress and insecurity raise it, and that leadership, motivation, and environment act either directly or through satisfaction as an underlying mechanism. An internal locus of control is further expected to shape the strength of the satisfaction-turnover link, since internally oriented employees handle dissatisfaction without rushing to leave ([Ng et al., 2006](#); [Rabenu & Yaniv, 2017](#)). This synthesis grounds hypotheses H_6 through H_{19} , which test the direct, simultaneous, mediating, and moderating effects on turnover intention among four-star hotel employees in Batam.

2.9 Hypotheses

Based on the Social Exchange Theory developed by [Thibaut and Kelley \(1959\)](#), this study proposes that leadership, work motivation, work environment, work stress, and job insecurity influence turnover intention through two pathways: direct influence and indirect influence mediated by job satisfaction, while internal locus of control acts as a moderating factor. These factors shape employees' evaluations of work relationships, increase or decrease job satisfaction, and influence their decisions to stay or leave the organization. Based on this description, the following research hypotheses are proposed.

H_1 : Leadership has a direct effect on the job satisfaction of four-star hotel employees in Batam City

H_2 : Work motivation has a direct effect on the job satisfaction of four-star hotel employees in Batam City

H_3 : The work environment has a direct effect on the job satisfaction of four-star hotel employees in Batam City.

H_4 : Work stress has a direct effect on the job satisfaction of four-star hotel employees in Batam.

H_5 : Job insecurity has a direct effect on the job satisfaction of four-star hotel employees in Batam.

Direct effects on turnover intention

H_6 : Leadership has a direct effect on the turnover intention of four-star hotel employees in Batam City

H_7 : Work motivation has a direct effect on the turnover intention of four-star hotel employees in Batam City

H_8 : The work environment has a direct effect on the turnover intention of four-star hotel employees in Batam City

H_9 : Work stress has a direct effect on the turnover intention of four-star hotel employees in Batam City

H_{10} : Job insecurity has a direct effect on the turnover intention of four-star hotel employees in Batam City

H_{11} : Job satisfaction has a direct effect on the turnover intention of four-star hotel employees in Batam City

H_{12} : Internal locus of control moderates (strengthens or weakens) the effect of job satisfaction on the turnover intention of four-star hotel employees in Batam City

H_{13} : Leadership, work motivation, work environment, work stress, and job insecurity jointly affect the job satisfaction of four-star hotel employees in Batam City

- H₁₄*: Leadership, work motivation, work environment, work stress, job insecurity, and job satisfaction jointly affect the turnover intention of four-star hotel employees in Batam City
- H₁₅*: Leadership has an indirect effect on turnover intention through the job satisfaction of four-star hotel employees in Batam City
- H₁₆*: Work motivation has an indirect effect on turnover intention through the job satisfaction of four-star hotel employees in Batam City
- H₁₇*: The work environment has an indirect effect on turnover intention through the job satisfaction of four-star hotel employees in Batam City
- H₁₈*: Work stress has an indirect effect on turnover intention through the job satisfaction of four-star hotel employees in Batam City
- H₁₉*: Job insecurity has an indirect effect on turnover intention through the job satisfaction of four-star hotel employees in Batam City

3. Methodology

This study adopted a quantitative explanatory survey design with a mixed methods approach to examine the causal relationship between leadership, work motivation, work environment, work stress, job insecurity, and job satisfaction, and its impact on turnover intention moderated by internal locus of control among employees of 4-star hotels in Batam City. This design is suitable for testing theory-based hypotheses and building causal inferences between latent constructs in organizational behavior and hotel human resource management research (Hair, 2022). The study population consisted of all 2,361 employees in 24 4-star hotels in Batam City. The sample size was determined using Slovin's formula:

$$n = \frac{N}{1 + N(e)^2} \quad (1)$$

With $N = 2,361$ and a margin of error (d) = 0.05, the sample size was 343 respondents. Purposive random sampling (proportional) was used for two main purposes in this study. First, to ensure that each hotel contributed respondents in proportion to its number of employees. Second, this proportional representation reduced sample bias and increased the generalizability of the findings.

Table 1. Distribution of research sample data

No	Hotel Name	N	Number of employees	Amount
1	Nagoya Hill Hotel Batam	116	$\frac{116}{2361} \times 343 = 16.85$	17
2	Planet Holiday Hotel & Residence	94	$\frac{94}{2361} \times 343 = 13.66$	14
3	Pacific Palace Hotel	135	$\frac{135}{2361} \times 343 = 19.61$	20
4	Swiss-Belhotel Harbour Bay	118	$\frac{118}{2361} \times 343 = 17.14$	17
5	AP Premier (ex-Novotel Batam)	125	$\frac{125}{2361} \times 343 = 18.16$	18
6	Four Points (ex-Allium Panorama Batam)	95	$\frac{95}{2361} \times 343 = 13.80$	14
7	Aston Batam Hotel & Residence	120	$\frac{120}{2361} \times 343 = 17.43$	17
8	I Hotel Baloi	107	$\frac{107}{2361} \times 343 = 15.54$	16
9	HARRIS Resort Waterfront Batam	112	$\frac{112}{2361} \times 343 = 16.27$	16
10	Harmoni One Convention Hotel and Service Apartments	78	$\frac{78}{2361} \times 343 = 11.33$	11
11	Santika Hotel Batam	87	$\frac{87}{2361} \times 343 = 12.64$	13
12	Grand Eska Hotel (ex-Swiss Belinn)	114	$\frac{114}{2361} \times 343 = 16.56$	17
13	Harmoni Suites Hotel	130	$\frac{130}{2361} \times 343 = 18.89$	19
14	Golden View Hotel	78	$\frac{78}{2361} \times 343 = 11.33$	11
15	Crown Vista Hotel	66	$\frac{66}{2361} \times 343 = 9.59$	10
16	Aglow Hotel (ex GGi Hotel)	78	$\frac{78}{2361} \times 343 = 11.33$	11

17	I Hotel Nagoya	112	$^{112}/2361 \times 343 = 16.27$	16
18	Alltrue Sydney Hotel Batam Center	68	$^{68}/2361 \times 343 = 9.88$	10
19	Nagoya Mansion Hotel & Residence	116	$^{116}/2361 \times 343 = 16.85$	17
20	The BCC Hotel & Residence	55	$^{55}/2361 \times 343 = 7.99$	8
21	King's Hotel (ex Horison Ultima King's)	62	$^{62}/2361 \times 343 = 9.01$	9
22	Holiday Inn Resort Batam	81	$^{81}/2361 \times 343 = 11.77$	12
23	HARRIS Hotel Batam Center – Batam	96	$^{96}/2361 \times 343 = 13.95$	14
24	Wyndham Panbil Batam	118	$^{118}/2361 \times 343 = 17.14$	17
	Amount	2361		343

Table 1 shows the proportional distribution of the 343 respondents across the 24 four-star hotels, allocated in proportion to each hotel's workforce. Data were collected through a structured questionnaire using a five-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree), supplemented by secondary data from official hotel documents, BPS, and related literature, as well as Focus Group Discussions with hospitality experts, hotel managers, and community leaders to deepen the quantitative findings. The instrument comprised eight latent variables contextualized to the hospitality setting: Leadership, Work Motivation, Work Environment, Work Stress, and Job Insecurity as exogenous variables; Job Satisfaction as the intervening variable; Internal Locus of Control as moderator; and Turnover Intention as the endogenous variable.

Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 3.0 (Hair, 2022). They chosen for its ability to estimate complex models with multiple constructs, mediation, and moderation simultaneously, its emphasis on explained variance (R^2), its robustness to moderate sample sizes and non-normal data, and its growing support in hospitality research (Hair, 2022). The analysis proceeded in two stages: the outer model was assessed through convergent validity (loadings ≥ 0.70), AVE (≥ 0.50), composite reliability (≥ 0.70), and discriminant validity via the Fornell-Larcker criterion and cross-loadings (Fornell & Larcker, 1981), while the inner model was evaluated through R^2 , f^2 , Q^2 (blindfolding), VIF, and path significance using 5,000 bootstrap resamples, with the mediating role of job satisfaction and the moderating role of internal locus of control tested through specific indirect effects and interaction terms (Hair, 2022).

4. Results and Discussions

4.1 Results

4.1.1 Convergent Validity Test

The convergent validity test showed satisfactory results, with no indicators needing to be removed. All retained indicators had outer loading values above 0.70. In the Leadership construct, the highest outer loading value reached 0.824. The Work Motivation construct recorded a maximum of 0.874, Work Environment reached 0.829, Work Stress the highest 0.815, Job Insecurity reached 0.799, Job Satisfaction the highest 0.804, Internal Locus of Control reached 0.809, and Turnover Intention reached 0.839. These results prove that the measurement model used effectively captured the intended constructs.

4.1.2 Discriminant Validity Test

The discriminant validity test was conducted using the Fornell-Larcker criteria through the Average Variance Extracted (AVE) value, as presented in Table 1. The test results showed that the AVE value for each construct was greater than 0.5. The AVE values of each construct were as follows (leadership), 0.730 (Work Motivation), 0.652 (Work Environment), 0.641 (Work Stress), 0.575 (Job Insecurity), 0.614 (Job Satisfaction), 0.614 (Internal Locus of Control), and 0.652 (Turnover Intention). This indicates that each construct explains a greater variance in its indicators than other constructs, thus proving adequate discriminant validity. Table 2 shows that all constructs recorded an AVE above the 0.50 threshold, ranging from 0.575 to 0.730, thus confirming adequate convergent validity.

Table 2. Results of the discriminant validity test using the Fornell-Larcker method

Variables	AVE	Validity
Leadership	0.652	Valid
Work motivation	0.730	Valid
Work environment	0.652	Valid
Work stress	0.641	Valid
Job insecurity	0.575	Valid
Job satisfaction	0.614	Valid
Internal locus of control	0.614	Valid
Turnover intention	0.652	Valid

4.1.3 Reliability and Structural Model Evaluation

The measurement model demonstrated excellent reliability. As presented in Table 2 and Table 3, all constructs had Cronbach's Alpha values above 0.92, Composite Reliability values above 0.93, and AVE values exceeding 0.50. These results confirm a high level of internal consistency and strong convergent validity for the study constructs.

Table 3. Reliability test results

Variables	Composite Reliability	Cronbach Alpha	Reliability
Leadership	0.952	0.951	Reliable
Work motivation	0.961	0.954	Reliable
Work environment	0.937	0.924	Reliable
Work stress	0.935	0.920	Reliable
Job insecurity	0.937	0.926	Reliable
Job satisfaction	0.937	0.937	Reliable
Internal locus of control	0.931	0.930	Reliable
Turnover intention	0.952	0.951	Reliable

In accordance with organizational behavior theory and turnover research models, the structural model was evaluated. The R^2 value for job satisfaction indicates the strength of the influence of exogenous variables on it, while the R^2 for turnover intention reflects how much variation in employee turnover intention can be explained by the previous variables. The dominant path coefficient recorded for the work environment variable on job satisfaction was 0.331, followed by job insecurity on turnover intention at 0.250. The smallest effect was that of work stress on job satisfaction at -0.083.

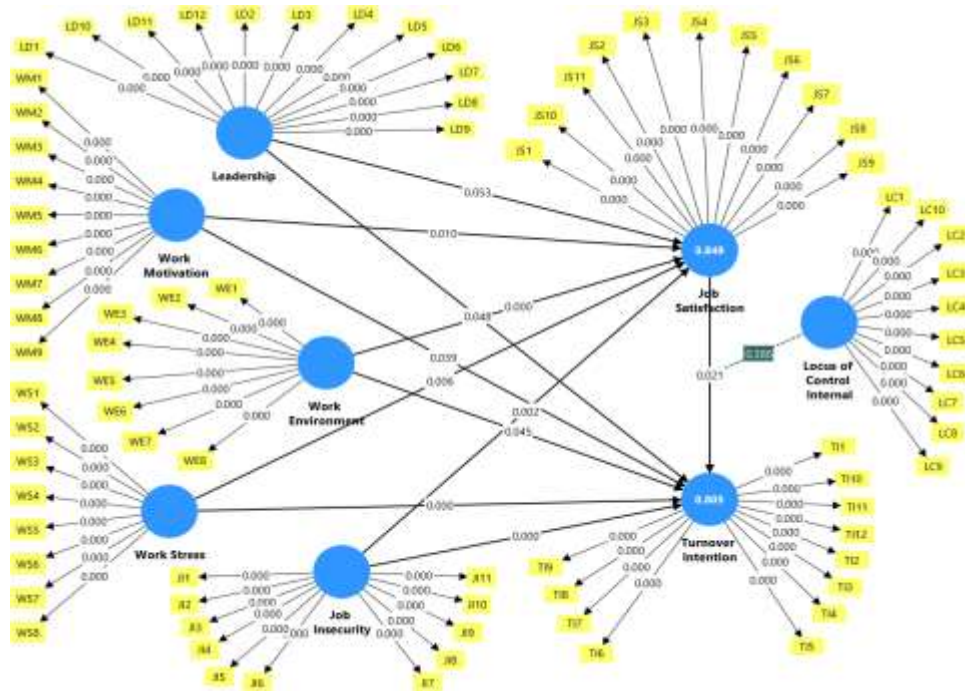


Figure 1. Inner model (boot strapping)

Figure 1 shows the path coefficients and the t-statistics for each predictor. Job insecurity had the strongest effect on turnover intention ($t = 5.524$), followed by work environment on job satisfaction ($t = 4.893$), while leadership on turnover intention was the weakest ($t = 2.001$), indicating the varying strengths of causal relationships across the model. In accordance with the PLS-based Structural Equation Modeling (SEM) approach used in this study, the structural model was further evaluated. The R^2 value for job satisfaction reached 0.849, indicating that leadership, work motivation, work environment, work stress, and job insecurity together explained 84.9% of the variance in job satisfaction. Meanwhile, the R^2 value for turnover intention of 0.805 indicates that all previous variables (including job satisfaction) were able to explain 80.5% of the variance in turnover intention.

Table 4. R-Square values

	R-square
Job satisfaction	0.849
Turnover intention	0.805

The effect size (f^2) analysis in Table 4 further reveals the relative contributions of each predictor. The work environment had the largest effect on job satisfaction ($f^2 = 0.110$), followed by job insecurity ($f^2 = 0.041$), work motivation ($f^2 = 0.037$), leadership ($f^2 = 0.035$), and work stress ($f^2 = 0.028$). Meanwhile, job satisfaction on turnover intention showed an effect of $f^2 = 0.018$. These results indicate that although the model has high explanatory power, most of the influences between the variables are small to moderate.

Table 4. Effect size (f-square)

Variables	Job Satisfaction	Turnover Intention
Leadership	0.035	
Work motivation	0.037	
Work environment	0.110	
Work stress	0.028	

Job insecurity	0.041	
Job satisfaction		0.018

4.1.4 Hypothesis Testing

As presented in Table 4.19, eleven of the twelve hypotheses were accepted directly. Job satisfaction significantly influenced turnover intention ($\beta = -0.163$, $t = 2.326$, $p = 0.021$). Leadership had a positive and significant influence on job satisfaction ($\beta = 0.196$, $t = 2.001$, $p = 0.046$) and a negative and significant influence on turnover intention ($\beta = -0.129$, $t = 2.070$, $p = 0.039$). Work motivation also had a positive and significant influence on job satisfaction ($\beta = 0.246$, $t = 2.706$, $p = 0.007$) and a negative and significant influence on the turnover intention ($\beta = -0.193$, $t = 2.114$, $p = 0.035$). The work environment showed a positive and significant effect on job satisfaction ($\beta = 0.331$, $t = 4.893$, $p = 0.000$) and a negative and significant effect on turnover intention ($\beta = -0.142$, $t = 2.283$, $p = 0.023$). Work stress had a negative and significant effect on job satisfaction ($\beta = -0.083$, $t = 2.629$, $p = 0.009$) and a positive and significant effect on turnover intention ($\beta = 0.116$, $t = 3.705$, $p = 0.000$). Job insecurity has a negative and significant effect on job satisfaction ($\beta = -0.142$, $t = 3.042$, $p = 0.003$) and a positive and significant effect on turnover intention ($\beta = 0.250$, $t = 5.524$, $p = 0.000$). However, the moderating hypothesis of the internal locus of control on the relationship between job satisfaction and turnover intention was not significant ($\beta = -0.019$, $t = 0.894$, $p = 0.372$) and was therefore rejected.

Table 5. Results of the direct effect hypotheses test

Hypotheses	Influence	Original Sample	T-Statistic	P-Values	Results
H_1	Leadership=> Job satisfaction	0.196	2,001	0.046	Accepted
H_2	Work motivation=> Job satisfaction	0.246	2,706	0.007	Accepted
H_3	Work environment=> Job satisfaction	0.331	4,893	0,000	Accepted
H_4	Work stress=> Job satisfaction	-0.083	2,629	0.009	Accepted
H_5	Job insecurity=> Job satisfaction	-0.142	3,042	0.003	Accepted
H_6	Leadership=> Turnover intention	-0.129	2,070	0.039	Accepted
H_7	Work motivation=> Turnover intention	-0.193	2,114	0.035	Accepted
H_8	Work environment=> Turnover intention	-0.142	2,283	0.023	Accepted
H_9	Work stress=> Turnover intention	0.116	3,705	0,000	Accepted
H_{10}	Job insecurity=> Turnover intention	0.250	5,524	0,000	Accepted
H_{11}	Job satisfaction=> Turnover intention	-0.163	2,326	0.021	Accepted

Hypotheses	Influence	Original Sample	T-Statistic	P-Values	Results
H_{12}	<i>Job satisfaction</i> => Turnover intention is moderated by Internal Locus of Control	-0.019	0.894	0.372	Rejected
H_{13}	<i>Leadership, work motivation, work environment, work stress, and job insecurity</i> => job satisfaction	Testing Criteria		F test	Accepted
		Pvalue < 0.05 is accepted		P-value = 0.000 < 0.05	
H_{14}	<i>Leadership, work motivation, work environment, work stress, job insecurity and job satisfaction</i> => Turnover intention	Pvalue < 0.05 is accepted			P-value = 0.000 < 0.05
		Pvalue > 0.05 is rejected			

The indirect effect test in Table 5 shows significant mediation by job satisfaction only in the work environment on turnover intention ($\beta = -0.054$, $t = 2.254$, $p = 0.025$). Meanwhile, the indirect effect of leadership on turnover intention was not significant ($\beta = -0.032$, $t = 1.330$, $p = 0.184$), and neither was work motivation ($\beta = -0.040$, $t = 1.665$, $p = 0.097$), work stress ($\beta = 0.014$, $t = 1.618$, $p = 0.106$), or job insecurity ($\beta = 0.023$, $t = 1.766$, $p = 0.078$).

Table 6. Results of the indirect effect hypotheses test

Hypotheses	Influence	Original Sample	T-Statistic	P-Values	Results
H_{15}	<i>Leadership</i> => Turnover intention is mediated by job satisfaction	-0.032	1,330	0.184	Rejected
H_{16}	<i>Work motivation</i> => Turnover intention is mediated by job satisfaction	-0.040	1,665	0.097	Rejected
H_{17}	<i>Work environment</i> => Turnover intention is mediated by job satisfaction	-0.054	2,254	0.025	Accepted
H_{18}	<i>Work stress</i> => Turnover intention is mediated by job satisfaction	0.014	1,618	0.106	Rejected
H_{19}	<i>Job insecurity</i> => Turnover intention is mediated by job satisfaction	0.023	1,766	0.078	Rejected

Referring to the data presented in Tables 5 and 6, hypothesis testing can be interpreted using the following steps:

1. The direct effect shows that the work environment has a positive and significant influence on job satisfaction ($\beta = 0.331$, $t = 4.893$, $p = 0.000$), followed by work motivation ($\beta = 0.246$, $t = 2.706$, $p = 0.007$), and leadership ($\beta = 0.196$, $t = 2.001$, $p = 0.046$). Work stress ($\beta = -0.083$, $t = 2.629$, $p = 0.009$) and job insecurity ($\beta = -0.142$, $t = 3.042$, $p = 0.003$) had a negative and significant influence on job

satisfaction. Job satisfaction also had a negative and significant influence on turnover intention ($\beta = -0.163$, $t = 2.326$, $p = 0.021$).

2. The indirect effect of job satisfaction as a mediator of turnover intention was only significant for the work environment ($\beta = -0.054$, $t = 2.254$, $p = 0.025$). This indicates a significant, albeit relatively small indirect effect.
3. The indirect effects of leadership ($\beta = -0.032$, $t = 1.330$, $p = 0.184$), work motivation ($\beta = -0.040$, $t = 1.665$, $p = 0.097$), work stress ($\beta = 0.014$, $t = 1.618$, $p = 0.106$), and job insecurity ($\beta = 0.023$, $t = 1.766$, $p = 0.078$) were not significant. Similarly, the moderation hypothesis of the internal locus of control on the relationship between job satisfaction and turnover intention was not significant ($\beta = -0.019$, $t = 0.894$, $p = 0.372$).

Overall, the work environment has a significant indirect effect on turnover intention through job satisfaction, while leadership, work motivation, work stress, and job insecurity do not provide significant indirect effects.

4.2 Discussion

The results of this study largely support organizational behavior theory and the causal relationship model between variables in the hospitality industry. Job satisfaction emerged as a significant predictor of turnover intention ($\beta = -0.163$, $p = 0.021$), in line with the view that job satisfaction acts as a psychological mediator between organizational factors and employee turnover intention. This finding is consistent with previous research that positions job satisfaction as a key mediator between determinant factors and turnover intention ([Alam & Asim, 2019](#); [Chiho, 2022](#); [Memon et al., 2020](#)). The work environment showed the strongest influence on job satisfaction ($\beta = 0.331$, $p = 0.000$) and had a significant indirect effect on turnover intention through job satisfaction ($\beta = -0.054$, $t = 2.254$, $p = 0.025$). Work motivation ($\beta = 0.246$, $p = 0.007$) and leadership ($\beta = 0.196$, $p = 0.046$) also had positive and significant effects on job satisfaction and a significant negative effect on turnover intention. Conversely, work stress ($\beta = -0.083$, $p = 0.009$) and job insecurity ($\beta = -0.142$, $p = 0.003$) had significant negative effects on job satisfaction and significant positive effects on turnover intention. Job satisfaction failed to mediate the influence of leadership, work motivation, work stress, and job insecurity on turnover intention, except for the work environment variable.

An interesting finding is the insignificant moderating role of internal locus of control in the relationship between job satisfaction and turnover intention ($\beta = -0.019$, $t = 0.894$, $p = 0.372$). This indicates that the internal locus of control does not strengthen or weaken the influence of job satisfaction on employee turnover intention in 4-star hotels in Batam City. Simultaneously, the five exogenous variables significantly influenced job satisfaction ($p = 0.000$), and all the variables significantly influenced turnover intention ($p = 0.000$). From a theoretical perspective, these results reinforce the importance of job resources (such as work environment and leadership) and personal resources (work motivation) in reducing turnover intention by increasing employees' job satisfaction. However, work-related stress and job insecurity remain risk factors that require serious attention. The research model demonstrated high explanatory power (R^2 job satisfaction = 0.849; R^2 turnover intention = 0.805), indicating that the combination of leadership, motivation, work environment, stress, and job insecurity, along with job satisfaction, contributes significantly to understanding employee behavior in the hospitality industry. These findings enrich organizational behavior theory by highlighting the limitations of the mediating role of job satisfaction and the moderating role of the internal locus of control in the hospitality context of Batam City.

5. Conclusions

5.1 Conclusion

This study examines the influence of leadership, work motivation, work environment, work stress, and job insecurity on job satisfaction and its impact on turnover intention moderated by internal locus of control on 4-star hotel employees in Batam. This study offers several key conclusions. First, leadership, work motivation, and the work environment play important roles in positively and significantly increasing the

job satisfaction. In contrast, work stress and job insecurity negatively and significantly decreased employee job satisfaction. Second, job satisfaction functions as a psychological mechanism that negatively and significantly influences turnover intention and successfully mediates the influence of the work environment on turnover intention. Third, the internal locus of control fails to moderate the relationship between job satisfaction and turnover intention. Furthermore, all five exogenous variables simultaneously had a significant effect on job satisfaction, and all variables significantly influenced turnover intention. By demonstrating the stronger role of the work environment and work motivation than other variables in reducing turnover intention through increased job satisfaction, this study enriches the theories of organizational behavior and human resource management in the hospitality sector. These findings emphasize the importance of aligning organizational resources with employee needs to create high job satisfaction and reduce employee turnover intentions in the hospitality industry in Batam City.

5.2 Research Limitations

This study had several limitations. First, the study was conducted only on employees of a four-star hotel in Batam City, making it difficult to generalize the results to other star-rated hotels or other regions in Indonesia. Second, the research model focused only on the variables of leadership, work motivation, work environment, work stress, job insecurity, job satisfaction, and internal locus of control, potentially overlooking other relevant factors such as organizational culture, compensation, or more specific leadership styles. Third, the data collection was cross-sectional and relied on self-completed questionnaires, potentially introducing common method bias, although efforts were made to minimize this risk in the study.

5.3 Suggestions and Directions for Future Research

For four-star hotels in Batam City, these findings call for a reorientation of HR strategy: prioritizing leadership, work motivation, and the work environment, which strongly raise job satisfaction and lower turnover intention, while actively managing work stress and job insecurity through clearer policies on workload, career certainty, and fair compensation. Theoretically, this study enriches HR management theory and Social Exchange Theory by positioning job satisfaction as a key mediator, particularly between the work environment and turnover intention, and by exposing the moderating limitations of an internal locus of control. Future research could use longitudinal designs, add variables such as organizational culture or compensation, apply mixed methods to explore the mechanisms behind turnover intention, and compare different hotel ratings or industries to strengthen the generalizability of the findings.

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Author Contributions

RR contributed to the entire research process, including concept formulation, methodology, data collection, data analysis, interpretation of the results, and overall writing and preparation of the manuscript. CW, as the promoter, provided in-depth scientific guidance, conceptual input, and strategic direction during the study. BS, as a co-promoter, provided guidance in refining the methodology, data analysis, and strengthening the theoretical framework. All the authors have read and approved the final version of this manuscript.

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